



# *Bridging the Gap*





# INFLUENCE



# INFLUENCE

- What is influence?
- Why influence?
- How do you exercise influence?
- With what evidence of desired outcomes?
- Ability to change hearts, minds, and behaviors
- Ideas can change people
- Motivation supported by skill
- Crucial accountability



# *Sphere of Influence*



# INFLUENCE



## ***THE MAN IN THE ARENA***

*Theodore Roosevelt*

*1910 - Paris*

It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat.

*Excerpt from a speech "Citizen in the Republic"*





# INFLUENCE

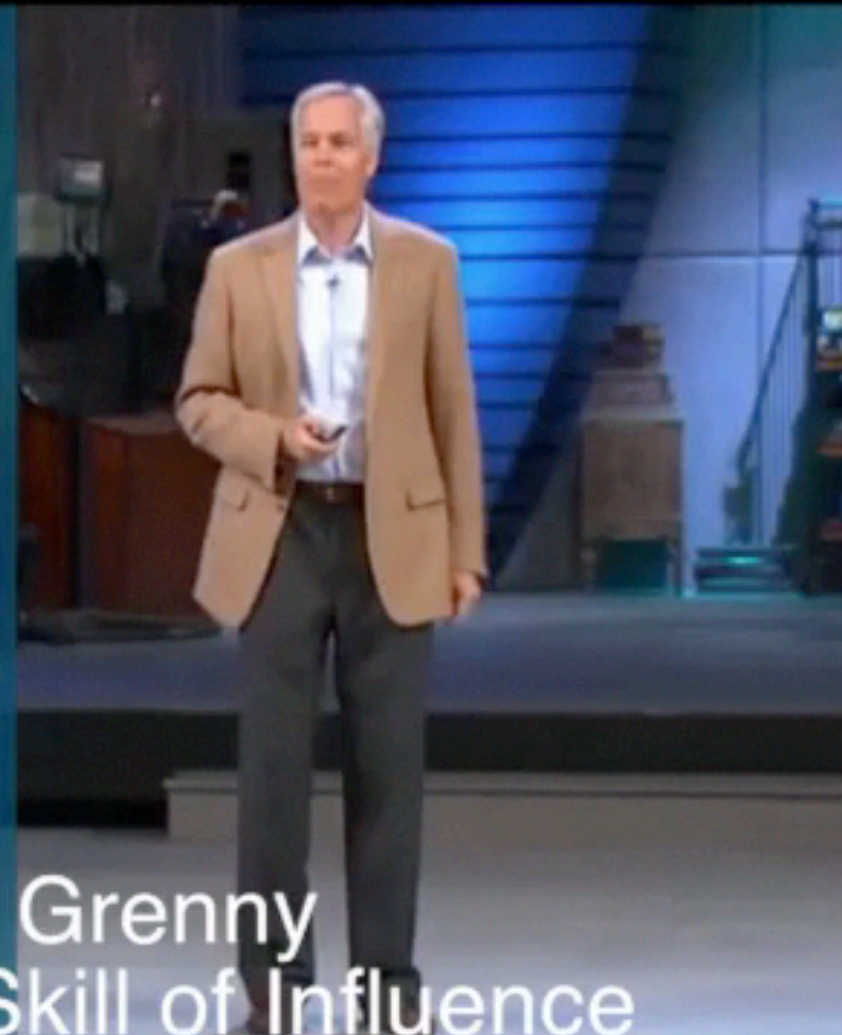
***TURN TOWARD THE PROBLEM***



# What Are Barriers To Being An Influencer?

	MOTIVATION	ABILITY
Personal		
Social (norms related to team)		
Structural (environment)		



