

Leadership

Personal Power & Influence

WHY,
Would anyone want to follow
You?



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Power, Influence, and Politics: Defined

Power:

Having or wielding force, authority, or influence; achieving or bringing about a particular result; effective accomplishment

Power has Two Dimensions:

- Formal Authority
- Influence



Formal Authority

What the Organization Gives You to Persuade Others

- Budget control
- Position power or signature authority
- Defined decision-making responsibilities
- Job and role descriptions, sanctions (power to reward and punish)



Influence

What You Do Yourself to Persuade Others

- education and communication
- role modeling
- commitment
- social proof
- reputation
- referent power, appeals to authority
- expertise
- participation and involvement
- charisma
- facilitation and emotional support, liking
- access to information
- bargaining (scarcity, negotiation, compromise, and compensation)
- access to formal authority and other resources
- impression, symbol management, and reciprocity
- network with key players
- implicit and explicit coercion



Influence: The ability to **sway** others, to **persuade** them to alter their beliefs, attitudes, knowledge, values, or behavior; the ability to **sell, convince, inspire, motivate,** and **encourage** others to change without using coercion to force compliance

Politics: The **art of influencing** others in organizations

Being Politically Savvy: **Actively** and **ethically working** the **human system** of an organization for the long-term best interests of all stakeholders

Manipulation: Using tools of influence for **personal gain** at the **expense** of **others**



Influence Continuum

Manipulation

Ethical Influence



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Manipulation vs. Ethical Influence

Rule of Thumb:

If they knew what you were planning or thinking, would they go along with it?



Credibility = Believability

Believability has two Critical Elements:

One must be both,

- Competent
&
- Trustworthy

Three Components of Competence:

- Technical/Organizational
- Emotional Intelligence
- People Skills



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Trust is a Function of:

C = Clarity

C = Confidence

H = Honesty

A = Approachability

R = Reciprocity

C = Consistency

O = Openness

A = Acceptance

L = Likeability



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Aristotle's Three Fundamentals of Influence



Logos

Pathos

Ethos



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Logos

Definition: The use of reason, logic, factual data, and words to create a persuasive argument for change.

Here the persuader first convinces the target audience that a problem or opportunity exists and then provides several solutions supported by an analysis of costs and benefits of each.



Logical Formula for Change

$$D \times V \times F/S > R$$

- **D** = Disappointment
- **V** = Vision
- **F/S** = First Steps
- **R** = Resistance



Ethos

Definition: The distinguishing **character, sentiment, moral nature, or guiding beliefs** of a person, group, or institution.

What is your preferred ethos? How do you wish to show up at work and home? How do you wish others to describe your ethos?



Pathos

Definition: The **emotional** and **psychological needs** of your target audiences



Differences Between Managing & Leading

Managing

Planning

Budgeting

Maintaining Status Quo

Organizing

Controlling/Monitoring

Directing

Leading

Creating Vision

Setting Overall Strategy

Being an Agent for Change

Aligning People

Inspiring

Empowering Others to
Solve Problems &
Make Decisions



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Leadership:

A General Definition

Effective leadership is the process of moving yourself and others in directions that are ultimately in the long-term best interest of all stakeholders.

John Kotter



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The Most Effective Leaders are Always:

- Investing in Strengths – their own and those of their followers.
- Surrounding themselves with the right people and maximizing their talents.
- Working to understand their follower's needs.



Enhance Your Leadership Presence

Leadership Presence is the ability to connect authentically with the thoughts and feelings of others, in order to inspire and motivate them to commit to a desired outcome.

Another word for Presence is Authenticity.
Authenticity is closely tied to one's values.



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Leadership Presence

Has Four Key Elements:

- **Self-Knowledge & Acceptance**

The willingness to truly accept yourself to be authentic, and to consistently reflect your core values in your decisions and actions.

- **Focused Intentionality**

Understanding exactly how you want to be perceived by others and subsequently aligning your thoughts with your words and actions.

- **Extending One's Self & Building Relationships**

The ability to build trusting relationships with others through empathic listening, regarding, supporting and connecting authentically.

- **Expressing and Inspiring**

The ability to express emotions and feelings in an appropriate way through all available means:



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What is Your Leadership Credo?

- What are the values, beliefs, intentions and driving forces that guide you in your approach to effective leadership?
- How do you wish to be known by others?
- How well do you think your perceptions of yourself match the perceptions that others have of of you?





“Our deepest fear is not that we are inadequate or unworthy. Our deepest fear is that we are **powerful beyond measure**. It is our **light**, not our darkness, that frightens us most. We ask ourselves: “Who am I to be brilliant, gorgeous, talented, and famous?” Actually, who are you **not** to be? What exactly, is holding you back?”

Your “***playing small***” does not serve the world. There is nothing enlightened about ***shrinking*** so that other people won’t feel insecure around you. We were born to make manifest the ***divine spark*** of glory that was given to us and eternally resides deep **within us**. It’s not just in some of us; it’s in ***all*** of us.

And so, when we **let our own light shine**, we unconsciously give those around us **permission** to do the same. As we will the courage to **liberate ourselves** from our own **fears, our presence, our personal power**, automatically liberates others.”

Nelson Mandela



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