

SIX-WORD LESSONS ON SCALING UP AS A LEADER

100 Lessons to Prepare You
to Be a Leader of Leaders



Lonnie Pacelli

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How You Influence Up and Out

The scaled-up leader understands how to effectively communicate with peers and bosses.

She understands that it's not about using more words but using precise words.

She is courageous about providing recommendations while also willing to listen to other points of view.

The scaled-up leader knows how to get people to follow her even when they don't report to her.

74

The five up-and-out tollgates.

A recipient has five mental influence tollgates you need to pass through:

1. She believes you're credible.
2. She acknowledges the problem.
3. She understands what you want to do about the problem.
4. She sees alignment with her priorities.
5. She gets what you expect her to do.

See more on the five up-and-out tollgates at LeadingOnEdge.com.

75

Too many words
creates more
confusion.

More content isn't better. Get your point across in as little content as possible. Make liberal use of bullets versus narrative text to better condense thoughts into consumable chunks.

76

Acknowledge priorities are absolute versus relative.

Just because a recipient says, “Not now,” it doesn’t mean the recipient is an idiot or that you’ve failed. You may have a great idea, it's just that there are other things that are more important to do. Accept that timing might not always be on your side.

77

Be ready when your time changes.

Plenty of times I thought I had an hour to pitch an idea only to have the recipient tell me I only had 30 minutes. Anticipate what you'll do in the event your time gets cut short.

78

User fewer slides with Harvey balls.

Forget the 7x7 rule (7 bullets, no more than 7 words each). Put more information organized in sections on a slide and use Harvey balls to walk your recipient through your pitch. It saves a lot of “go back to slide 13” requests and actually facilitates more discussion. It also helps in the event your time gets cut short.

See more on Harvey balls at LeadingOnEdge.com.

79

State the ask/advise/inform upfront.

Your recipient needs to know whether he is being asked to make a decision, is expected to advise, or is just being informed. Be clear on what you are expecting your recipient to do and ensure he agrees with the role.

80

Be bold about what you think.

This is particularly important when the recipient needs to make a decision. You could frustrate the recipient by asking an open-ended “what do you want to do?” question and then arguing with the answer. Besides, you then have to work from the recipient’s position as opposed to putting yours out there as a starting point.

81

Leverage best practice examples from others.

Seek out others who have had to influence up and out to sell an idea, get a copy of their communications (email, slide deck, etc.), talk with them about what worked/didn't work, and ask them to look at your communication before publishing. You'll develop more effective communication as well as build relationship capital with those you seek to learn from.



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