



**Leadership Essentials:**  
**Building Influence & Credibility**

Participant Guide

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## Leadership Essentials: Building Influence & Credibility

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## Your Team Members

### Sally Star

- God's gift to management
- Your strongest team member
- Whole job done very well with little supervision required
- Pleasant and enthusiastic
- Initiates new proposals for performance improvement
- Anticipates problems - Keeps you informed
- Well respected and liked by the team



### Rick Rookie

- New team member
- Excelled in last position
- Full of confidence in his own ability
- Doesn't know the job or culture of organization yet
- Can't wait to come to work and get first big assignment



### David Disturbed

- Been on your team 5 years
- Started out enthusiastic and productive – now his performance has steadily gone down hill
- Passed over for promotion two times over past three years
- Disillusioned about the organization
- Possible home issues clouding performance



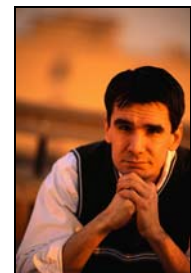
### Susan Sponge

- Been on your team 3 years
- Consistently meets or exceeds performance expectations
- However, always checking with you for reassurance – always looking for feedback
- Asks if doing a good job – on the right track?
- Well respected and liked by team members.



### Steve Stinks

- Favorite saying – “This Stinks”
- Does adequate work when there are clear expectations and time-frames set
- Constant complaining brings team members' morale down
- Impacts team's productivity



## Basic Definitions

### Leadership Definition and Tenets

- Is defined as the process of \_\_\_\_\_ the activities of an individual or a group in efforts toward goal achievement in a given situation.  
Hersey, Blanchard, & Johnson
- Is a \_\_\_\_\_ – it's all about your credibility, your ability to influence, and what you do!
- Is everyone's \_\_\_\_\_ – it is not a place and not a position!
- Is measured by the degree of accomplishment of the promised change/result.
- Can be \_\_\_\_\_!

### Management Defined

- *Working with and through individuals and groups and other resources to accomplish organizational goals.* Hersey, Blanchard, & Johnson



### Differences Between Management & Leadership

#### Management

Coping with Complexity

Planning & Budgeting.....

Organizing and Staffing.....

Controlling & Problem Solving.....

#### Leadership

Coping with Change

Setting a Direction

Aligning People

Motivating & Inspiring

**John Kotter**

### Characteristics of Admired Leaders\*

Select your top seven (7) characteristics of leaders you would willingly follow or want to hire.

|  |  |
|--|--|
| <input type="checkbox"/> <b>Ambitious</b><br>(aspiring, hardworking, striving)                             | <input type="checkbox"/> <b>Honest</b><br>(truthful, has integrity, trustworthy)               |
| <input type="checkbox"/> <b>Broad-minded</b><br>(open-minded, flexible, receptive, tolerant)               | <input type="checkbox"/> <b>Imaginative</b><br>(creative, innovative, curious)                 |
| <input type="checkbox"/> <b>Caring</b><br>(appreciative, compassionate, concerned, nurturing)              | <input type="checkbox"/> <b>Independent</b><br>(self-reliant, self-sufficient, self-confident) |
| <input type="checkbox"/> <b>Competent</b><br>(capable, effective, professional)                            | <input type="checkbox"/> <b>Inspiring</b><br>(uplifting, enthusiastic, energetic, positive)    |
| <input type="checkbox"/> <b>Cooperative</b><br>(collaborative, team player, responsive)                    | <input type="checkbox"/> <b>Intelligent</b><br>(bright, logical, thoughtful, reflective)       |
| <input type="checkbox"/> <b>Courageous</b><br>(bold, daring, fearless, gutsy)                              | <input type="checkbox"/> <b>Loyal</b><br>(faithful, dutiful, devoted)                          |
| <input type="checkbox"/> <b>Dependable</b><br>(reliable, conscientious, responsible)                       | <input type="checkbox"/> <b>Mature</b><br>(experienced, wise, has depth)                       |
| <input type="checkbox"/> <b>Determined</b><br>(dedicated, resolute, persistent)                            | <input type="checkbox"/> <b>Self-controlled</b><br>(restrained, self-disciplined)              |
| <input type="checkbox"/> <b>Fair-minded</b><br>(just, unprejudiced, objective)                             | <input type="checkbox"/> <b>Straightforward</b><br>(direct, candid, forthright)                |
| <input type="checkbox"/> <b>Forward-looking</b><br>(visionary, foresighted, sense of the future direction) | <input type="checkbox"/> <b>Supportive</b><br>(helpful, comforting, offers assistance)         |

\* Adapted from Kouzes and Posner, 2007.

**Our Top Characteristics:**

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.



**Credibility**

Credibility is the \_\_\_\_\_ !

**Four Components of Leader Credibility**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Leader credibility results in a performance factor of between (+ -) \_\_\_\_\_

The Bottom line on Credibility:

D      W      Y      S      Y      W      D

\_\_\_\_\_

How employees describe leaders high in credibility

- They \_\_\_\_\_
- They \_\_\_\_\_
- Their actions are consistent with their words
- They follow through on their promises

How to build one's credibility

- Know your constituents
- Stand up for your beliefs
- Speak with passion
- Lead by example
- Conquer \_\_\_\_\_



Your Bottom Line on Credibility

List at least two things you can start doing to bolster your leadership credibility:

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## Power – Your Influence Potential

### Definition:

*Power is the capacity of an individual to influence the behavior or attitudes of one or more persons at a specific point in time. Gary Yukl*

*Authority involves the rights, obligations and duties associated with particular positions within an organization. Gary Yukl*

### Ingredients of Power (and leadership)

Motive and \_\_\_\_\_



### Two Types of Power

\_\_\_\_\_ Power: Largely defined by the organization – a leader’s legitimate power and authority - determined by the ability to control strategic resources such as the rewards and consequences a leader can bring to bear. Gary Yukl

\_\_\_\_\_ Power: Earned by the leader - determined by how followers regard a leader’s expertise and conduct, their authenticity and integrity. The ability to gain others support through your communication skills and successful track record. Gary Yukl

*Is there a best form of power? Are some power bases over used or under used?*

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## Influence – The Essence of Leadership

### Definition

Influence is the use of one's power to affect others' behaviors and attitudes in an effort toward goal achievement.

