The Top Ten Habits of Highly Likeable People

This special resource is a compilation of material that was first featured in a series of *LeadershipTracks eTips Newsletters* that were published and distributed by *Corporate Leadership Initiatives, Inc.* It is now being provided as a free resource intended to introduce potential clients to the services and products provided by *Corporate Leadership Initiatives, Inc.* and its founder and director, Dr. Jim Dyke – *The Boss Doctor* ™.

Introduction

Here's a bit of organizational development theory you may have already figured out:

> As organizations grow and become more complex, you discover that your success—more and more—depends on *other people* in the organization, *over whom you have no authority!*

So… how do you get other people to do what you need them to do?

If they don't do what you need them to do (so you can do what *you* need to do) you can't just yell and scream at them. *Because you're not their boss!* So what do you do? You have to get them to do what you need them to do *because they like you.*

Yes… we're back in Junior High School again, where the goal is to be liked!

Lest you underestimate the value of likeability, consider this: Studies in the workplace show that likeable people…

> …get more promotions
> …are seen by others as having more credibility
> …are more readily forgiven for their mistakes, and
> …exert greater influence as collaborators and colleagues.

OF COURSE you must be effective at your job—you must demonstrate expertise and get results! Nevertheless… the higher you rise in any organization, the more your success depends on your ability to *influence* others—toward collaboration, consensus-building, and conflict resolution.

It's true. Positional power (the authority you have because of your rank in the organization) has increasingly less impact on your success at higher levels of executive responsibility. Instead, it is your *personal power* (the influence you have because people like you and respect you) that must come into play in order for you to succeed.

Don't make the mistake of disqualifying yourself on the basis of your personality: "I'm not the outgoing type—I'm quiet, shy, even a bit introverted." Fortunately, likeability is not a function of your personality style, your looks, your intelligence, or your technical skill—it is the product of a simple set of behaviors that anyone can master if they have a little coaching and a bit of self-awareness. It is what I teach many of my executive coaching clients.

In this special series, I will show you the essential behaviors of likeable people; give you a clear blueprint for achieving greater influence and success in your role at work; and set the stage for future promotion and advancement in your career.

HABIT #1: They go out of their way to get to know other people.

When I say "they go out of their way to get to know other people" I mean they take the *initiative* and take the *time* to connect *personally* with others in the workplace. It begins by simply learning and using the names of co-workers. Dale Carnegie is famous for his insight—*the sweetest sound on earth in anyone's native language is the sound of their own name.*

People love it when a leader acknowledges them; looks them in the eye; and genuinely takes time to connect—instead of rushing past them in the hallway; ignoring them; and being completely absorbed in their own mental space.

Don't just learn (and use!) the names of your co-workers—start learning and remembering personal details about them—their hobbies or special interests; relationships that are important to them (family, friends, or business associates); personal and professional history; things that give shape to who they are! That way, future conversations with them can be centered more about *them.* (I'll expand this in greater detail in the next section).

I want to emphasize the importance of demonstrating *genuine* interest.

Some busy Type-A leaders I know have complained to me, "I don't have time for trivial conversations at work—I have things to do!" (Maybe you have had similar thoughts).

My response is simple: *Never underestimate the power of personal connection!* No one is an island in the workplace, because all work ultimately is connected to other people.

So... If you are thinking, "I'm going to have a hard time looking like I really care when a co-worker is blabbing on and on about their stupid vacation."

Here is my advice:

- Just *smile*.
- Look them in the eye.
- *Tune in* to their conversation.
- *And fake it till you make it.*

You will find—over time—you will embrace the value those simple conversations will have on (a) how you are perceived by others in the organization, and (b) how those positive encounters make it easier for others to contribute to your success.

Now... how do you carry on those conversations with confidence and warmth? Allow me to give you some practical tips in this next section...

HABIT #2: They draw other people out.

There is an oft-told story about a socialite who was invited to an exclusive dinner and found herself among a number of well-known and highly respected guests. When a friend asked her about her experience, she said, "It was a bit intimidating at first, but eventually I had a wonderful evening filled with interesting encounters." She continued, "I had two very different conversations at the dinner table. When I was talking with the person on my right, he made me feel that he was the most important person in the room. But when I was speaking with the person on my left, he made me feel that *I was the most important person in the room*."

