

RUTGERS

New Jersey Agricultural
Experiment Station

LEADERSHIP: INFLUENCE & CHALLENGING SITUATIONS

ENVIRONMENTAL STEWARDS

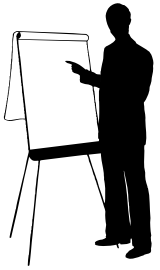
April, 2012



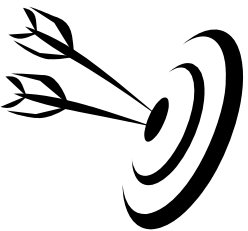
Dr. Mary Nikola, Director, Leadership & Organizational Development

AGENDA

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



OBJECTIVES



- ❖ Describe key elements of influence
- ❖ Assess personal influence situations
- ❖ Develop plans for influencing others
- ❖ Evaluate conflict situations
- ❖ Identify alternative conflict management strategies
- ❖ Determine preferred/developmental conflict management strategies

EFFECTIVE MANAGERS AND LEADERS

Management

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

Leadership

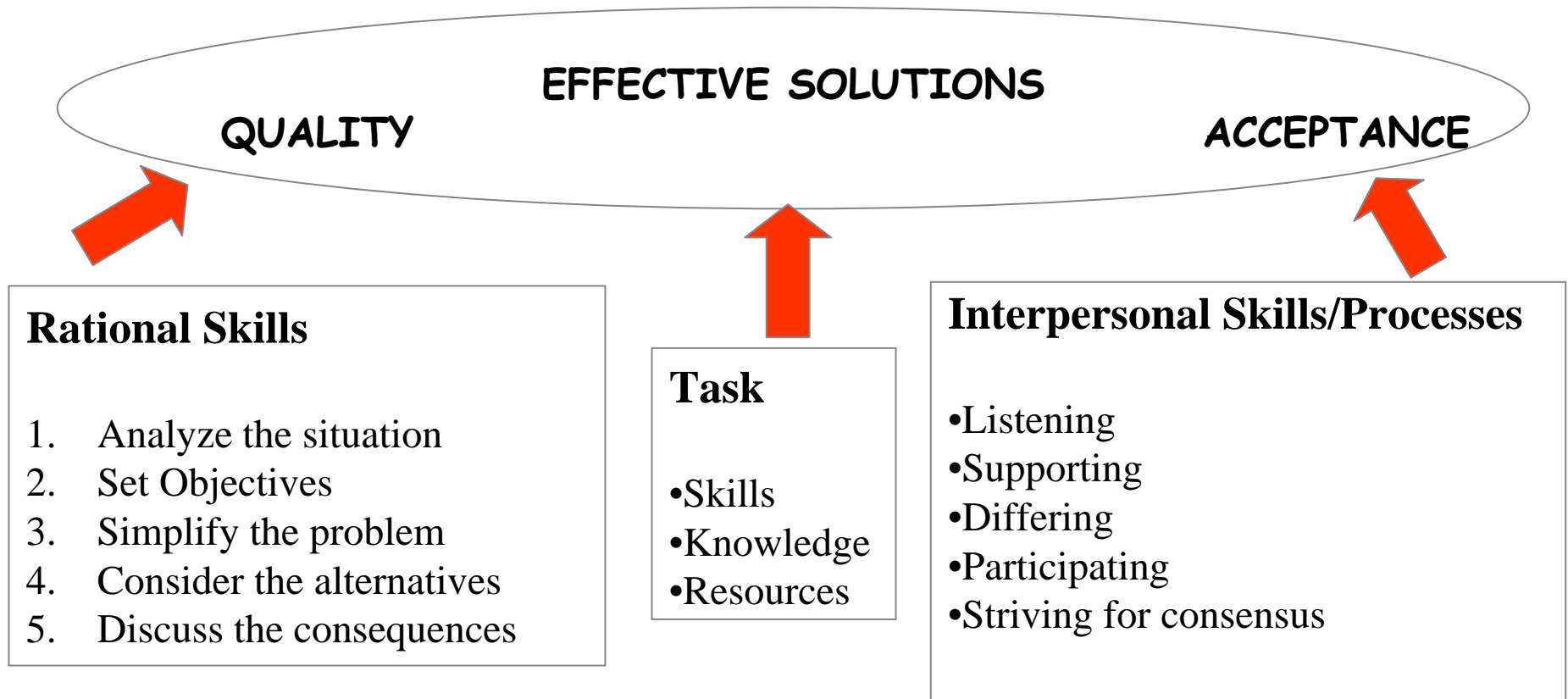
- Innovative
- Conception
- Focus on people & ways to inspire trust
- Motivate shared meaning/intrinsic
- Eye on horizon
- Originate

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





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

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**
- **?????**

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

John Maxwell

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

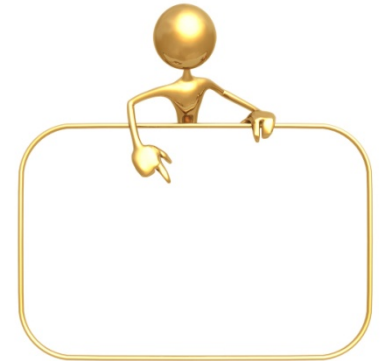
**If you don't believe in the messenger,
you won't believe in the message.**

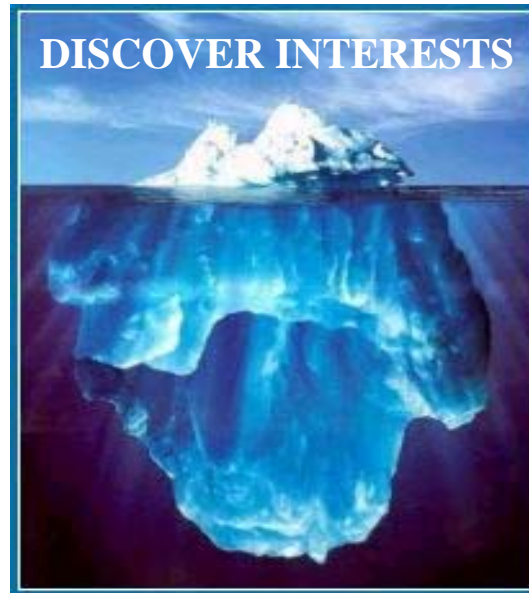
Eight tips to increase personal credibility

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

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

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

Positions

Interests

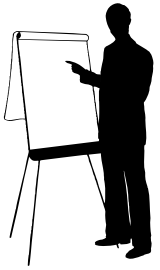
INTERESTS

- Underlying Motivations
- Needs and concerns
- Fears and aspirations

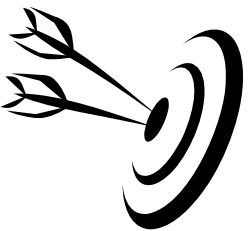
- Look behind positions
- Put yourself in other's shoes
- Ask “why”, “why not”, “what's wrong with” ?

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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



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AUDIENCE NEEDS ANALYSIS

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

SAMPLE AUDIENCE NEEDS ANALYSIS

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	

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
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Image			
Power			
Achievement			
Recognition			
Affiliation			
Order			
Safety			
Other			

“First seek to understand, then to be understood”

Stephen Covey



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

Persuade Someone to
Take a Cooking Class



1. Sell

- * Communicate ideas ...
- * Be credible, understandable, convincing
- * Speak to their needs or values

Speak in Terms of Benefits

- Think about the other person's beliefs, goals, challenges & values
- Position your 'sell' in terms of **their** benefits
- Describe the benefits of your proposal to them



2. Engage

- * Ask questions
- * Solicit & acknowledge their reactions and 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
- Significantly **modify** the proposal to **address others' needs** & concerns OR Collaborate with others at the outset to build on an idea and plan its execution

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”*

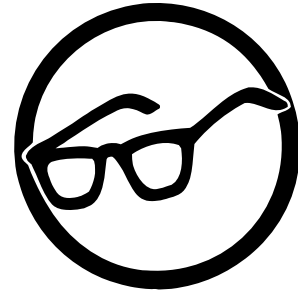
Will Rogers

Thomas Kilmann Conflict Mode Instrument

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



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. _____



TWO-SIDED COIN



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

Conflict is . . .

Any situation in which your concerns or desires differ from those of another person

Situations in which there are:

- Competing Interests
- Competing Values
- Competing/Overlapping Commitments
- What else?

What are the disadvantages of conflict?

Advantages of conflict?

