

LEADERSHIP & INFLUENCE

ENVIRONMENTAL STEWARDS 2010



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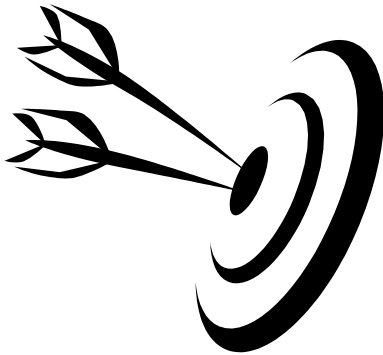
Rutgers Cooperative Extension



AGENDA

- I. Introduction: Agenda & Objectives
- II. Problem-Solving/Decision-Making
- III. Influence – Credibility and Insight
- IV. Summary, Applications and Homework

OBJECTIVES



- ❖ Review principles of leadership
- ❖ Identify problem solving skills
- ❖ Describe key elements of influence
- ❖ Develop plans for influencing others

EFFECTIVE MANAGERS AND LEADERS

Management

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

Leadership

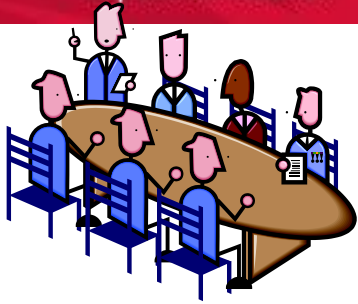
- Innovative
- Conception
- Focus on people & ways to inspire trust
- Motivate shared meaning/intrinsic
- Eye on horizon
- Originate

IF IT AIN'T BROKE

INFLUENCE

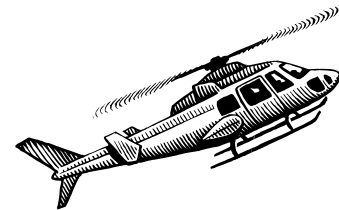
- Ideas that drive decisions come from many different sources
- For ideas to succeed, we need support from a network of people
- Collaboration is often critical in order to turn our ideas into reality