It is a thought-provoking anecdote that illustrates the power of the second habit: *Highly likeable people display an uncommon ability to focus on others and engage them socially and conversationally.* They do that by showing interest in other people and inviting them to share their thoughts and opinions. They are masters of *inclusion*.

I have had occasion to equip leaders to be more effective networkers. And I have found that most people are intimidated by the thought of encountering a roomful of strangers and having to interact with them. I think it stems from the mistaken belief that in order to be an effective leader one must become an engaging and entertaining conversationalist.

Nothing could be further from the truth!

I teach executives to be *listeners*, not talkers! I show them how to engage other people in conversation, and get the OTHER person to do the talking. It is easy to do—have a few questions prepared beforehand that are guaranteed to draw the other person out and enable you to learn about them and their needs. This will enable you to:

- Make a personal connection
- Show them how you can help them succeed in their work
- Learn how they might be of service to you

Questions like:

- Tell me about your work—what do you do in your organization?
- What do you like most about your job?
- What do you find most frustrating?
- What are some of the challenges you are facing in your work?
- What in your background has been particularly helpful to you in your current role?
- What do you enjoy doing outside of work?
- Tell me about your family.

Be prepared (like any good interviewer) to follow up interesting information with questions that allow the other person to expand their story in greater detail. Just be ready to:

- Be curious—show interest in the other person.
- Ask engaging questions that invite their response.
- Listen.
- Be positive and encouraging.

Research has shown that enthusiastic people who demonstrate sincere interest in other people are often described as having *personal charisma*. As a result, they achieve greater success in presentations, collaborations, and negotiations.

The key is to be a good *listener*. Exactly *why* this is important and *what* additional information you want to learn while listening will be expanded in the next sections. Keep reading!

HABIT #3: They are good listeners.

In today's fast-paced business culture, listening is quickly becoming a lost art. There are simply too many "communication distractions" wrought by an energized consumer demand for constant connection. And technology is all too happy to meet that demand! Sadly, technology is not driving us toward deeper and more reflective communication—it is taking us in the opposite direction—more and more toward simple, quick, short "morsels" of information and opinion.

As a result, real, authentic, thoughtful, reflective communication is in short supply these days. The only antidote is patient questioning, asking, digging, LISTENING. That takes TIME and WILL—*time* to really stop and have a conversation longer than 140 characters; and the *will* to set aside one's ego and personal agenda in order to really hear what someone else is saying.

And that's the secret to great listening—time and will. Here's a perfect illustration…

One of the worst (and most common) communication bad habits in our culture is this one: When you and I are having a conversation and you are talking, I'm not focusing on your words and thinking about what you are saying—instead, I'm thinking about what *I'm going to say next.*

If you think you don't do the same thing, just recall a time when you were at a social event and were introduced to someone, and within a few minutes of conversation with them, you realized that you couldn't remember their name. Yes… I thought so. When you were introduced to them, *you weren't paying attention!* You weren't focusing on their name and trying to remember it. You were too busy trying to think of what to say next so you wouldn't sound like a complete idiot. The result—you became a REAL idiot and forgot their name!

Here are some tips that will help you begin to master the art of listening:

Make time for listening. If you need to have an in-depth conversation about something, schedule time for it. Arrange for an uninterrupted time and place. Don't try and squeeze it in between meetings. If you are having an impromptu conversation with someone and you sense they need or want to talk with you in greater depth, invite them to meet with you at a scheduled time "when we can give this important conversation the time and attention it deserves."

Remove all distractions. Put down your handheld device. Push away from your laptop or desktop computer. Close your office door.

Tune in to your body language. Turn your chair around and face the other person. Establish eye contact. Smile. Invite them to share their thoughts. Nod your head as they speak. Add the occasional quick verbal to indicate that you are listening carefully: "Yes… I see… okay…" etc.

Tune in to THEIR body language. We often send subtle messages by our posture, facial expressions, and tone of voice. If you sense an underlying issue, consider sharing your perceptions and inviting them to clarify their thoughts: "I get the feeling you may have some concerns about this. Tell me what you're thinking."

Focus mentally on the conversation. Think about what the other person is saying. If you need to gather YOUR thoughts before you respond, tell the other person: "Let me think about that for a moment." Then pause; collect your thoughts; mentally rehearse what you want to say; then say it. If you feel a proper response on your part will require some preparation, tell them that and ask to schedule a follow-up conversation: "Thank you for sharing your thoughts. I'd like to take some time to really reflect on what you have said before I try and respond off the top of my head. Can we schedule a follow-up conversation?"

