

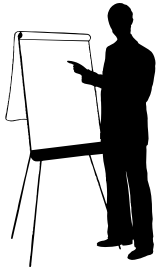
LEADERSHIP: INFLUENCE & CHALLENGING SITUATIONS

ENVIRONMENTAL STEWARDS
May, 2010



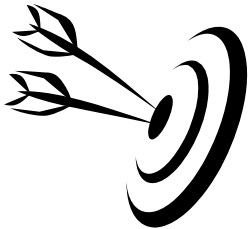
Dr. Mary Nikola, Director, Leadership & Organizational Development

AGENDA



- I. Introduction: Agenda, Objectives & Recap
- II. Influence, Insight & Your Influence Situation
- III. Conflict Resolution Strategies
- IV. Leading Volunteers
- IV. Summary, Applications, Q&A

OBJECTIVES



- ❖ Assess personal influence situations
- ❖ Develop plans for influencing others
- ❖ Evaluate conflict situations
- ❖ Identify alternative conflict management strategies
- ❖ Determine preferred/developmental conflict management strategies
- ❖ Identify strategies for volunteer leadership

REVIEW

Leadership

- **Honest**
- **Inspiring**
- **Competent**
- **Forward-looking**

Credibility

- **Trustworthiness**
- **Dynamic**
- **Expertise**
- **????**

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

John Maxwell

REVIEW

INFLUENCE

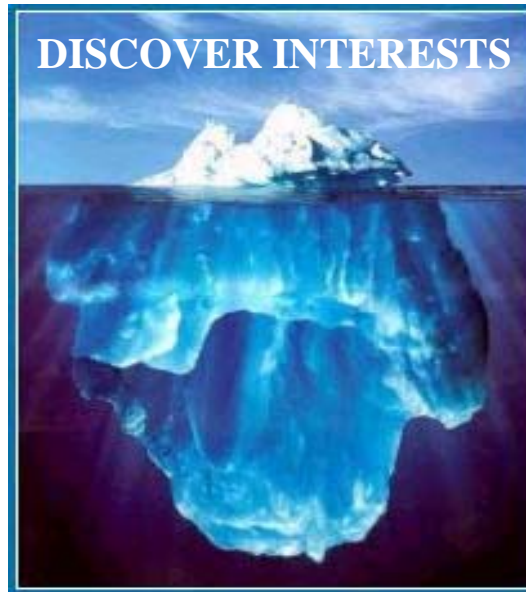
- Ability to produce an effect **without power or force**
- Capacity to lead others without reliance on authority



- Influence essentials include:
 1. Personal credibility
 2. Insight about others
 3. Communication

REVIEW

Positions –
“The Tip of the Iceberg”



Positions

Interests

POSITIONS

- Things they say they want
- Demands, terms/ conditions
- Things they say 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” ?



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	Position

HOMEWORK 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*

REVIEW

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

“First seek to understand, then to be understood”.

Stephen Covey

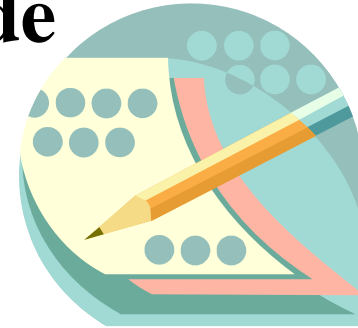
RESOLVING CONFLICT



***“MY GREEN THUMB CAME ONLY AS A RESULT
OF THE MISTAKES I MADE WHILE LEARNING TO
SEE THINGS FROM THE PLANT’S POINT OF VIEW”***

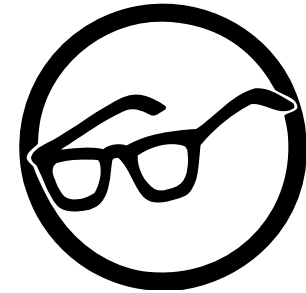
Will Rogers

Thomas - Kilmann Conflict Mode Instrument



- ❖ Follow directions on page 1
- ❖ Go with your first response
- ❖ Work quickly
- ❖ Do not complete the score sheet
- ❖ When complete close book

Define & Diagnosis Conflict



What is conflict?

