

# What is influence?



In 4 groups, agree on a definition of influence.

# What is influence?

“ The key to successful leadership today is influence, not authority ”

Kenneth Blanchard

*Kenneth Hartley Blanchard is an American author and management expert. His book *The One Minute Manager* has sold over 13 million copies and has been translated into 37 languages*

# Positional/personal power\*

**Positional power** is the authority you wield by virtue of your **position** in the organisation's structure and hierarchy. Personal **power** is your own skill and ability to influence people and events whether you have any formal authority or not.

## Positional power sources

Legitimate (hierarchical) – demand compliance due to role/position/level

Reward – ability to compensate for compliance

Coercive – ability to punish for non-compliance

Informational – controlling information that others need

**Limited to the individual scenario**

## Personal power sources

Expert – skills or knowledge that others require – SME

Referent – worthiness and right to others respect (likeable)

**Enables a larger breadth of influence**

# Improving relationships

Choose 1 or 2 stakeholders you will focus on for the day. (Choose an individual, not a department or group, e.g. boss, peer, direct report, external stakeholder). Consider a real situation that is important for you and your relationship with them

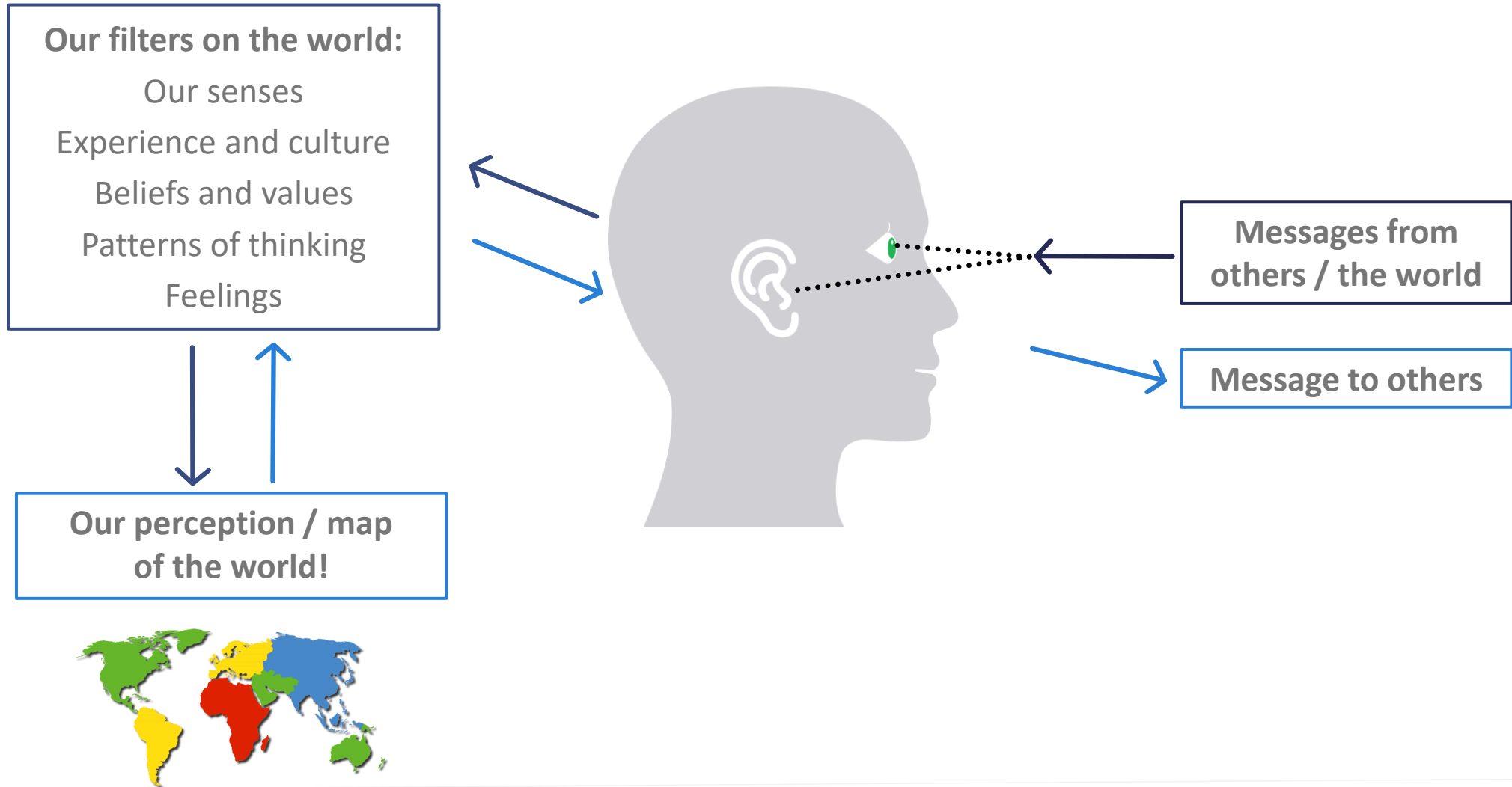
Then answer the following questions:-

- Who is the Stakeholder?
- What is the situation?
- What is your desired result?
- Why are these results so important to you?
- What's at risk if you if the relationship isn't as effective as it could be?

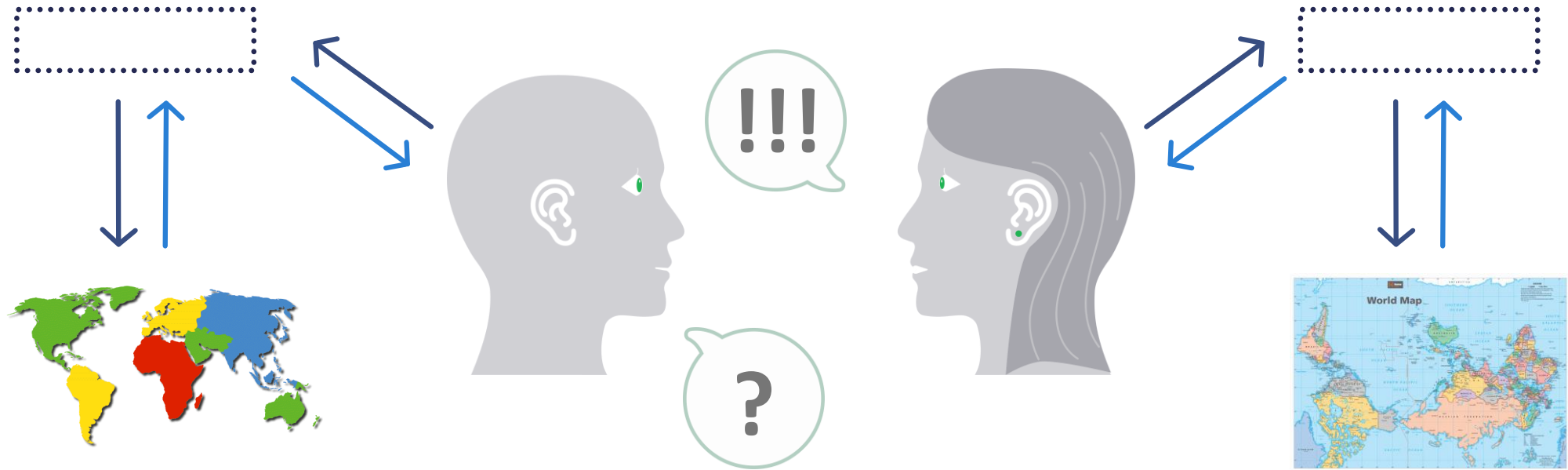




# How we perceive the world



# Our different filters give us different maps



So what's your map?

What is 'good' management?

What values are important to you?

What happens when these appear to be different to others views?

# What's their map?

Thinking about the stakeholders you chose to focus on, what's their map of the world?

