

# Welcome

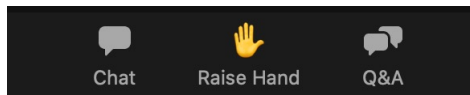
Fundamentals in Practical Leadership for New & Emerging Leaders

## Session 3: Influence with Formal and Informal Leadership

*"In organizations, real power and energy is generated through relationships. The patterns of relationships and the capacities to form them are more important than tasks, functions, roles, and positions."* — Margaret Wheatley

# Ways to Participate in Webinar

- Audio & Video off for all – Raise Your Hand



- Use Chat
- Interactive polls Chat Box  
<http://pollev.com/cfoe>
- Session will be recorded for reference
- Come back



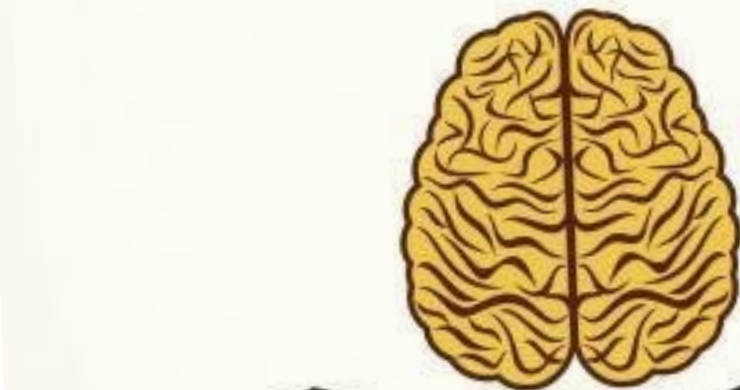
As a manager and leader, you now have “authority”. What does that mean? When do you exert your formal authority? What is more important to implement change: formal or informal authority? Where do sources of power come from in an organization/system? What are the different types of leadership and management decision-making approaches, and which is best to use in which situations?

How do leaders get things accomplished?

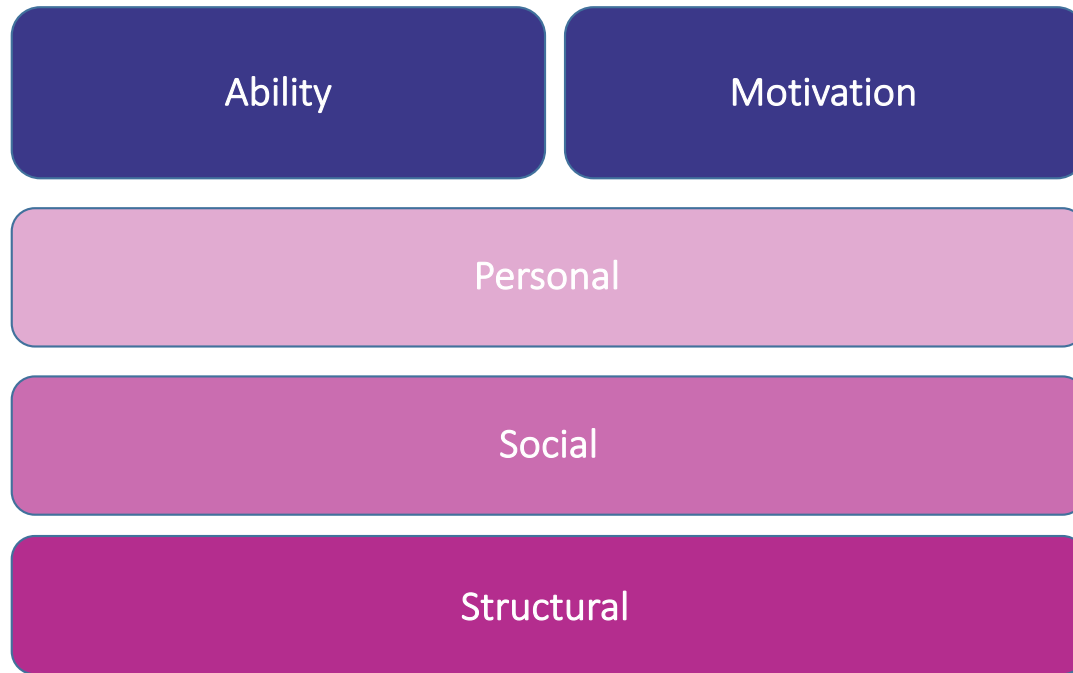
How are people moved and inspired to do what is necessary to accomplish the vision?