Jot down the first 5 words that come to mind when you think of conflict.
(Don't mention any names 😊)

1. _____
2. _____
3. _____
4. _____
5. _____



- Means different things to different people
- Simply difference between you and another
- Can be either positive or negative, depending on how we respond



Think of a conflict situation in which you personally have been involved.



What is this conflict about?

On a scale of high, medium or low, (circle one) how important is this issue to you?

Who is this conflict with ?

On a scale of high, medium or low, (circle one) how important is this relationship to you?



VIDEO CASE STUDY FLIGHT OF THE PHOENIX

A cargo plane goes down in a sandstorm in the Sahara with less than a dozen men on board. One of the passengers is an airplane designer who comes up with the idea of ripping off the undamaged wing and using it as the basis for an airplane they will build to escape before their food and water run out.

Characters: Pilot- Frank, Navigator- Lew
Engineer- Mr. Dorfman, M.D.- Doc

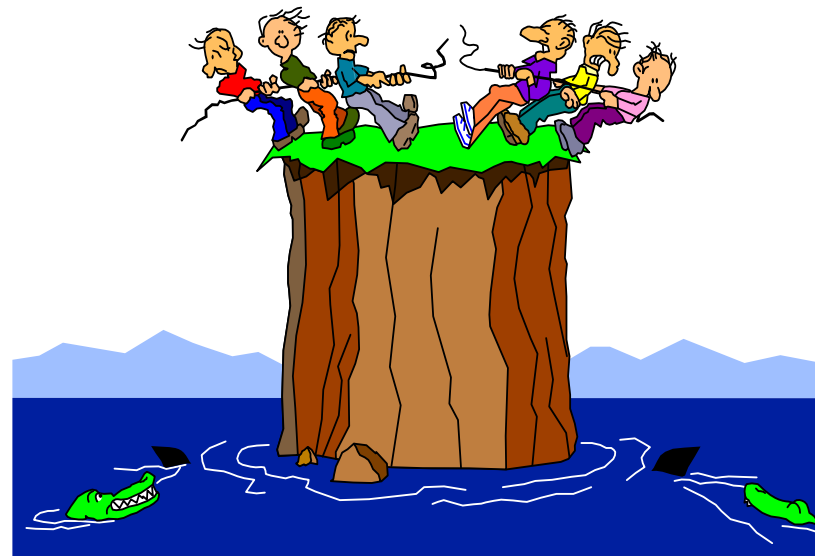
- What is the overall climate during this scene?
- Describe the conflict. How is the conflict handled?

DESTRUCTIVE

What are the disadvantages?

PRODUCTIVE

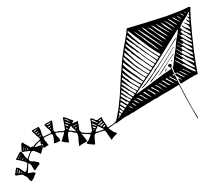
What are the advantages?



The Value of Conflict

Conflict is *constructive* when it:

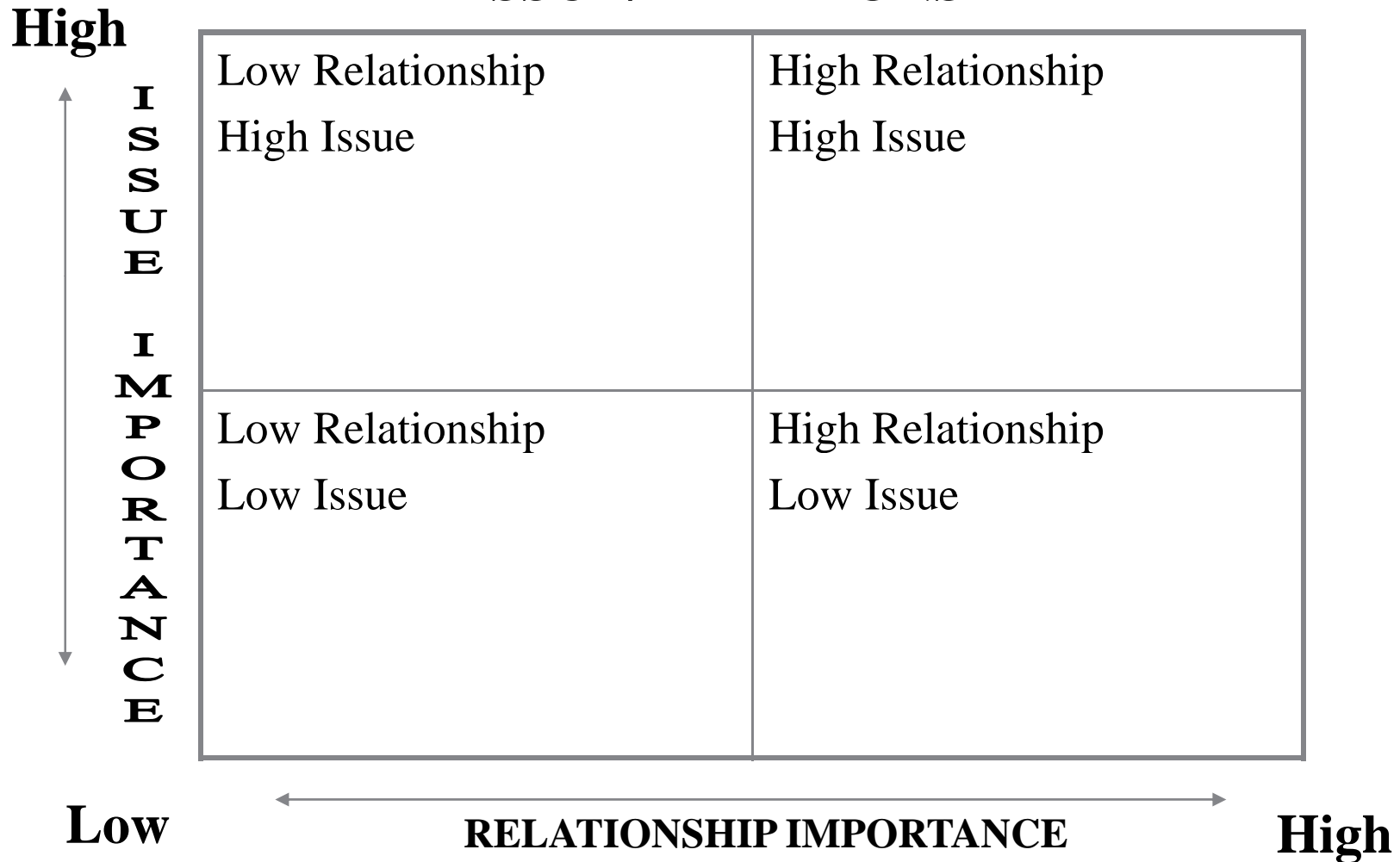
- Opens up dialog ... resulting in clarification.
- Builds cohesiveness.
- Allows for a reassessment of procedures or actions.
- Increases involvement and commitment.



*Don't be afraid of opposition.
Remember, the kite rises against,
not with the wind.*

