

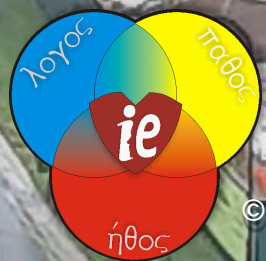
Jürgen Oschadleus

MBA DTM ILPF MAIPM PMP®

Building

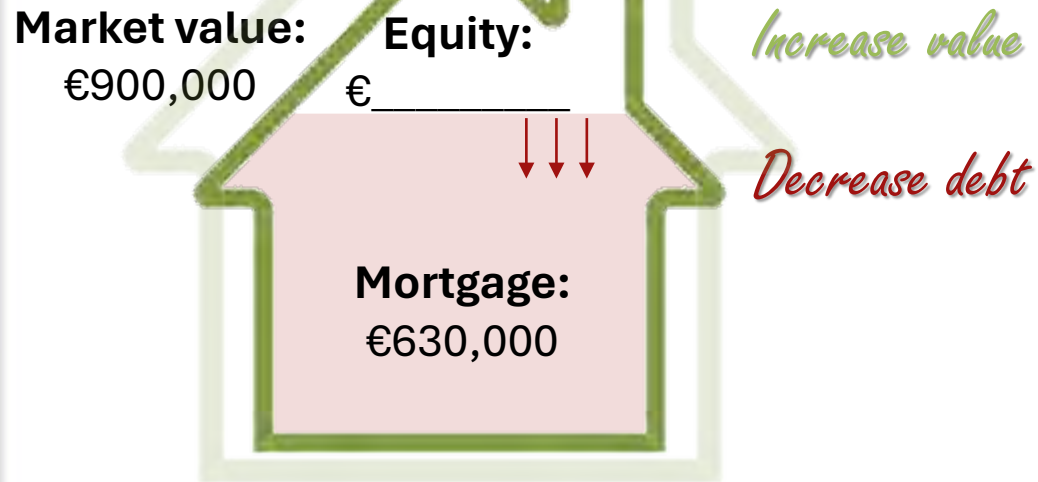


Influence
Equity






Equity

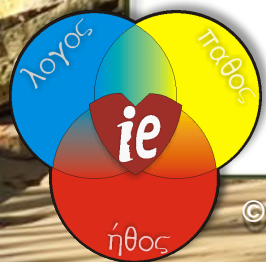
Financial equity



Difference between
what you have and **what you owe**
(**assets** – **liabilities**)

Influence equity

-  **INFLUENCE:** “(n) The capacity to have an effect on the character, development, or behaviour of someone or something, or the effect itself.” (OED)
-  The difference between my ability to influence and my propensity to alienate
-  The greater your equity, the more effective you can be



Influence equity

- ✓ Specific goal
- ✓ Structured approach
- ✓ Targeted stakeholders



INFLUENCE: “(n) The capacity to have an effect on the character, development, r behaviour of someone or something, or the effect itself.” (OED)

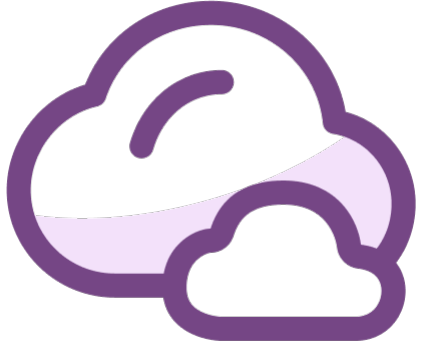
**Conscious
Intentional**

**Unconscious
Unintentional**

- ✓ General growth
- ✓ Development of EQ



slido

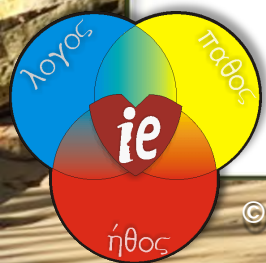
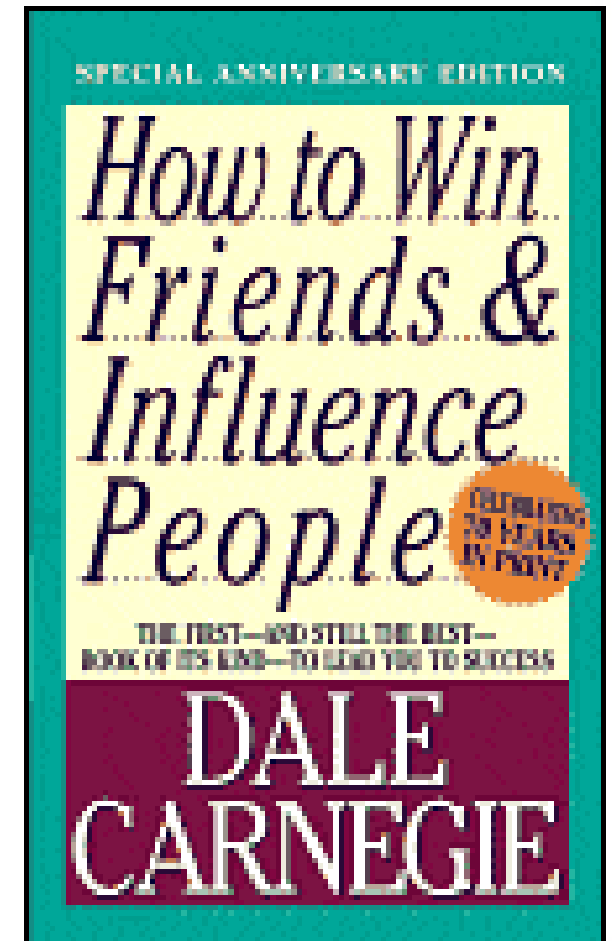


Who do you consider to be an influential person?

ⓘ Start presenting to display the poll results on this slide.

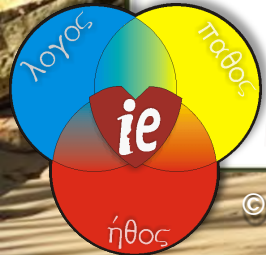
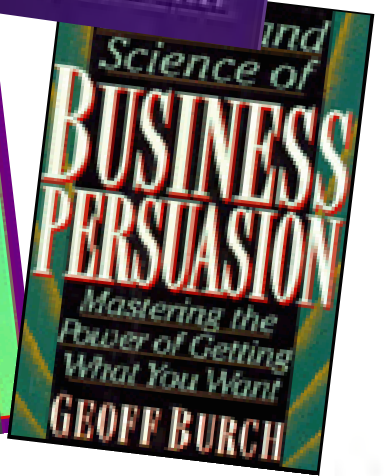
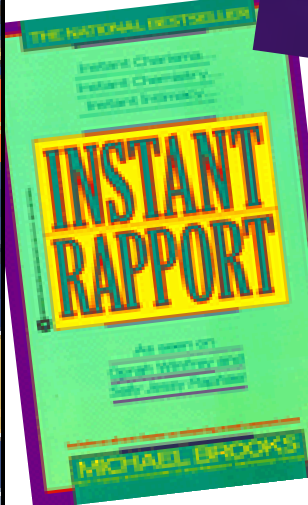
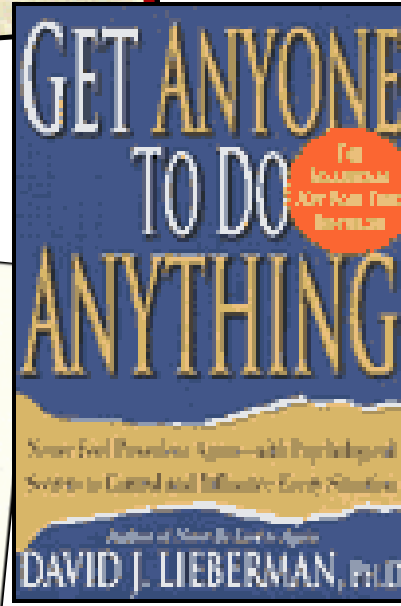
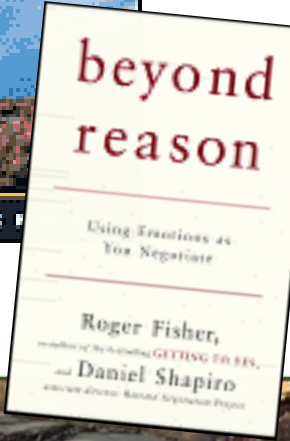
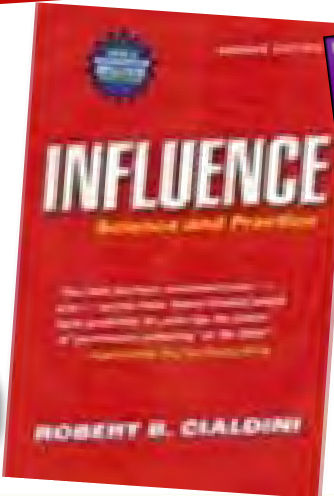
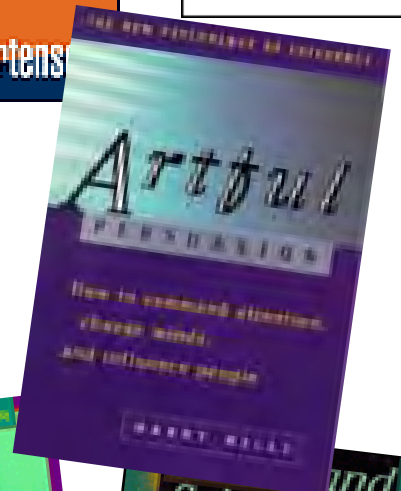
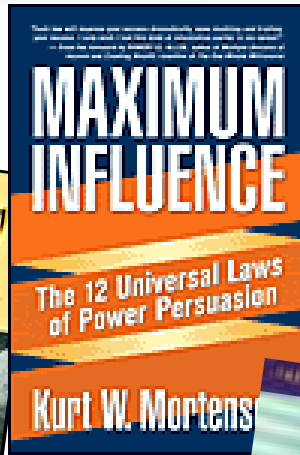
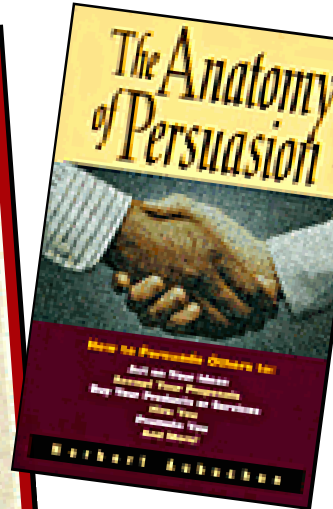
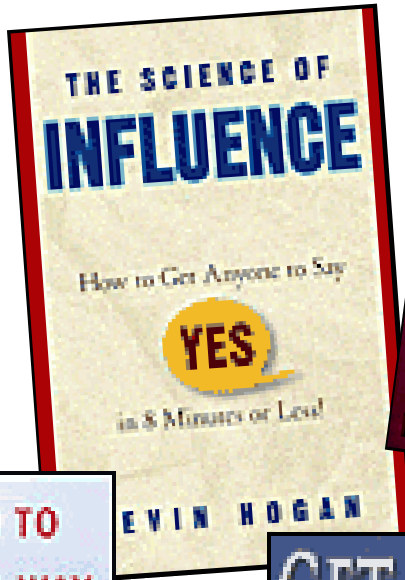
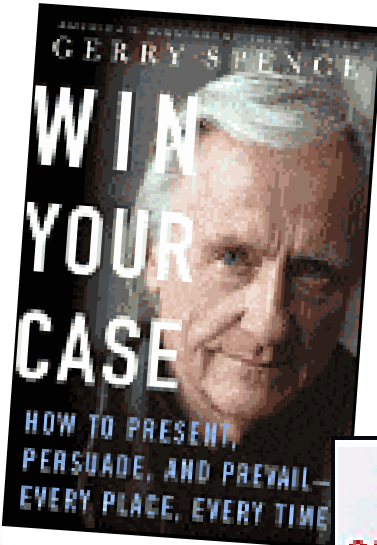
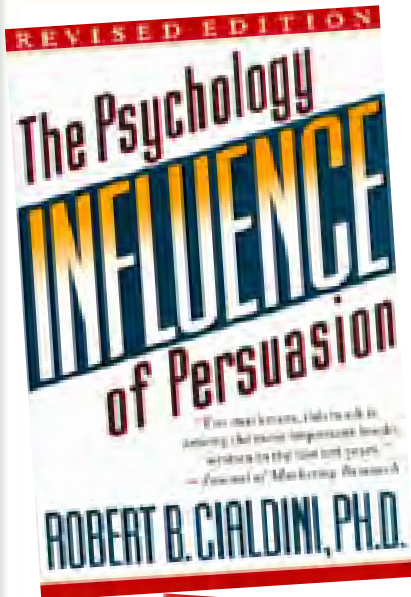
Dale Carnegie