Some Great Leaders



## Six Sources of Influence on Human Behavior



## Power

- The ability to get an individual or group to do (or not do) something through many different means

## Authority

- The formal right to require an individual or group to do (or not do) something

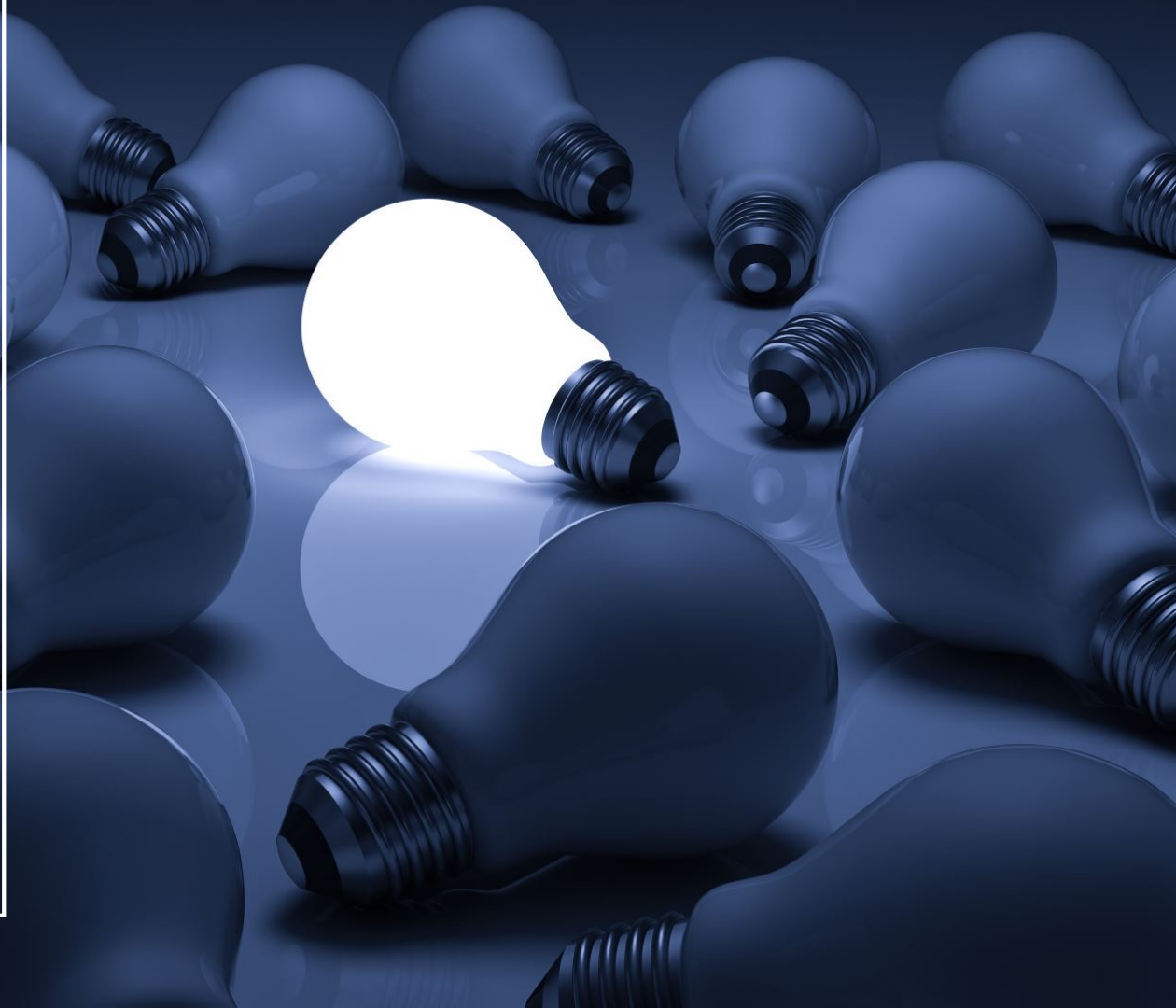
## Influence

- The ability to affect the behaviour of others without coercion or the formal right to do so (free will)



## Sources of “Power”

- **Positional/Structural power (authority)**
  - Ability to reward or punish
- **Referent power (influence)**
  - Personality or approach that results in respect
  - Strong interpersonal relationships
- **Informational power (influence)**
  - Having information others don't have – or distributing information to effect change
- **Expert power (influence)**
  - In-depth or expert in a subject area – resulting in trust and respect
- **Reciprocal power (influence)**
  - Modeling the ability to be collaborative and support others' goals results in people wanting to support yours



## High Authority

- Efficient / timelines
- Effective for binary issues
- Safety / Regulation
- Required behavior (policy implementation)
- No room for interpretation

.....

## High Influence

- Hearts and Minds
- Supports higher motivation
- Supports higher creativity
- Dialogue / Understanding
- Can take longer
- Requires trust / respect (in both directions)

Time for a poll..

In action



# HONING OUR INFLUENCING SKILLS

"WHERE LEADERS/MANAGERS SHOULD LIVE MOST OF THE TIME"

## 4 Keys to Influencing Others



ORGANIZATIONAL  
INTELLIGENCE



TEAM  
PROMOTION



TRUST BUILDING



LEVERAGING  
NETWORKS

## 4 Key Ways to Influencing Others



### ORGANIZATIONAL INTELLIGENCE

Understand your organization's formal and informal structures.

Understand how to get things done and embrace the reality of working within organizational politics to move teams and important initiatives forward

What it looks like:

- Networking to build social capital
- Thinking before responding, considering context and goals before deciding when and how to express yourself
- Increasing social intelligence ~ paying close attention to nonverbal cues, practicing active listening, considering how others might feel, and finding ways to appeal to the common good
- Building strong interpersonal relationships and good rapport
- Building cooperative relationships

[Adapted from Centre for Creative Leadership](#)

## 4 Key Ways to Influencing Others



### TEAM PROMOTION

Find opportunities to involve your team, engage others.

Share and celebrate your stories of success with your team, to others, to key leaders.

Focus on information-sharing, networking and relationship building across your organization.

Let others know how well your team is doing – how great they are!

Foster a healthy and collaborative workplace

What it looks like:

- Being authentic in presence and involvement
- Celebrating success and let others know
- Leaning in and stepping up
- Building skills for collaborative decision-making process that engage others (be clear on what you are asking for (input, feedback, decision, evaluation))
- Delivering on your commitments with real accomplishments
- Helping people connect the dots between what happened and your team's work

## 4 Key Ways to Influence Others



### TRUST BUILDING

Trust is essential since leadership involves leading people through risk and change

You can force people to comply but you'll never tap their full commitment, capabilities and creativity

Trust building is balancing direction and support (situational leadership)

It's about crucial, honest conversation

Consistency in approach and communication when things are changing

Fairness, openness to dialogue and change

What it looks like:

Foster trust through:

- Open, ongoing, timely communication
- Being trustworthy (actions, behaviours, mindset, symbols)
- Addressing challenges early, head on, with a solution focused approach
- Building your skills as a leader (team must know you can lead)
- Always acting with integrity ('say A; do A')
- Fostering loyalty (consistent behaviour, leadership that matches need, advocate for your team, challenge when needed)

## 4 Key Ways to Influence Others



### LEVERAGING NETWORKS

Cultivate the power of networks – connections to build collective leadership

Leverage for collective impact

Ability to see the complex web of connections

Way beyond the 'official structure' (the informal networks (who has influence, where to go for information))

Understanding how you fit into these networks (our challenges are way beyond 'heroic leaders')

What it looks like:

- Developing your mindset to see your work, your organization, your community, your sector as a network/ a system/ our interdependence
- Within projects/teams, considering the network/system/stakeholders (what gets impacted? Who needs to have a voice?)
- Building relationships within those networks that will assist you in accelerating your mission/ project and creating greater impact

Time for a poll..

[Adapted from Centre for Creative Leadership  
White paper on power of networks](#)





**But wait....**  
The place of Authority

# When to use Authority

**Recognition** – private and public praise

**Expanding Reach** – authority that reaches out to others to bring them into a discussion or working on a solution – lending your authority to others

**Simple Issue with multiple potentially “right” answers** – someone needs to make the final decision

**Urgency** – no time for influence or consensus-building

**The Last 20%** - use cautiously!

**Issue of Safety** – staff, client, public

**Legislative/Policy Requirements** – risk

**HR Issues** – ensuring the order that allows focus to be on vision

**Responding to Boundary Testing** – be composed, empathetic and firm

# How to use Authority Wisely

Tell people how a decision is being made – let people know in advance what to expect

Do use it when appropriate – don't suggest something is up for negotiation when it isn't

**Be Humble** – you are not using your authority simply because you have it, but because it is appropriate for the situation (you can be authoritative without being authoritarian)

- Confidence (without knowing all of the answers)
- This is about the job at hand and accomplishing it
- Recognizing that you are using authority in support of the organization
- You don't have to be perfect yourself to use authority – model candor and latitude when appropriate

[Resource: Taking Control Wisely](#)



And....

The place of Influence

But wait....

The place of Authority

**Influence** ~ The ability to affect the behaviour of others without coercion or the formal right to do so (free will)

### Influential Leaders – Check List for Building Your Ability to Influence

Organizational Intelligence	Team Promotion	Trust Building	Leveraging Networks
<ul style="list-style-type: none"> <li><input type="checkbox"/> Networking to build social capital</li> <li><input type="checkbox"/> Think before responding &amp; consider context and ultimate goal</li> <li><input type="checkbox"/> Increase emotional intelligence</li> <li><input type="checkbox"/> Focus on relationship building (interpersonal, cooperative, collaborative)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Be authentic in presence &amp; involvement</li> <li><input type="checkbox"/> Celebrate success &amp; let others know</li> <li><input type="checkbox"/> Lean in and step up</li> <li><input type="checkbox"/> Build skills for collaborative decision-making</li> <li><input type="checkbox"/> Deliver on your commitments with real accomplishments</li> <li><input type="checkbox"/> Help people connect the dots between what happened and your team's work</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Open, ongoing, timely communication</li> <li><input type="checkbox"/> Be trustworthy (actions, behaviours, mindsets, symbols)</li> <li><input type="checkbox"/> Address challenges early, head on with a solution focused approach</li> <li><input type="checkbox"/> Build your skills as a leader</li> <li><input type="checkbox"/> Always act with integrity</li> <li><input type="checkbox"/> Foster loyalty (consistent behaviour, leadership that matches need, advocate for your team, challenge when needed)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop a network mindset (organization, community, sector) and the interdependence</li> <li><input type="checkbox"/> Always consider the network/system (what gets impacted? Who needs to have a voice?)</li> <li><input type="checkbox"/> Build relationships within those networks</li> </ul>

## Reflection Questions

1. Recall a leader that you most admire. Think about their use of power and the continuum of authority and influence. Reflect on your experience of them as leaders and their use of power, authority and influence.
2. Think about your own leadership and your relationship with power. How has our webinar informed your understanding of power, authority and influence.
3. What three things did you learn from the webinar that you think you can start implementing now as you grow your leadership style and skills?

# Thank you!

Maria Sánchez-Keane  
[maria@cfoe.ca](mailto:maria@cfoe.ca)  
519.636.3887

Keri Selkirk  
[keri@cfoe.ca](mailto:keri@cfoe.ca)  
519.282.9182



[info@cfoe.ca](mailto:info@cfoe.ca) | 519.636.3887 | [www.cfoe.ca](http://www.cfoe.ca)  
P.O. Box 67028 | London, ON | N6G 0W5