

WANT TO BE THE LEADER THAT OTHER LEADERS FOLLOW

One secret all successful leaders share



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Are you a great leader?

Smart, driven and a high achiever. A change catalyst with loads of empathy for others. Do you have a strong desire to make a difference in the world and leave a legacy for the next generation of leaders? Striving to help your organization thrive not just survive in these rapidly evolving times. How is that going? Have you realized that you are not superhuman and cannot fulfill everything you want through your own limited capacity?

Great leaders recognize that to reach the levels they aspire to, requires them to excel in this one area — INFLUENCE!

Influence enables the leader to get things done. As stated in the article posted on the Tony Robbins Leadership Academy site, *"influence is how great leaders inspire others to action and propel their companies to new heights. It is how they create productive, innovative, and agile company cultures with a sense of community and pride."*



Be aware that knowing what to do is one small step in the right direction, while putting it into practice requires you to take several large strides. Establishing Leadership Influence is a journey and as Jim Rohn says.

“The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly.”

The path ahead may not be for everyone, but if you are up to the challenge the rewards can be career and life changing. Before beginning let us frame the scenario clearly so we are aligned on “**WHY**” this skill is so important.

- More than ever, Leaders need help to realize their aspirations
- Leaders need not use positional power, instead should focus on influence
- Influence is a broad field and builds on Value Creation — *see our previous eBook*
- Influence takes many forms, and we are looking through the lens of Leadership
- Influence is an essential component for successful leadership with today’s accelerating rate of change. It combines the application of both science and art

We should also point out what we are not referring to when speaking about the use of influence as there are many areas that fall outside of our scope with leadership. We are not referring to:

- *Manipulation*
- *Power plays*
- *Mind games*

INFLUENCE

LEADERSHIP



The Art of Influencing

Mandatory now and future

Today the use of social media and digital marketing have taken on a life of their own and the savvy have mastered the use social platforms to their extreme advantage by building enormous followings.

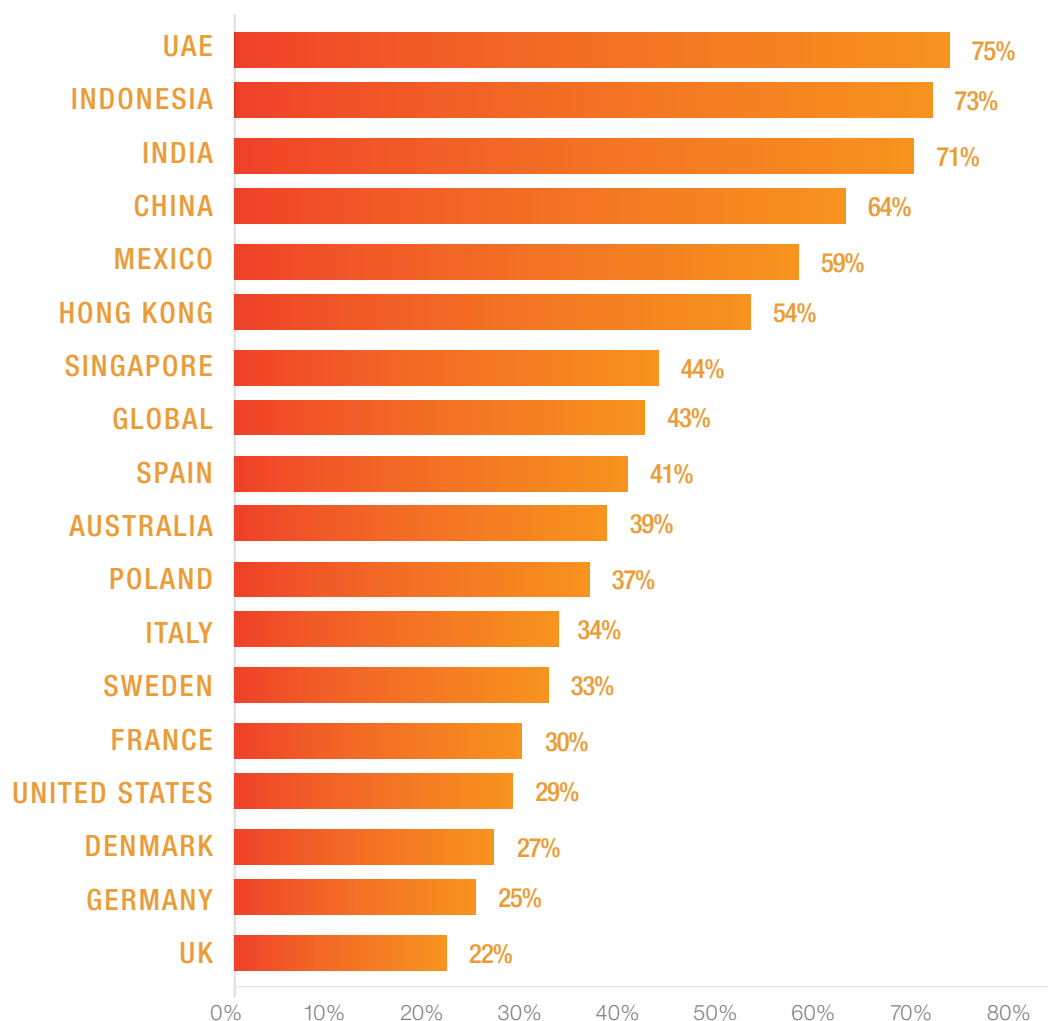
We are speaking about people that have millions of followers on multiple channels

