

RUTGERS

New Jersey Agricultural
Experiment Station

LEADERSHIP & INFLUENCE

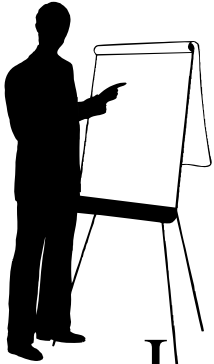
ENVIRONMENTAL STEWARDS

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Rutgers Cooperative Extension



AGENDA

- I. Introduction: Agenda, Review, Objectives
- II. Problem-Solving/Decision-Making
- III. Influence - Credibility, Insight and Communication
- IV. Summary, Applications and Action Planning

Seminar I: Objectives



- Describe leadership “personal bests”
- Identify characteristics of effective leaders
- Describe Five Practices Leadership Model
- Specify actions for developing leadership

What the Research Shows The Five Best Practices

- Kouzes and Posner
- 20 years or research and application
- 7500 Personal Best Examples
- 4000 Personal Best leadership survey
- 100,000 respondents in data base

REVIEW



1. Model the Way
2. Inspire a Shared Vision
3. Challenge the Process
4. Enable others to Act
5. Encourage the Heart

EFFECTIVE MANAGERS AND LEADERS

Management

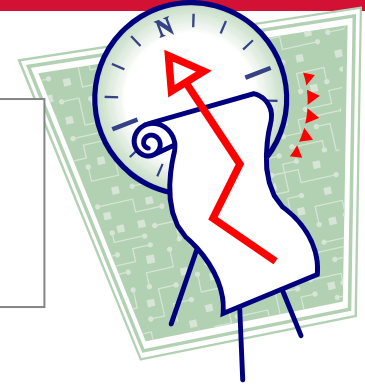
- Administration
- Implementation
- Focus on Structure & Control
- Motivate via discipline & sanctions
- Eye on bottom line
- Imitate

Leadership

- Innovative
- Conception
- Focus on people & ways to inspire trust
- Motivate shared meaning/intrinsic
- Eye on horizon
- Originate

IF IT AIN'T BROKE ...

Seminar II: Objectives

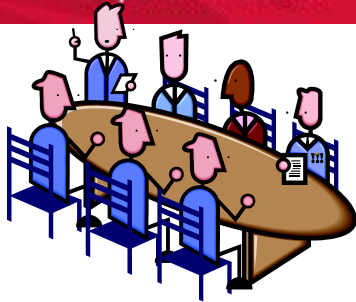


- Identify problem solving skills
- Describe key elements of influence
- Develop plans for influencing others


INFLUENCE

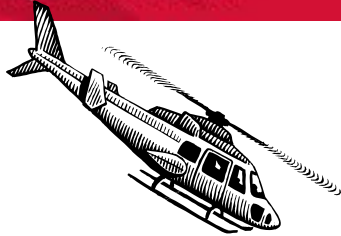
- Ideas that drive decisions come from many **different sources**
- For ideas to succeed, we need **support from a network of people**
- **Collaboration is often critical** to turn our ideas into reality





PROBLEM-SOLVING AND DECISION-MAKING

- If you have participated in this exercise previously, please refrain from sharing until after the exercise
- Small Group Exercise – Cascades 
- Behaviors and Skills in Mountain Survival Situation
- Actual cases where people lived or died based on their decisions
- Depends on how well group shares and processes information



CASCADES

- Watch /listen to the video, read along in workbook
- When video is over rank items 1-12 with “1” as the most important item
- Work alone
- You have 10 minutes
- Close book when finished





CASCADES

- Working as a group, review your rankings and come up with a new **TEAM** ranking
- Do not change any of your individual rankings
- You have 20 minutes

