

GETTING LEADER SUPPORT

YOUR CONVERSATIONAL GUIDE



GAINING SUPPORT AND ADVOCACY
FOR YOUR NEW INITIATIVE

**THE ONLY WAY ON EARTH TO INFLUENCE OTHER PEOPLE IS
TO TALK ABOUT WHAT THEY WANT, AND SHOW THEM HOW TO
GET IT**

DALE CARNEGIE



IN THIS GUIDE

1

Knowing your
AUDIENCE

2

Speaking with
CONFIDENCE

3

Your cheat sheet
ANSWERS

4

Getting
COMMITMENT

The purpose of this guide is to help you talk with confidence around the benefits of your new initiative and what your approach will be to get there.

It's your mission to align thinking and rally people behind this initiative so all your employees can see that people in leadership stand firmly behind the changes needed.



1

Knowing your AUDIENCE

Be prepared for curiosity

It's only natural that people will be curious about what you're doing and why you're doing it. Think about who you'll need support from before, during and, on an ongoing basis, for your new initiative. Make sure to tailor your approach for each audience.

Here's 3 main audiences you may face, and tips on what they'll be wanting to know:



Board Members

If you're talking to a board member or attending the board meeting, regardless of its formality, they'll want to know – **what's the issue and associated risks, what's the plan, what do you need from them and what will the outcome be?**

Board members want solutions to mitigate risks. Their view of the organisation is like that of a helicopter, hovering above and watching out for potential risks. If you think of it like this, you'll nail the conversation by highlighting how your new initiative will reduce risk. Before you get here though, make sure you have the support of your CEO or Managing Director (described below)



Senior/Executive Leadership including the CEO

Senior Executives want to know **why you want the organisation to focus on this, what the benefits/outcomes will be and what the plan is.** They'll expect to see it all pulled together, including the launch and communication plan and what leaders are expected to do along the way, including what their specific role in this is (activator or advocate...or both). This is a real opportunity for you to get widespread senior executive support for a new way to approach change in the organisation.



Team Leaders

People who lead a team **want clarity about why you're doing this, what's in it for them (and their team), how it will be done and what you need from them.** This will help them support their team members and actively encourage participation. Team leaders appreciate an offer of help, so pop along to their team meeting if you get the opportunity (you might even like to suggest it).



2

Speaking with CONFIDENCE

The art of speaking confidently

Believe it or not there is an art to speaking with confidence and when you're garnering support for your new initiative you want to make sure you come across clearly and confidently.

FOUR SECRETS TO SOUNDING CONFIDENT

1 Know your subject
There's nothing worse than presenting or leading a meeting on a subject you're ill prepared for. Preparation and knowledge around your subject will help give you confidence when you speak about it. In saying that, **think about the most difficult, awkward questions or challenges you might get and then construct and practice how you could answer these.** Having a strategy around how you might handle the unknown is also a very good idea.

3 Make a statement
People ask questions when they're missing information or want approval for an idea or decision. While there's nothing inherently wrong with either of those situations, both can make you sound vulnerable. **To project your ideas with confidence, don't let your voice creep upward at the end of a sentence.** Maintain an even tone of voice and finish your statements with periods, not question marks.

2 Evaluate yourself
The key to doing anything well is doing it often and speech is no exception. When you're nervous about an important conversation or presentation, such as making the case to your boss for embedding a new approach, practice what you'll say beforehand. Public-speaking **experts recommend recording yourself as a good way to figure out if you're using the best pacing and pauses.** It also allows you to evaluate your voice for clarity and volume.

4 Invite conversation & questions
While you want to get your initiative across the line you also want people to engage with what you're doing. The easiest way to do this is to **welcome conversation around your topic.** Inviting questions about your subject shows true confidence and belief in what you're doing. One of best tips to get people talking, is instead of saying "Do you have any questions?" **reframe it to, "What questions do you have for me?"**



Those "curly" questions

It's not possible to know all the questions you'll be asked about your new initiative or change but we can definitely throw in some common ones that might come your way, and what you should think about when crafting your answers. Take this Cheat Sheet along with you to meetings and presentations, to help you with any "curly" questions that might pop up. You might also like to share them with your leaders so they can answer questions from people in their teams.

Common questions you might be asked about your new initiative:

Why do we need to focus on this change/new initiative?

Focus on the benefits of the change for your answer here.
The might also be legal responsibilities.

How much is this costing us?

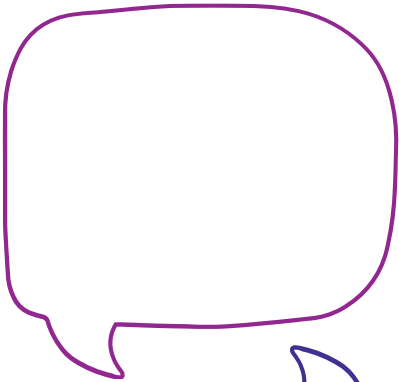
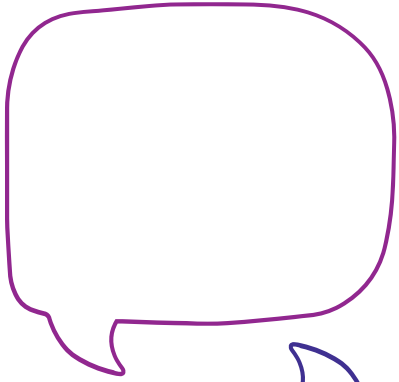
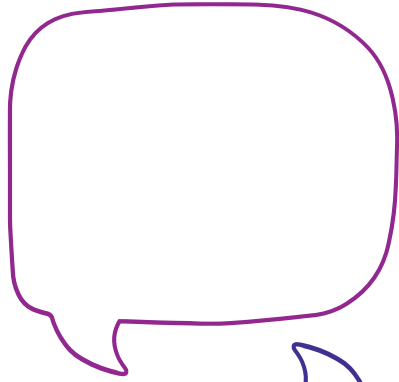
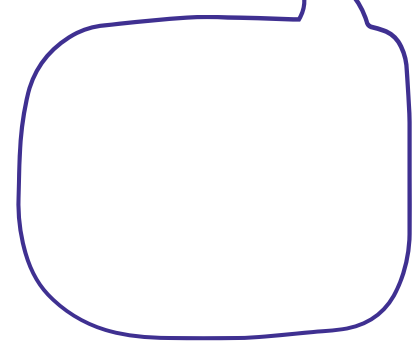
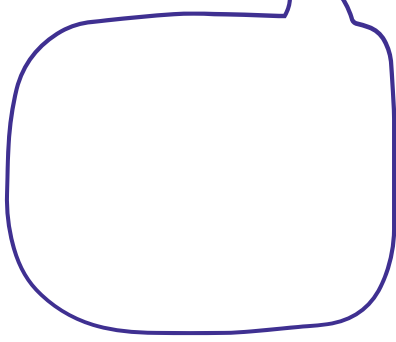
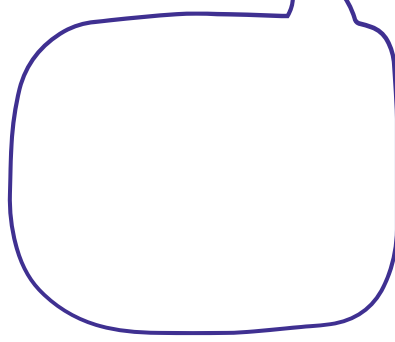
Focus on what it might cost if you do nothing.
Costs could be monetary or loss of people, reputation damage.




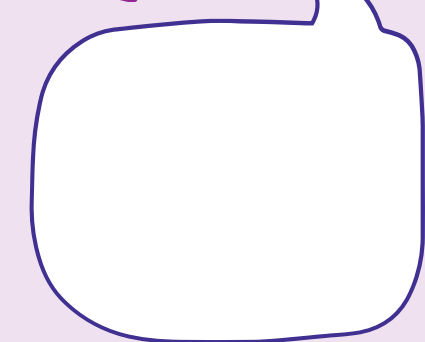
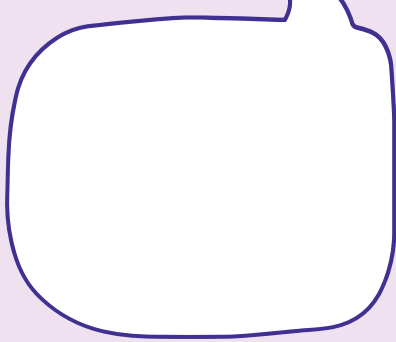
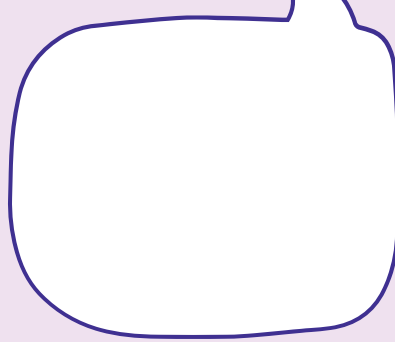
Is there a plan and timeline around how and when this is rolling out?

Make sure you have done your homework in this area and have a plan ready to show



Use this page to write your own questions and answers

Committing to the cause

The main goal of these conversations, Q&A's and information sessions is to get commitment from your leaders. When leaders in your organisation support an initiative it's much more likely to succeed.

Check list to getting commitment

- ☐ **Focus on the end result(s)**
Paint a really clear picture of what outcomes and results they're likely to see
- ☐ **WIIFM**
What's In It For Me? Make sure they know how they will benefit from this new initiative, both personally and from a team perspective.
- ☐ **Support and help**
Offer to help them with communication and answering questions if they need to present your initiative back to other people.
- ☐ **Be clear about what happens next**
People may need time to digest what you're proposing, think it over and have some time to ask you questions at a later date. Set out clearly what you expect or need from them, and by when.
- ☐ **Check in**
People leaders often get busy with lots of competing priorities. 2-3 days before any deadline or decision is due, send out a friendly but decisive message reminding them that they need to get back to you about their decision or sign off.

Using this approach will help gain their commitment, and deepen your relationship with them.



WHO WE ARE

specialists in culture

Culture Movers mission is to improve the lives of people and the prosperity of businesses, so both can successfully navigate future growth and change. To do this **we arm HR professionals and business leaders with consultative support and complete toolkits**. Supporting them to lead the change necessary that fosters vibrant cultures and healthy, performing businesses.



www.culturemovers.co.nz



curious@culturemovers.co.nz



+64 272279647