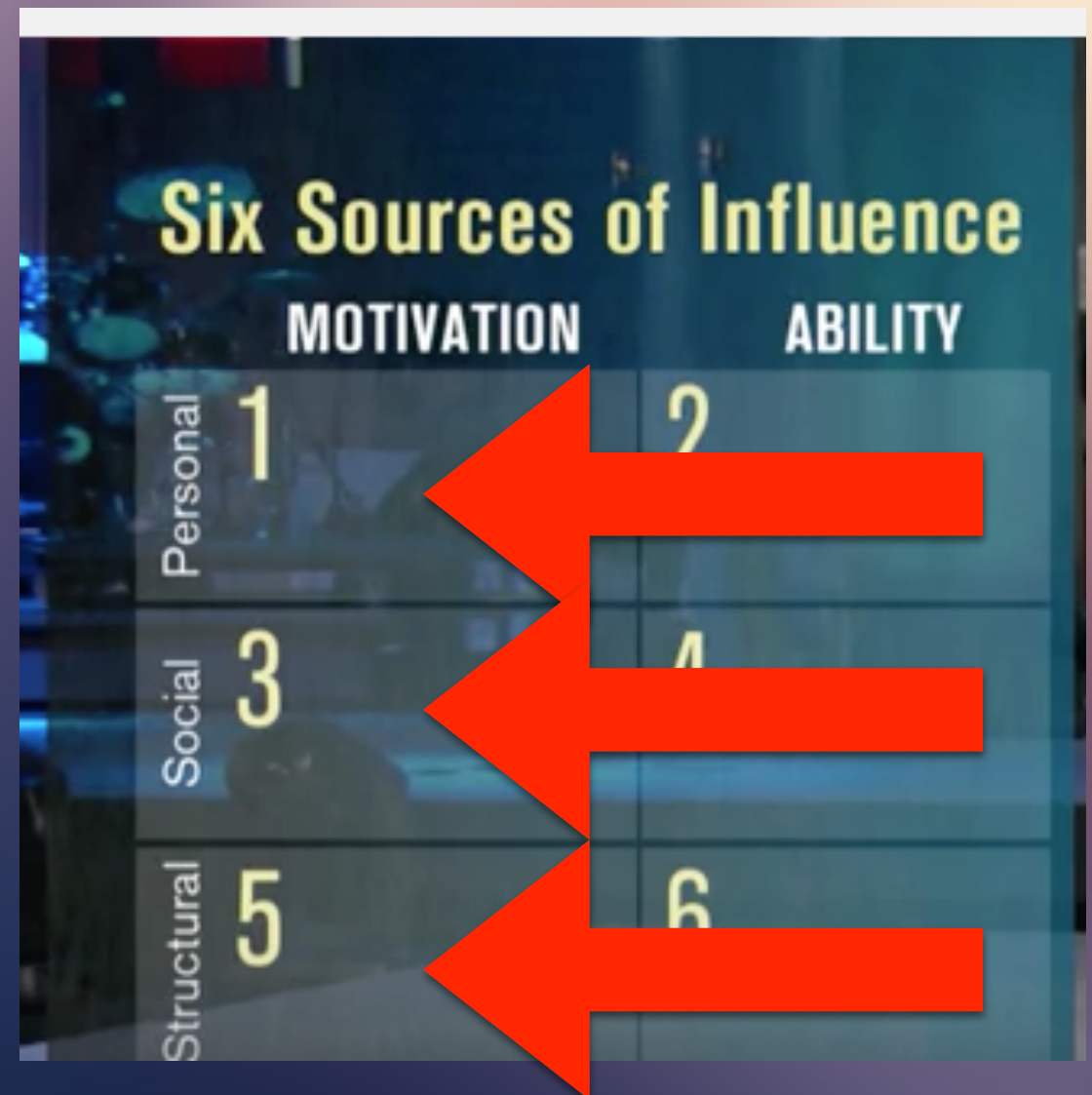


Joseph Grenny  
Mastering the Skill of Influence

	MOTIVATION	ABILITY
Personal	<p>Changing the undesirable to desirable</p> <p>Pursuit of purpose</p>	<p>Talent development to achieve mastery</p> <p>Surpass your limits</p> <p>Discover aptitudes</p> <p>Develop abilities</p>
Social (norms related to team)	<p>Connect desired behavior with group norms</p> <p>Moving beyond “me” to “we”</p>	<p>Collaboration</p> <p>Build upon collaborators strengths</p> <p>Move from dependence to independence to interdependence</p>
Structural (environment)	<p>Connect desired behaviors with intrinsic motivation and purpose in a supportive environment.</p> <p>Rewards are a last resort.</p>	<p>Organizational development</p> <p>Ability to create a physical environment and resource management that supports desired behaviors</p> <p>Improvisation (accepting and making offers)</p>