♥ *ie* “There is only one way under high heaven to get anybody to do anything. ... And that is by making the other person want to do it.”



Influence
Literature

More Recent Books



The power/influence hierarchy

When they persuade themselves
Respect, honour, trust



Commit

Persuade, encourage, coax



Convince

Offer incentive, benefits,
rewards



Compliance

Pressure, intimidate,
force



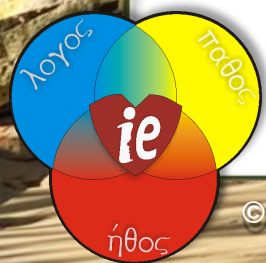
Coercion

**Systemic,
manipulate**



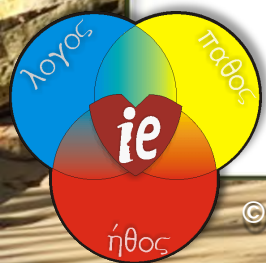
Control

Success over time →



What are the common influence barriers?

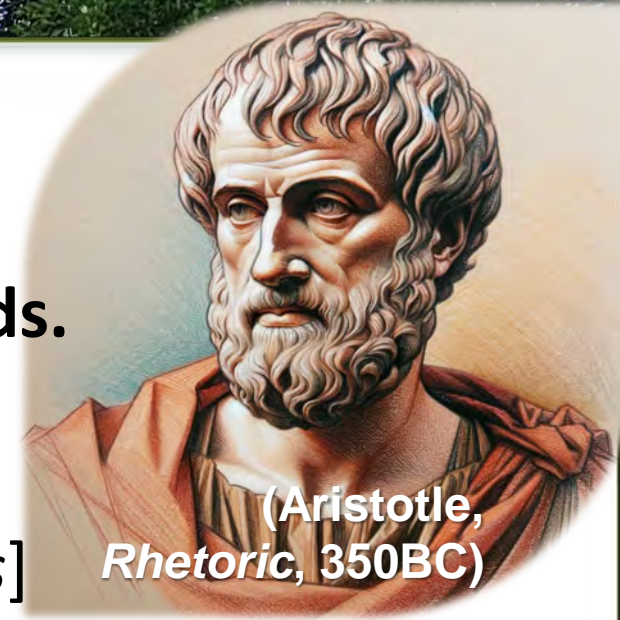
Physical	Mental	Intentional



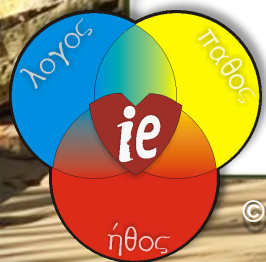
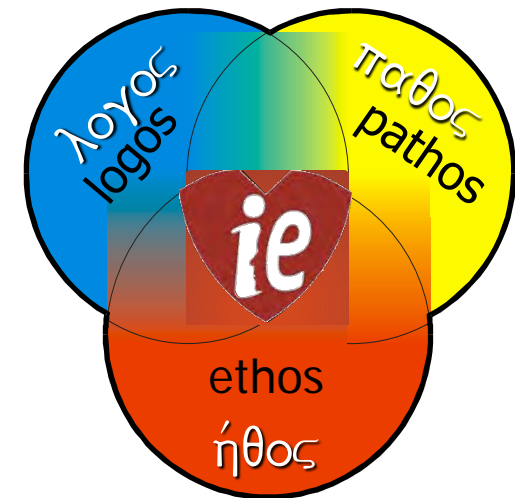
Three pillars of influence

Now the proofs furnished by the speech are of three kinds.

- ♥ *ie* The first depends on the moral character [*ethos*] of the speaker,
- ♥ *ie* the second upon putting the hearer into a certain frame of mind [*pathos*],
