

Power of Influence & Purpose

“Inspiring Executive Excellence Beyond the Pace of Change”



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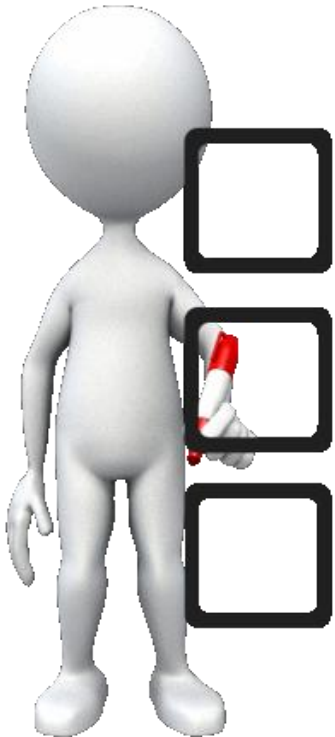


Syntesis Global™ LLC

- Specialized Management Consulting firm
- Global expertise working with top Fortune 50/100/500 organizations within the public and private sectors
- World-Class Executive Coaching, Leadership Development, M/A Integration, Performance Management, Career Transition, Personal Branding
- Industries served: Aerospace, Energy, Technology, Utilities, R&D, Pharma/BioTech, Manufacturing, Financial, Healthcare
- Seasoned consultants with international expertise
- Hundreds of participants served annually

Today's Take-Away's

Principles on Influence that you will possess by the end of this session:



Practical communications tools and techniques for improving presentation skills with confidence and conviction.

Leverage Executive Brand: improve customer (internal/external) agreements and commitments, interpersonal relationships, and one's ability to effectively employ “*Conscious Leadership*”™ principles.

Systematically adopt strategies for overcoming barriers to understanding, relationships and innovation through influence and a sense of purpose.

Foundations for your “*story*” and framework for personal development

“Thinking Around the Corner”

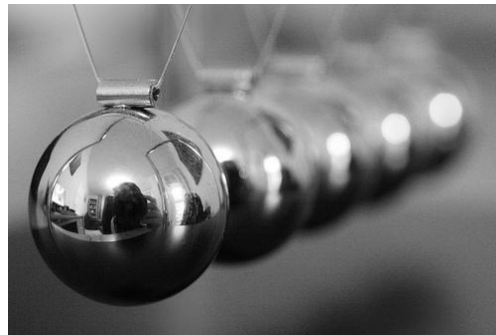


Don't MSU!

Thought for the day...

The true measure of leadership is influence
- Nothing more. Nothing less.

- John Maxwell

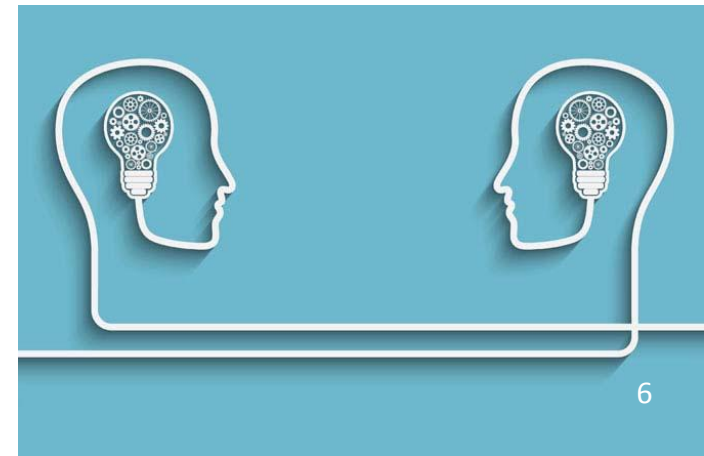


Influence: a Definition

“The ability to affect the behavior of others in a particular direction”

(Cohen, Fink, Gadon & Willits, 1992 p. 139)

- Influence is a process
- Power is the potential ability to change the course of events
- Leaders must acquire and use power to influence others



Evolution of the Executive Role

Business demands becoming more complex

Global Business Trends Affecting Strategy, Growth solutions and the Necessity to Influence with Credibility



The Power of Influence



Characteristics of Power, Tactics & Purpose

Influence Tactics

Whereas power is the potential to influence others, influence tactics are the actual behaviors used by an agent to change the attitudes, opinions, or behaviors of a target person.



