

# Stewarding influence

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# Agenda

- Introduction
- The Problem
- The Perspectives
- The Practices
- Case Study
- Q&A

# Introduction

# Introduction

**Clinton A. Valley,** MA, MBA, Ed.D

- ◆ Educator, administrator and religious leader
- ◆ Faculty, Dean, Vice President and President
- ◆ Worked in USA, UK and the Caribbean
- ◆ Married for 43 years with 2 children, spouses & 2 grandkids
- ◆ A life-long student of leadership and organizational behavior
- ◆ Author/editor of 5 books on leadership
- ◆ Pleasure to be associated with Principal Russell and True North Leadership Group



# The Problem

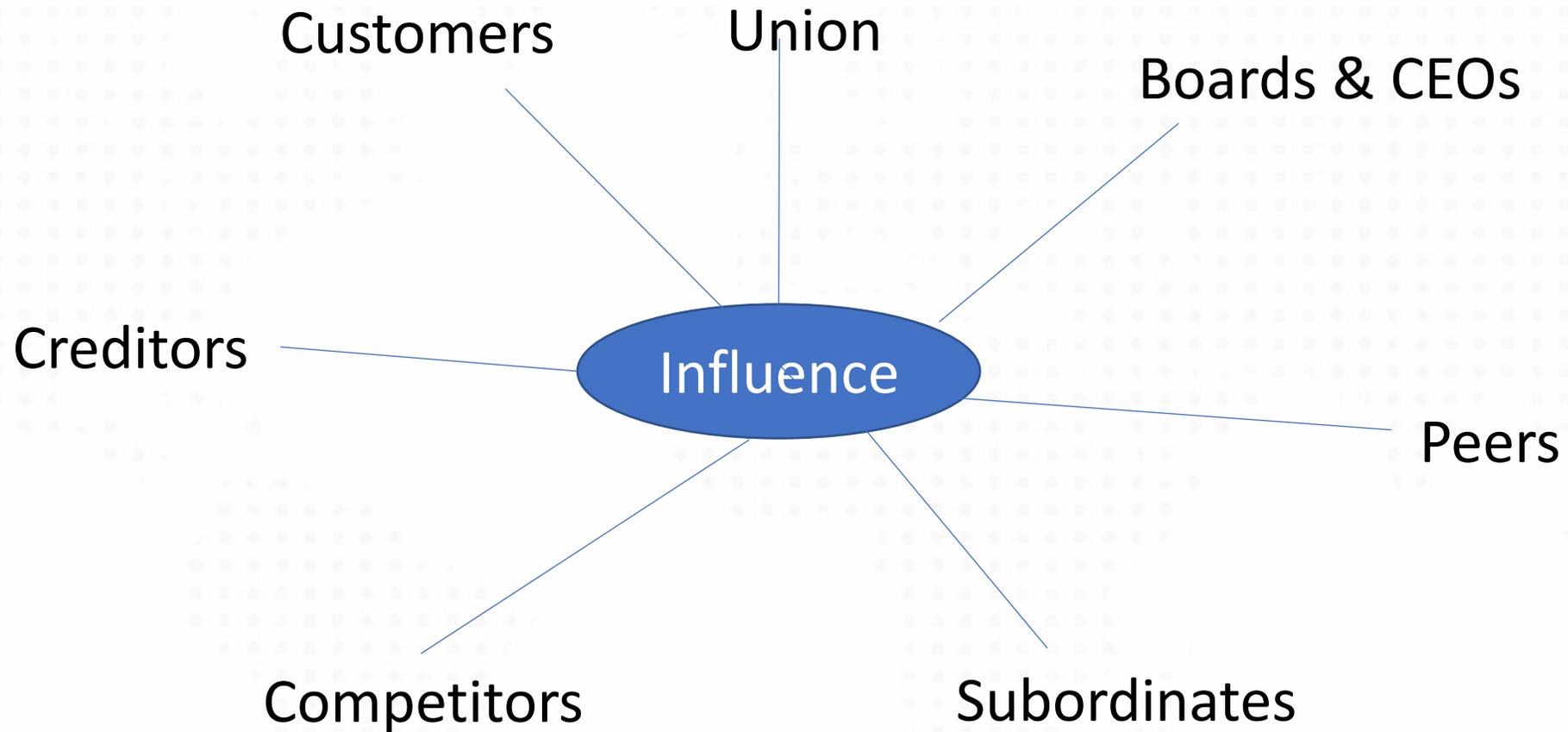
# INFLUENCE –

**how to have it, grow it,  
and effectively use it?**

- Your influence on a team can improve working relationships
- Your influence in a supervisory role can make you more respected and appreciated
- Your influence in the executive meeting can make your voice more likely to be acknowledged

**Influence is power!**

# Sphere of stakeholders



*TO BE EFFECTIVE , YOU MUST BE  
ABLE TO INFLUENCE OTHERS.  
YOUR TITLE IS NOT ENOUGH TO  
SWAY DECISIONS.*

Having influence in the work place has  
“clear value” says Dorie Clark, author  
of *Entrepreneurial You*.