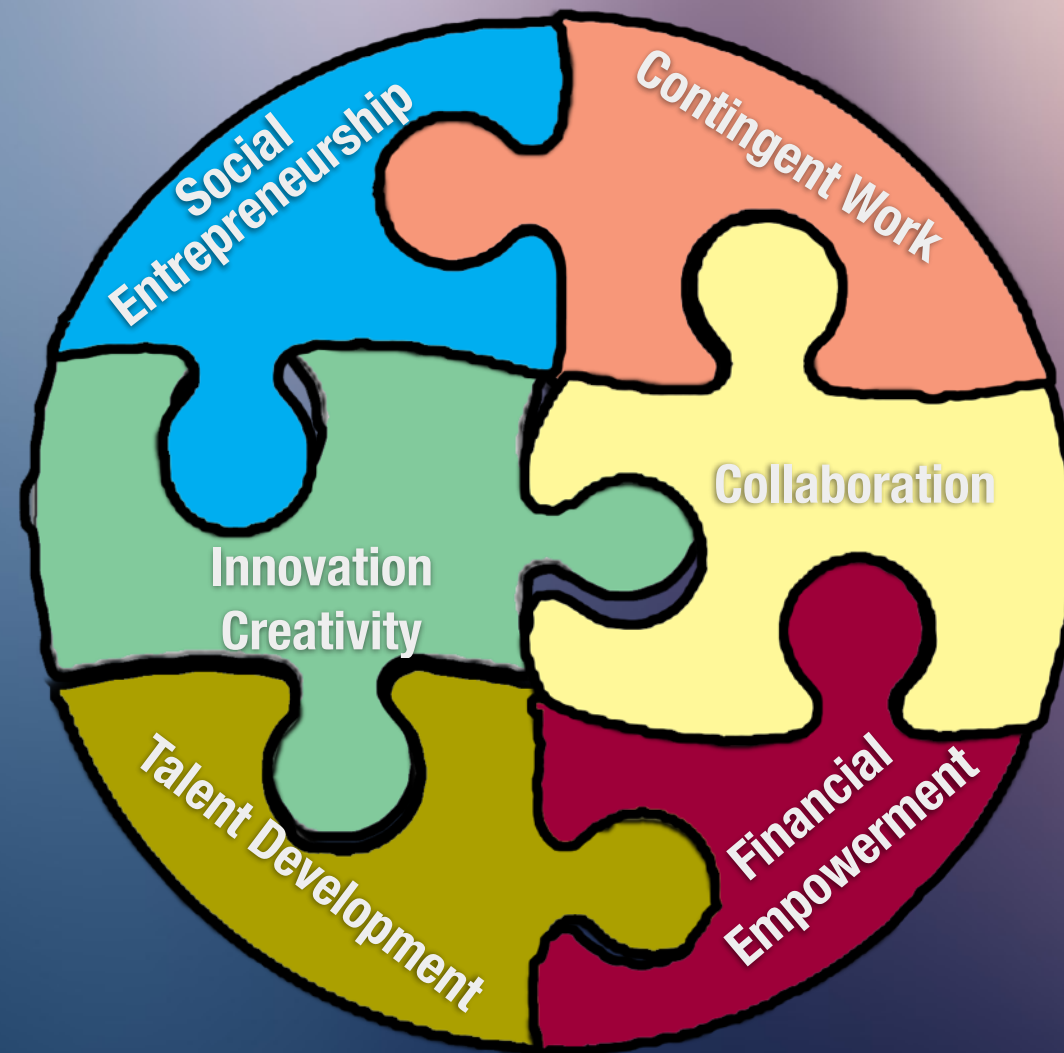
# Leadership is Intentional Influence

Most people don't have a willpower problem—instead they have an ability problem at the personal, social, and structural levels.



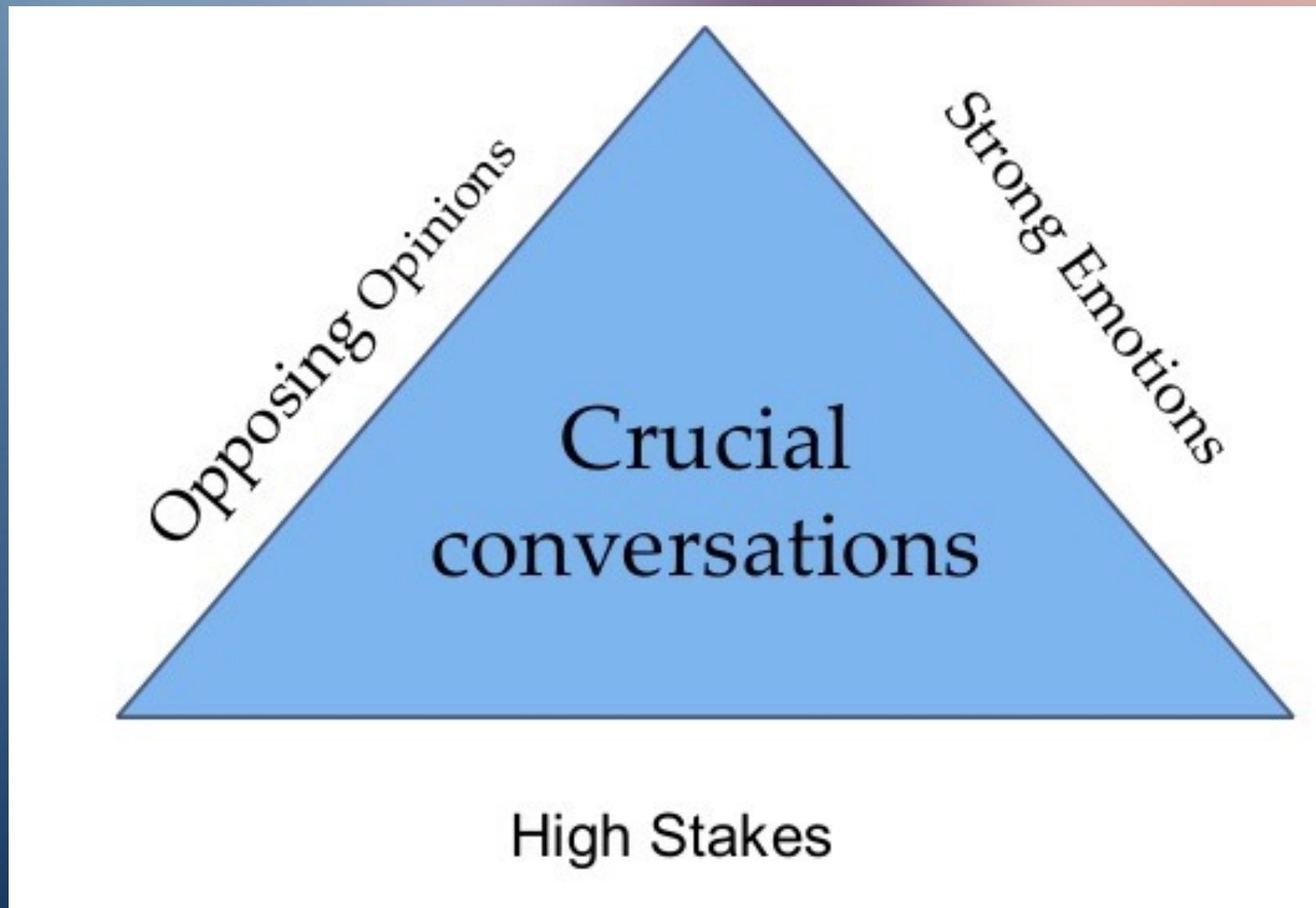
What is important? What is your inner dream?  
What skills do you need to add to self-motivate?