and are wielding considerable influence when marketing products or services specific to their field.

This is no longer only the domain of celebrities, as industry Thought Leaders and Business Notables are also commanding sizable followings.

Share of Internet Users

Who Follow Any Type of Social Media Influencer as of July 2021



Source: YouGov, Worldwide
July 2021; 19,000 respondents; 18 years and older

Understanding the Science of Influencing

Mandatory now and future

Our recent history has seen a plethora of theories attempting to explain human needs.

From Freud's psychoanalytic and Skinner's behaviorism, through the Humanistic movement with Carl Rogers and Maslow's hierarchy, McClelland's Needs, Erickson's psychosocial development, Bowlby's attachment, Herzberg's hygiene and two factors theory.

Even Tony Robbins has weighed in with his own version of 6 human needs. It seems we have become obsessed with understanding the exact psychology of what drives us.



In parallel, the masses also have access to the same literature that institutes are using and with this comes greater exposure and awareness of these practices.

Therefore... some of the mystic behind the science has been unveiled in the last two decades as the public has become better informed and wiser.

Having said that, the exact science associated with the reasons why Influence works, is not as readily understood. And if understood, not so easily guarded against.

To provide some much-needed clarity, we introduce a thought leader and notable expert on the topic. Mr. Robert Cialdini, a psychologist and academic, and his book “*Influence, the psychology of persuasions.*”

Cialdini offers a powerful recount from his life-long study on the subject. In this book he outlines **six key principles behind effectively influencing (persuading) others.**

RECIPROCATING

we are more likely to return a favor

**COMMITMENT
AND CONSISTENCY**

staying the course and maintain the status quo

LIKING

herd mentality. I will do it because I see others doing it

SOCIAL PROOF

preference in saying yes to someone we admire

AUTHORITY

watch your dress standards

SCARCITY

FOMO and loss aversion

Cialdini has written a sequel to the above called “Pre-suasion.” This book is also useful in helping us to gain valuable additional lessons. Two in particular are:

- Using certain words, you can help to elicit a preferred response
- The external and internal environment help to form your decision making

***“I’ve learned that people will forget what you said,
people will forget what you did, but people will never
forget how you made them feel.”***

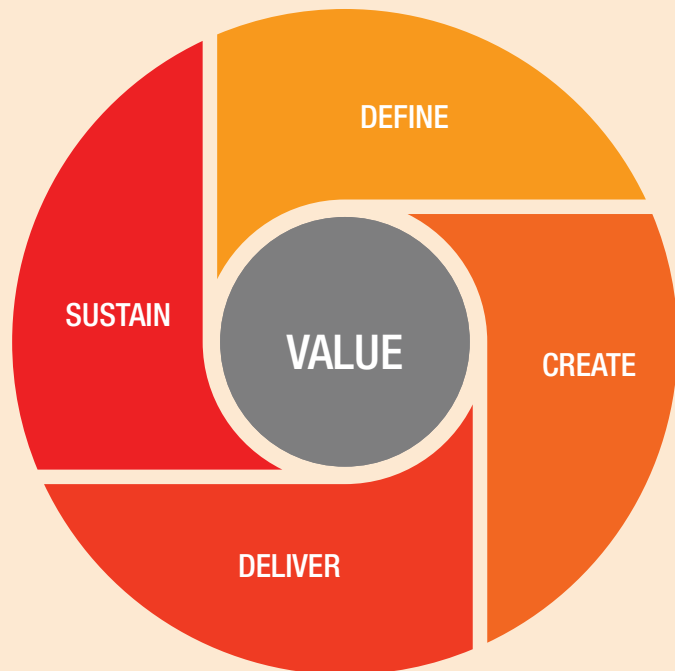
— Maya Angelou

Three other factors to consider with Influence

1

VALUE CREATION

The ability to create Value. In our previous eBook titled “*1 skill to set you apart from the pack*,” we went deep into the ways for becoming a genuine value creator for all stakeholders. Providing a model that can be applied for sustainable impact. Adopting this practice enhances the means for generating greater influence. To understand more please read through our **eBook which you will find in the “Freebies” section of our website.**



2

USING STORIES

The ability to communicate through story is a proven method for establishing powerful connection and getting your message across in a way that others can understand and follow. The art of storytelling is a study unto itself and we will only touch of the broad constructs here. We go deeper on this in our development program but for now realize that not mastering your story telling abilities is doing you a considerable injustice and limiting your appeal to those you lead.

As discussed in a HB Publishing Corporate Learning article written by Vanessa Boris and Lani Peterson and titled “**What Makes Storytelling So Effective For Learning?**”

“Good stories do more than create a sense of connection. They build familiarity and trust and allow the listener to enter the story where they are, making them more open to learning.”

Good stories can contain multiple meanings, so they are surprisingly economical in conveying complex ideas in graspable ways. And stories are more engaging than a dry recitation of data points or a discussion of abstract ideas.”

Here are some essential elements to include when developing your story telling skills. They are used by Marketers and companies when attracting consumers, but the principles can be applied equally with your leadership following.

- Get personal and build relationships — be genuine and open
- Plan early and deliberately and explore the challenge from different angles
- Use human intuition to find the story that matters — choose the right way to connect
- Evoke emotions that inspire action — heart felt, call to action

3

MOTIVATION OF OTHERS

The ability to motivate and avoid triggering a threat response is our third additional factor that aids in your attempt to influence. Neuroscience studies have advanced this field considerably in the past 15 years and groups such as NeuroLeadership led by David Rock have been instrumental in deepening our awareness of the impact.

Our feeling and behavior, driven by the need for social connection, led to us having motivational preferences. These preferences are triggered by surrounding circumstances, and we experience positive (reward) or negative (threat) responses.

Being aware of these response triggers helps you influence the reaction.

Remember that as humans a threat response triggers our survival instincts, shutting down our thinking brain, so this reaction might be something to avoid when looking to positively influence others.



Zooming in to focus on Leadership Influence

Before shifting our focus onto **the “HOW” question**, we still have three more important considerations to examine.

- *The characteristics and qualities of the influential Leader*
- *Your Influencing styles*
- *Four types of people we are trying to influence*

As we mentioned at the beginning, Leadership Influence focuses on the positive aspects of persuasion and if done correctly can be effective and have significant impact.

Note that we have different scales of Leadership Influence. From a **team leader** looking to influence those with-in their relatively small circle, to a **country or regional leader** who need to persuade large numbers of stakeholders, through to **CEO's and C-Suite executives** that are running corporations and are looking to Lead other Leaders.

