

# WOMEN IN LEADERSHIP PODCAST



**Episode 1**

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**Host: Annemarie Cross**

Annemarie Cross: You're listening to Women in Leadership podcast, episode 1.

Hi, I'm your host Annemarie Cross and welcome to another episode of Women in Leadership podcast, the podcast to empower you to reach your full potential whether you're a woman already in the leadership role or you are an aspiring leader.

Do you aspire to achieve greater success in your life, your career or your business? What if in the next year you could finally begin to experience all of the results and the success you've been working toward?

According to my guest, there are 1.8M global monthly searches on Google for the phrase "how to get what you want." And there are 3.3M global monthly searches for the word influence. The world is literally searching for what my guest will be speaking about today.

Building influence is definitely a process but it doesn't have to be a struggle.

Joining me on the show today is Karen Keller, PhD, NCC and CEO of Karen Keller International Inc. She's also the author and creator of the Keller Influence Indicator. She is a clinical psychologist and master certified coach specializing in influence and human behavior. Dr. Keller develops programs, materials, and resources relating to the art of influence. On today's show, Karen will be sharing how you can develop your influence potential as well as why it's important to be more interested in others than yourself and when you do good things will return to you quicker and longer lasting. That mistakes are truly the foundation of an accomplishment and why it's critical to pay attention to the present moment. So welcome to the show Karen.

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- Karen Keller: Hi Annemarie, how are you?
- Annemarie Cross: I'm really good.
- Karen Keller: Thank you so much for having me on your show.
- Annemarie Cross: You are so welcome. So let's dive in. How would you define influence?
- Karen Keller: There's influence and then there's being influential and I've taken on the task of defining those two things separately. To me, influence has a lot to do with an external event. You know, you come into the room and you need to say or do something to get someone else to say or do something that you want them to. So you're influencing them.
- My definition of being influential, which I think is a higher order of influence when you're influential all you need to do is walk into the room and that's it. It's something that radiates from an inner or an internal state of being. We define the seven influence traits that creates a person potential to be influential and it creates that inner being of what we've worked on and stuff.
- So in other words influence is in the whole realm in somewhat of a traditional I would say definition that people have had for years.
- Annemarie Cross: Yes.
- Karen Keller: Mainly because of things what were written by men and what they were doing. Some of it is very, very good and I have a great deal of respect toward. Other stuff is kind of just on the peripheral if you will.
- Annemarie Cross: Uh-hum.
- Karen Keller: But it has to do with impacting others.
- Annemarie Cross: Yes.
- Karen Keller: And how you go about doing that is what we're going to talk about.

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Annemarie Cross: So you mentioned the seven influence factors or seven key areas. Let's talk about those. What are those seven things?

Karen Keller: Okay. Well we call them the seven influence traits and I can list all seven of them. The first one is confidence. Second we have commitment. The third influence trait is courage. Next we have passion. After that, our fifth influence trait is empowering and then we have trustworthiness and the last influence trait is likability.

If you have all seven of them, you have a high, high chance of being extremely influential and that's where you want to be and we're going to talk a little bit more about why I think that's particularly an advantage for women.

Annemarie Cross: So before we dive into that, let's talk about each of these seven influence traits as each relates to leadership. I would imagine that to be a leader that influences others, you really would want that leader to be strong in all of those areas? Speak more about that.

Karen Keller: Oh, definitely. You know, I think one of the things that's really important there's three reasons why women really need to pay attention to their influence potential. The first one is because it is influence that is directly related to an organization's workplace culture. Face it, women are more than half of that culture. We pay attention to the relationships and relationships really matter. Accessibility really matters. We take the time. People need to work together and remove barriers and so how you do that depends on your K factor we call it or your influence potential.

The second reason people should be paying attention to their influence potential is that when it comes to organizations and particularly being a leader in those organizations that it's not as much anymore about products and services although that's extremely important but the focus in these organizations has turned to be more about people and purpose. That's where women as leaders have an opportunity not to only talk about the 'what' but the 'why'. I think women have a great understanding of the 'why' things happen. Some of it is kind of innate in nature, you know?

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Annemarie Cross: Uh-hum.

Karen Keller: Now the third and last thing I think it's really important for women to pay attention to their influence potential is because the current generation that we're in right now - they aren't as interested in taking orders from the boss and not ask any questions at all. They're more interested in solving problems and finding solutions as a team. I think that's what women naturally gravitate to is pulling in the different resources and aspects or options that are available and putting it together. It's like a recipe and you pull it together from different places within the organization or different strengths of people. You put that together as a team to find your solutions.

So I think that is typical with what we're seeing and the research is showing us that this upcoming generation in the Gen Y they're also very interested in organizing themselves in a workplace culture. I think women really can gravitate towards that. So getting that to happen it's so important to know what your potential for influence is.

Annemarie Cross: Uh-hum. Absolutely.

Karen Keller: Let's say a little bit about each of these traits. Well having all of them, if you have well developed confidence, if you're well developed in how you express and you show your passion and if you're a likeable person, those qualities are those traits that will greatly influence or increase your capacity to influence other people. That's what you need as a leader.

Annemarie Cross: Now let's speak about the differences between men and women - do you notice that men tend to be stronger in one or more of those traits than women and vice versa?

Karen Keller: That's a really good question. We've been collecting a lot of demographics on the thousands of people that have taken this assessment. What we show as a group and in women for both men and women is that confidence is the score that people are most concerned about. They ask the most questions about this trait and the scores aren't as high. We get a lot of feedback about people's confidence.

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The one that is high among those groups is trustworthiness. People tend to see themselves as being very trustworthy.

Annemarie Cross: Uh-hum

Karen Keller: I would say men are a little higher on the courage scale than women and I don't know for certain but what I would assume that is because of practice. It's been a man's world for a long time and in recent years, women are coming in to different phases of an organization, different levels of in an organization. So we're still on the front edges of getting a corner office and breaking that glass ceiling if you will. So I think that that's part of the reason why we see that and some of the other stuff is our environment. You know, it's that nature versus nurture. You know, men are the protectors and women are the nurturers but we're finding women can protect just as well as men can also nurture.

Annemarie Cross: Uh-hum.

Karen Keller: So we're still in that process of figuring out our roles in that but when you think about it from a clinical or from a psychological standpoint, you know, we still have those differences with men and women. Now women are very confident. I don't know that I can say that they're more confident than men, but women have a high degree of confidence because they need to know what they know.

Annemarie Cross: Yes.

Karen Keller: And they multitask. There's many aspects of their brain that's working all at the same time to make things happen and make things come together. So that's where I would see that we can see some of those expressions. The other thing when it comes to passion - don't confuse passion with emotion. I kind of warn people about that because they say, "Well, she," (meaning women), "are so emotional." "Oh my gosh, what am I going to do with that," or, "That has no place in the organization or in your workspace."

So passion is not the same as emotion. Passion is your desire. It's brought in the piece of commitment. It's your interest and then it goes into when

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you have a well-developed passion and how you express that, how do you really act on that passion.

So it's not as much about emotion as it is about action and expressing for what you're excited about for getting the job done or how you do that or a particular charity or cause that you really truly believe in. So it goes really into your core values. I think women express that very well actually. It's just that sometimes the feedback we get sometimes is it's interpreted as emotion rather than passion if that makes sense.

Annemarie Cross: Yeah.

Karen Keller: So then women say you know, we've accepted that but I don't know how much is going on currently. But I think in the past women have been told well you know, we need to have emotion. We don't need to have that. Well that's just not true.

Annemarie Cross: Yeah.

Karen Keller: We need to have a feminine aspect in our workspace and I think when women express their passion it increases innovation. It builds on creativity and it helps with identifying things. So you know, that's where I see the passion coming in to do that. But yeah so I think there are some things that women do better than men and men do better than men. But it is how we come together in respecting what those differences are that's really key.