Hamilton Mabie

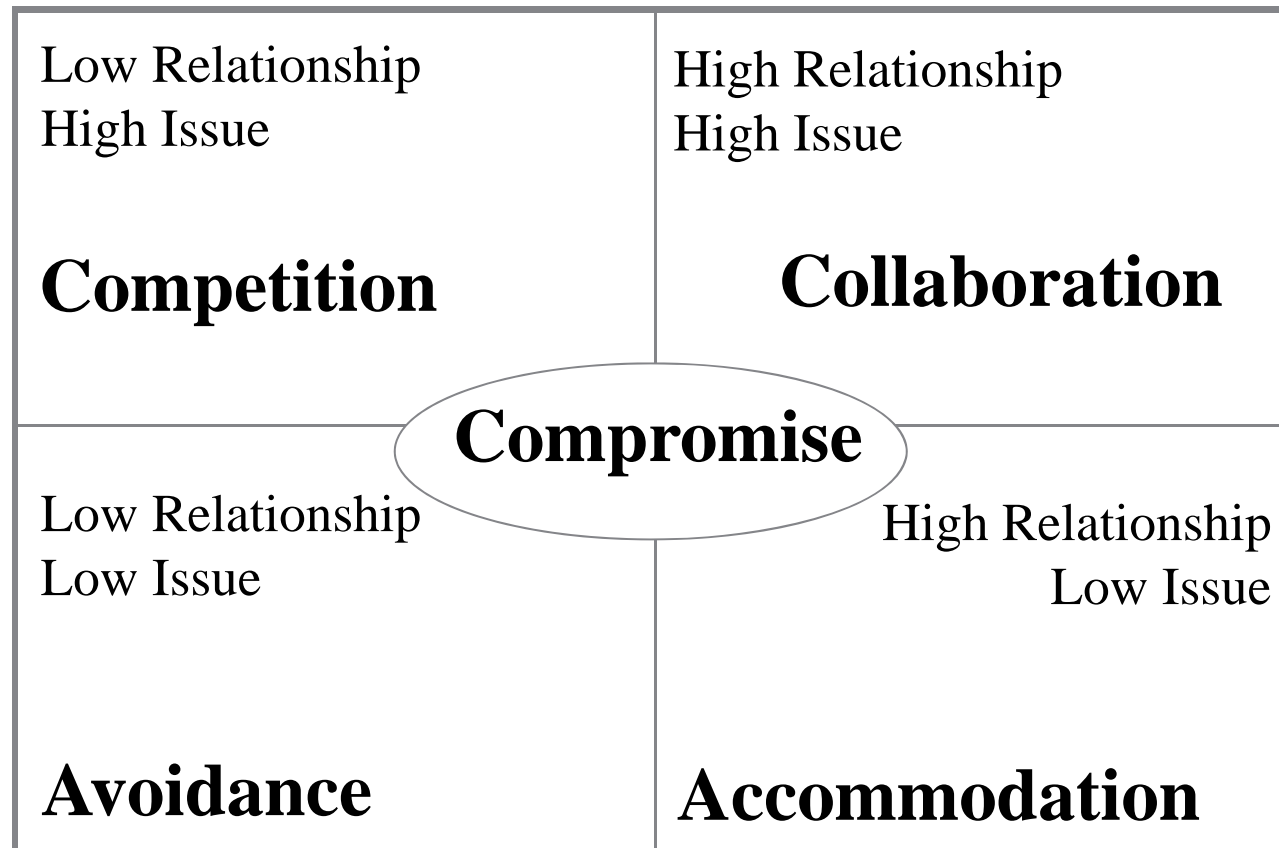
ISSUE/RELATIONSHIP



CONFLICT MANAGEMENT STYLES

Dominant

**D
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Submissive

Degree of Cooperation

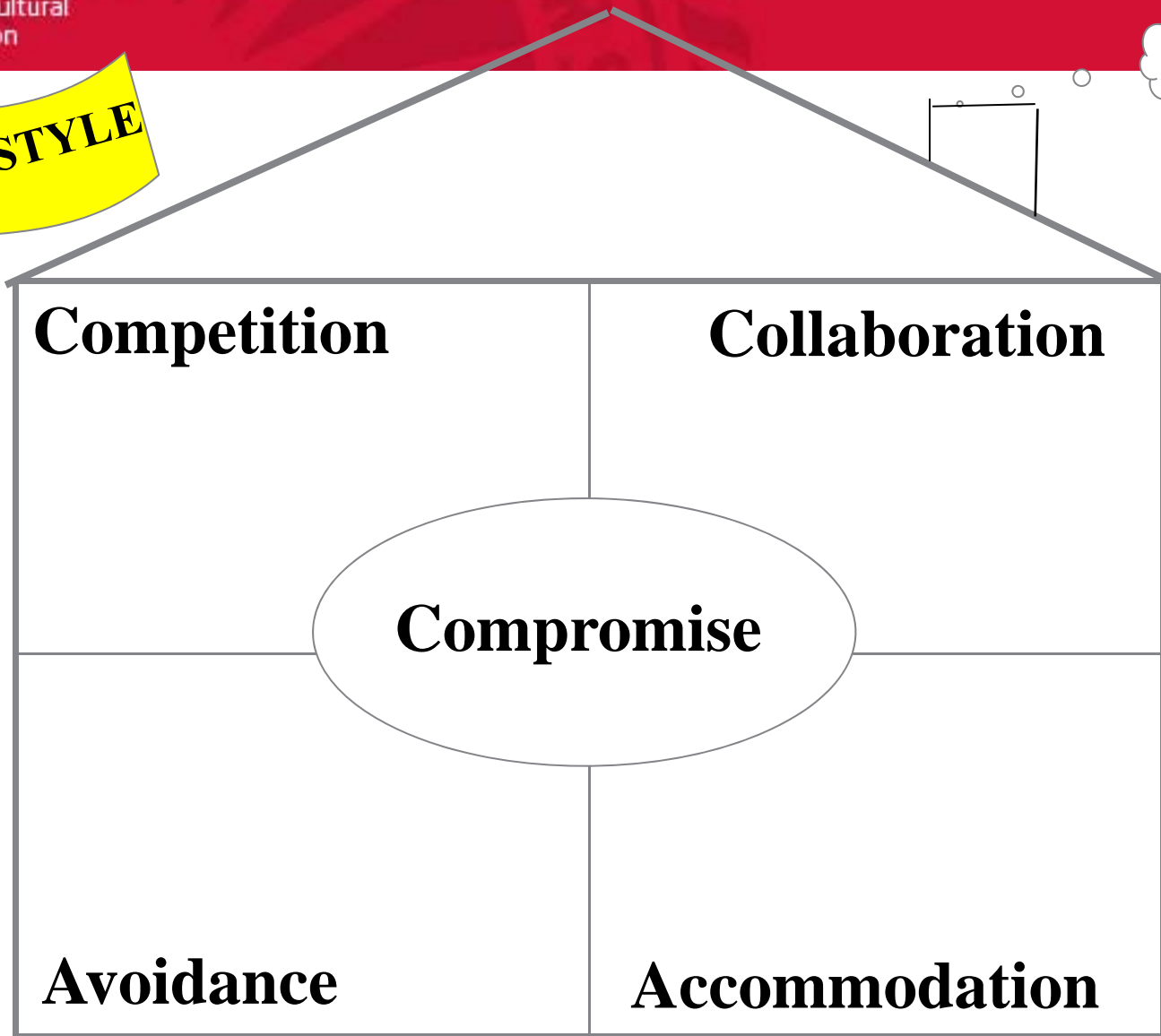
Non-supportive

Supportive

Score Thomas - Kilmann Assessment

- On Page 6, circle the letter “A” or “B” based on the item you selected on pages 2-4