### Typical Influence Situations

- You want to go to a conference and must request funding from your supervisor.
- You want to launch a new product/process that will save time and money and need approval for the initiative and funding.
- You did something innovative in your department and want to share it with the rest of the company.
- You need resources (time, expertise) from someone or a department that is very busy.
- You need resources from someone in another area to help you fix a problem in your area.
- Someone is acting as a roadblock to your new initiative (with their processes, information needs, attitude, resources, etc.).
- You need resources from a group of people.

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*Exercise:* List an idea, project, or process that will need others' cooperation or support to implement. (What do you want to accomplish? What makes your idea or project feasible and valuable?) List the idea, project, or process.

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### Facts

- \_\_\_% of leaders say their organizations are less hierarchical than 10 years ago.
- 95% of leaders say to be successful they need input or support from people over whom they have no formal authority.
- \_\_\_% of leaders say they've experienced unanticipated opposition to a plan or proposal.

Leadership IQ, 2005

### Common Fallacies of Influence

- A logical argument will always prevail.
- A hard sell will generate results.
- I think my idea is right so others will too.
- One meeting will seal the deal.
- Influence means manipulation.



### Influence Approach

1. Diagnose your goals and needs – what do you want?
2. Identify High Impact People (HIPs) – those critical to your success.
3. Diagnose High Impact People's needs – what do they want or need?
4. Determine power bases, influence tactics, and currencies you will employ.
5. Plan Opening Moves

### Cardinal Rule of Influence

*The more you understand others, the more likely they'll understand you!*

*Exercise:* In the table below list the HIPs whose cooperation or support you will need to successfully implement your idea, project, or process.

| HIPs: | What you need from him/her: |
|-------|-----------------------------|
|       |                             |
|       |                             |
|       |                             |
|       |                             |
|       |                             |

*Exercise:* In the table below list the HIP deepest concerns, challenges, and needs.

| HIPs: | Concerns, Challenges, Needs |
|-------|-----------------------------|
|       |                             |
|       |                             |
|       |                             |
|       |                             |
|       |                             |



## Ten Common Influence Tactics

**Reason/Rational Persuasion:** Presenting data, facts, and logical expert argument to show a proposal or request is doable and relevant for attaining your goals. Reason is the most frequently used tactic and is used to influence individuals in all directions (superiors, peers, direct reports).

**Friendliness/Personal Appeal:** Relying on good will, personal regard, or flattery to carry out a request or support a proposal. Friendliness is ranks second, overall in tactics used, and it is used especially with peers and less often with direct reports and superiors.

\_\_\_\_\_ : Getting others to "join in" and support your position to do something or using the support of others as a reason for others to agree with you. Forming coalitions is the third most used tactic, and is used more with peers and superiors than reports.

**Bargaining/Exchange/Obligations:** Your "currencies." Negotiating a formal or informal trade or return of a favor, exchanging favors and incentives, or indicating a willingness to reciprocate on an action at a later date. Bargaining is used widely and ranks fourth overall. It is used less with superiors than with direct reports or peers.

**Inspirational Appeal:** Appealing to values or ideals ("for the good of the cause") to arouse the person's emotional bond to the organization, department, or project. Inspirational appeal is used more with direct reports and peers than with one's manager.

\_\_\_\_\_ : Communicating in a clear, direct, and somewhat forceful manner. Assertion is used most with direct reports and less with peers or superiors.

**Upward Appeal:** Calling on higher levels of authority for support to assist in supporting your cause. Upward appeal is used least with superiors and most with subordinates and peers, but is not used to a large extent overall.

**Rewards:** Making specific promises of extrinsic or intrinsic rewards or benefits in exchange for assistance on a project or proposal. Rewards are used most with peers and direct reports.

**Pressure:** Using threats, warnings and/or persistent reminders to induce compliance on a project or proposal. Pressure is most used with direct reports.

\_\_\_\_\_ : Acting to prevent the other person from doing something by not acting or cooperating on a request. Blocking is used rarely and mostly with peers.

**Outcomes of Influence Attempts**

- Commitment – most successful; the person is enthusiastic about carrying out the request and makes a maximum effort.
- \_\_\_\_\_ – partially successful; the person is willing but apathetic about carrying out the request and makes only a minimal effort.
- Resistance – Unsuccessful; the person is opposed to carrying out the request and tries to avoid doing it.

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Exercise: List the power bases and influence tactics you will employ with your HIP(s) to gain support for your initiative. Also, list the currencies/values you can bring to the HIP(s) and how you might use these sources to enlist his/her support.

Power Bases:

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Influence Tactics:

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Currencies/Value to Share:

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Opening Strategy:

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## Influence Case Studies

Exercise: With at least three of the “Your Team” members, list the power bases and influence tactics you would employ to maximize their performance on the new initiative.

Sally Star



Rick Rookie



David Disturbed



Susan Sponge



Steve Stinks



## Action Planning

Please list three things you learned as a result of our time today:

Please list two things you will do with this new information:

Please list one thing you will never ever forget as a result of our time today: