

Leadership has been described as the ability to influence others. An effective leader moves followers into action not with coercion, but by eliciting their desire and conviction to achieve organizational goals and, thus, its vision.

The ability to influence is an essential leadership skill. To influence is to have an impact on the behaviors, attitudes, opinions and choices of others. Influence is not to be confused with power or control. It's not about manipulating others to get your way. It's about noticing what motivates employee commitment and using that knowledge to leverage performance and positive results.



A leader's ability to have influence with others is based on many factors. More and more we are learning that there are three broad categories:

- 1 Identifying and satisfying the **personal and practical needs** of our team members
 - a) **Personal needs:** the human/intrinsic needs we that are more relationship driven; they include high trust, involvement, opportunity to share, and support and guidance.
 - b) **Practical needs:** the things we need to "get the job done;" they are more task driven and may change according to the situation and/or person doing the work; they include: clear expectations, resources and support, skill development, process for feedback and evaluation.

- 2 Understanding and utilizing a **Situational Leadership** approach so that our leadership behaviors/responses are appropriate and draw out the strengths of our team.

Task/Directive Behavior – the extent to which the leader tells the follower *what* to do, *how* to do it, *where* it needs to be done and *when* it needs to be completed

Relationship/Supportive Behavior – the extent to which the leader engages in open dialog with the follower, actively listens and provides recognition/reinforcement for task-related progress

- a) Directing, telling, guiding
 - b) Coaching, selling, explaining
 - c) Supporting, facilitating, participating
 - d) Delegating, empowering, monitoring
- 3 Focusing on the **Drivers of Engagement** ensures your team has confidence in where they fit and how their contribution to achieving organizational goals is valued.
 - a) **Meaningful work:** *What I do matters.*
 - b) **Individual value:** *I feel appreciated, encouraged, and I know where I fit.*
 - c) **Positive environment:** *This is a great place to work!* [Respect, collaboration, and trust are promoted and reinforced]