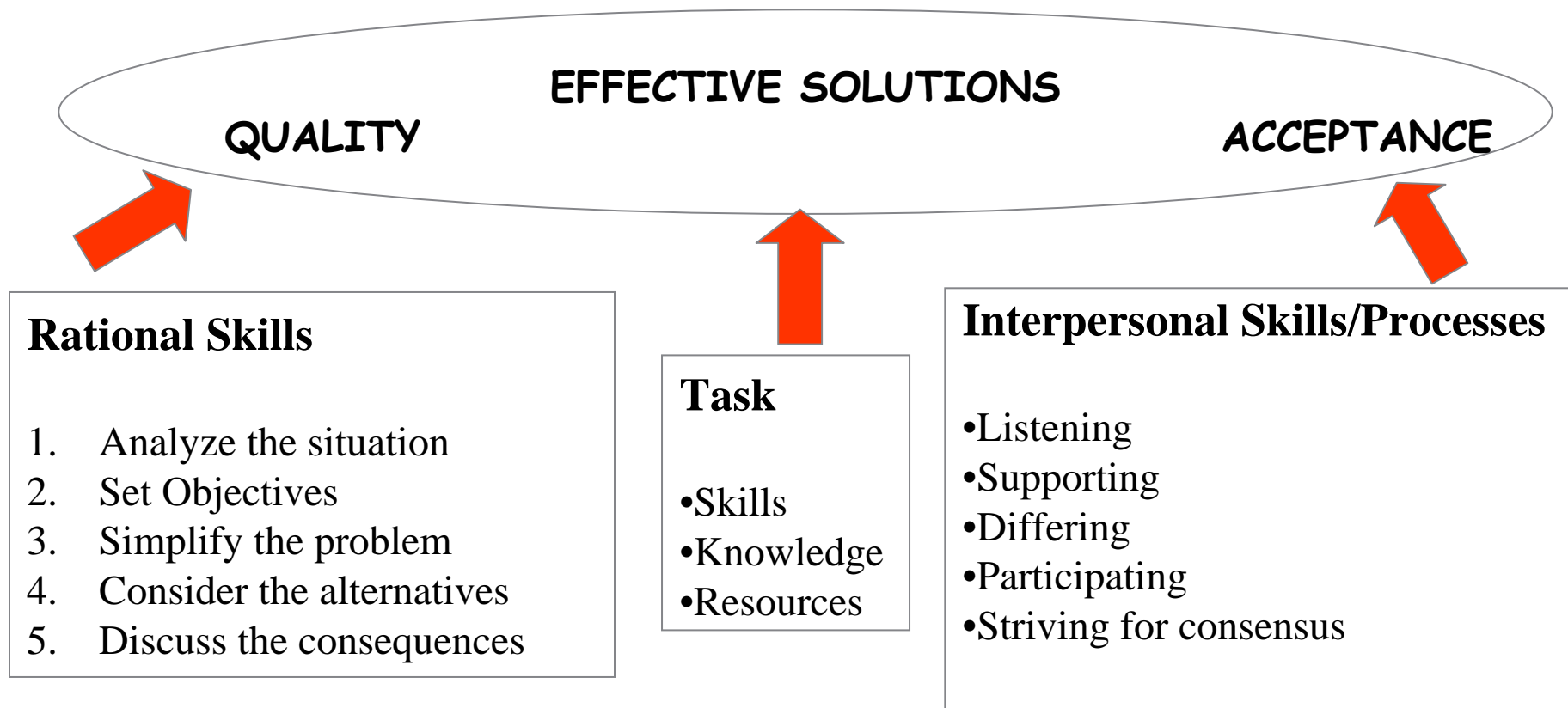


As a group ...
discuss the following questions

1. What **problem solving** skills did your group use to resolve the situation ?



2. What **interpersonal skills** did your group use to come to consensus ?



WHAT THE EXPERTS' SAY

- Listen/record experts ranking in step 3
- Find the difference between experts' & your individual rank (step 3- step 1). Record in step 4
- Find the difference between experts' and your team rank (step 3- step 2). Record in step 5
- Tally the step 4 and step 5

- Think of leadership in terms of establishing a **clear vision** and working to **influence** others to see the **same vision** you see.
- Think about your interpersonal communication skills of :
 - Listening
 - Supporting
 - Differing
 - Participating
 - Striving for consensus

**“People don’t at first follow worthy causes;
they follow worthy leaders who have worthy causes”**

John Maxwell

So, what is influence ???

INFLUENCE

- Ability to produce an effect **without** power or force
- Capacity to lead others **without** reliance on authority
- Influence essentials include:
 1. Personal credibility
 2. Insight about others
 3. Communication

“What traits do you look for, admire in a leader...someone who you would **willingly** follow?”

Arrange these traits into these 3 categories
with at least 5 traits in each.

Most Critical traits

Important traits

Less Important traits

LEADERSHIP CHARACTERISTICS

Rank the traits in your **Most Critical** category
selecting the top 4 traits.

_____	Ambitious	_____	Honest
_____	Broad-minded	_____	Imaginative
_____	Caring	_____	Independent
_____	Competent	_____	Inspiring
_____	Cooperative	_____	Intelligent
_____	Courageous	_____	Loyal
_____	Dependable	_____	Mature
_____	Determined	_____	Self-controlled
_____	Fair-minded	_____	Straightforward
_____	Forward-looking	_____	Supportive

Believability in the source of communication predicated on:

- Perceived trustworthiness
- Their expertise
- Their dynamism

Those rated high on these three dimensions are perceived to be more credible sources of information

Kouzes & Posner, 2002

What the research data says

<u>13%</u>	Ambitious	<u>88%</u>	Honest
<u>40%</u>	Broad-minded	<u>28%</u>	Imaginative
<u>23%</u>	Caring	<u>5%</u>	Independent
<u>63%</u>	Competent	<u>68%</u>	Inspiring
<u>28%</u>	Cooperative	<u>40%</u>	Intelligent
<u>29%</u>	Courageous	<u>11%</u>	Loyal
<u>32%</u>	Dependable	<u>13%</u>	Mature
<u>17%</u>	Determined	<u>5%</u>	Self-controlled
<u>49%</u>	Fair-minded	<u>33%</u>	Straightforward
<u>75%</u>	Forward-looking	<u>41%</u>	Supportive