Whatever the size of your flock, developing the ability of how to create impact and trigger people emotionally to act on your behalf is where the rubber meets the road and change begins. Therefore, we want to examine some of the characteristics and qualities required across this Leadership range.

The Characteristics and Qualities of the Influential Leader



Characteristics of Influencers

Personable, relatable, likable
Tech savvy, knowledgeable
Creative mind for marketing
Passionate and engaging
Authentic and aligned
Social media presence, visible
Popular and credible
Responsive and consistent
Authority, expert
Fit for the brand they promote

Qualities of Leaders

Leaders are inspired by your life
... are strengthened by your consistency
... are curious about your secrets
... are envious of your accomplishments
... are astonished by your openness
... are warmed by your humility
... are secure by your motives
... are committed to your protection
... are better because of your influence
... are testimony to your legacy



Your Influencing Styles

Did you realize that you most likely have a default style? Or that the tactics you default to are also the ones to which you are most receptive when being influenced?

However as indicated in a paper from the University of Nebraska-Lincoln Extension different scenarios warrant different styles and tactics. And the effectiveness may vary depending on the situation.

Outcomes of Influence Attempts

<i>Tactic</i>	<i>Definition</i>	<i>Effectiveness</i>
Pressure	Behavior includes demands, threats or intimidation to convince others to comply with a request or to support a proposal	Low
Assertiveness	Behavior includes repeatedly making requests, setting timelines for project completion or expressing anger toward individuals who do not meet expectations	Low
Legitimizing	Behavior seeks to persuade others that the request is something they should comply with given their situation or position	Low
Coalition	Behavior seeks the aid of others to persuade them to do something or uses the support of others as an argument for them to agree	Low
Exchange	Behavior makes explicit or implicit a promise that others will receive rewards or tangible benefits if they comply with a request or reminds others of a favor that should be reciprocated	Moderate
Upward Appeals	Behavior seeks the approval/acceptance of those in higher positions within the organization prior to making a request of someone	Moderate
Ingratiating	Behavior seeks to get others in a good mood or to think favorably of them before asking them to do something	Moderate
Rational Persuasion	Behavior uses logical arguments and factual evidence to persuade others that a proposal or request is viable and likely to result in task objectives	Moderate
Personal Appeals	Behavior seeks other's compliance to their request by asking a "special favor for them," or relying on interpersonal relationships to influence their behavior	Moderate
Inspirational Appeals	Behavior makes an emotional request or proposal that arouses enthusiasm by appealing to other's values and ideas, or by increasing their confidence that they can succeed	High
Consultation	Behavior seeks others' participation in making a decision or planning how to implement a proposed policy, strategy or change	High

Source: Influence -The Essence of Leadership by Anita Hall and Laverne Barrett
NebGuide, University of Nebraska-Lincoln Extension

