

- **Importance of Influence and Emotional Intelligence:**

Livers discussed the importance of influence and emotional intelligence in leadership roles, emphasizing that these skills are essential for all leaders, not just those at the top. She highlighted the need for change management in the industry due to consolidations, mergers, acquisitions, and new technology.

- **Influence in Leadership:** Influence is a critical skill. The ability to influence is necessary to serve customers better and to encourage the adoption of new initiatives both within the organization and by customers.
- **Emotional Intelligence:** Emotional intelligence is increasingly recognized as an essential skill for leaders. Traditional top-down management style is no longer effective, especially across different generations. Emotional intelligence helps leaders engage their teams by explaining the 'why' behind decisions and involving them in problem-solving.
- **Change Management:** Change management skills are critical in the current industry landscape. Leaders must be adept at managing change to drive their organizations forward. This includes influencing both internal teams and external customers to adopt new technologies and processes, for example.

- **Four Essentials of Influence:**

Livers outlined four essential components of influence: authenticity, communication, likability, and track record. She emphasized the importance of being honest, asking questions, and building confidence to appear authentic.

- **Authenticity:** People are more likely to follow someone they perceive as honest. Authenticity involves being open about not knowing everything and asking questions to build confidence and trust.
- **Communication:** Effective communication involves adapting one's style to the audience. Thoughtful communication can enhance one's ability to influence across an organization.
- **Likability:** Livers highlighted the role of likability in influence. Be interested in others rather than trying to be interesting. Engaging in conversations and asking questions about others can help make a person more likable and influential.
- **Track Record:** Build a track record through a strong say-do ratio. Commit only to what one can deliver and seek help when needed to ensure successful outcomes. This builds credibility and trust over time.

- **Building Emotional Intelligence:**

Emotional intelligence can be developed and improved. 4 ways to build emotional intelligence: self-awareness, social awareness, relationship management, and self-management.

- **Self-Awareness:** Self-awareness involves understanding how one comes across in different situations. Seek feedback from a personal or professional board of directors to gain insights into one's behavior and improve self-awareness.
- **Social Awareness:** Social awareness involves understanding the personal lives and emotional states of others. This awareness helps in choosing the right moments to influence and engage with people effectively.
- **Relationship Management:** Relationship management plays a key role in emotional intelligence. Examples include seeking mentors and improving communication skills, such as small talk, to build better relationships and influence.
- **Self-Management:** Self-management is a key component of emotional intelligence. This includes managing one's emotions, staying motivated, and finding passion in one's work to enhance influence and effectiveness.
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- **Communication Styles:**

Understand different communication styles and how to adapt one's style to effectively influence others. Various styles include assertive, convincing, negotiating, bridging, and inspiring.

- **Assertive Style:** The assertive communication style is one where individuals are confident and direct in presenting their ideas. Assertiveness can be effective, but must be balanced with consideration for the audience's needs and perspectives.
- **Convincing Style:** The convincing style relies on facts, figures, and reasoning to persuade others. Having data to support one's arguments when communicating with individuals who prefer this style is key.
- **Negotiating Style:** The negotiating style is where individuals seek input from others before presenting their ideas. This style fosters collaboration and ensures that different viewpoints are considered in decision-making.
- **Bridging Style:** The bridging style is relationship-focused, with an emphasis on listening and understanding others. Individuals with this style may need

encouragement to share their ideas but are effective in building strong connections.

- **Inspiring Style:** The inspiring style is characterized by charisma and the ability to motivate others. People with this style are often seen on stage, captivating audiences with their enthusiasm and vision.

- **Knowing Your Audience:**

Livers emphasized the importance of knowing one's audience and adapting communication styles accordingly. She shared her personal experience of evolving her style over the years to be more effective in influencing others.

- **Adapting Style:** Adapt one's communication style based on the audience. Understanding the audience's preferences and adjusting word choices, eye contact, and body language can significantly enhance influence.
- **Personal Experience:** Livers shared her journey of evolving from a highly assertive style to a more balanced approach. She acknowledged that early in her career, her assertiveness was overwhelming for some, and she had to learn patience and openness to other perspectives.
- **Continuous Improvement:** Livers encouraged continuous improvement in communication skills. Being aware of one's gaps and actively working on them helps to become more effective in influencing others. This involves reflecting on past interactions and seeking opportunities to learn and grow.
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- **Finding the Why:**

Livers stressed the importance of finding the "why" behind any change or project to effectively influence others. If people see a win-win situation, they are more likely to collaborate and work towards a common goal.

- **Communicating the Why:** Clearly articulating the 'why' behind a change or project is crucial for gaining support. People are more likely to collaborate and work towards a common goal if they understand the benefits and the rationale behind the initiative.
- **Win-Win Situations:** Present changes or projects as win-win situations. When people see mutual benefits, they are more inclined to support and engage with the initiative, leading to more successful outcomes.
- **Simon Sinek's Influence:** Livers referenced Simon Sinek's concept of 'finding your why' as a powerful tool for effective communication and influence. While

the idea is not new, Sinek's articulation of it has helped many leaders understand and apply the concept in their organizations.

- **Handling Conflict in Meetings:**

Strategies for handling conflict in meetings is critical, such as using a parking lot for off-topic ideas and acknowledging the validity of others' input. It is important to validate and address concerns later if necessary.

- **Parking Lot Strategy:** Use a parking lot for off-topic ideas during meetings. This involves acknowledging the validity of the input and noting it for later discussion, which helps keep the meeting focused, yet ensuring that all ideas are considered.
- **Validation:** Validate others' input during meetings. Acknowledging the merit of others' ideas can diffuse potential conflicts and make participants feel heard and respected.
- **Managing Higher Authority:** Livers provided advice on managing conflicts with individuals in higher positions. She suggested acknowledging their points and proposing to address them later, which shows respect while keeping the meeting on track.

- **Influencing Peers:**

Livers shared their approach to influencing peers by creating a personal board of directors consisting of individuals with different perspectives. They emphasized the importance of seeking input from peers and being open to feedback.

- **Building Credibility in New Roles:**

Livers advised spending time in the trenches to build credibility in new roles. They shared their experience of learning warehouse operations to better understand the challenges faced by employees and improve their ability to influence.

- **Role of Feedback:**

Livers highlighted the importance of feedback in influencing others. Feedback should be given as a gift, with actionable suggestions and follow-up to guide and redirect individuals.