Ask questions and use paraphrasing to clarify. You may want to occasionally repeat what they said in your own words, to gain clarification and to show the other person you are paying attention. If anything said is unclear to you, ask simple questions until you gain better understanding.

Listen between the lines. Listen for what may be unsaid—an underlying, sensitive topic or a personal or emotional issue. When those deeper elements are not addressed, the conversation can feel unproductive, frustrating or even dismissive. Remember, every person wants to be heard and understood. Good listening is not just about gaining information—it's about connecting with another human being at an emotional level.

By the way... If you or your team needs help in developing good communication skills—call us! We can help, with customized training and "hands-on" consulting and facilitating.

HABIT #4: They say nice things about other people.

Psychologists have identified a mechanism they refer to as "spontaneous trait transference." Here's what that means: When you are talking about another person and describing their character or traits, your listeners tend to think you have the same qualities. This is a natural tendency we all have as human beings.

That can be good news if you are describing positive traits!

> So if you are talking about a boss who is warm and caring, your listeners will tend to think of YOU as being warm and caring as well.

That can also be BAD news if you are complaining to others about an insensitive or uncaring individual.

> *Your listeners will begin to wonder if you have the same deficiencies.*

If nothing else, trait transference is enough of a benefit to encourage you to adopt the practice of speaking kindly of others. But there are many other advantages.

First, speaking well of others is a great way to build positive rapport and collaborative bridges in the workplace. Inevitably, your comments will circulate beyond the original conversation, and will either come back to haunt you (if they are negative) or give you many beneficial returns (if they are positive).

Second, the ability to verbalize the positive traits of others shows people that you have a strong and healthy ego—free of insecurity, defensiveness, envy or jealousy. (We'll explore that in more detail in an upcoming section!) Your healthy self-esteem will earn you the respect of many colleagues at work.

Third, you provide important leadership modelling when you speak well of others and emphasize their strengths. I am convinced that it is human nature to focus on the weaknesses of other people. This is a practice that can inhibit effective team dynamics. When you do the opposite, you show your team members how to view one another, and how to leverage each person's strengths for overall team success. That is an essential lesson in effective team collaboration.

I want to be clear at this point: *I'm not suggesting you completely ignore the problem behaviors of others in the workplace.* There is definitely a need for constructive criticism in every organization and in every person's life! Here's the main difference: Constructive criticism should be reserved for private conversations directly with the person involved. If, for example, you are struggling with a colleague who is not delivering on their agreed-upon deadlines, you need to confront them with the problem directly, privately, in person (and face-to-face, whenever possible!)

I advise my executive coaching clients to carefully avoid public criticism of others. I put it this way: NEVER THROW ANYONE UNDER THE BUS. If you do, your reputation will suffer and you will not have moved any closer to resolving difficult issues. Always take the high road, even when under pressure, and you will earn the respect and support of the people who really count!

HABIT #5: They recognize other people's accomplishments.

This shows a mature and insightful perspective at work—because it takes everyone's effective performance to bring success to an organization, just as it takes every team member's productive contribution to bring success to a team.

That perspective is not always demonstrated by executives! In siloed organizations, division leaders and their teams often adopt the mindset that their work is the sole or main contributor to the organization's success. That thinking often leads to competition and conflict within the organization.

The same thing can happen within a TEAM—when certain individuals believe that their work is the sole or main contributor to the TEAM's success. Every time you recognize the good work of others—colleagues, other teams, and your own team members—you provide a positive, constructive model for the rest of your team. That sets the right tone for effective team dynamics for YOUR team.

When you openly affirm the good work of others, you also demonstrate a healthy ego and positive self-esteem—free of envy or jealousy. That healthy grounding is attractive to others—people are drawn to leaders who show a distinct lack of insecurity or defensiveness.   And when you recognize the accomplishments of another person, it immediately elevates *you* in *their* eyes, putting you in a category above all the other people who HAVEN'T noticed them!

There is a caveat here—you must demonstrate absolute sincerity in this practice! If your comments are seen as superficial or phony, they will have the opposite effect—your relationships with other people will suffer and you will lose their trust and support.

The good news is that this is a valuable habit to develop—one that has a *measurable positive impact* on performance and productivity! One research project in the workplace surfaced the following thought-provoking statistic: Managers who praise or affirm an employee ONE MORE TIME PER DAY than they normally do, can raise that person's productivity by as much as 31%.