CONFLICT SITUATIONS

- Think of a conflict situation in which you have been involved. Be prepared to share the following information:
 1. What is the conflict about (issue) ?
 2. What is the relationship between you and the other person (friend, neighbor, peer, supervisor, employee, customer, stakeholder)?
- Be prepared to share this information with the group



ISSUE/RELATIONSHIP

High

**I
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E**

Low Relationship High Issue	High Relationship High Issue
Low Relationship Low Issue	High Relationship Low Issue

Low

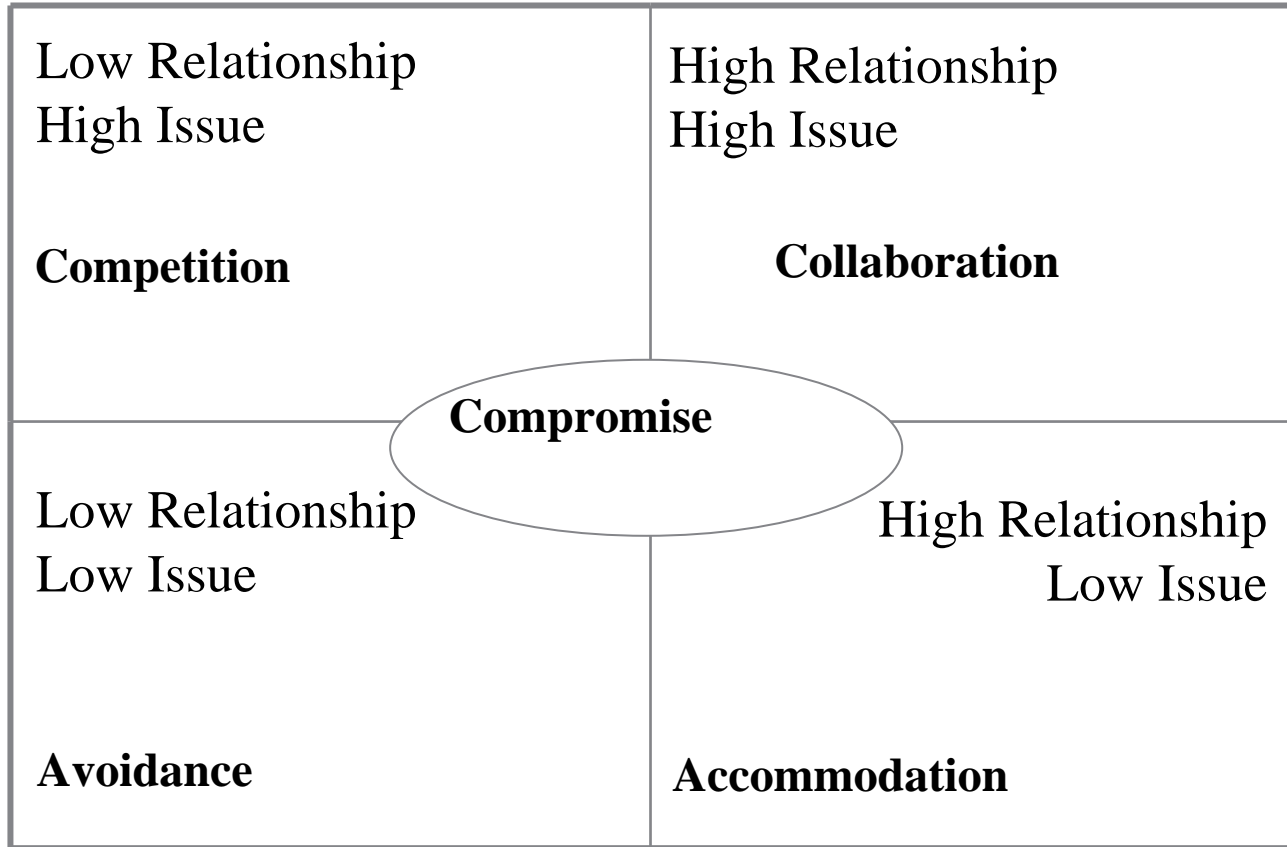
RELATIONSHIP IMPORTANCE

High

CONFLICT MANAGEMENT STYLES

Dominant

Degree of Assertiveness



Submissive

Degree of Cooperation

Non-supportive

Supportive

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

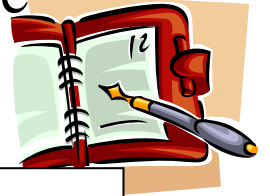
5. Compromise

Goal is to find a “middle
ground”

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

FOLLOW - UP ACTIVITIES

- Recognize your preferred strategy to manage conflict
- Look for opportunities to apply alternative strategies



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

Laurence J. Peter

*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*

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.

ADVANTAGES/DISADVANTAGES

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

ADVANTAGES/DISADVANTAGES

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