- Tally the number of letters circled per column
- Record this tally in the bottom of page 6 and in the corresponding boxes of page 7

PREFERRED STYLE



Styles	Advantages	Disadvantages
1. AVOIDANCE		
2. COMPETITION		
3. COLLABORATION		
4. ACCOMMODATION		
5. COMPROMISE		

SUMMARY OF TOOLS & PURPOSE



1. Avoid

Goal is to “delay”

2. Accommodate

Goal is to “yield”

3. Compete

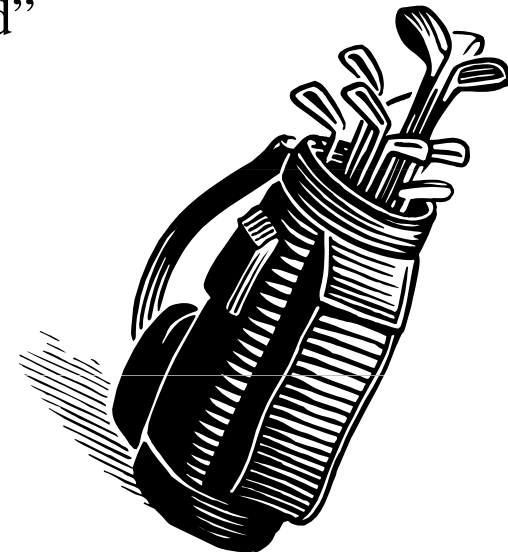
Goal is to “win”