Sociologist Marcel Losado is another researcher who has studied the role of positive feedback in the workplace. His conclusion is that the MINIMUM required ratio of positive to negative feedback is basically 3:1. For optimal effect, he recommends 6:1. By any measure, it's clear that most managers today have some catching up to do. If you need any additional motivation, consider this—*positive feedback is free!* Acknowledgement of a team member's good work can increase their productivity without adding a single cent to your budget.

HABIT #6: They share credit.

Sharing credit with others is the most tangible way to demonstrate the reality that "no man is an island unto himself." It is the recognition that no one person in an organization can succeed without the help and cooperation of others.

When I first started serving in organizational life, I believed that I needed to own my success completely—to be able to say, "I did this all by myself… no one helped me." I felt the need to demonstrate my value and competence through independent effort and success. In retrospect, I believe that came from a basic personal insecurity on my part—a neurotic (and dysfunctional) need to create a sense of personal value and self-importance.

When I began to study highly effective leaders, I discovered that most were super-collaborators who excelled at creating, leading, and motivating cooperative effort in the organization. And they went out of their way to point the spotlight on others. They did not have an inordinate need to call attention to themselves or trumpet their success. Ironically, they seemed much more committed to pointing out the contribution and success of others.

I believe this behavior comes from a place of complete personal security—a healthy ego that enables highly effective leaders to be comfortable in their own skin; to embrace their strengths and weaknesses; and to surround themselves with highly talented and competent team members, with no fear that the team will outshine their leader. One successful leader I know puts it this way: "I don't want to be the smartest person in the room."

People are drawn to individuals like this! They see this quality of personal security as a positive and attractive characteristic—one that they admire and seek to emulate and develop for themselves. They also see how a leader like this encourages and supports the success of others on the team, allowing them to "shine" and gain attention with higher-ups.

If you are a leader like this, you will soon discover that the very best people in your organization are eager to work with you—you will have your pick of the most talented and motivated employees.

Further, I believe that this quality of emotional security is foundational to other key *Habits of Highly Likeable People*.

I have seen examples of the OPPOSITE behavior—the insecure leader who recruits a team of lesser people who are intended to function as sycophantic admirers rather than independent thinkers. The enterprises of such a leader—often fueled by their personal agendas—inevitably cost them their credibility with colleagues and higher-ups.

So… make a concerted effort to put your people at the center-stage of your success. Make sure that everyone knows the important contribution each person makes to the success of the team—including the leaders and members of *other teams* in the organization!

HABIT #7: They are authentic.

Karen Friedman, communication coach and author of *Shut Up and Say Something,* says simply, "They are the same offstage as they are onstage." She explains, "They are comfortable being who they are, and they don't try to be someone different… They are approachable and sincere even if what they have to say isn't popular."

In this era of the Uber-leader, it is tempting to try and take on the persona of a popular or well-known (or well-*publicized*) leader in order to duplicate their success or popularity—even if their persona is nothing like our own. We live in an age of ultra-media exposure, and so we are bombarded with images, soundbites, and headlines of "celebrity" leaders who are in the headlines and in the spotlight. It is easy to be seduced by the belief that we will experience similar fame and success *if we become just like them.*

That would be a big mistake.

Oscar Wilde expressed it so well: "Be yourself. Everyone else is already taken." The key is to first discover who *you* really are—to be in touch with your own persona, strengths, gifts, skills, and potential for growth and development. Then you must be willing to accept, embrace, and *inhabit* who you are—the ultimate expression of healthy ego and self-esteem.

When that happens, you are able to experience and express the full range of human emotion authentically—everything from concern and displeasure to genuine appreciation and delight. This builds trust with others, because they see real humanity in you. It also builds a sense of security and comfort in others because authenticity produces consistent behavior and demeanor. As a result, your team members know who you are and they know what to expect from you.

Authenticity is also essential to healthy vulnerability (we'll explore that in greater detail next).

However… being authentic doesn't mean that effective leaders don't rehearse!

Highly effective leaders carefully prepare for important communication and interaction with others. They take the time to think; to record those thoughts in authentic, well-crafted words and phrases; and to consult with trusted colleagues to gain additional wisdom. As a result, when they speak they are perceived as being wise and thoughtful leaders—which they are! They are wise and thoughtful BECAUSE they prepare—in order to communicate clearly, effectively, and genuinely.

