



PERSONAL IMPACT PROGRAMME

AT LEAST 7 REASONS TO PARTICIPATE IN THE PERSONAL IMPACT PROGRAMME!

CHALLENGE 1 – NORMALISING RELATIONSHIPS WITH A KEY STAKEHOLDER

- DEALING WITH A STAKEHOLDER WITH WHOM WE HAD HAD A DIFFICULT RELATIONSHIP; THE MAIN SOURCE OF THIS ANTAGONISM APPEARING TO BE A 'GAP' BETWEEN THEIR EXPECTATIONS AND THE FORMAL REQUIREMENTS PLACED ON US.
- IN ADDITION, THE STAKEHOLDER WAS CLEAR ON WHAT WAS UNACCEPTABLE BUT WAS UNABLE TO PROVIDE A CLEAR STEER ON WHAT WAS ACCEPTABLE AND WAS FURTHER COMPOUNDED, IN MY VIEW, BY A STAKEHOLDER WHO WORKED IN A VERY FORMAL AND PROCEDURAL-DRIVEN ENVIRONMENT WITH LITTLE OR NO LEEWAY ON TIMINGS/CONTENT.

APPROACH

I USED A NUMBER TECHNIQUES TO OVERCOME THIS ISSUE. IN EFFECT, IT WAS A TEAM EXERCISE WHERE:

1. I USED STP TO PRESENT TO THE TEAM THE SITUATION, WHERE WE WANTED TO BE AND A VARIETY OF OPTIONS UNDER P FOR US TO JOINTLY CONSIDER;
2. WE UNDERTOOK A FORCEFIELD ANALYSIS TO NOT ONLY QUANTIFY BLOCKERS BUT ALSO TO MARRY THESE WITH THE VARIOUS OPTIONS OPEN TO US (IN EFFECT, I EXTRAPOLATED THE FF ANALYSIS TO INCLUDE AN ATTEMPT TO QUANTIFY WHICH OF THE OPTIONS WAS THE BEST; I.E. IF WE TAKE OPTION A, WHICH BLOCKERS WOULD IT REMOVE, HENCE CREATING A NOMINAL 'BLOCKER-BUSTING SCORE' FOR EACH OPTION OR COMBINATION);
3. AFTER THIS, WE UNDERTOOK AN ASSUMPTION BUSTING EXERCISE TO ENSURE THAT IDENTIFIED BLOCKERS WERE REAL, RATHER THAN HEAVILY INFLUENCED BY OUR OWN PERCEPTIONS;
4. AFTER THIS, WE RE-EXAMINED THE 'BLOCKER BUSTING SCORES' TO STRIP OUT ANY ASSUMPTIONS THAT PROVED TO BE FALSE AND AGREED A WAY FORWARD, PUTTING TOGETHER A PACKAGE OF ACTIONS DERIVED FROM THE REMAINING PS FROM THE STP PRESENTATION.
5. AND ONE OF THE ACTIONS ADOPTED WAS TO HOLD A MEETING WITH THE STAKEHOLDER AND SO WE UNDERTOOK AN INFLUENCING STYLES EXERCISE AND SETTLED ON A MIXTURE OF 'DIRECTIVE' TO RELAY UPDATING INFORMATION AND THEN AN 'ENABLING' STYLE SO THEY WERE ABLE TO INDICATE BOTH THEIR EXPECTATIONS AND HOW THESE WOULD MANIFEST THEMSELVES IN BUSINESS TERMS.

OUTCOMES

OVERALL, I BELIEVE THAT WE WERE SUCCESSFUL ON A NUMBER OF COUNTS:

- THE RELATIONSHIP IS NOW PRETTY MUCH NORMALISED WITH THE STAKEHOLDER,
- THEY RECEIVED A PRODUCT THAT MET BOTH THEIR NEEDS AND EXPECTATIONS;
- THE STAKEHOLDER ACTED IN A WAY THAT RESULTED IN THE OUTCOME THAT WE WERE SEEKING;
- AND THE TEAM WAS CONGRATULATED BY OUR MANAGERS FOR NOT ONLY A DIFFICULT JOB WELL DONE, BUT DOING SO IN A VERY EFFICIENT MANNER.

WHILST I HAVE THE OPPORTUNITY, I WOULD LIKE TO SAY THAT THIS HAS GOT TO BE ONE OF, IF NOT THE, BEST COURSES I'VE BEEN ON - THERE HAVE BEEN MANY 'MANDATORY' COURSES THAT I'VE ATTENDED AS MY CAREER HAS DEVELOPED, BUT THIS COURSE BEATS MANY, IF NOT ALL, OF THEM INTO A COCKED HAT!

BEST REGARDS FOR THE FUTURE AND HOPEFULLY OUR PATHS WILL CROSS AGAIN SOMETIME SOON.

