Know an Admin who is new to OSU?

Please forward this Newsletter to her or him!

Inside this issue:

OSUAP Goals

♦ *Encourage professional development*

♦ *Develop leadership skills*

♦ *Network with peers*

Special Notes:

- *Looking forward to seeing all of you for the OSUAP Conference on June 14!*

- *Wexner Center for the Arts Spring Exhibition Walk-in Tours June 1-25 (details here)*

- *New Exhibit: "Hot on the Trail of Iconic Detectives" opens this month at the Thompson Library Gallery. It runs through September 17. (details here)*

What If vs. What If *by Michele Woodward*

The absolutely best, most creative question ever asked is: "What if?"

This little question has generated countless books, movies and plays. What if a Danish prince discovers that his mother's new husband is his father's murderer? What if a young girl falls down a rabbit hole and finds another world? What if boy meets girl, boy loses girl and then boy finds girl again?

"What if?" has also spawned greatness in other ways. Like peach salsa. Like penicillin. Like new roses. Like Impressionist paintings. Like iPads.

And yet at the very same time "what if?" is our biggest stumbling block to success.

"What if I make a mistake?"

"What if I don't like it?"

"What if it's not really possible?"

"What if I'm wrong?"

The stewing and fretting so many of us devote to the potentiality of every single possible "what if?" scenario keeps us completely stuck.

"What if?" we ask. "What if? What if? What if? What if? What if? What if? What if?"

Exhausting.

Yet the irony is, like the proverbial two-edged sword, it's only by asking "what if?" that we can be free to move forward.

What if you don't like it? Well, what if you do? You will never know until you try, so why not just try?

What if you fail? Well, have you failed before? Bet you have. I sure have – recently. And, look: you and I are still above ground and breathing, so that means we are probably stronger and more resilient than we give ourselves credit for. Failure proves it.

What if it's not really possible? Or if you're wrong? Well, then, at least you have collected data which shows you what's not going to work. Which only makes it more possible for you to figure out what will work.

Pollyanna-ish? Unrealistic? Are you thinking that perhaps I don't understand the stakes involved? How pressured your situation is? How overwhelmed you are?

Oh, I understand quite well. Believe me.

I hear it every day. And lived it myself.

But there's one thing I know. You can make it easier on yourself by simply choosing to use the

Influencing Without Authority—Using Your Six Sources of Influence *by Jo Miller*

I am in the difficult situation of being unofficial project lead, responsible for team performance to schedule and budget. How can I influence and motivate the team to get the job done, when I do not have a job title that commands their respect?

Leadership textbooks make a point of advising up-and-coming leaders not to accept responsibility for a business outcome without first negotiating a job title and hierarchical authority. In other words, you should always strive to "lead with authority".

This is great advice in principle, but in the real world you'll find organizational structures that are in a constant state of flux and management structures that are highly matrixed, not to mention limited opportunities for promotions. There are times when an emerging leader needs to roll up their sleeves, engage the team, influence, and get the job done.

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The Digital Union will no longer offer free access to Lynda.com effective May 1, 2017

REACH—Join the Movement. Save a life.

REACH is the OSU Suicide Prevention training program designed to help the OSU community prevent suicide by teaching faculty, staff and students how to:

- Recognize warning signs
- Engage with empathy
- Ask directly about suicide
- Communicate hope
- Help suicidal individuals to access care and treatment

Suicide is the 10th leading cause of death nationally, as well as the 2nd leading cause of death among college-age students. Anyone can help prevent suicide by learning the risks, warning signs and how to intervene.

The training program is sponsored by the OSU Suicide Prevention Program and provides participants with knowledge and skills that can be used to prevent suicide and promote mental health.

Suicide prevention is a shared campus responsibility, and we hope you will consider joining our efforts by sponsoring a REACH training in your department.

We provide training to university and student affiliated organizations, departments, colleges and programs. The training lasts 90 minutes, although modifications are available upon request. Participants who finish the training receive certificates verifying their completion of the program. To request a training please fill out the online training request form on the REACH page on our website *(links provided below)*. Please provide at least two weeks notice prior to your proposed training date set.

Join the REACH movement. Save a life. #REACH5K

For more information, please visit http://suicideprevention.osu.edu/ or http://reach.osu.edu.