This raises the obvious question: What about *you?* Are you in touch with who you are (and who you are not)? Are you comfortable in your own skin? Have you embraced your strengths and accepted your weaknesses? Are you able to identify your opportunities for growth and development? Have you also identified resources to help you address those opportunities?

Executive coaching often helps individuals do just that—by providing the guidance and resources that enable the coaching client to build on their strengths and overcome critical weaknesses. If you would like help in this area, give us a call! We can work with you individually to help you grow, develop, and gain skill in key areas that will help you to perform better, get positive results, and build influence in your organization.

HABIT #8: They are not afraid to be vulnerable.

They are comfortable with their own humanity—their weaknesses as well as their strengths; their failures as well as their successes. Their behavior demonstrates this in various ways.

To begin with, *they are willing to talk about their struggles, weaknesses, and failures.* This gives them an engaging platform for sharing wisdom, advice, and encouragement: Wisdom learned from hard lessons in the real world; advice for others facing similar circumstances; and encouragement for emerging leaders who are wrestling with their own struggles and disappointments.

This kind of openness also enables personal growth and development. It allows a leader to be open to feedback, advice—even criticism. The proof of this mindset is the leader's lack of defensiveness. They never appear threatened by the ideas or opinions of others. Other people see them as approachable and open-minded—receptive to new ideas and innovative change. As a result, they become magnets for creative and productive ideas—and magnets for creative and productive *staff.*

Another demonstration of this mindset is their *willingness to ask for help.*

Asking for help makes you more likeable for two main reasons.

First, it shows people that you have a humble, realistic concept of yourself—that you realize you don't have all the answers. People are attracted to others who display that kind of healthy ego.

Second, it is affirming of the people you go to for help or advice. It demonstrates that you recognize (and value) their knowledge or expertise. That gives the person a definite boost in their confidence. It also raises your status in their eyes—people respect others in the workplace who recognize the value that colleagues and co-workers bring to the work, to support the success of the team and the organization.

There's an important caveat, however. *Effective leaders also have healthy boundaries.* They know how to communicate their vulnerability appropriately—at the right level of intimacy. In other words, they don't overshare—they don't walk around with their troubles on their sleeve, burdening co-workers with personal problems that should remain personal and not public. That requires a high level of emotional intelligence (which is another important skill that effective leaders possess).

How do you gain the level of emotional intelligence and social skill that you need in order to become a highly effective leader? This is another area where mentoring or executive coaching can be extremely helpful.

HABIT #9: They build bridges instead of walls.

Highly likeable people are masters of collaboration and cooperation. They are able to attract people to their projects and engage them in active participation. They excel at dissolving walls between individuals and departments—leveraging cooperative energy and diverse incentives to achieve common goals with (and through) other people.

This ability to make meaningful (and effectual) connections begins with sincere open-mindedness. We've already shown how that makes a leader more approachable and more creative. And when an open mind is accompanied by a non-judgmental attitude, it enables a leader to be more supportive and less threatening to co-workers (even in difficult situations). In problem-solving, for example, a non-judgmental approach will focus on the situation rather than blaming the people involved. The same is true of giving constructive criticism—focusing on the person's specific behaviors rather than making judgments about their character.

A non-judgmental mindset also prevents a leader from the disastrous practice of *labeling*.

Labeling is when we decide a certain behavior is *predictive* of a person—a permanent character or trait rather than an incidental action. It's the difference between saying descriptively "Dave missed a deadline this week" versus labeling Dave by saying "he is unreliable."

Labeling becomes counter-productive because we then start treating the other person as if they really are what we think they are—incapable of behaving differently. This often results in reinforcing the very behavior we criticize. The classic example is the manager who labels an employee as a "problem child" and then tends to only see the "problems" in the worker's behavior, ignoring any positives they demonstrate. This only makes the situation worse!

Another danger in labeling others is the tendency to use the label in conversations with other people—a practice we counseled against under *Habit #4.*

The polar opposite of judgmentalism is *empathy*—the ability to clearly identify and understand another person's point of view. It is an emotional intelligence skill that is essential for effective consensus-building and conflict resolution. Its close partner is *validation*—the ability to communicate empathy. An empathetic, validating leader is more likeable because other people feel accepted and understood by them—and feel important, valued, and respected as a result.