CHALLENGE 2 – CONFIDENCE AND PROMOTION!

ONE OF THE AREAS THAT I OFTEN STRUGGLED WITH WAS A STRANGE COMBINATION OF NERVES AND LACK OF CONFIDENCE. I CALL IT STRANGE AS IN MOST SITUATIONS I AM CALM AND COLLECTED AND COULD TALK THE HIND LEGS OF A COW. HOWEVER WHENEVER I WAS FACED WITH AN UNKNOWN 'BUSINESS' AUDIENCE I SUDDENLY WOULD BECOME TONGUE TIED AND WOULD SPEAK IN NO COHERENT ORDER!!

APPROACH

I FOUND THE COURSE TO BE 100% BENEFICIAL; IT REMINDED ME OF THE VALUE OF PREPARATION AND HAVING CONFIDENCE IN ONE'S ABILITY; SOMETHING WHICH IN OUR CURRENT WORK ENVIRONMENT IS OFTEN FORGOTTEN.

THOSE DAYS ARE FIRMLY BEHIND ME:

- BY HAVING BRAVE CLEAR IN MY MIND
- USING MY ELEVATOR PITCH
- AND APPLYING STP

OUTCOMES

- I HAVE BECOME A FORCE TO BE RECKON WITH!! UK/EU MEETINGS HAVE BECOME ENJOYABLE, AND TALKING TO FELLOW MEMBER STATES REPRESENTATIVES A BREEZE!
- DO YOU RECALL THAT DURING OUR WORKSHOP I SAID AMONGST OTHER REASONS I WAS ATTENDING WAS THAT I WANTED TO TAKE MY CAREER TO THE NEXT LEVEL IN THE DEPT AND I WANTED TO ACHIEVE MY OBJECTIVE BY THE END OF JUNE?
- **WELL ON THE 30 JUNE I SUCCEEDED IN SECURING MY PROMOTION!!**

I AM SURE I WILL BE CALLING ON YOUR SERVICES AGAIN TO PERFECT MY PRESENTATION/FACILITATION SKILLS BUT FOR THE MOMENT I THANK YOU BOTH FOR YOUR HELP AND ENCOURAGEMENT AS IT OBVIOUSLY CAME AT THE RIGHT TIME!

CHALLENGE 3 – GETTING BUY IN FROM COLLEAGUES

- A PRESENTATION TO UPDATE COLLEAGUES ON A PROJECT. THERE WERE 3 OF US PRESENTING (ONE NEW PERSON HAD NEVER DONE A PRESENTATION BEFORE AND WAS KEEN TO PLAY A PART) - TO AROUND 20 COLLEAGUES.

APPROACH

- WE PREPARED USING THE INFLUENCING STYLES GRID AND PRACTICING WHO WAS GOING TO USE WHAT STYLE.
- WE ALSO USED THE OTHER LEARNING FROM YOUR WORKSHOP LIKE MOVING FROM THE 'WINCE' TO THE 'WOW' FACTORS.

OUTCOMES

- THE PRESENTATION WAS REALLY WELL RECEIVED - THERE WAS A GOOD Q & A SESSION AFTER THE PRESENTATION - AND THE FEEDBACK FROM SENIOR MANAGERS AND COLLEAGUES WAS VERY POSITIVE AND IT IS STILL COMING IN!
- THANKS VERY MUCH FOR HELPING MAKE US MUCH MORE CONFIDENCE IN ACHIEVING OUR AIMS.

CHALLENGE 4 – WORKING WITH ANOTHER DEPARTMENT

- A POTENTIALLY DIFFICULT MEETING WITH COLLEAGUES FROM ANOTHER DEPARTMENT.
- THE AIM WAS TO EXPLORE WHETHER THERE WAS ANY SCOPE TO WEAVE IN A KEY OPTION OF OURS INTO THEIR PROJECT. PREVIOUSLY WE HAD BEEN TOLD THAT THERE WOULD BE NO SCOPE FOR A OUR PROPOSAL.

APPROACH

- USING THE LESSONS LEARNED FROM THE COURSE I'D UNDERTAKEN A QUICK" FORCE FIELD ANALYSIS" TO SEE WHERE WE MIGHT BE ABLE TO INFLUENCE THEM.
- DURING THE MEETING I ALSO DEPLOYED A NUMBER OF DIFFERENT TECHNIQUES (DIRECTIVE, ENABLING ETC) TO DRAW THEM FURTHER INTO DISCUSSION.

