

RUTGERS

New Jersey Agricultural
Experiment Station

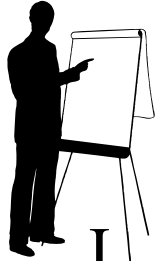
LEADERSHIP & INFLUENCE

ENVIRONMENTAL STEWARDS
2012



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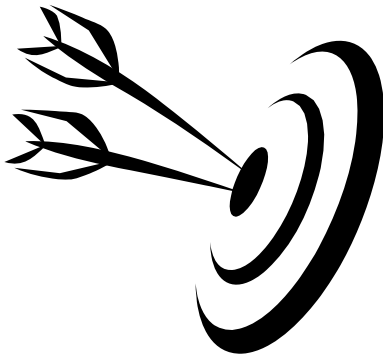
Rutgers Cooperative Extension



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

MANAGEMENT & LEADERSHIP

**What does it mean to be an
effective manager ?**

**What does it mean to be
an effective leader ?**

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

SETTLING THE WEST

A few brave explorers made the first passage, and once the way was known ...others followed.

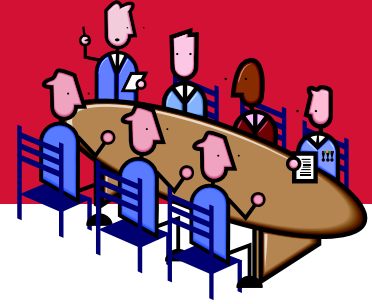
The trailblazers were leaders, while the managers were in charge of keeping the wagon trains to the established path.

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



II. PROBLEM-SOLVING AND DECISION-MAKING



If you have participated in this exercise previously, please refrain from sharing until after the exercise

- ❖ Small Group Exercise – Reef Survival
- ❖ Behaviors and Skills in Survival Situation
- ❖ Actual cases where people lived or died based on their decisions
- ❖ Depends on how well group shares and processes information



REEF SURVIVAL

- Listen and read along in workbook
- Look at items listed on middle page in the workbook. When ready, rank items 1-12 with “1” as the most important item to survival
- Work alone. No discussion allowed
- You have 10 minutes
- Close book when finished



REEF SURVIVAL

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



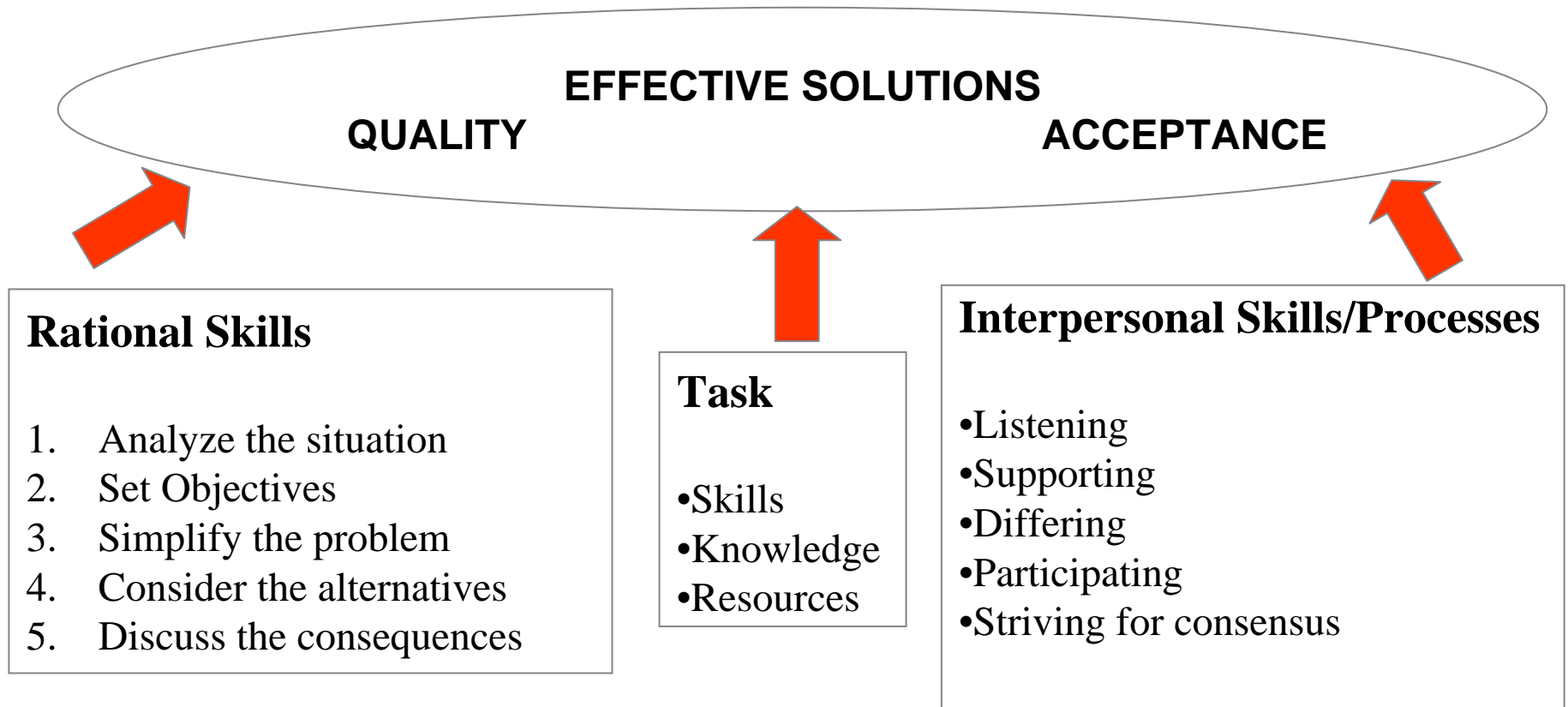


As a group ...
discuss the following questions

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

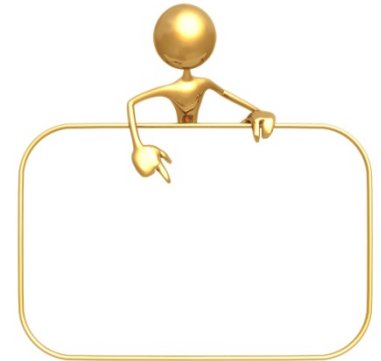
- Ability to produce an effect without power or force
- Capacity to lead others without reliance on authority



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