# Crucial Conversations

# Become a person of influence by using the skills of **Crucial Conversations**

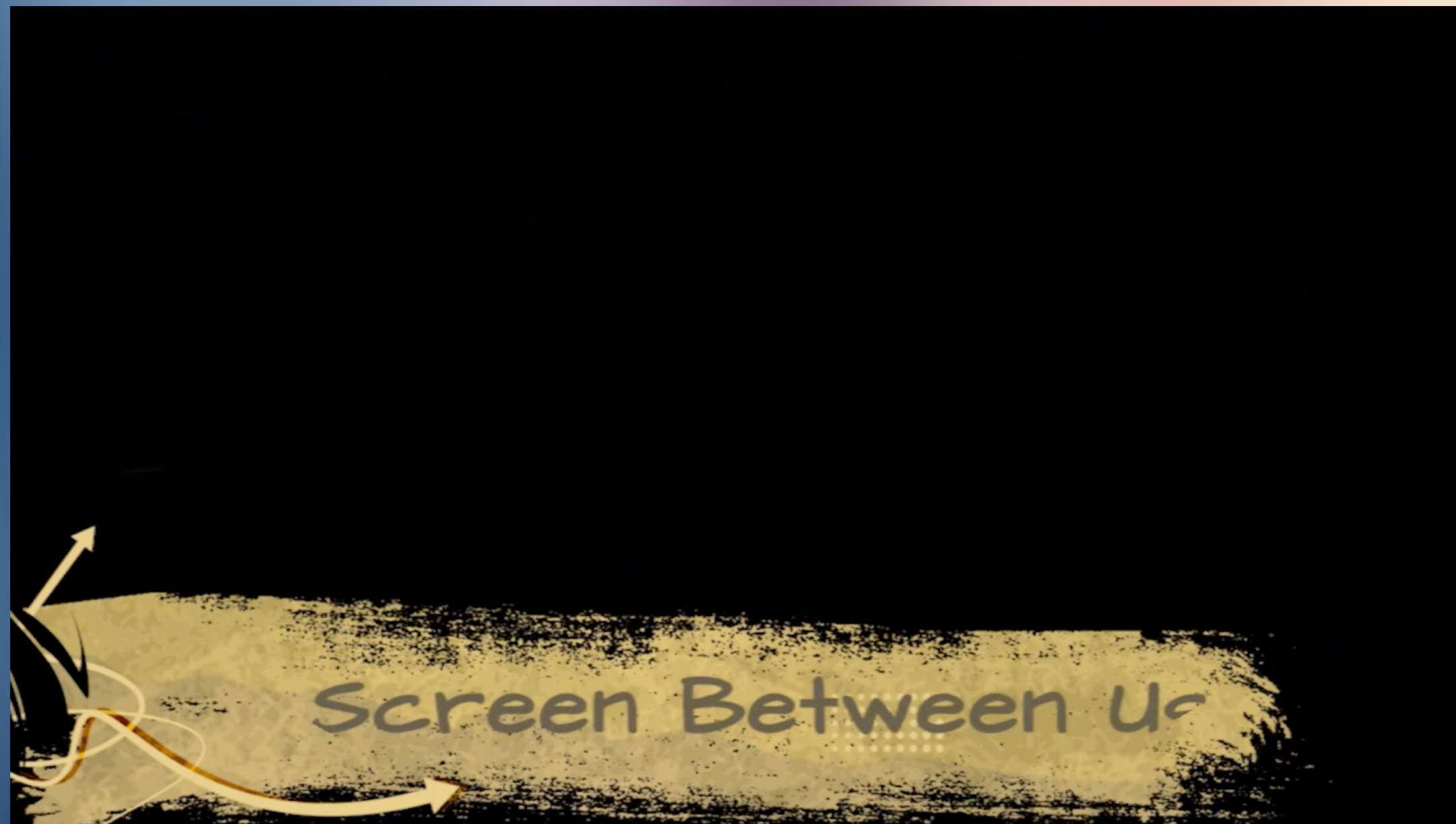




# Tools for Talking When Stakes Are High



**Using Crucial Communication skills  
with the Influencer Model  
to create your own future.**



# Elements of a Crucial Conversation

## Get Unstuck



## Start with the Heart

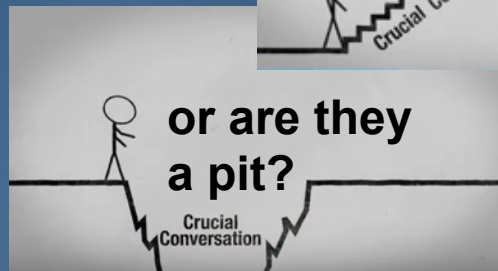
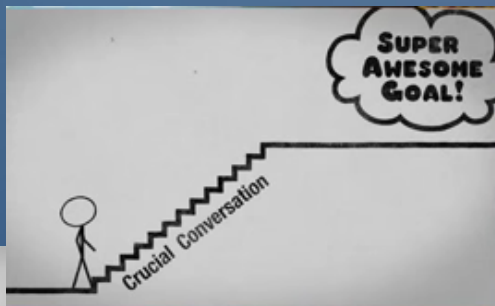


The heart of the problem is the problem with the heart

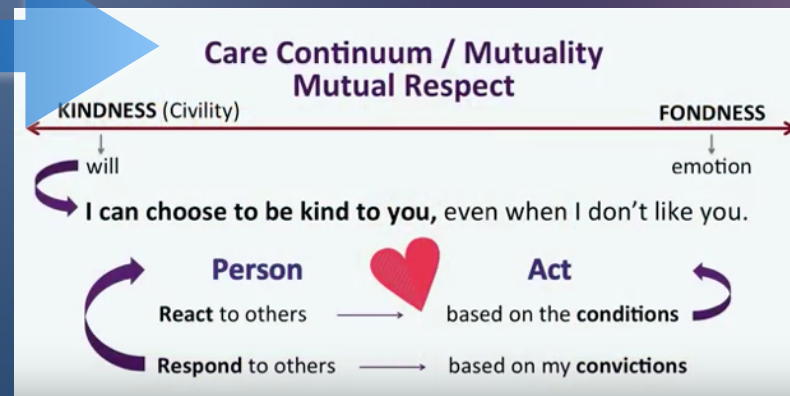
## Master My Stories



## STATE my path-



## Make It Safe I & II



## Learn to Look



## Explore Others' Paths

## Move to Action and Accountability







## Five questions to guide my crucial conversation skills!

1. Is this a crucial conversation that I am prepared to have?
2. What do I REALLY want to have as a result?
3. Influencer Model: Is this the right...
  - Person
  - Social Situation
  - Environment/Structure
4. What effective questions do I need to consider to help all parties reflect safely on the facts and mutual values?
5. What action statements can move us to a common agreement?

# Charlie Rose Interview with Jony Ive

**You change your visions when you talk about them ...  
and you can change the world.**

Be precise in  
language

Find common ground  
and plus ideas

Display respect and  
empathy





# *Ive's Ideas About Communication*

- ☐ *Identify the purpose*
- ☐ *Avoid Preconceived ideas which can be barriers to innovations of solving the problem*
