

*From Prosecutor to Program
Director:
What I've Learned About
Leadership and Influence*

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“ LEADERSHIP AND INFLUENCE ARE NOT THE SAME

“Influence as the ability to move others into action.”
Whenever we can change someone’s thought process and convince them to pursue a course of action, we have exercised influence, hence demonstrated leadership. The heart of strategic influencing is to gain willing cooperation instead of mere compliance.”

Leader – can lead people by having them follow and comply

Influencer – has the ability to move others into taking action through willing cooperation



Which one are you?

A THERMOMETER OR A THERMOSTAT?

If you want to be a thermostat (an influential leader), where do you start?

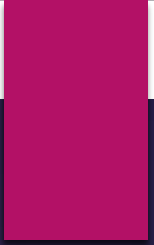
Foundation: Trust

- ▶ *Without a foundation of trust, people in the organization may comply outwardly with a leader's wishes, but they're much less likely to conform privately – to adopt the values, culture, and mission of the organization in a sincere and lasting way.*



Trust starts with building
relationship and rapport

***DON'T KICK THE HORSE
UNTIL YOU'RE SITTING
COMFORTABLY IN THE
SADDLE!***



Once you
have trust,
where do you
go from there?

Foundational Questions

What are the top 3 things
you want to be known for?

What are the top 3 things
you want for your team?



BLUE	GOLD
emotionally driven seeks harmony in groups enthusiastic creative sympathetic	loyalty driven respects rules and authority responsible organized appreciative
ORANGE	GREEN
short-term driven welcomes change and variety adventurous competetive impulsive	logically driven independent thinker focused efficient analytical

How might an orange approach a gold?
How would a green respond in a group discussion?

What color are you? What colors are your team members?

**TRAIN TEAMS
TO RECOGNIZE
AND USE THIS
INFORMATION**

Start with Small Goals; Move on to Bigger Things

- ▶ Pick the low-hanging fruit and have early successes
- ▶ Celebrate each positive change, every time a goal is achieved
- ▶ Pick various area of small wins so each team member's individual potential is magnified
- ▶ Provide praise to all team members when you see the results of everyone working towards the mission (graduation)



What to influence the decision
maker?

Timing is everything!
Know the right time to ask.

4 things the
team should
develop
together

1. ***A SHARED MISSION***
2. ***SHARED VALUES***
3. ***TEAM OPERATING
NORMS***
4. ***COMMITMENT TO
REWRITE THE NARRATIVE
IF NEEDED***



What to do with these 4 things:

- remind team members of values at meetings
- post them in your conference room/office
- provide a way for team members to recognize living out the values and norms
- weekly email
- reiterate norms in times of stress



What to do when we
blow it

THE GREAT COOKIE CAPER

Addressing Failures in Practicing the Values and Norms

What did we do right?



What actions did not align with our values and norms?



What are improvements to make/what is the plan of action?



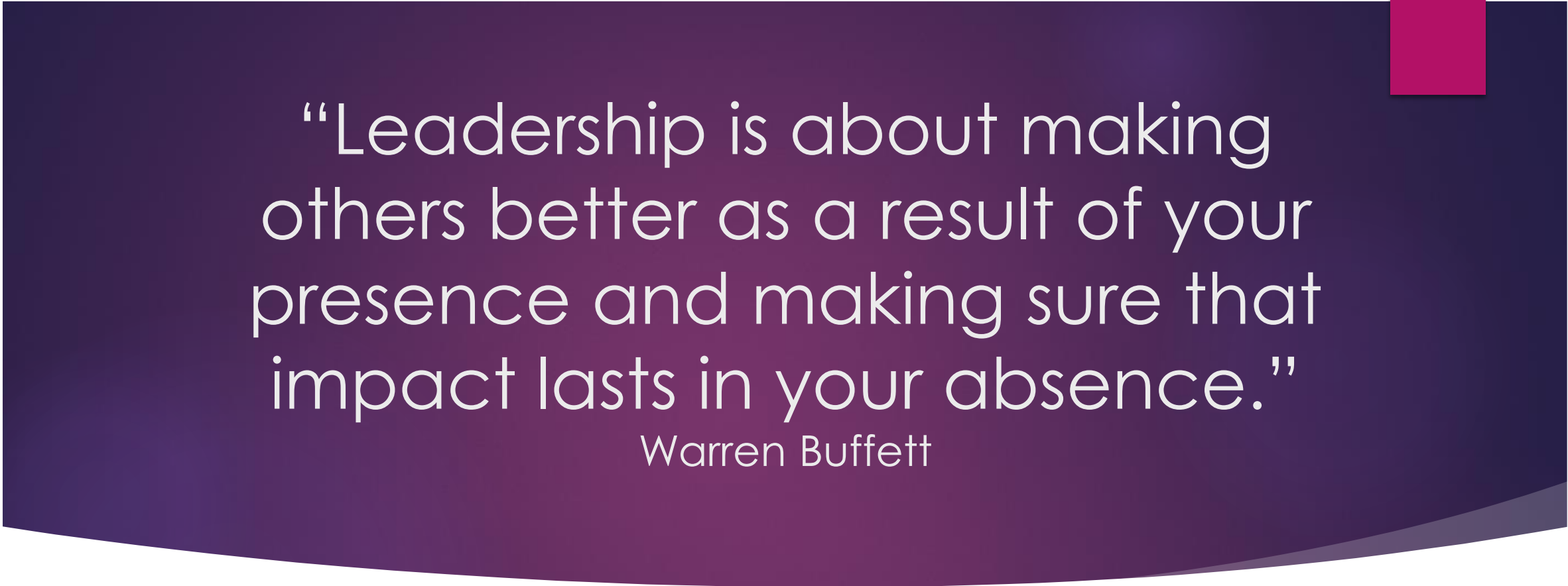


And, by far, the most
important factor of all . . .

LEAD BY EXAMPLE

Great Leaders are characterized by:

- ▶ Servant leadership
- ▶ Empowering others and believing in them
- ▶ Respecting diversity and celebrating unique talents (colors)
- ▶ Commitment to the growth and development of others, even if it means eventually sending them onto greater things (serve others before self)
- ▶ Think big of others – even bigger than they think of themselves – and help them believe it too
- ▶ Truly connect with people (be fully present; connect outside of work time)
- ▶ Invest in others: time, training, resources, evaluations
- ▶ Lead with character and lift people up
- ▶ Be authentic; own your own mistakes



“Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence.”

Warren Buffett

Be a leader who makes an impact

Suggested resources/books:

- ▶ Suggested reading for leaders and teams:
 - ▶ *5 Dysfunctions of a Team: A Leadership Fable* by Patrick Lencioni
 - ▶ *What Exceptional Leaders Know* by Tracy Spears and Wally Schmader
 - ▶ *Exceptional Leaders Playbook* by Tracy Spears and Wally Schmader
 - ▶ *Difficult Conversations* by Douglas Stone, Bruce Patton & Sheila Heen
 - ▶ *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World* by Marty Linsky, Ronald A. Heifetz & Alexander Grashow
 - ▶ *Everyone Leads: Building Leadership from the Community Up* by Paul Schmitz



Questions?

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