- ♥ *ie* the third upon the speech itself, in so far as it proves or seems to prove [*logos*].

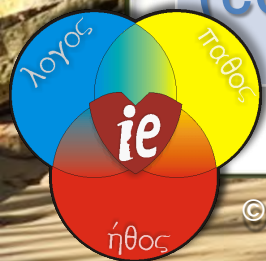


(Aristotle,
Rhetoric, 350BC)



Influencing Equity Model – in PMI language

INPUT	TOOLS & TECHNIQUES	OUTPUT
<p>Ethos (character)</p>	<ul style="list-style-type: none"> ♥️ Honesty ♥️ Integrity ♥️ Courage ♥️ Humility ♥️ Faith 	<p>INFLUENCE EQUITY</p>
<p>Pathos (connection)</p>	<ul style="list-style-type: none"> ♥️ Accept & appreciate people ♥️ Look for the good ♥️ Value diversity ♥️ Put others first 	
<p>Logos (competence)</p>	<ul style="list-style-type: none"> ♥️ Work ethic ♥️ Availability ♥️ Tenacity ♥️ Perseverance ♥️ Execution 	

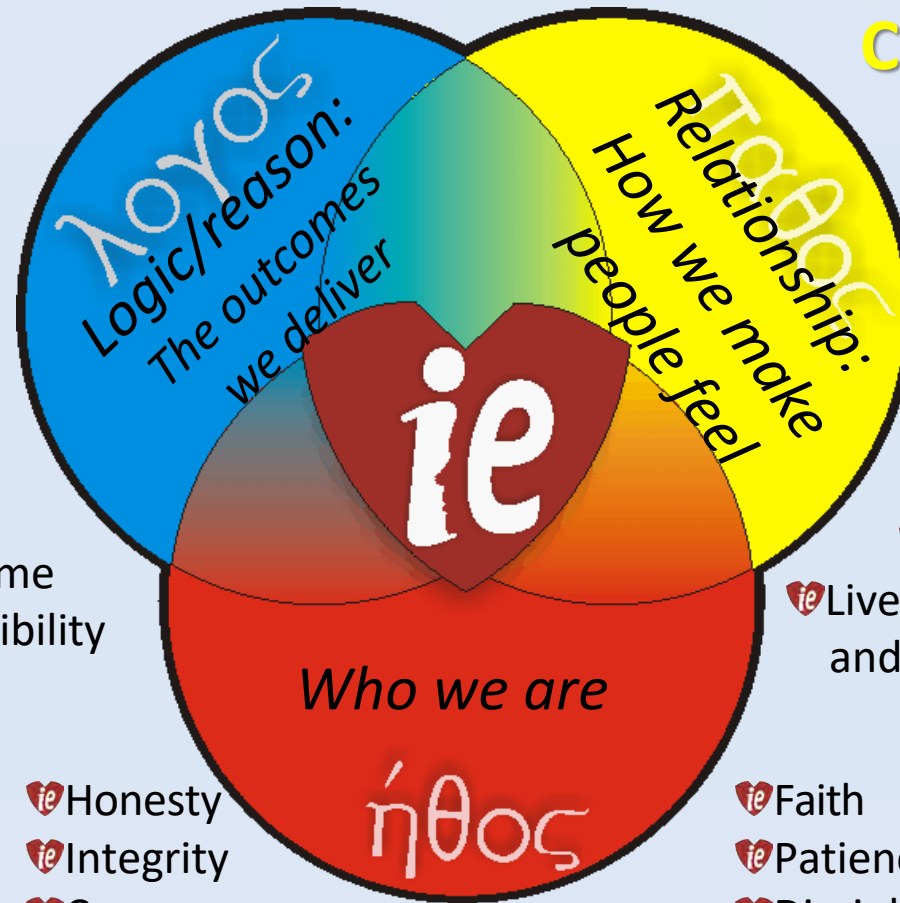


Influence equity model

Culture

Competence

- ie Work ethic
- ie Availability
- ie Tenacity
- ie Perseverance
- ie Execution
- ie Empowerment
- ie Willing to invest time
- ie Accepting responsibility
- ie Being accountable



Connection

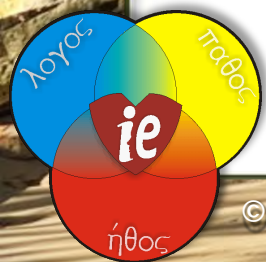
- ie Accept and appreciate people
- ie Look for the good
- ie Value diversity
- ie Put others first
- ie Listen to them
- ie Encourage them
- ie Be patient yet firm
- ie Live the “Golden Rule” – and the “Platinum Rule”

- ie Honesty
- ie Integrity
- ie Courage
- ie Humility

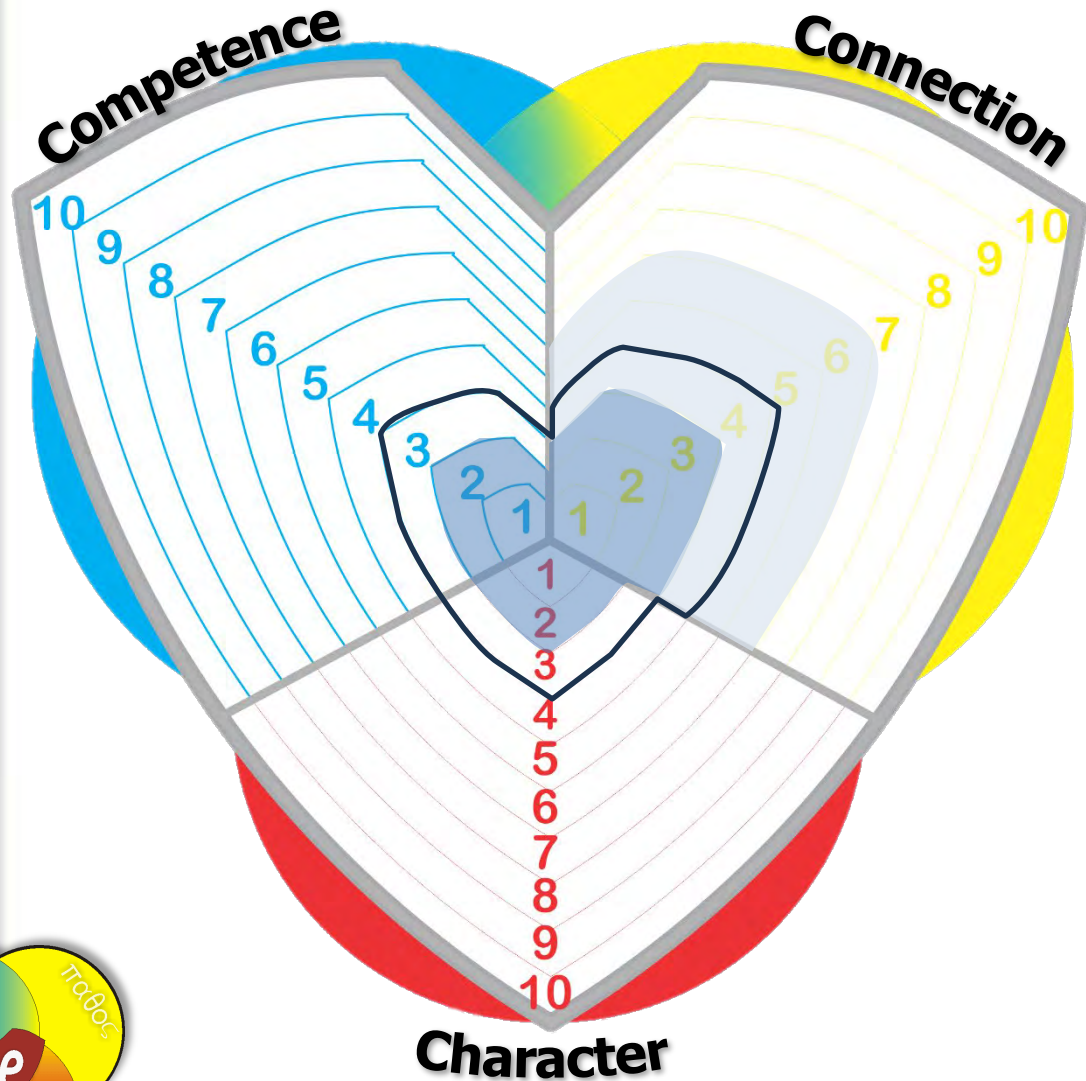
Character

- ie Faith
- ie Patience
- ie Discipline
- ie Self-mastery

ie Values based on absolute truth



Leadership Effectiveness Assessment

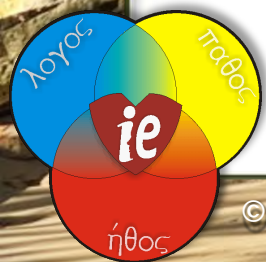


- ✓ 60 questions
- ✓ 10-point scale
- ✓ Self-critical

almost never
occasionally
sometimes
frequently
almost always

Character x	Connection x	Competence	= LEA
2	3	2	
2	6	2	24
3	4	3	36

A: 100% improvement in effectiveness
B: 200% improvement in effectiveness



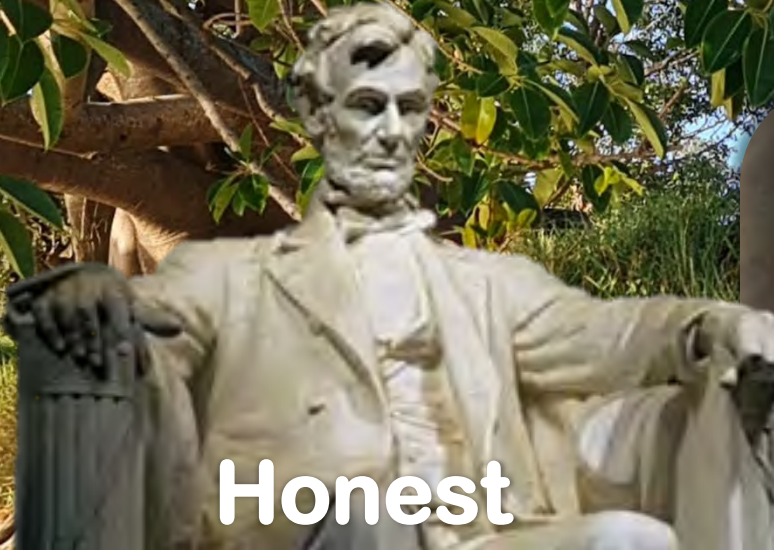
Characteristics of admired leaders

Select the seven (7) characteristics you most look for and admire in leaders you would *willingly* follow...

- Ambitious (aspiring, hardworking, striving)
- Broad-minded (open-minded, flexible, receptive, tolerant)
- Caring (appreciative, compassionate, concerned, loving, nurturing)