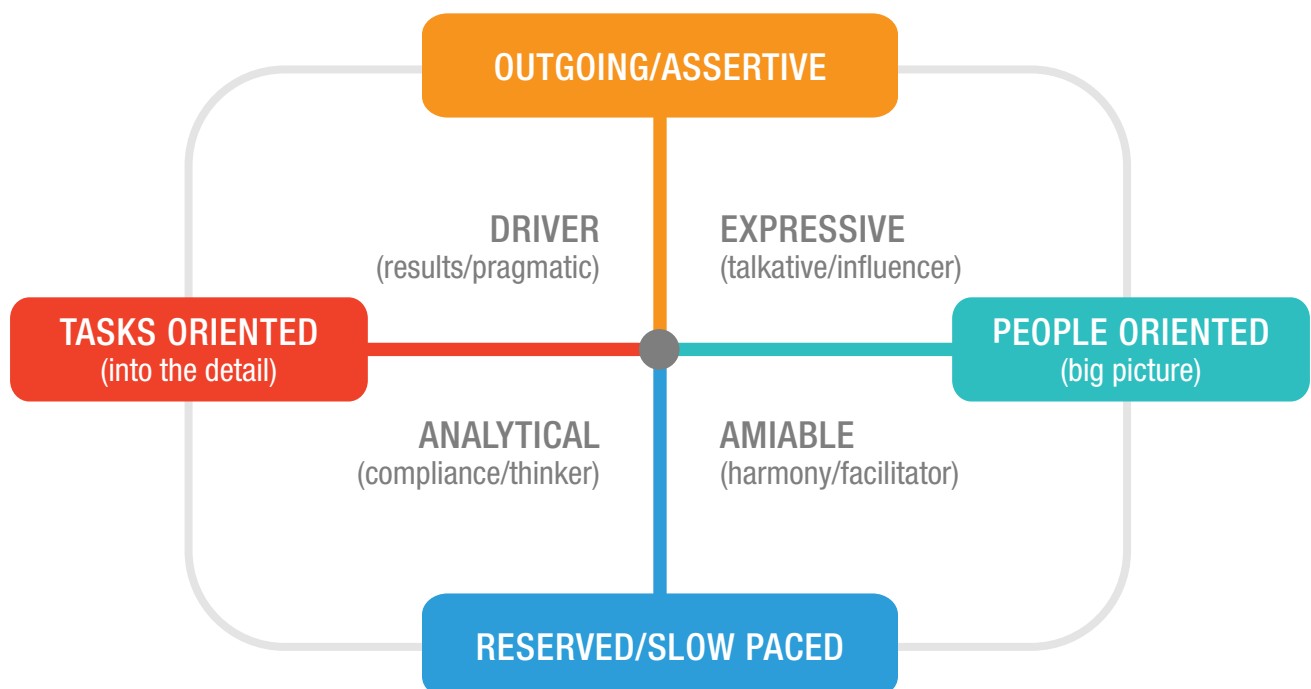
Additionally, Chris Musselwhite of Discovery Learning Inc. and Tammie Plouffe of Innovative Pathways, identified **five distinct influencing styles**: rationalizing, asserting, negotiating, inspiring, and bridging.

RATIONALIZING	<i>use logic, facts, and reasoning to present your ideas</i>
ASSERTING	<i>rely on your personal confidence, rules, law, and authority</i>
NEGOTIATING	<i>compromise and make concessions to reach an outcome</i>
INSPIRING	<i>communicate a sense of shared mission and exciting possibility</i>
BRIDGING	<i>influence outcomes by uniting or connecting with others</i>

Aligning with the Types of People we are trying to Influence

This is where our preparation for influencing starts to become fun as we can align some of Cialdini's six principles, together with specific characteristics of those we lead.

Let us look first at the following model where we can cluster the people we are working with into four types or groups, mapped with their typical behavior.





Four Types of People to Influence

Type	Behavior	Persuasion Principles
Driver (results/pragmatic)	Task oriented and looking for quick results, gets to the point.	Authority Scarcity Consistency
Expressive (talkative/influencer)	People oriented and focused on social groups and events.	Scarcity Reciprocity Liking
Amiable (harmony/facilitator)	People oriented and like stable relationships, focus on feelings, less assertive	Social proof Liking Reciprocity
Analytical (compliance/thinker)	Task oriented and exert self-control, data-oriented, prudent, systematic, logical	Authority Consistency Social proof

*“Leadership is not about titles, positions, or flow charts.
It is about one life influencing another.”*

— John C. Maxwell

Influencer Solution

How do you approach this?

We have covered a lot of territory so far and it has been valuable information in helping us form an understanding about human needs and the psychology of persuasion in moving those we lead to action.

It is now time to apply the science in an artful way and we will do this by presenting you with a two methods proposed as influencing options.

As we start to explore these options be aware that your influencing attempt is likely to be met with one of three responses depending on how your efforts were received. As expressed by various sources including the Centre for Creative Leadership (CCL).

RESISTANCE

If persuasion skills aren't effective, the result is resistance. The group you are trying to influence resists your efforts to influence their behavior and either avoids, ignores, or actively resists your efforts at influence.