Highly likeable people take the next step and apply their positive mindset by actively seeking common ground in their interactions with others. They listen and look for things they have in common with other people—common experiences, background, interests, values, desires, fears and aspirations. Commonality builds bridges with people—it humanizes adversaries and draws people closer to one another in stronger and deeper connection. Finding common ground is especially helpful in resolving conflict and building agreement between two adversaries.

HABIT #10: They build people instead of kingdoms.

This might be a bit overstated, but it's a simple way of saying that *highly likeable people are more interested in empowering others than in gaining power for themselves.*

The most basic way they empower people is by involving them in the central functions of leadership: planning, evaluation, problem-solving, and decision-making. In other words, they share their own leadership power by actively inviting, engaging, and helping others to participate meaningfully (and appropriately) in the most important aspects of the work.

They lay the groundwork for this process by first helping their subordinates to succeed in their respective assigned roles and responsibilities (which is one of the fundamental responsibilities of an effective boss). This means providing employees with clear direction and accurate evaluation in combination with timely and specific feedback. Even negative feedback is used by effective leaders as a positive tool to help advise, coach, and direct employees toward greater and greater effectiveness. And as I mentioned earlier: Highly likeable bosses excel at offering constructive criticism that is clear, specific, behavior-focused, non-threatening, and non-judgmental.

Highly likeable leaders also "build up" their people by helping them make progress in their careers. They do this by having conversations with employees about their professional development goals; by assisting them to develop a plan; by assigning work and activities that will contribute to that plan; and by occasionally acting as a sponsor for them—helping them gain visibility with other leaders and departments in the organization, and even recommending them for promotion or for other roles at higher levels.

Highly likeable leaders also do the important work of emotional support. They know how to challenge people to develop their potential as human beings—to rise above circumstances and strive for greater levels of achievement and impact. They do this by believing in others and expressing that faith openly.

Most of us respond positively to that kind of encouragement—we have experienced it from a loving parent, a highly-respected teacher or coach, or an influential mentor. When someone we respect tells us they expect great things from us, we feel good about ourselves and we want to rise to the challenge to prove them right. We are more inclined to give our best and show that we deserve their confidence in us. We become better as a result, and our success gives us even greater confidence in ourselves.

Does that mean highly likeable leaders are always smiling, always nice, always positive, and never confrontational? Quite the contrary. Highly likeable people know how and when to tackle sensitive issues and engage in difficult conversations. And they do it in a way that builds respect with others.

To begin with, being likeable doesn't mean being passive (or being a patsy!) Likeability requires a leader to be appropriately assertive when circumstances demand it. Assertiveness is the ability to clearly communicate what you want or need from others. It requires a strong and healthy ego, AND the ability to communicate with tact and diplomacy. Assertiveness is a healthy (and respected) trait for a leader.

A good example of appropriate assertiveness is the ability to communicate one's ideas and opinions, especially in a group setting. Leaders who aren't afraid to speak up and share their thoughts are respected and listened to—even when their ideas go against the majority opinion (and often provide a needed antidote to groupthink).

Leaders are also respected when they are willing to have a difficult conversation with a coworker to confront problematic issues of collaboration. They aren't hesitant to request the help of colleagues—to produce better work or achieve more effective team dynamics. Those conversations often surface touchy issues and sensitive egos. But when they are handled well, they just as often result in greater understanding and mutual respect.

Highly likeable leaders also know how to disagree with others—constructively, respectfully, and diplomatically. This ability is absolutely essential when the nature of the issue is ethical, legal, or regulatory. The leader who is willing to stand up for the right thing gains stature and respect with the crowd.

Assertiveness is also essential when resolving conflict.

Highly likeable leaders are able to assert their point-of-view without losing respect because they are also willing and able to listen respectfully to others. They are willing to consider differing opinions, needs, and positions without turning those things into *personal* issues. They retain their likeability by being skilled negotiators and collaborators. And I have also known effective leaders who could deflect personal attacks with diplomacy and calm—to hear strong opinions about themselves without losing their temper or sacrificing their professional demeanor.

Here's the good news: Assertive communication is a skill that can be learned and acquired. It is another area of development where executive coaching can be of tremendous help.

Conclusion

Likeability is a quality that any leader can build and enhance through a variety of specific behaviors—activities in the workplace supported by a willingness to learn and grow. You can become more likeable and more influential as a result. We can help! Give us a call—we can show you how our resources and guidance can move you and your career *forward!*

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