- Competent (capable, proficient, effective, gets the job done, professional)
- Cooperative (collaborative, team player, responsive)
- Courageous (bold, daring, risk-taker, gutsy)
- Dependable (reliable, conscientious, responsible)
- Determined (dedicated, resolute, persistent, purposeful)
- Fair-minded (just, unprejudiced, objective, forgiving)
- Forward-looking (visionary, foresighted, future-oriented, has direction)
- Honest (truthful, has integrity, trustworthy, has character, is trusting)
- Imaginative (creative, innovative, curious)
- Independent (self-reliant, self-sufficient, self-confident)
- Inspiring (uplifting, enthusiastic, energetic, optimistic, positive)
- Intelligent (bright, smart, thoughtful, intellectual, reflective, logical)
- Loyal (faithful, dutiful, unswerving in allegiance, devoted)
- Mature (experienced, wise, has depth)
- Self-controlled (restrained, self-disciplined)
- Straightforward (direct, candid, forthright)
- Supportive (helpful, offers assistance, comforting)



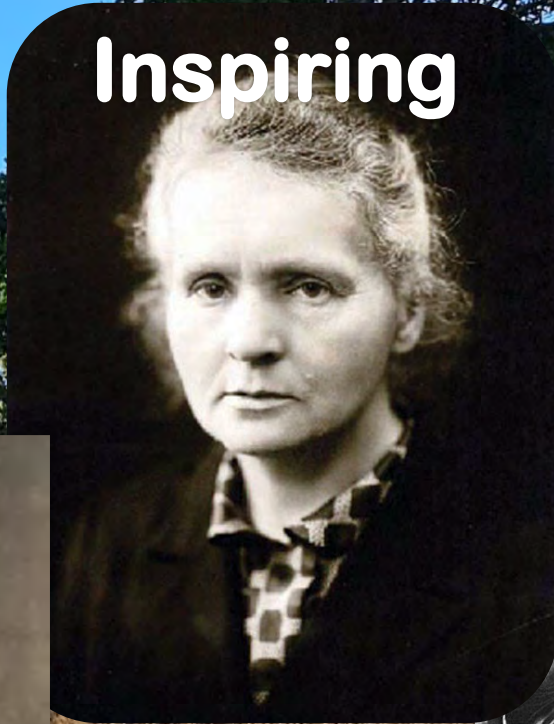
The Top 4



Honest
(integrity)



Forward-
looking



Inspiring



Competent



The impact of credibility

When people believe managers to have **high credibility**, they are significantly more likely to:

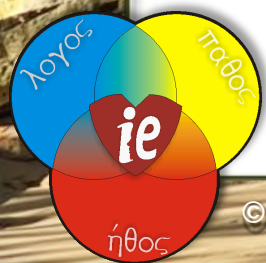
- Be proud to tell others they are part of the organisation
- Feel a strong sense of team spirit
- See personal values as consistent with those of organisation
- Feel attached and committed to organisation
- Feel a sense of ownership for organisation

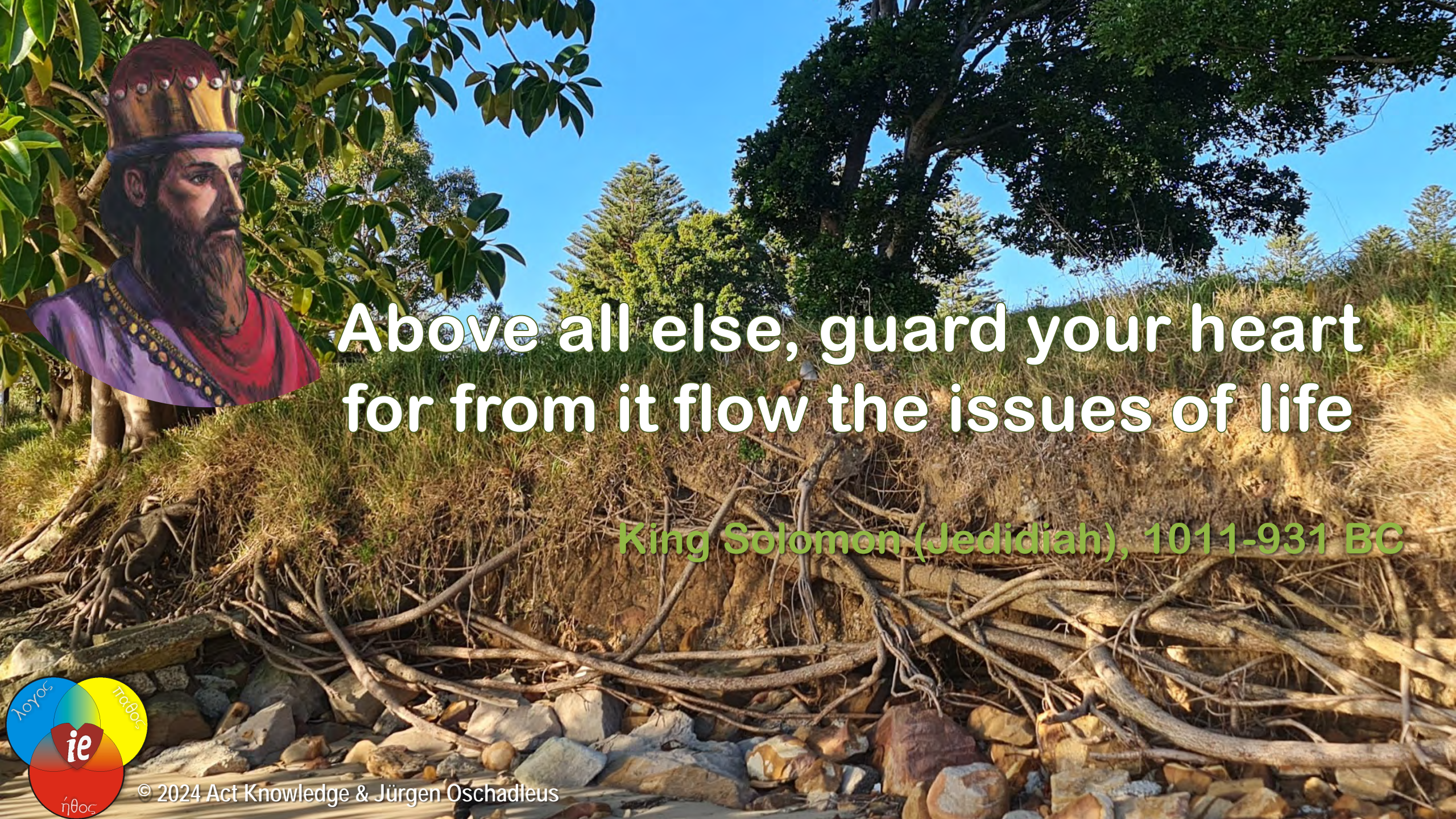
When people perceive managers to have **low credibility**, more likely to:

- Produce only if closely watched
- Motivated primarily by money
- Say good things about the organisation publicly, but feel differently in private
- Would not be willing to stick around long if organisation experienced problems
- Feel unsupported and unappreciated

1. How do you feel about your work environment?

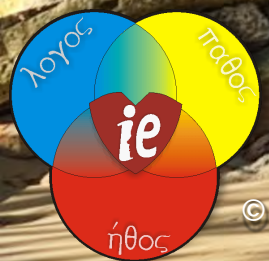
2. Do you engage in credibility-enhancing behaviours?

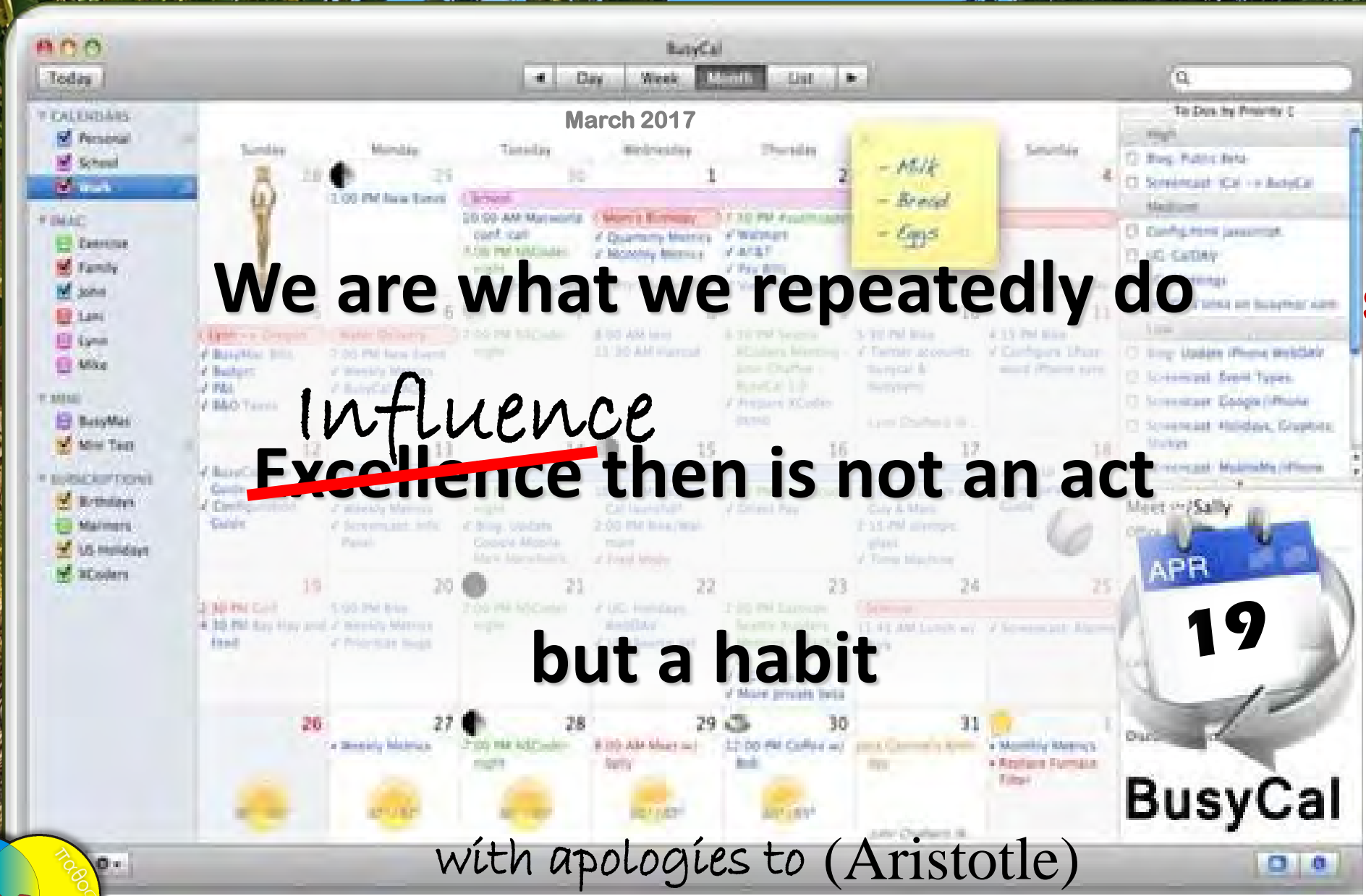




Above all else, guard your heart
for from it flow the issues of life

King Solomon (Jedidiah), 1011-931 BC





We are what we repeatedly do

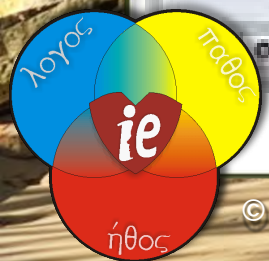
Influence
~~**Excellence then is not an act**~~

but a habit



with apologies to (Aristotle)

**Show me how
you spend
today,
and I can
show you
where
you will be
tomorrow...
(John Maxwell)**



Next steps to greater influence

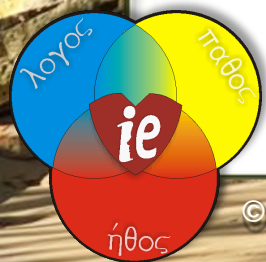
- ie Build a creative philosophy – personal/team
- ie Develop a “thinking council”
- ie Set aside daily *thinking* time (make it a habit starting today)
- ie Create a learning journal
- ie Make it a priority



- ie Cultivate an attitude of curiosity: observe, question and listen
- ie Challenge assumptions
- ie Have courage to persevere
- ie Look after your health



- Physical
- Mental
- Spiritual



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