COMPLIANCE

If a leader's persuasion skills are less effective, people become compliant. The group you are trying to influence accepts your influence attempt but are apathetic or unenthusiastic.

COMMITMENT

Leaders with developed persuasion skills achieve their goals more effectively. The object of your influence attempt agrees with your decision or influence effort and makes an enthusiastic, voluntary effort to do what you have asked.

Three Ways to Influence



LOGICAL APPEALS

Tap into people's rational and intellectual positions



EMOTIONAL APPEALS

Connect your message, goal or project to individual goals and values



COOPERATIVE APPEALS

Involve collaboration, consultation and alliances

Source: Center for Creative Leadership

Additionally, as per the previous illustration, CCL share that there are three different ways that a leader can influence the behaviors and opinions of others: **through facts and logic, through appeals to values and beliefs, or through support of them.**

Our own preference however is to leverage the lessons shared through the Tony Robbins Leadership Academy. The Academy provides a 7-step methodology for Leaders to adopt. Below we provide an extract of those steps from the article shared on their site titled “**What is influence in leadership?**”

7-Step Methodology for Leaders to Adopt

STEP 1 UNDERSTAND AND APPRECIATE THEIR WORLD

To influence someone else, you need to understand what drives them — 6 human needs (Certainty, Variety, Significance, Love/connection, Growth, Contribution).

STEP 2 GET LEVERAGE

Most people don't change because their current actions are meeting some of their needs, but not all of them. What can I offer to meet more needs?

STEP 3 INTERRUPT THE PATTERN

Patterns are what stop us from making changes: patterns in our thinking, our beliefs and the meanings we give to things. To change behavior, need to break the pattern.

STEP 4 DEFINE THE PROBLEM

Rewards come in action, not in discussion. The first step toward taking action is to define the problem in a solvable way.

STEP 5 CREATE EMPOWERING ALTERNATIVES

Why is influence important in leadership? It is not just about confidence and decision-making skills. Replace unproductive habits.

STEP 6 CONDITION IT

Any thought, any feeling, any belief, any behavior that is reinforced consistently will eventually become a habit. Positive reinforcement of new habits

STEP 7 CREATE A REINFORCING ENVIRONMENT

We can break step seven down into two parts: First, relate the change to what the person values most. Second, create an environment that supports the change.

Conclusion and Next Steps

Leadership Influence is an essential skillset that all great leaders of leaders possess. Learn to apply it effectively in your daily engagement with those you lead plus to those that follow you and watch your impact soar.

Today's workers have high ideals of what make Leaders effective, and **65% believe it is the ability to “lead through influence.”**

In this eBook we have explored;

- The Art and Science of Influence
- The Psychology of Human Needs
- The 6 Principles of Persuasion
- Value creation, Storytelling and Motivation
- The characteristics and qualities of the influential leader
- Your Influencing styles and four types of people we are trying to influence

Plus, two methods that you can leverage in becoming a more effective Influencer.



Now you know the secret, will you be a Leader that other Leaders follow?

What are your next steps to improve your Leadership Influence?

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About the Author

Hi, I'm **Wayne Brown**.

I work with executives to help transform their careers by developing elite talent across four of the most critical needs for any professional today: communication, facilitation, education and coaching.

After 45 years in six companies, living on four continents and working in more than 85 cities, I've engaged with people from diverse cultures and groups, leading, facilitating and coaching thousands of executives on topics from leadership through to operational excellence.

In addition, I have experienced the rigors of starting and running businesses and companies, learning along the way through success and failure. My journey has been supported by mentors and coaches who have helped me to stay focused and dedicated to my purpose of helping others.

As a lifelong learner, I've studied through many of the world's leading institutions and have learned from incredible professors and leaders. Today, I continue to develop and grow alongside my clients as we co- create the future together. From my years of playing competitive sports, I learned early on that life is a team activity and that we cannot succeed alone. It takes encouragement, the perspective of more than one, and collective effort to reach our lofty goals.

To find out more about my personal story, visit our website, www.coaching4companies.com