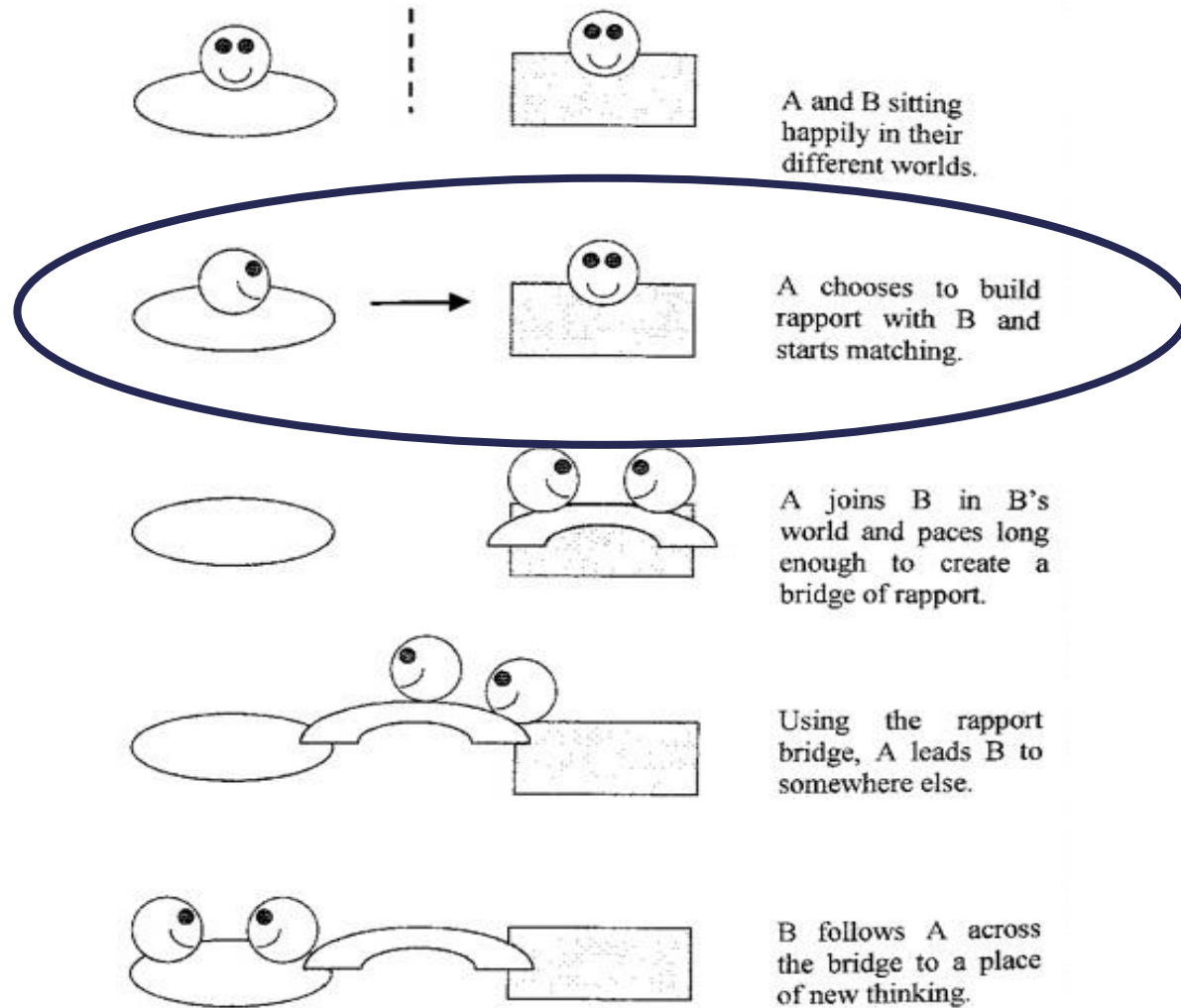
Focus on what you KNOW to be true.



Where do your maps overlap? Where are the differences?



# Match – Pace - Lead



How do we “match” somebody?

# Matching your stakeholders

Back into the same pairs as stakeholder exercise, now, knowing match-pace-lead how would you step into their shoes and “match” them?

Some questions to consider:-

- What do you notice about them?
- What do you know? And what are you assuming?
- What do you need to discover?
- What can you match now to help build the relationship?