

Leadership and Influence

Quick Reference Sheet



The mark of a true leader is not a position or title held, but how many people are willing to follow him or her. Santa Clara University and the Tom Peters group outline the following leadership characteristics:

- Honest
- Competent
- Forward-looking
- Inspiring
- Intelligent
- Fair-minded
- Broad-minded
- Courageous
- Straightforward
- Imaginative

The Art of Persuasion

Aristotle identified three important factors: ethos, pathos, and logos.

- ***Ethos*** (credibility) persuades people using character.
- ***Pathos*** (emotional) persuades people by appealing to their emotions.
- ***Logos*** (logical) persuades people by means persuading by appealing to their intellect.

Of the three Ethos must always come first. Ideally, you want to appeal to Pathos, back your arguments up with Logos, and never lose Ethos.

Kouzes and Posner

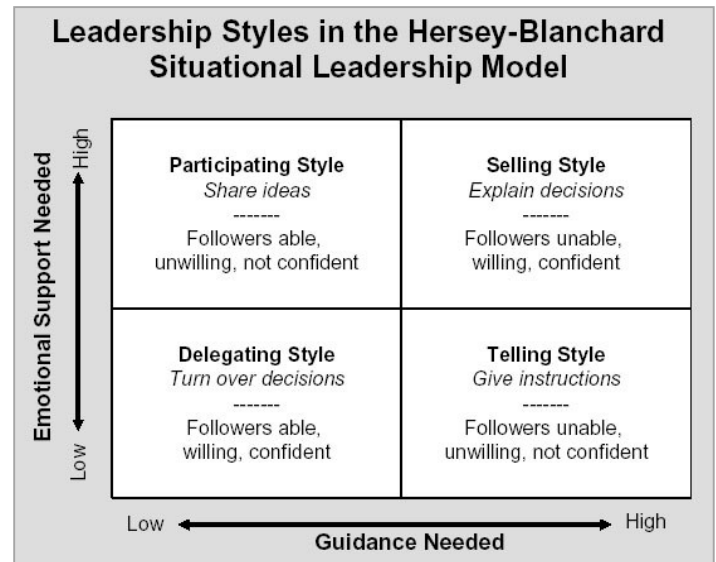
every day if you want your employees to arrive on time.

- **Inspire a Shared Vision:** If you capture the imagination, you will inspire creative thought and increase loyalty. The vision doesn't need to be grandiose, but it needs to be communicated effectively for others to adopt it as one of their own.
- **Challenge the Process:** Don't continue doing something just because "We've always done it that way." Situations change, and sometimes a policy or procedure never worked well in the first place. Think outside the box.
- **Enable Others to Act:** Truly empower people to act on their own within their level of authority. The famed Ritz-Carlton hotel empowers every employee at all levels by allowing them to spend up to \$2,000, making any single guest satisfied.
- **Encourage the Heart:** A positive attitude is infectious. If the leader appears passionate or excited about the vision, others will catch the enthusiasm as well.

Situational Leadership

The Situational Leadership model addresses four types of leadership styles:

- Telling
- Selling
- