

In the last module we discussed why Character and Ethics are important, we now turn to how to make those results happen.

Your positive influence on others – daily.



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Module 5 Positive Influence

Objectives

- Understand the need for a leader to have a positive influence.
- Identify several types of skills that can be used to influence others.
- Recognize the types of influence skills appropriate for various situations.
- Understand the five levels of leadership influence.

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Influence

Synonyms

- authority, clout, heft, leverage, sway, pull

Definitions

- power of winning devotion or allegiance or of compelling acceptance/belief
- power exerted over others' minds or behaviors
- force exercised and received consciously or unconsciously

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Guin Butler

Computer Services Bureau Chief, Retired

Positive Influence

Improving Your Positive Influence

- Realize the need for it.
- Learn multiple methods for influencing others.
- Use the most appropriate method for a specific situation.
- Practice using your influence skills and seek feedback.



Importance of Influence

- It is an important leadership tool.
- It is a measure of our reputation and credibility by our peers.
- It is a measure of trust and respect for us by our employees.
- It can generate support for initiatives or programs for which we are passionate.

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Reflection on Influence

Name Some Key Leadership Traits:

- Motivation
- Inspiration
- Passion for job
- Respect
- Commitment
- Continuing interest
- Reward



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Insights Into Influence

- We never know who or how much we influence others.
- Influence is a skill that can be developed.
- Learning to communicate effectively is a good way to gain influence; it leads to recognition, which leads to influence.
- Practicing being positive and optimistic is another good way to gain influence.
- Empathy (getting to know and understand the feelings of your employees) and sharing responsibility are additional keys in influence.

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Influence

*Example is not the main thing in influencing others,
it is the only way.*

Albert Schweitzer

*No one will ever care how much you know
until they know how much you care.*

John Maxwell

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Individual Activity

Who is the most influential transportation professional you know?

Who has had a significant influence on you?



Why is he or she so influential?

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Effects of Influence

- Supervisors
- Co-workers
- Family
- Employees
- Citizens
- Contractors
- Vendors



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Actions for Influence

Harris Coaching



- Be clear about your desired outcomes.
- Build trust.
- Be persuasive.
- Bring people together around a common vision.
- Be assertive without being aggressive.
- Learn to listen without being perceived as passive.
- Manage conflict to achieve positive outcomes.
- Provide helpful feedback.
- Match your impact with your intention.
- Build good, long-lasting working relationships.

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Ten Good Techniques to Influence Others

Legitimize

Show that what you want is consistent with the organization's policies/procedures.

Logical Persuasion

Use logic or evidence to explain or justify a position, and rely on data as proof.

Appeal

Use friendships, loyalty, or past relationships, but be willing to give back.

Socialize

Behave in a warm and friendly manner (this works well with strangers).

Cheryl Cottrill (WiN Canada blog)

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Ten Good Techniques to Influence Others

Ask to consult

Appeal to the person's expertise, ask for input or feedback, or invite the person to participate or become involved.

State

Confidently and positively make a direct statement of needs or opinions.

Appeal to Values

Appeal to a person's higher values, emotions, or feelings.

Cheryl Cottrill (WiN Canada blog)

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Ten Good Techniques to Influence Others

Model

Inspire people to behave in a certain way by setting an example. Lead by doing, and demonstrate the right way. Practice what you preach or you may damage your reputation.

Exchange

To influence an individual, give something of value in return for what you want. Create a win-win situation with collaboration or compromise.

Build an Alliance

Get a group together to accomplish a common goal that could not be completed otherwise.

Cheryl Cottrill (WiN Canada blog)

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Five Levels of Leadership Influence

Adapted from John Maxwell's *Developing The Leader Within You*

1. POSITION

People follow because of your authority.

- Thoroughly know your job description.
- Be a team player.
- Accept responsibility.
- Do more than expected.
- Offer creative ideas for change and improvement.

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Five Levels of Leadership Influence

Adapted from John Maxwell's *Developing The Leader Within You*

2. RELATIONSHIPS

People follow you because they want to.

- Possess a genuine love for people.
- Make those who work with you more successful.
- Include others in your projects.
- Deal wisely with difficult people.

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Five Levels of Leadership Influence

Adapted from John Maxwell's *Developing The Leader Within You*

3. RESULTS

People follow because someone is doing something for the organization.

- Initiate and accept personal responsibility for growth and positive change.
- Develop accountability for results, beginning with you.
- Communicate the strategy and vision of the organization.
- Make difficult decisions that make a difference.

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Five Levels of Leadership Influence

Adapted from John Maxwell's *Developing The Leader Within You*

4. PEOPLE DEVELOPMENT

People follow because of what you did for them.

- Realize that people are your most important asset.
- Place a priority on developing people.
- Be a model for others to follow.
- Expose others to growth opportunities.

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Five Levels of Leadership Influence

Adapted from John Maxwell's *Developing The Leader Within You*

5. RESPECT

People follow because of who you are and what you represent.

- Always remember the “Golden” Rule.

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*Think twice before you speak,
because the words you speak
will plant the seed of either success or failure
in the mind of another.*

Napoleon Hill

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Multiple Ways to Have Positive Influence

Group Activity:

Where do you see opportunities to have a positive influence with others in the work place?



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Multiple Ways to Have Positive Influence

Individual Activity:

What are three things you, as a transportation professional, can do to have greater influence on your peers?



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Randy Estes, PE

6th Division Engineer, Retired

Positive Influence

Final Thought

Attitudes are contagious. Is yours worth catching?

Dennis Mannering

*A positive attitude may not solve all your problems,
but it will annoy enough people to be worth your effort.*

Herm Albright