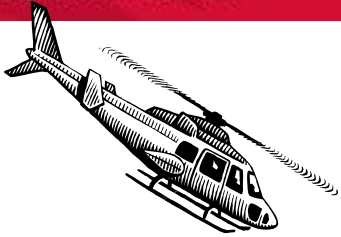




PROBLEM-SOLVING AND DECISION-MAKING

- 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

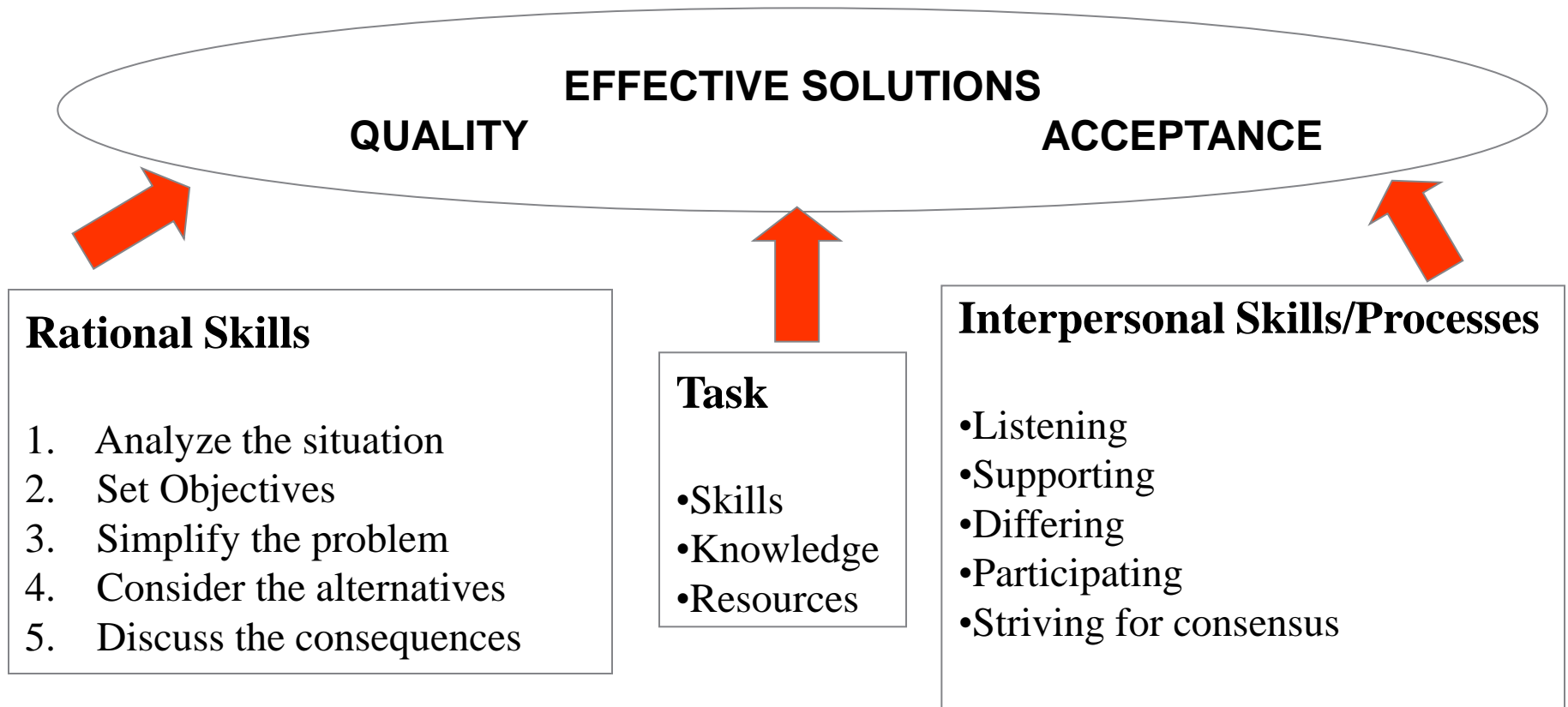


As a group ...
discuss the following questions

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

SUMMARY

- 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”*

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:
 - Personal credibility
 - Insight about others
 - 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

Leadership

- Honest
- Inspiring
- Competent
- Forward-looking

Credibility

- Trustworthiness
- Dynamic
- Expertise

+
VISION

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

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

INFLUENCE

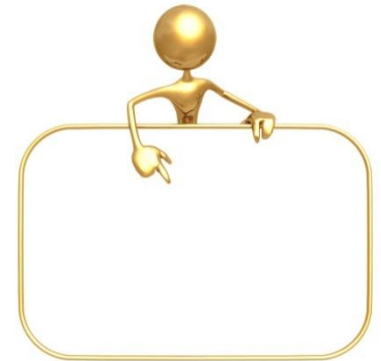
- Ability to produce an effect without power or force
- Capacity to lead others without reliance on authority



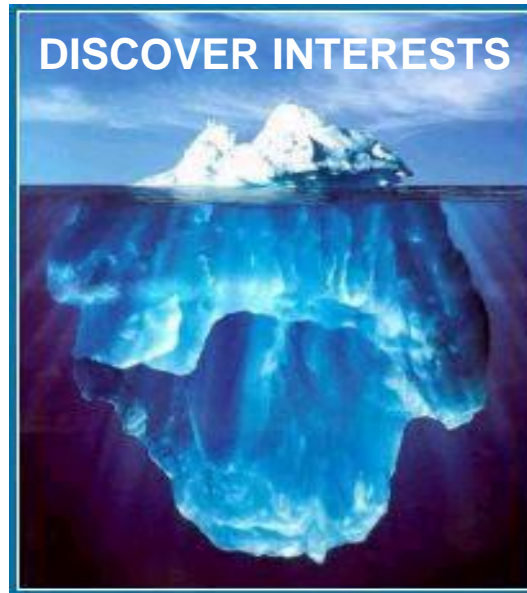
- Influence essentials include:
 - Personal credibility
 - Insight about others
 - Communication

Consider Others' Perspectives

- ✓ Identify “what’s in it for them” to support your idea/proposal
- ✓ Identify potential concerns about your idea/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 & conditions
- Things they say they will or 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” ?**

HOMEWORK

YOUR INFLUENCE SITUATION

1. What do you want to accomplish ?
2. What is your objective ?
3. Whose support do you need ?
4. What is important to them ?



HOMWORK

INFLUENCE NEEDS ANALYSIS

Stakeholders & Concerns/Needs	Stakeholder #1	Stakeholder #2	Stakeholder #3
Financial			
Performance			
Image			
Power			
Achievement			
Recognition			
Affiliation			
Order			
Safety			
Other			

“First seek to understand, then to be understood”

Stephen Covey