4. Collaborate

Goal is to find a “win/win”
solution

5. Compromise

Goal is to find a “middle
ground”



LEADING VOLUNTEERS

- Give a clear direction and vision
- Outline expectations early on
- Be sensitive to volunteers other commitments
- Ask them what they want out of
- Include everyone in communications
- Constantly thank your volunteers
- Lead by example
- Make it fun
- Give volunteers cool stuff to do

Strategies for People Issues



1. Separate people from issue
2. Use people techniques for people problems
 - **Emotions** - acknowledge without blame
 - **Perceptions**
 - distinguish perceptions from truth
 - look at how others view it; walk in their shoes
 - **Communication**
 - speak for yourself ; use “I” & avoid “you”
 - demonstrate they have been heard before responding
 - paraphrase their words to show understanding

Ways to Discuss the Issue

DON'T

- ✓ Talk **at** the other side
- ✓ Focus on the **past**
- ✓ Focus on who is right
- ✓ Place **blame**
- ✓ Score points



DO



- ✓ Talk **with** them
- ✓ Focus on the **future**
- ✓ Focus on what's to do
- ✓ Tackle problem **jointly**
- ✓ **Clarify** interests
- ✓ **Invent** options

Tips for Forging Agreements

1. **Disengage:** own competence is not in question

2. **Empathize:** walk in others' shoes

3. **Inquire:** identify other's real concerns



4. **Disclose:** honest and direct communication

5. **Depersonalize:** focus objectively on merits, what we do; not what we are

Speak when you are angry, and you will make
the best speech you will ever regret.

Laurence J. Peter

Leadership Strategies for Preventing Conflict

1. Establish and maintain a **healthy work environment**
 - Maintain self-esteem & self-confidence of others
 - Maintain constructive relationships
 - Take initiative to make things better
 - Lead by example
2. Clearly communicate **goals and expectations**
 - Vision & Mission, Roles & Responsibilities
 - Objectives & Standards, & Provide Feedback
3. Establish **ground rules for airing differences**
4. **Anticipate** conflict – **proactive**
5. **Intervene**



*If you always do what you have always done,
you always get what you have always gotten!*

LEADERSHIP SUMMARY

Think of leadership in terms of establishing a **clear vision** and working to **influence** others to see the **same vision** you see.

*Thank you,
Mary*

Style	Advantages	Disadvantages
Avoidance	Postpones tension; Useful when: risk outweighs gain, others can solve, or when can postpone until more info is available	Limits input, Temporary solution
Competition	Useful when quick action needed Protects 'against those who take advantage of non- competitive behavior	Stops exploration of new ideas, One's goals achieved at other's expense Win/lose Little commitment, Temporary solution
Compromise	Achieves temporary fix Quick agreement	Achieves temporary fix Lose/lose Partial win/partial win

Style	Advantages	Disadvantages
Collaboration	<ul style="list-style-type: none"> Mutual exploration of new approaches Mutual resolution Gains commitment Win/win Permanent solution 	<ul style="list-style-type: none"> Time consuming Requires participation of other party
Accommodation	<ul style="list-style-type: none"> Preserves harmony Avoids disruption Prevents competition Useful when issue not important to you 	<ul style="list-style-type: none"> Sacrifice own point of view Limit creative resolution Win/lose

Goal: Convince council to go green with future improvements & purchases

Stakeholder/ Needs	Councilman X	Finance Officer	Mayor
Financial	Supports economic reinvestment	Bottom line reputation	
Performance		Make/ exceed financial goals	
Image	Sees town as leader in the state		Concerned how is seen
Power		Been politicking to obtain appointment to current position	
Achievement		Needs to prove can handle job	Legacy is important
Recognition	To be seen as a leader		
Affiliation	To get along with other council members		Community oriented
Order			Follows procedures
Safety		Cautious	