OUTCOMES

- A SUCCESSFUL MEETING, WITH THE OPPORTUNITY TO FOLLOW-UP AND EXPLORE OPTIONS FURTHER.
- WHILE WE DID NOT ACHIEVE THE ULTIMATE OBJECTIVE OF TOTAL ACCEPTANCE OF OUR PROPOSALS (WHICH WE NEVER EXPECTED), NEITHER DID WE EXPERIENCE OUTRIGHT REJECTION, WHICH BEFORE THE MEETING WAS A REAL POSSIBILITY.
- INDEED THERE WAS A WILLINGNESS TO EXPLORE OUR "OFFER" FURTHER, AND WERE OFFERED A WIDER NET OF THEIR DEPARTMENT'S OFFICIALS TO TALK TO ABOUT THIS.

IT MAY HAVE BEEN A SMALL WIN. BUT IT WAS VERY PLEASING NONETHELESS!

CHALLENGE 5 – GAINING COMMITMENT IN A UK-WIDE INITIATIVE

DELIVERING A BRAINSTORMING EVENT WITH PARTICIPANTS DRAWN FROM EACH OF THE ENGLISH REGIONS.

APPROACH

THE AIM WAS COME UP WITH SOME STRONG IDEAS ON WAYS WE CAN TACKLE THE CURRENT RISE IN UNEMPLOYMENT.

1. I USED THE QUAD OF AIMS TO WORK THROUGH THE DESIRED OUTCOMES AND THIS ENSURED THAT I COMMISSIONED THE RIGHT INPUTS.
2. THE RESULT WAS THAT PARTICIPANTS CAME PREPARED AND HAD ALREADY HAD THE CHANCE TO THINK THINGS THROUGH.
3. IN PREPARING FOR THE SESSION I SPENT TIME THINKING ABOUT ASSUMPTION BUSTING AND APPLIED THIS TO PROBING IDEAS THAT CAME UP - THIS ALLOWED THE PARTICIPANTS TO THINK IN MORE DEPTH AND SOME REALLY GOOD DISCUSSIONS TOOK PLACE.

OUTCOMES

MOST IMPORTANTLY THE SESSION DELIVERED REAL OUTCOMES THAT WILL INFLUENCE FUTURE POLICY.

CHALLENGE 6 – GAINING AUDIENCE ENGAGEMENT IN THE US.

TO GIVE TWO 10-15 MINUTE PRESENTATIONS ON DAY TWO AND ONE ON DAY THREE OF A UK OUTREACH PROGRAMME IN THE US.

APPROACH

1. THERE WAS AN EXTREMELY BUSY AGENDA, WHICH MEANT THAT ON DAY TWO WE WERE AN HOUR BEHIND SCHEDULE AT LUNCH.
2. IT WAS DECIDED TO DROP ONE OF THE PRESENTATIONS LEAVING ME ONLY ONE 10-15 MINUTE PRESENTATION. IN FACT THIS ACTUALLY RAN FOR 40-45 MINUTES AS THE AUDIENCE WERE EXTREMELY ENGAGED.
3. A SIMILAR SCENARIO OCCURRED ON WEDNESDAY. HOWEVER, THE DELEGATION REQUESTED THAT LUNCH BE DELAYED TO ALLOW ME TO DELIVER MY SECOND PRESENTATION.
4. I SUGGESTED THAT I COVER THE FEW DIFFERENT ASPECTS THAT WOULD TAKE APPROXIMATELY 5 MINUTES. THIS PRESENTATION ACTUALLY LASTED 15-20 MINUTES DUE TO AUDIENCE PARTICIPATION.

OUTCOMES

- I FELT FAR MORE CONFIDENT WHEN DELIVERING SEVERAL PRESENTATIONS THIS WEEK WHEN USING THE SKILLS AND TECHNIQUES ACQUIRED THROUGH THE PERSONAL IMPACT TRAINING .
- THE TRAINING GAVE ME THE CONFIDENCE TO DELIVER PRESENTATIONS ON ONE TOPIC OUTSIDE MY NORMAL SCOPE OF EXPERTISE AND TO ENGAGE THE AUDIENCE IN A POSITIVE MANNER.

CHALLENGE 7 – WINNING OVER A PROMOTION PANEL

I HAD TO GIVE A PRESENTATION AS PART OF A PROMOTION PANEL INTERVIEW.

APPROACH

I USED SOME OF THE TECHNIQUES FROM THE COURSE

- STP
- SPEAKING MORE SLOWLY
- MAKING SURE I LOOKED ROUND THE TABLE AT ALL THE INTERVIEWS
- SMILING
- USING HAND GESTURES
- AND TRYING TO REMEMBER THAT THE INTERVIEW PANEL WANTED ME TO DO WELL.

OUTCOMES

DESPITE NOT HAVING DONE AN INTERVIEW IN MORE THAN 6 YEARS, I FELT CONFIDENT AND IT WENT VERY WELL, **AND I GOT THE PROMOTION!**