# So, here are your questions ...

- ◆ How do I become the “go-to” person that others look to for guidance and expert advice
- ◆ How do I become the leader that people trust and respect?
- ◆ How do I motivate others to achieve goals and effect change?
- ◆ How do I become a good steward of my influence?

# The Perspectives

INFLUENCE IS  
INTIMATELY TIED TO  
LEADERSHIP

# **Leadership is an influence process**

*Clinton Valley, Help! I'm Being Followed*

**John Maxwell:**  
**“Leadership is influence,  
nothing more, nothing  
less.”**

**Bernard Montgomery:**  
**Leadership is “the  
capacity and will to rally  
people to a common  
purpose together with the  
character that inspires  
confidence and trust.”**

“Leadership is all about people. It is not about organizations. It is not about plans. It is not about strategies. It is all about people – motivating people to get the job done. You have to be people-centered.”

General Colin Powell

**The key word for a leader is.....**  
***Influence...***

*influencing the mindsets, behaviors, or development  
of others in pursuit of common goals!*

**Most organizations need fewer  
commanders and more influencers!**

# The Practices

**If you want to be better at influencing  
others, then consider**

**TRANSFORMATIONAL  
LEADERSHIP**

◆ The modern idea of Transformational Leadership is based around 4 components described by Bernard Bass as:

*Idealized Influence*

*Inspirational Motivation*

*Intellectual Stimulation*

*Individualized Consideration*

◆ Bass expanded upon the original ideas of James MacGregor Burns to develop what is today referred to as ***Bass' Transformational Leadership Theory***

## **Idealized influence**

- ◆ A role model
- ◆ Trustworthy
- ◆ Valued and respected

***People believe in the messenger  
before they believe the message!***

## **Inspirational motivation**

- ◆ Motivates and inspires
- ◆ Characterized by enthusiasm and optimism
- ◆ Friendly and supportive
- ◆ “Yes! We can!”

## **Intellectual stimulation**

- ◆ Challenges others to be innovative and creative
- ◆ Questions assumptions
- ◆ Facilitates openness without fear of criticism
- ◆ Fosters a diverse and open environment

## **Individualized consideration**

- ◆ Acts as a coach and mentor
- ◆ Is tactful with criticism
- ◆ Expresses sincere appreciation and praise
- ◆ Questions, not commands
- ◆ Listens and smiles

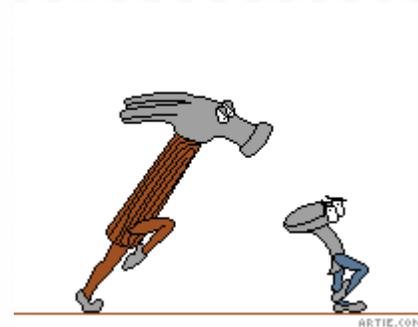
# Strategies to grow your ability to influence

- ◆ Membership in professional organizations
- ◆ Attending national and regional conferences
- ◆ Self-directed learning through reading, classes, journaling or research
- ◆ Networking
- ◆ Formal and informal mentoring
- ◆ Seeking opportunities to demonstrate your potentials
- ◆ Honest, personal reflections - turning experience into knowledge

# Be assertive, but not aggressive!

***The nail that  
sticks out shall be  
hammered down!***

Japanese proverb!



# Influence - an extraordinary asset

Use it to ...

- ◆ Become more respected in the workplace
- ◆ Impact organizational decision-making
- ◆ Support others on their career journey

## CASE STUDY:

Marcy Shinder, chief marketing officer at WorkMarket, the New York City–based firm that helps businesses manage their freelancers and consultants, was working on establishing herself as an influential member of the team before she even started the job.

Before her first day of work, she arranged to meet several colleagues for informal coffees and lunches – one-on-one meetings that were “more personal, less structured, and allowed us to establish rapport.” “I went in with a listening agenda,” she explains. “I wanted to learn: What are their goals? What is important to them? What do they think is working at the company? And what do they want me to accomplish?”

Marcy made sure her body language conveyed that she was fully focused on these conversations. She sat up straight, made eye contact, and looked open and engaged. “Body language is so important – we coach salespeople on it,” she says. “I tried to listen with intent.”

Those early meetings allowed her to understand the perspectives, personalities, and motives of her colleagues, which proved to be useful when she recently had an idea to revamp the company's website and needed their support to move forward.

Thanks to those early one-on-one conversations, she could customize her pitch to each individual. For example, with Stephen Dewitt, the CEO, she talked about the company's vision. With Jeff Wald, the president and COO, an analytic thinker, she started with the metrics. And with the chief customer officer, she focused on the customer side.

"It is the same story, just with a different emphasis," she says. Her efforts paid off. The new Work Market website will go live this spring.

Another way Marcy increases her influence is by staying up-to-date on industry trends and news. "I spend 25% of my time talking to customers, other chief marketing officers, people on boards of companies, potential customers, and mentoring young people," she says. "By doing that, I stay informed and I have a finger on the pulse of what's happening beyond the four walls of this company."

# Questions for reflection

1. Discuss Marcy's strategies for building influence with the team?
2. How successful were these strategies?
3. What key takeaways have you gleaned from Marcy's approach to stewarding her influence?

🔗 Source: Knight, R. "How to increase your influence at work". Harvard Business Review. February 16, 2018

Q&A

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