> **Suicide is the 10th leading cause of death nationally, as well as the 2nd leading cause of death among college-age students.**
>
> **#REACH5K**

A note from Melissa Vara - Keynote Speaker at the 13th Annual Ballam Women's Symposium: Branch Out & Break Through (ASFW)

You MUST know what you want, and what you don't want. You MUST believe you deserve it, and you MUST be willing to dig deep within yourself and work for it.

No matter what.

MELISSA Vara

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We will have much more from Melissa in upcoming Newsletters. Please stay tuned! Click on her Logo or you can catch her blog here.

Upcoming Important Dates	
06/14/2017	2017 OSUAP Conference *(Please click here for conference details and registration instructions.)*
07/04/2017	Independence Day – Offices Closed
08/06/2017	Summer Commencement
08/22/2017	Autumn Semester Begins

At a company women's leadership event, Dr. Cecilia Kimberlin, former Vice President, Quality and Regulatory Affairs with Abbott, made a point of saying, "There is a myth that the higher you go in the organization and the more positional authority you gain that you just have to say 'do it' and people get it done. I hate to bust your bubble!"

In this type of environment, influencing without authority is one of the most valuable skills you can learn today. As another senior-level woman in a manufacturing organization once explained, "In my company, influencing skills are the single most important success factor after knowing your job."

So while positional influence is something to aspire to, until you have it, remember that there are many other useful forms of influence that you could be taking greater advantage of.

Your Six Sources of Influence

1. Positional influence: The authority that comes inherent in a job title and role.

Positional influence is perhaps the most overrated of all forms of influence, as people spend a lot of their careers waiting for it when they could be influencing in other, more immediate ways. For example:

2. Expertise influence: The influence that comes with your background, experience, qualifications and career accomplishments.

Nora Denzel is a member of the board of directors for Ericsson, Saba and Outerwall. When she spoke to senior technical leaders at a women's conference, she reminded them that, "It's not what you know and it's not who you know. It's who knows what you know."

Who knows what you know? Are your colleagues and management aware of your expertise? If not—don't be the best kept secret in your organization! Find appropriate and effective ways to promote your accomplishments, in order to maximize your expertise influence.

3. Resources influence: Having the ability to attract and deploy the resources you require to get your job done.

When budgets and headcount are tight, it is important to demonstrate that any company resources allocated to you are invested well. And don't make the mistake of turning down additional resources that could help you perform your job. If you can take an additional resource and use it to deliver a greater return on that investment, you're not doing your company any favors by being frugal.

Negotiate for the resources you need, use them well, and you will be entrusted to manage even greater resources in future.

4. Informational influence: Having a finger on the pulse of what is going on in the organization.

Seek out information about changes before they become officially known, such as new projects, opportunities, re-orgs, resource allocations, budgets, and long-range plans. Having a heads up on this information helps you make better business decisions, more rapidly.

Over time, others will come to rely on you for your decision-making ability. When that happens, you'll be utilizing your informational influence.

5. Direct influence: Being firm, fair, and professional when someone's behavior is out of line.

Here's where leadership and parenting have a lot in common. A caring parent will step in when a child puts them self or others in danger. There will be times as a leader when you need to do the same, using your direct influence to take that person aside and have a "tough love" conversation.

The best leaders do this in a way that is firm, fair, direct, and confidential. They also take the time to share their vision for that individual and their future potential, and in doing so, act more like a mentor than a boss.

Leaders who do this well gain a great deal of respect from their people. By using your direct influence well, you can make a big difference in another person's career.

6. Relationships influence: The influence that grows as you build great working relationships with those you rely on to get your job done, and everyone else that your role touches.

Dr. Sophie Vandebroek, Chief Technology Officer with Xerox, said, "It's not enough to have a bright idea. I have seen too many projects led by great, passionate people fail because they tried to be a lone influencer. You have to get the right people in the boat with you. You have to engage the entire human fabric."

When you take time to build great relationships across the human fabric of your organization, you are less likely to need to resort to cajoling or persuading others to get things done. Instead of being the sole driver of an idea you can achieve a lot more by collaborating with people who know you and trust you.

So don't try to be a lone influencer. By fully using the power of relationships and of all of your Sources of Influence, you can gain credibility, get buy-in for ideas, and make a larger impact in your company, with or without the positional authority of a job title.