CREDIBILITY

Leadership

- Honest
- Inspiring
- Competent
- Forward-looking

Credibility

- Trustworthiness
- Dynamic
- Expertise

**“If you don't believe in the messenger,
you won't believe in the message”**



Clarkson Airport

1. Read the case, decide if you would take the job
2. Discuss your decision with your group
3. Identify 5 interested parties in the case and chart their concerns
4. Select a team spokesperson to report out



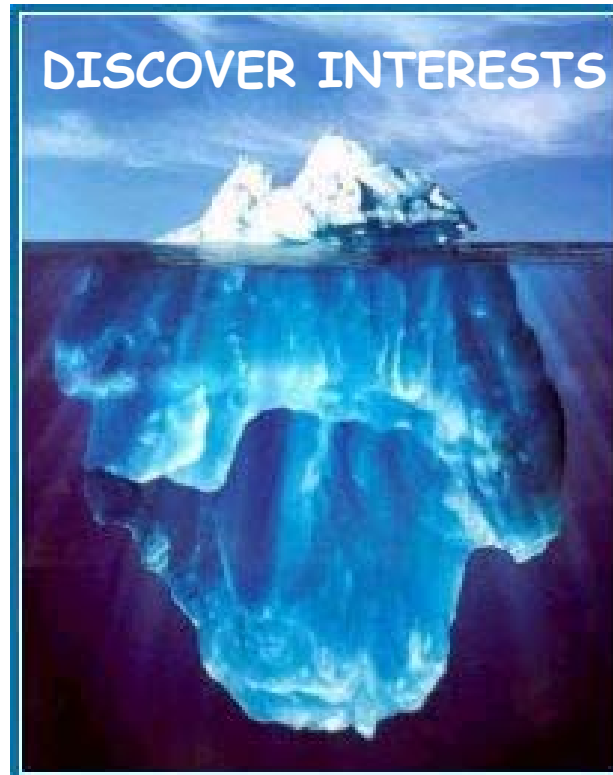
CLARKSON AIRPORT CASE

Parties	Interests/Concerns	Notes

Considering the Stakeholder's Perspective

- Identify “what’s in it for them” to support your proposal
- Identify potential concerns about your proposal
- Understand how their concerns might be addressed
- Identify how to support them in addressing their own agendas

Positions – “The Tip of the Iceberg”



Positions



Interests

POSITIONS

- Things they say they want
- Demands, terms and conditions
- Things they say they will/ won't do

INTERESTS

- Underlying Motivations
- Needs and concerns
- Fears and aspirations

- Look behind positions
- Put yourself in other's shoes
- Ask "why", "why not", "what's wrong with"

"First seek to understand, then to be understood"

Persuade Someone to Take a Cooking Class



1. Newly married
2. Newly divorced
3. No time
4. Bored
5. Values adventure
6. Values friendship
7. City slicker sophisticate
8. Small town “girl/ guy”
9. Intellectual
10. Athlete



1. **Sell** - Speak to their needs or values.

- Describe the benefits of your proposal to the other person
- Speak in terms of how your idea meets their needs
- Position your 'sell' in terms of what's important to them



2. **Engage** - Ask questions, listen actively, acknowledge & solicit other's reactions & concerns. Ask

- What's your reaction to this idea ? What's the impact on you?
- How does this fit in with what you need? What are your concerns?
- What would make this work for you?

3. **Collaborate** - You may have to significantly modify the proposal to address their needs & concerns. Or collaborate with others at the outset.

SUMMARY ON INFLUENCING SKILLS

- Clarify what you want to accomplish
- Identify whose support need and WIIFT
- Identify the benefits the idea offers them
- Determine how to demonstrate your idea merits their support

YOUR INFLUENCE SITUATION

Think of a personal situation where you want to influence others. In preparation for our next session, answer the following questions:

1. What do you want to accomplish ?
2. What is your objective ?
3. Identify the specific people whose support you need.
4. Identify what is important to these people.



Eight tips to increase personal credibility

1. Respect confidences
2. Keep commitments
3. Admit mistakes
4. Avoid blame
5. Demonstrate interest/concern for others
6. Share information
7. Seek win-win solutions
8. Get to know people on a personal level

Collaboration Questions to Ask

Reshaping a Proposal

- What ideas do you have for making this work?
- How can we work together to make this happen?
- How can we both get what we need?
- What do we need from each other to make this work?
- What might be a better way to go about doing this?



Building on an idea

- Here's my vision of what we need to do and why. What are your reactions, thoughts?
- How do our ideas coincide?
- What is the best of my thinking and your thinking?
- What have we missed?
- What do we need from others to be successful?



7 Tips to Handle Objections

1. **Paraphrase:** Restate your understanding of their concerns, position, objections
2. **Clarify Misperceptions:** Clarify your intent
3. **Provide a Balanced Response:** Clarify both the strengths & concerns of your idea
4. **Articulate Areas of Agreement:** Emphasize what each of you do agree on
5. **Emphasize the Benefits:** Remind them of the benefits to them
6. **Modify:** Adjust your proposal to address their concerns/incorporate their suggestions
7. **Drop it:** If their concerns are overwhelming compared to the idea's importance to you.