5 Power Categories

Positional Power

➤ Reward

(Authority to bestow rewards on other people)

- Appointed leaders may have access to rewards such as pay increases, promotions, physical resources
- **Influences subordinate's behavior**

➤ Legitimate

(Authority granted from a formal positions & title in an organization)

- **Rights, responsibilities and prerogatives accrue to anyone holding a formal leadership position**
- Set goals, make decisions and direct activities

➤ Coercive

(authority to punish, withhold or recommend punishment)

- Opposite of reward power
- **Right to fire, demote, criticize, reprimand or withdraw pay raises**

Personal Power

➤ Referent

(Comes from personality characteristics that command identification, respect and admirations so that others want to emulate the person)

- **Dependent on personal characteristics rather than title**
- Strong identification with leader

➤ Expert

(results from special knowledge or skill)

- **Followers go along with recommendations because of his/her superior knowledge**
- Usually gained from experience - SME

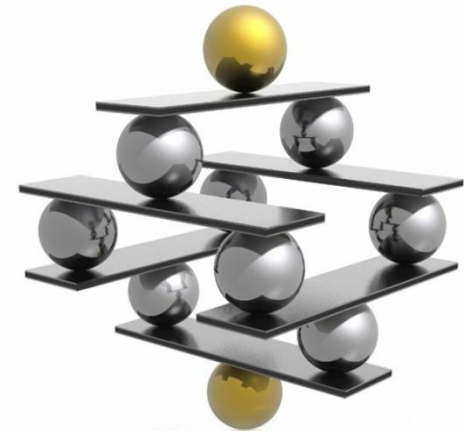
- French & Raven (1959)

Power & Influence

The end result of a leader's influence are a function of the Tactics (behaviours) he/she uses:

INFLUENCE OUTCOMES:

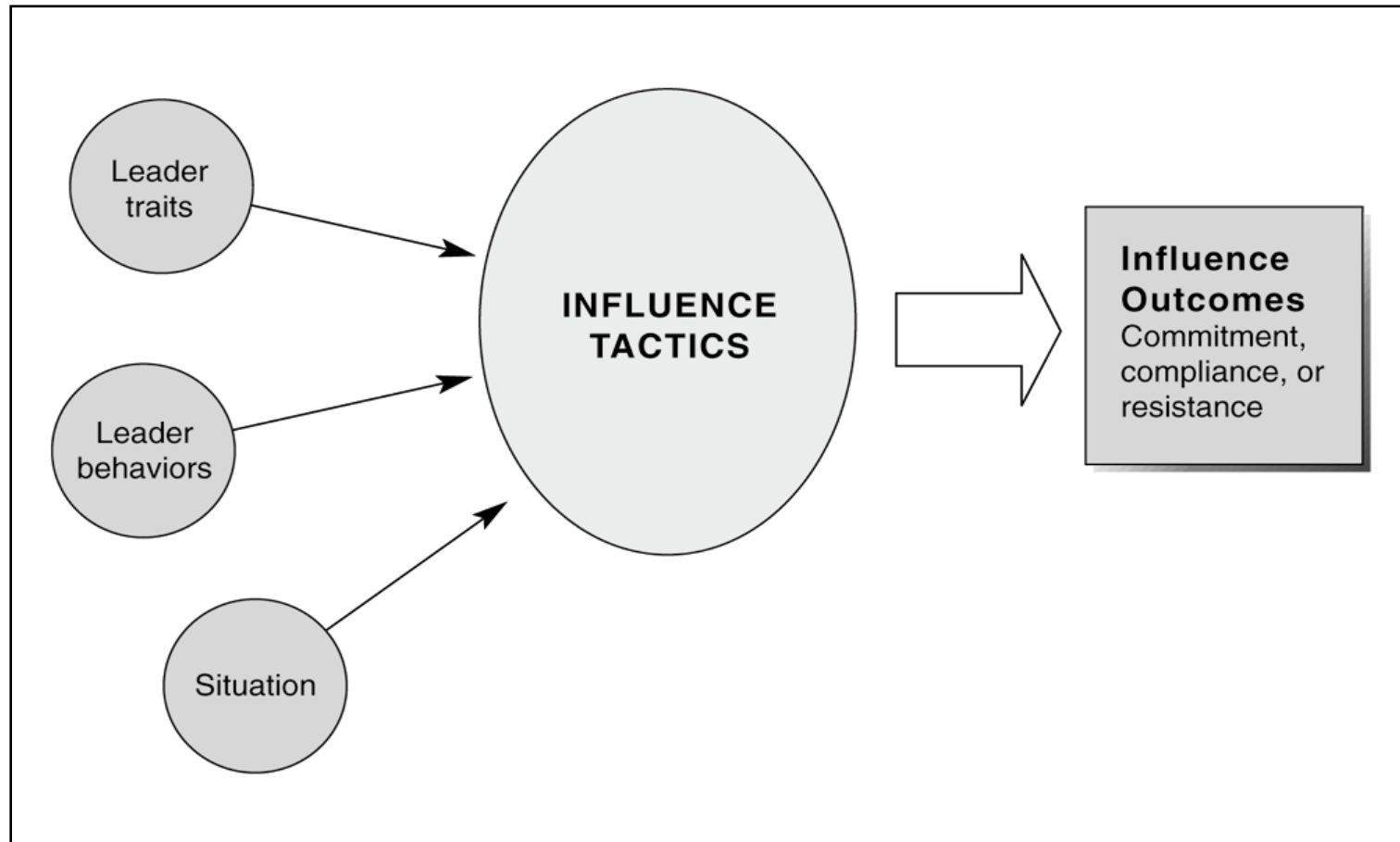
- Commitment
- Compliance
- Resistance



These influence tactics are in turn moderated, or affected by:

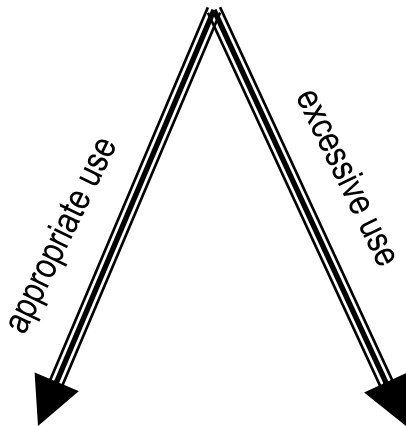
- The leader's Traits
- The leader's behavior
- The situation

Model of Power & Influence



Responses to the Use of Power

Position Power
(Reward, Legitimate, Coercive)



Modest Effort



Not Comply

Personal Power
(Referent/Expert)



Trust - Relationships
Integrity - Credibility



Enthusiastic

Influence Tactics & Outcomes

	Frequency of Use	Resistance	Compliance	Commitment
Rational persuasion	54% ←	47% ←	30%	23% ←
Legitimizing	13%	44%	56% ←	0%
Personal appeals	7%	25%	33%	42%
Exchange	7%	24%	41%	35%
Ingratiation	6%	41%	28%	31%
Pressure	6%	56% ←	41%	3% ←
Coalitions	3%	53%	44%	3%
Inspirational appeals	2% ←	0%	10% ←	90% ←
Consultation	2% ←	18%	27%	55% ←

- Talya Bauer, Berrin Erdogan

The Scope of Influence

Competencies



When the work is done, the people say,
“We did it ourselves.”

- Lao-Tzu

Core Competencies

“Conscious Leadership”™ / Culture & Cultures

Connecting the Dots (Technical Skills)

Reaching Outside of the Box:
Risk Mgmt. / Managing Exposure

Becoming Comfortable with
Unpredictability (patience)

Knowing Your Audience

Quality Relationships

Self-Awareness

Org. Alignment
People, Process, Purpose

Systems Thinking

Creative Thinking

Flexibility/Adaptability

Customer Imperatives

Interpersonal Effectiveness

Trust

Respect

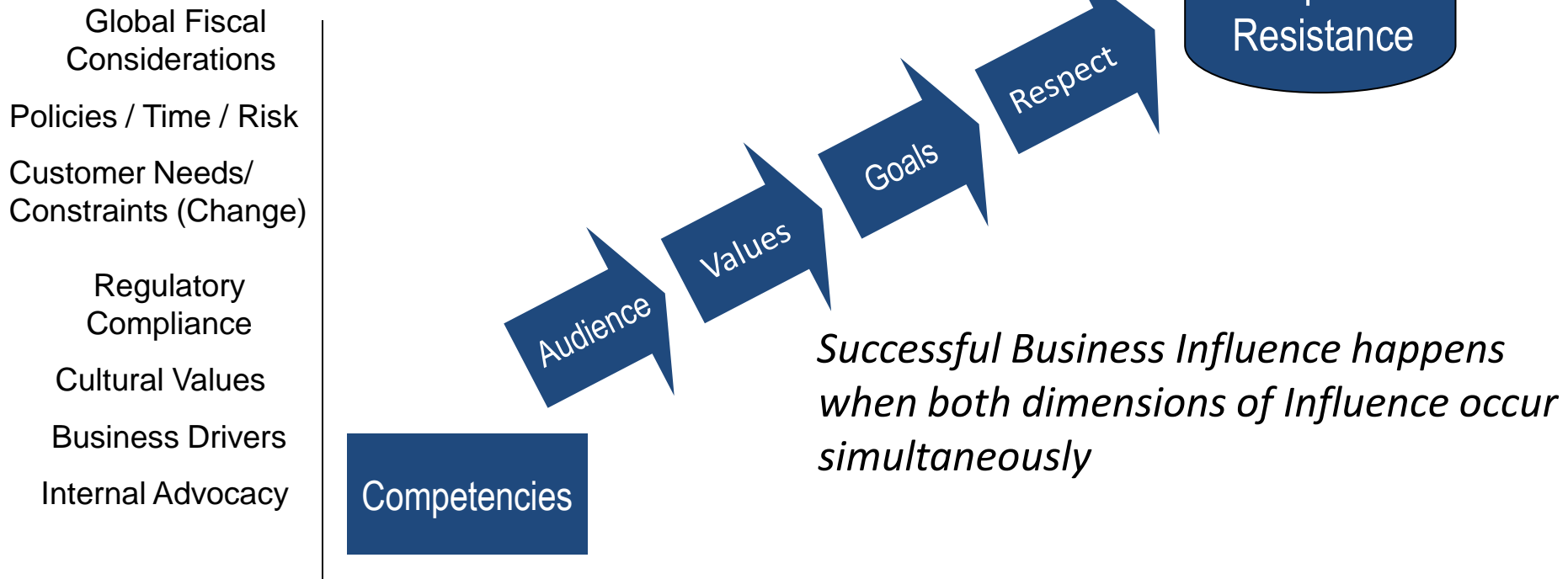
Vision

Results

The Fusion of Business Influence

■ Driving Influence on two dimensions

- Business / Market-Driven
- Individual



Influence Techniques

“Audience”

Body

Voice

Words

- How you look when saying it
- Eye contact, expressions, proximity
- 50% of the message
- The way you say it
- Tone, volume, pitch, speed
- 41% of the message
- What you say
- Word choice, phrasing, filler words
- 9% of the message

Emotional Intelligence (EQ)



Summary

Expanding Spheres of Influence

1. **Increase your visibility**
2. Personal Brand
3. **Communicate the future with clarity of direction (“buy-in”)**
4. Lateral Power: Shift emphasis from transactional to relational
5. Get input from stakeholders
6. Build networks: Trust; Confidence; Composure
7. Language—appeal to heart as well as the mind
8. **Ask compelling questions. Question assumptions.**
9. Shift from being problem-spotter to problem-solver
10. **Essence vs form**
11. **Sell Solutions** (*compelling “story”*)




Conclusion

- ◎ Think “*Big Picture*”
- ◎ Know your audience (EQ)
- ◎ Build credibility & trust
- ◎ Remember:
 - Authenticity
 - Develop critical listening skills
 - Value Proposition
 - Adaptability

Leadership Webinar Series

Upcoming Events:

- **March 30th - Effective Communications**
- **April 20th - Adapting to New & Demanding Roles**
- **May 25th – Thinking Strategically**
- **July 27th – Building Relationships with Key Stakeholders**
- **August 31st – Executive Decision Making**
- **September 28th – Driving Accountability**
- **October 26th – Driving Change and Executing Plan**
- **November 30th – Conflict Resolution**



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Thank You!

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It's not about doing different things, but about doing things differently
– Syntesis Global