[Jo Miller](#) is a leading authority on women's leadership and a sought-after, dynamic, and engaging speaker who delivers more than 70 speaking presentations annually to audiences of up to 1,200 women. Her expertise lies in helping women lead, climb, and thrive in their corporate careers. Jo is founding editor of [BeLeaderly.com](#) and CEO of [Women's Leadership Coaching, Inc.](#) Learn more about Jo's services at [www.JoMiller.net](#) and follow [@jo_miller](#) on Twitter.

A Little Bit About: Ohio State University Administrative Professionals (OSUAP) Today

Today, OSUAP's membership includes more than 375 administrative professionals, from across the university and the medical center. While OSUAP programming is geared toward the administrative professional, all Ohio State staff are welcome to join – with no membership fee. The group hosts bimonthly meetings, featuring relevant topics and speakers, workshops, and an annual professional development conference (for a minimal registration fee). Through participation in OSUAP programming and work groups, members develop their administrative and leadership skills, and expand their professional networks.

We'll share more about OSUAP and what's going on behind the scenes with the work groups in our next newsletter!

Click [here](#) if you are interested in joining OSUAP!

(WHAT IF Continued from page 1)

creative "what if?" rather than the limiting "what if?"

That's all. Once choice. One little choice to come at your overwhelm and pressure and deadlines and stuff from a slightly different angle.

And create something wonderful.

Michele Woodward is the author of several books and has appeared as an expert in The Wall Street Journal, The Washington Post, Harvard Business Review, PsychologyToday.com and other key outlets. She's a sought-after speaker, leads workshops and classes around the country, and writes a popular blog.

Email That Works: Best Practices for Truly Busy People *by Joan Burge*

How would you describe your e-mail situation lately?

Are you getting so much that it's sometimes impossible to manage it properly and still be productive? Do you worry you'll hit the "send" button too soon, and deliver a message before its ready? Take heart….You're not alone!

E-mail technology has been great – but it has also wreaked havoc on the way we communicate. For example, you can shoot back a reply to an e-mail in lickety-split time. The question is, should you? Thinking about what the message ought to say often becomes secondary to our ability to communicate immediately. And whenever action precedes thought, trouble will likely follow at some point or another, as you know.

When you're a "Star" in your profession, you take the time to think before speaking or sending any kind of message – in electronic or written form. These tips can help you be an even more effective communicator – and prevent e-mail problems that can impact your impressive professional image:

When receiving e-mail:

- **Sort incoming messages** according to importance and the need to act on them. Some people create folders within their email programs. Others print off messages and track them that way. Hint: If your e-mail program permits you to "manage" messages – sending them to folders without showing up in your inbox, for instance – you may want to explore that option. Talk to your office's IT person.

- **Respond only when necessary.** If no action is required, save everyone's time and avoid replying with something generic like "OK."

- **Act within 24 hours,** if possible. If you must reply, try to do so within one day. This isn't always feasible, of course – but it's a best practice we can all strive to achieve.

- **Check email several times a day**, rather than constantly, to prevent interruptions that decrease productivity.

When sending e-mail:

- **Decide if e-mail is the best way to communicate.** Time-sensitive information, as well as potential conflicts, should be handled either face-to-face or on the phone. Remember: E-mail may be "instant" but not for everyone. And e-mails don't always deliver your tone of voice properly, which can result in miscommunication at critical, sensitive times. In those cases, verbal communication is preferable.

- **Consider your recipients' learning styles.** How would they prefer to receive the information you're sending? If they're "to the point" people, rely on short sentences and bullets. For detail-oriented readers be specific – but consider placing a "nut paragraph" at the top of the e-mail that boils down the essence to one short statement. That way, they'll know if they need to read or act upon the message ASAP.

- **Insert recipient names in the "To" field only when you're finished writing your message.** This is the best way to prevent sending e-mails too soon with a mistaken click of the "send" button.

- **Reread for tone.** We've already addressed how e-mails are prone to "tone problems." So, before sending any message, read it from the recipient's point of view. If you find anything that could be misunderstood or taken the wrong way, carefully reword that sentence for greater clarity.

- **Keep emails short and to the point.** If the information can be conveyed in a paragraph or two, send an email. If it takes longer than this, the information may warrant a phone call or personal interaction.

- **Remember proper email etiquette.** If the email is being forwarded make sure to send the response to only those that require the answer. Remove extra recipients from the "to" field. Also, ensure that no sensitive information is being forwarded to unauthorized recipients.

Joan Burge is the Founder and CEO of Office Dynamics International and is an accomplished author, writer, speaker, consultant and corporate trainer. You can find Joan's blog here.