Leading in Challenging and Changing Times

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“Organizations don't change, leaders do.”
Session Outcomes

• What it takes to lead in these challenging and changing times

• Increased awareness of an approach to influencing others

• A framework to better match our influence style to the requirements of the situation
Volatile
Change happens rapidly on a large scale

Uncertain
The future cannot be predicted

Complex
Challenges are complicated/few single solutions

Ambiguous
Little clarity on what events mean or their effect
VUCA seems to be relentless and is forcing leaders, teams and organizations to think and act differently than ever before...
Why Influence Matters?

• Need for:
  • People to buy-in to initiatives
  • Greater collaboration
  • Cross-functional teams working together on large scale initiatives
  • Coordination across functions
  • New decision-making and timing issues
  • Cultural/diversity differences
“The interpersonal behaviors that we use, to have a positive impact on another party’s choices.”
Reflection

Think of a current situation that... if you had the influence you want, it would have a significant, positive impact on your work.
The Five Primary Influencing Styles

From the Research of Christopher Musselwhite, Discovery Learning Inc. and Tammie Plouffe, Innovative Pathways.
Influencing Styles

- Asserting
- Rationalizing
- Negotiating
- Bridging
- Inspiring
Influencing Styles

**Asserting**
You **insist** that your **ideas are heard** and considered. You **challenge** the ideas of others.

**Rationalizing**
You **put forward** your ideas and offer **logical, rational reasons** to convince others of your point of view.

**Negotiating**
You look for **compromises** and **make concessions** to reach outcomes that satisfy your greater interest.

**Inspiring**
You **advocate your position** and **encourage** others with a sense of **shared purpose** and excitement.

**Bridging**
You **build relationships**, connect with others through **listening, understanding** and building coalitions.
Influencing Styles

Asserting

Donald Trump
Chairman and President
of The Trump Organization
Influencing Styles

Rationalizing

Hillary Clinton
Former Secretary of State
United States
Influencing Styles

Negotiating

Henry Kissinger
Former Secretary of State, United States
Influencing Styles

Inspiring

Mahatma Gandhi
Leader of Indian independence movement
Influencing Styles

Bill Clinton
Former President of the United States

Yitzhak Rabin
Former Prime Minister of Israel

Yasser Arafat
Former Chairman of the PLO and President of the Palestinian National Authority
Influencing Styles

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Influencing Behaviors...
Asserting Style

Used Effectively:
1. You clearly communicate your expectations
2. You can reward people for their agreement and/or compliance

Used Ineffectively:
1. You can be experienced as aggressive
2. You may unintentionally push people away
3. You get compliance from stakeholders when you need commitment
Rationalizing Style

When Used Effectively:
1. Calmly and fairly present data
2. Give other stakeholders time to ask clarifying questions.
3. Avoid direct competition with those you want to influence

When Used Ineffectively:
1. Can be seen as competitive or self-serving
2. May generate a competitive response from others.
3. People feel they are being pressured and not being heard.
Negotiating Style

When Used Effectively:
1. Encourage people to talk and discuss possible solutions.
2. Suggest processes to reach a settlement.
3. Show appreciation for the other party's issues.

When Used Ineffectively:
1. May lose sight of the bigger picture
2. May look like you don't care
3. May confuse others about your real position.
Inspiring Style

When Used Effectively:
1. Help others see how their interest is aligned with yours.
2. Appeal to the common aspirations and hopes that all others hold in common.
3. Use stories and metaphors to create interest in your ideas.

When Used Ineffectively:
1. If trust does not exist, it can be seen as a smoke screen.
2. If there is no common goal then trust may be eroded and credibility can be lost.
3. If you approach this with hidden agendas then it can engender distrust.
Bridging Style

When Used Effectively:

1. Facilitate collaborative problem solving
2. Help stakeholders see how their larger, common interest can supersede smaller interests

When Used Ineffectively:

1. Lack of time: time and discretion are important considerations to build trust
2. Can be perceived as manipulative and dishonest
Activity

With the person beside you, share:

1. Which Influence Style you relate to the most and why;

2. Examples of where you use this style;

3. Examples of where this style is effective for you and where it `s not.
Leading in Challenging and Changing Times

• We are living in a VUCA world.

• What got us here won’t get us there.

• Influence and being aware of our impact sets us up to be more nimble leaders.

• Organizations don't change, leaders do.
Imagine if you were able to access these Influence Styles... How much more effective would you be operating in this VUCA world?
Questions?