Annemarie Cross: I think that is absolutely key. There are a couple of things that you mentioned and I would love to get your thoughts on this because I'm sure there are listeners thinking the same thing.

You mentioned organizations should no longer be focusing solely on products and profitability, but more focused towards people and purpose, as well as organizations recognizing the difference between passion and emotion.

What would you say - if a woman was in a work environment that was not yet focusing on people and purpose and not yet clearly understanding the difference between passion for what she was doing and thinking that it was

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still “Oh you were just so emotional,” what would be something she could do to try and to give a voice to that, turn that around? You know, transform that thinking?

Karen Keller: That’s a really good question. That’s a huge question actually and I think women every day are faced with that paradox if you will. You got to make money there’s no doubt about that.

Annemarie Cross: Yes.

Karen Keller: And I’m very supportive you have to make money. But it’s how you do it then is what the question becomes. So how do you do it? Do you push product and services regardless of what your team is capable of or is interested in or so on and how it gets to market basically. So if a woman finds herself in an organization or a workspace where there’s not that type of respect for the passion that she has for what they’re doing, what is important is to begin to ask questions. That takes a lot of confidence to be able to do that. When I say to ask questions, I don’t mean just your basic run the mill questions. I mean to start to plant those seeds that’s where it starts, you got to plant seeds and the best seeds are asking tough questions. Those are the great questions. Questions that kind of stimulate people’s thoughts.

You know, you ask a person that doesn’t express their passion. Ask the person next to you, what is it that gets you all excited about doing this? What kind of outcomes do you expect from this? Then get people talking but you ask those tough questions and they’re tough questions because it takes confidence to ask them but it also takes a great deal of soul searching to answer them and to stay and to listen to them. Because sometimes and especially if you are an emerging leader in your organization, it’s difficult to hear some of the answers because you might be surprised and it’s what you do with those, with the responses you get.

How do you incorporate it into the workflow? How do you take it into consideration when you’re making decisions, when you’re looking at it?

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The other thing that I think is really critical when you find yourself in an organization that doesn't put a lot of focus and purpose in people is that you can put focus on purpose and people and you will begin to build your following. People like it when as a woman, you ask those questions. You show an interest where the goals that individual people have, when you can help them understand how their goals meet and match the goals of the company. That is when you develop a very significant synergy between the two.

Annemarie Cross: Uh-hum. Yeah I think so.

Karen Keller: So when they see this happening and building, you're going to be creating excitement and like I said be more interested in others than yourself, okay. So you are a woman, you're passionate what you're doing but you're working every day in an organization where the culture is kind of blah and there's not a focus. You can start to change and shift that focus by showing a lot of interest in others.

Annemarie Cross: Yeah.

Karen Keller: And that will get people talking. It will get people listening for what you're going to say next. What ideas does she have for this? How am I going to make a decision? Well I'm going to talk to her because she got me thinking about these things. So I think that that's one of the things that a woman can do when they find themselves in that situation.

Annemarie Cross: Something else as you were speaking that I thought of - I know that organizations can often very profit driven, results driven. So it maybe there are some things that she has been doing that if she looks at what was happening prior to what's happening now that there's a shift. An increase in productivity, increase in profits, whatever that maybe. So make a note of that. So when you are at a board meeting or speaking to someone who maybe a little bit apprehensive about some of the changes or areas that you would like to see change, mention some of the differences that are now happening in your organization because of the changes that have already been made. Karen, I'm sure that there are organizations who are



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already doing this that have seen remarkable results. So look at what other organizations are doing.

Karen Keller: Sure.

Annemarie Cross: What are other organizations doing, what have they done, and perhaps mention some of these within a meeting too.

Karen Keller: Uh-hum.

Annemarie Cross: Mention these things to put forward the point yes?

Karen Keller: Oh definitely. The other thing too that goes along with the information you shared, which is very good, is that women are natural empowerers. We love to empower people because we want to see people make it. We want to see people work together. We want to see what other people have to offer. And so a woman can start to really track, how I am empowering other people, and there are certain things that you can do when you empower other people. That itself shifts naturally into people and purpose as well.

There's more of a commitment that's needed from the person when they empower others because sometimes you might not get always the results you want or you have to learn to let go and see yourself as a resource not a decision maker. And so those are some of the things you run into when you choose to empower. But empowering people in your workspace, your coworkers and there's a way that you can empower your supervisor or you can empower direct reports that report to you. There's a lot of things that you can do that you can gradually start to see those things.

You know, you said something earlier in the program that's really important. Building influence or being influential - that's a process.

Annemarie Cross: Yes.

Karen Keller: It doesn't have to be a struggle but it doesn't happen overnight.

Annemarie Cross: Uh-hum.

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Karen Keller: And so it requires a commitment from a person that wants to be an influential leader.

Annemarie Cross: I just want to stress and I think this is so very important and this is coming through in what you're saying is that you don't necessarily need to be already in a senior leadership role to be influential; to have that level of influence. Be influential where you are now and through that you can continue to impact and influence the organization.

Karen Keller: That's exactly right.

Annemarie Cross: Karen thinking then about the seven influence traits and thinking about women - what would you say would be some areas that you have seen where women can be more purposeful when it comes to building influence from wherever they are in the organization?

Karen Keller: Some areas in where they can be more influential you're asking?

Annemarie Cross: In any of the seven traits of influence that we've spoken about.

Karen Keller: Sure. Well I think the trait likability I call that the gateway trait. And the reason I call it the gateway trait is because if people do not find you likeable they're not going to recognize the other traits because they're not going to be that close to you.

Annemarie Cross: Uh-hum. Interesting.

Karen Keller: They're not going to listen, they're going to keep you at arm's length. So one of the things that is important is to understand how likeable are you, how well do you listen, how do you give feedback? Another aspect of likeability is how approachable are you and this sounds very simple but what about smiling. There's a lot of people in general that they just don't smile partly because it's not in their major or partly it could be because they've got all these things raising that need to be done on their mind and so they're constantly have a furrowed eyebrow.

Annemarie Cross: Yes.

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Karen Keller: Having a pleasant look on your face goes a long way and is a huge thing when it comes to being influential. When you think of the people that are influential and what I looked at, I looked at Gandhi and I looked at Christ and I looked at Mandela and Mother Teresa, people like that. Look at their expressions. When you look at their expressions, there's a welcoming nature to their nonverbal expression, their behaviors.

When you look at other people that are powerful if you talk about influence and power, when you look at power because of a position I mean you can think of Hitler or you can think of Stalin or you can think of people and you look at what their approachability factor was, probably zero. There was a look of fear, a look of sternness.

I think about parents, you will parent better when you have a different look on your face. So that's one of the things that's really really important especially for a woman because sometimes women unfortunately we're already prejudged before we come into the workplace.

Annemarie Cross: Yes.

Karen Keller: Just because of stereotype and just because of whatever from women other women or men, you know,

Annemarie Cross: Uh-hum

Karen Keller: I think that likeability trait is key because that's where you get your foot in the door. If people find you likeable then they're going to enter a conversation with you. The next trait that I would say is critical for a woman to work on is confidence. Confidence is an interesting thing. You know, I think of them as the selves: like your self-image, your self-worth, your self-esteem, and self-confidence. I look at all that stuff but what that really comes down to is attitude. So your confidence grows the more you realize that I have a 'whatever-it-takes' attitude.

The second piece is if I make a mistake; I make a mistake, I start over again. So you know, you look at how your attitude is and you look at what your relationship with rejection or failure is. That's very, very key, and that's

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where I said the second thing is - that mistakes are truly the foundation of all accomplishment. What I mean by that is that when we make mistakes and when we receive rejection or failure our confidence is the thing that gets built because we go okay, that's one way it didn't work, but you know what - I don't give up.

Annemarie Cross: Uh-hum.

Karen Keller: And so it's about the trust or the faith that you have in yourself and that's what comes out in what we call confidence. So I think those are the two traits that I would tell women to start with is their likeability and their confidence. Because that's the two things that people are going to notice quickly about you. You know, it takes a little bit to develop that relationship and to find out are you trustworthy. Commitment you have to look at things and you have to develop a relationship again and you make a commitment to an idea or a process.

But confidence and likeability - those are kind of on the front lines and so those would be the ones where I would start first.

Annemarie Cross: I think also too Karen that within the confidence, that is often the reason that I hear women are not putting themselves forward. Because, "Oh, I didn't think I had the right skillset. I didn't really think that I had the ability to do that." Or, what you've said - putting their hand up and then getting rejected.

Karen Keller: I think along the whole lines with confidence, one of the mistakes that women make is that we tend to wait for permission or we raise our hand and if we don't get called on our hand goes down. I hope that we see a change in that, that we move forward, we go forward, we speak up with our ideas. We move forward with changing a process. We make those kinds of decisions rather than waiting for permission from someone.

From that, what I mean is that we give yourself permission to go ahead and promote the idea, to go ahead and put forth a different way of doing things, that type of thing.

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Annemarie Cross: Uh-hum.

Karen Keller: Sometimes you're not always the top decision maker but you are the decision maker of what you put forth. That's where it takes confidence. So don't wait for permission, don't listen to the negative thought that says well you're not good enough, or you don't know what you're doing, or all fingers will point to you if it doesn't work that type of thing. You have to overcome those limiting beliefs and move forward and that's where confidence is your best friend for doing that.

Annemarie Cross: Uh-hum. Absolutely. Now a question came in Karen from Helen Storr and she's from Pivotal Pathways. She said, "What is the difference between influence and power?"

Karen Keller: That's a good question. Because I think in the reading that I've done or in the things and conversations that I hear there's a lot of people that interchange those two words.

Annemarie Cross: Uh-hum.

Karen Keller: They are very, very different, very different. Influence as we were talking about that's your ability to create an impact on the beliefs or in actions of a person or a group of people.

One of the results of good influence is respect. If you've been influential that means that what you've influenced a certain thinking or a certain belief or a certain behavior continues even though you're not there. So it's got a really long lasting effect. Whereas power is very closely related to authority. Power can come from position, if you have money, and it usually evokes a feeling of fear that the people that you have power over is only because you have control to a point because they behave and act of fear. Whereas if you're influential, people will behave and believe or act out of a oneness, out of an understanding of a community of goals or shared goals I should say.

So you know, that's a good question. I think that when you think of power, influential people are very powerful but not powerful people are not

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always influential. So you know, if you think about it that way experts can be very influential. Experts can be very powerful but there are powerful experts that are not influential. So when you kind of separate it you look at and here's a question that I would tell your listeners to ask themselves, what is my response to this person? Am I behaving out of a willingness and a desire to learn more, to be more, and to entertain more or am I acting out of the emotion of I'm fearful if I don't behave this way or associate with this belief--

Annemarie Cross: What are the consequences?

Karen Keller: Yeah, what are the consequences and what's going on inside of me? I think people can tell if they're being overpowered or if they're being influenced. Sometimes you know we look at manipulation. You look at intimidation and those are types of influence but they're not healthy ones by any stretch. So I think people are very wise in learning how to separate the differences and the way that you do that, you go back trust your gut. Which by the way women have a very good intuitive nature that they need to trust and to look at and so they can differentiate between those two situations of power versus one based on being influential or being influenced. That's a good question.

Annemarie Cross: Yeah and I love what you said. Look, you'd only need to look at the organization, the performance, the morale of the team and the organization as a whole is to that the senior leaders, are they influential, are they influencing in an empowering way or is there this power, manipulation.

