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Influence – The Biggest Challenge In Leadership

VM
AE
VETERINARY MEDICAL ASSOCIATION EXECUTIVES

Randy Hall, CEO of Aspire

Making the Choice

5 Steps of Leadership Development

5 MULTIPLICATION
Teaching Others

3 COMPETENCE
Application and Practice

4 MASTERY
Client Results

1 CHOICE
The Leadership Foundation

2 CAPABILITY
Elements of Leadership

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Priorities

Management

Leadership

ANALYSIS PLANNING
RESOURCES STRUCTURE

CHANGE
ENGAGEMENT
TALENT CULTURE

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Three Ways Groups Can Behave



- RESISTANCE**
 - CERTAIN DEATH
- COMPLIANCE**
 - STRUGGLE
 - CHANGE FEELS SLOW AND HARD
 - LEADERS PUT OUT FIRES
 - TASK AND INSTRUCTION DRIVEN
 - CREATES FOLLOWERS
 - BUSINESS IS NOT NIMBLE
- COMMITMENT**
 - GROWTH
 - CHANGE IS SUSTAINABLE
 - LEADERS FOCUS ON THE FUTURE
 - CAPABILITY AND IMPROVEMENT DRIVEN
 - CREATES MORE LEADERS
 - BUSINESS ADAPTS AND INNOVATES



Compliance




Commitment




Authority vs. Influence

Authority	Influence
<ul style="list-style-type: none">• the power to give orders or make decisions• the power or right to direct or control someone or something	<ul style="list-style-type: none">• the power to change or affect someone or something• the power to cause changes without using force• a person or thing that affects someone or something in an important way




Authority vs. Influence

Authority	Influence
The ability to make organizational changes that can affect individual behavior	The ability to directly cause others to make different choices and sustainable behavior changes




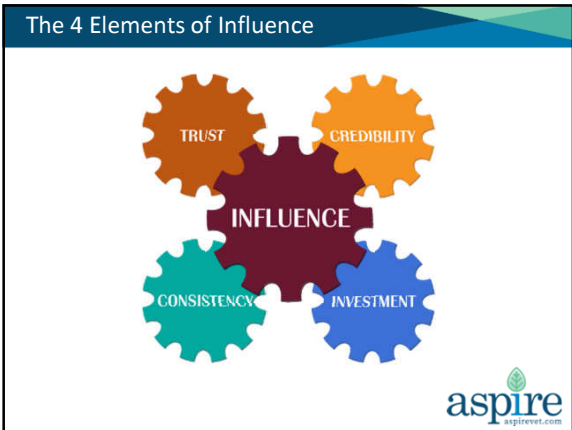
Authority vs. Influence



The diagram illustrates the relationship between Authority and Influence. Authority is represented by a red arrow pointing right, with a stack of three grey blocks above it. Influence is represented by a longer red arrow pointing right. Below these arrows are three colored boxes representing outcomes: Resistance (blue), Compliance (green), and Commitment (orange). Each box contains a list of characteristics.

RESISTANCE	COMPLIANCE	COMMITMENT
<ul style="list-style-type: none">• CERTAIN DEATH	<ul style="list-style-type: none">• STRUGGLE• CHANGE FEELS SLOW AND HARD• LEADERS PUT OUT FIRES• TASK AND INSTRUCTION DRIVEN• CREATES FOLLOWERS• BUSINESS IS NOT VISIBLE	<ul style="list-style-type: none">• GROWTH• CHANGE IS SUSTAINABLE• LEADERS FOCUS ON THE FUTURE• CAPABILITY AND IMPROVEMENT DRIVEN• CREATES MORE LEADERS• BUSINESS ADAPTS AND INNOVATES





TRUST I believe that you have my best interests at heart.

CREDIBILITY I believe you can help me.

INVESTMENT You care about what I want, and are willing to put time in to help me achieve it.

CONSISTENCY I know what to expect from you.

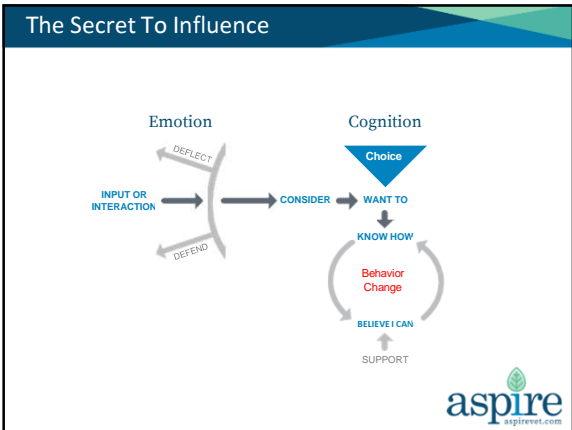
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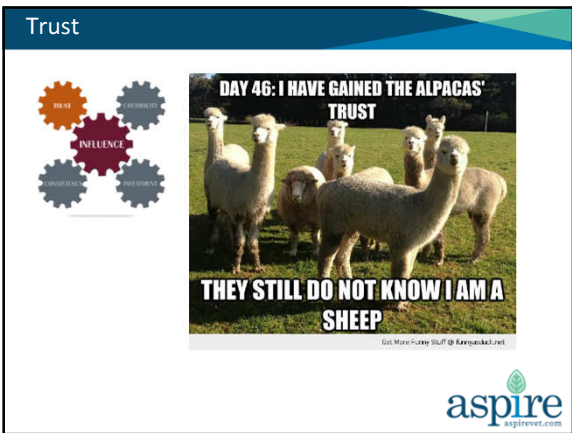
Survey Question

A leader's most important tool for influencing others is?

A – Advice
B – Vulnerability
C – Questions
D- Experience

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- ### Ways to Build Trust
- Goals
 - Transparency
 - Candor
 - Disclosure
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Trust Questions

- How do you define success over the next few years?
- What are some ways you would like to grow and develop here?
- If you look back in a few years and say I accomplished everything I wanted, what will have happened?



Credibility



Ways to Build Credibility

- Expand their perspective
- Your own progress
- Vision
- Willingness to learn



Credibility Questions

- What else should you be thinking about as you address that kind of challenge?
- If we could figure out how to solve that, what would be better for us?
- Can I help you put a plan in place to address that issue?



Consistency



Ways to Develop Consistency

- Interactions don't shift with circumstance
- Mood control
- Response vs. reaction
- Standards remain high
- Fair, not equal




Johari Window

	Known to Self	Not Known to Self
Known to Others		BLIND SPOT
Not Known to Others		


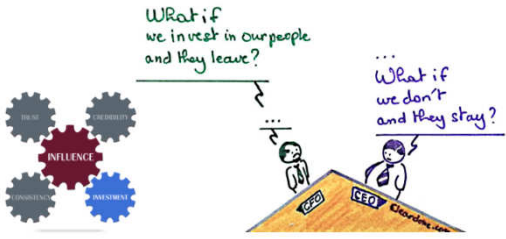


Consistency Questions

- Did this conversation go like you envisioned?
- Is there anything I could have been clearer about looking back on this project?
- How comfortable do you feel sharing bad news with me when it happens?
- What do you think my expectations of you should be?



Investment



Ways to Invest

- Time
- Facilitate Opportunities and Exposure
- Take the Risks
- Follow up and support
- Not driven by need or urgency



Investment Questions

- What is one thing you can do this week to help you get closer to your definition of success?
- How can I support you in what you are working on?
- What has been your biggest challenge this week?
- What are you focused on that I might be able to help with?

