

Part of Your

**PE**

Plan and  
Performance  
System

**Personal Excellence**

January 2012

The Magazine of Life Leadership

PROFESSIONAL • INFLUENCE

# Getting Ahead

*Have more influence.*

by Joel Garfinkle

**I**S YOUR CAREER STAGNANT? PERHAPS YOU WERE a rising star, landing one promotion after another and then—BAM!—you slammed into a brick wall. You’ve been stuck, while others advance. What happened?

*You failed to work on your PVI (perception, visibility and influence).* These attributes propel you to the next level—and to the top, in three sequential steps:

**Step 1: Take control of how others see (perceive) you.** This is about *controlling your actions*. First, determine how your behaviors are perceived *within your organization*. Then focus on behaviors and actions that build a positive perception. Observe and *emulate* role models.

*Some behaviors may be holding you back.* To learn how you are viewed by bosses, peers and employees, *ask for feedback*—then use it to enhance your perception by modifying your behaviors.

*Positive feedback helps you determine your strengths and opens up opportunities.* Creating a favorable perception will result in more opportunities and increase your chances of receiving raises, promotions, and bonuses.

**Step 2: Increase your visibility.** Stop lurking in the shadows—make yourself known. Once your promotions become more about *leadership* than job skills, you’ll have to promote yourself and take some risks to become more visible. Volunteering for difficult

assignments is one way. Seek to get involved in projects that are important to your boss. Take an active role—the role of team leader if possible—and do your best work on the project to gain visibility and respect.

You can also increase your visibility by communicating more with your boss and other leaders. *Provide frequent e-mail updates.* Show them how much you are contributing. Also, beyond getting noticed, find a way to make yourself *memorable*—to be so impressive

that people can’t help but take notice. You must show off your talents and skills so others recognize the value you bring.

**Step 3: Exert your influence.** *Perception and visibility* drive influence. If you are perceived negatively or ambivalently, no one will want to follow you—so you’ll have no influence. If you are not visible, no one will *know about you*—so you’ll have no influence. You must

have *both perception and visibility* to gain influence and make things happen. Leaders inspire others to achieve great things. They get them to embrace their ideas and views and gain the support they need to complete projects and goals.

*You must learn to exert your influence in all directions—up, down and laterally.*

• *To influence upwardly*, learn what is important to your bosses. Make their priorities your priorities. Interact with them and earn their respect by telling them about your accom-



**INSIDE**

JONATHAN FIELDS <i>Age of Uncertainty</i> .....3	RICK MILLER <i>Connect for Results</i> .....8	KATHLEEN MCINTIRE <i>Affordable Holidays</i> .....12
JOEL GARFINKLE <i>Getting Ahead</i> .....4	MICHAEL BECK <i>Blind Spots</i> .....8	TODD PATKIN <i>Gratitude and Giving</i> .....13
SANDY DUMONT <i>Your Image</i> .....4	JON WORTMANN AND JAY THERRIEN <i>Three Commitments</i> .....9	JAMES MAPES <i>Tell the Story</i> .....14
KEN KEIS <i>Live On Purpose</i> .....5	GARY R. GRUBER <i>Your Energy Field</i> .....10	LISA SELLMAN <i>Successful Volunteering</i> .....14
GUY KAWASAKI <i>Become Enchanting</i> .....6	GEORGE COLLINS <i>Porn Addiction</i> .....10	JOHN IZZO <i>Stepping Up</i> .....15
JOSEPH CARDILLO <i>Optimum Mindset</i> .....6	ERIC TYSON <i>Limit Your Spending</i> .....11	MATTHEW B. JAMES <i>Reframe Your Resolutions</i> .....16
BRUCE F. ROSEN <i>Finding Joy</i> .....7	LESLIE GREENMAN <i>Spending Habits</i> .....12	TERI JOHNSON <i>Overcome 'Nevers'</i> .....16

plishments.

- *Downward influence* requires that you believe in subordinates' abilities and empower them to make decisions. Let them see the consequences so *they can own the results*. Give them projects and reward them for taking risks.

- *Lateral influence* allows you to enlist the help of your peers when you need it. You can build a *collaborative relationship* with your peers by helping them when they need help—and then asking them to return the favor. Help them at least as much as they help you.

**True influence is not dependent on authority.** When you have influence, people follow you because they *want* to, not because they *have* to.

Creating a *positive perception* builds respect; *visibility* ensures that you are known; *influence* enables you to lead. Combining all three elements gives you a *fast-track advantage*. You become a *leader* who is valued and in demand, stands out, and is seen as capable and credible. Your confidence grows as you take on key projects. You can maximize your potential as you *soar to new heights*. PE



Joel Garfinkle is a coach and author of *Getting Ahead: Three Steps to Take Your Career to the Next Level* (Wiley). Email [Joel@GarfinkleExecutiveCoaching.com](mailto:Joel@GarfinkleExecutiveCoaching.com).

**ACTION:** Gain more power to influence.

Reprinted with permission of *Leadership Excellence*: 1-877-250-1983

## Volume 17 Issue 1

*Personal Excellence* is published monthly by Executive Excellence Publishing, LLC (dba Leadership Excellence), 1806 North 1120 West, Provo, UT 84604.

**Editorial Purpose:** Our mission is to promote personal and professional development based on constructive values, sound ethics, and timeless principles.

**Basic Annual Rate:**  
US \$59 one year (12 issues)  
US \$119 two years (24 issues)

**Corporate Bulk Rates** (same address)  
US \$30 each per year for 5 to 25  
US \$20 each per year for 26 and up  
\*Ask about logo and custom editions and foreign bulk rates.

### Article Reprints:

For reprints of 100 or more, please contact the Editorial Department at 1-801-375-4060 or email [CustomerService@LeaderExcel.com](mailto:CustomerService@LeaderExcel.com). Back Issues (print): US \$25  
Permission PDF: US \$100

### Submissions & Correspondence:

Please send any correspondence, articles, letters to the editor, and requests to reprint, republish, or excerpt articles to Editorial Department, Personal Excellence, 1806 North 1120 West, Provo, UT 84604, or email: [Editorial@LeaderExcel.com](mailto:Editorial@LeaderExcel.com)

### Customer Service/Circulation:

For customer service, or information on products and services, call 1-877-250-1983 or email: [CustomerService@LeaderExcel.com](mailto:CustomerService@LeaderExcel.com)

**Internet Address:** [www.LeaderExcel.com](http://www.LeaderExcel.com)

### Executive Excellence Publishing

Ken Shelton, CEO, Editor-in-Chief  
Sean Beck, Circulation Manager

### Marketing Offices:

**Leadership Excellence**  
1806 North 1120 West  
Provo, UT 84604  
1-877-250-1983  
1-801-375-4060

### Contributing Editors

Bob Davies, Michelle Gall, Judith Glaser, Joan Marques, Brian Tracy, Denis Waitley

### Copyright © 2012 Executive Excellence

**Publishing.** No part of this publication may be reproduced or transmitted in any form without written permission from the publisher. Quotations must be credited.