Karen Keller: Right.

Annemarie Cross: I don't think many people would stick around if it were the later.

Karen Keller: Well that's what happens when you're in an organization who functions as an – you know, their leadership is based on influencing through empowering rather than power. That's when your human capital is very high. Good people stay.

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- Annemarie Cross: Yeah.
- Karen Keller: And they attract more good people. But if you are only interested in power and a very hierarchical dictatorship, some organizations maybe that way you lose good people. So those are some of the consequences of that. So that's a good point.
- Annemarie Cross: You know, I remember years ago Karen with my very first job and it was the latter unfortunately, very dictatorial. Whenever the boss would come walking down the corridor, my heart would start to beat a million miles an hour and I was almost breaking into sweat. It was like 'what kind of mood is he going to be' and his wife who is the co-manager and similar with her, and you just didn't know. Am I going to be yelled at?
- Karen Keller: Right.
- Annemarie Cross: Or how are they going to be? I tell you what - thankfully in about 12 months of that, the company was taken over and they were shown the door because the new leadership then saw that they were not really leading with influence.
- Karen Keller: Right.
- Annemarie Cross: -- I tell you it was a horrible environment to be in.
- Karen Keller: Oh and exactly and just like what you described, the look on their face, I mean nobody even wanted to see that and so your nonverbal is a very strong indicator on how people will see you. So that's exactly it. Uh-hum.
- Annemarie Cross: So Karen you have shared such wonderful insights today how can people find out more about you?
- Karen Keller: Thanks for asking. My site is [www.Karen-Keller.com](http://www.Karen-Keller.com). So it's Karen-Keller.com. On there, people can have a free trial of the K2, the Keller Influence Indicator Assessment and they will get one of their traits in a report.

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There's two reports that you get and one is called the K2 report and the other one is the soccer report which is a summary K2 report and organizational competency. So you can get that for free on the site with the option to upgrade if you wish to. So you can find that information.

The other thing that we did is that we are launching a partner program where people can partner with us and use the assessment with their own clients and organizations that they work with. So check that out. You can find all of that stuff though at our site [Karen-Keller.com](http://Karen-Keller.com).

Annemarie Cross: We'll put that all over on the show notes as well.

Karen Keller: Thank you.

Annemarie Cross: So now it's over to you. Karen and I want you to join the conversation to let us know what's one a-ha, and I'm sure you've had many, but what's the biggest a-ha that you have had from today's show and what are you going to do over the next 30 days to help you begin to take your influence potential to the next level. So go and join that conversation. Go to [AnnemarieCross.com/podcast1](http://AnnemarieCross.com/podcast1). Leave a comment below the show notes and Karen and I look forward to reading your comments. That link again [AnnemarieCross.com/podcast1](http://AnnemarieCross.com/podcast1).

[Music]

So before we end the show, our inspirational message today is courage is what it takes to stand up speak up. Courage is also what it takes to sit down and listen. That's by Sir Winston Churchill. These are wise words. Are you showing courage when you attend meetings and letting your voice be heard? Remember you matter as do your thoughts and ideas and remember too that listening is also a powerful skill when it comes to communication and of course building your influence factor as Karen mentioned. So be courageous, be purposeful by listening to others as well.

So that brings us to another episode or end of another episode and I do hope that you'll join me again next week.



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Before we go, I'd love for you to connect with me and also our guest so go to [www.AnnemarieCross.com/podcastconnect](http://www.AnnemarieCross.com/podcastconnect) to find out all of the ways that we can connect to keep the conversation going. While you're there, I would also love it if you would do our SSS steps. What are our triple SSS steps? Subscribe, share, and shout out. Subscribe to the podcast on iTunes, the details are over at [www.Annemarietcross.com/podcastconnect](http://www.Annemarietcross.com/podcastconnect). Share the podcast with your colleagues and of course shout out by leaving a comment and rating for the show on iTunes. Really appreciate it. See you next week. Make it a great one.