- ☐ *Trust and create a SAFE environment*
- ☐ *Assume the best, connect emotionally, explore natural consequences and let everyone take responsibility for their actions*
- ☐ *Relationships impact outcomes*



## Have Respect for the Creative Process

**Value your life experiences, work to understand other people's views, ideas are tenuous and fragile and sometimes lost in the "talking noise"**

It is empowering to recognize that it's not just you---especially when you find your tribe.

Realize how your prior experiences influence what you see and how you value other's points of view.

Have "reverence" for the creative process

Learn the skill of active listening

# Crucial Conversations

## *Questions to consider before having a crucial conversation*

- ☐ *How do I prepare for the conversation?*
- ☐ *How do I start? What might my opening statement be?*
- ☐ *How do I listen?*
- ☐ *What does my body language communicate?*
- ☐ *How do I find common solutions?*
- ☐ *When we reach agreement on a course of action, how do we monitor progress?*



# Use Appropriate Nonverbal Communication

- S** **Smile-** To make a good impression, always smile
- O** **Open** - Keep your body posture open
- F** **Forward Lean** - Shows people your engaged with them
- T** **Touch** - Lightly touch other person or mutual object
- E** **Eye Contact** - Eyes are the windows to other's souls
- N** **Nod** - Confirms that you are listening

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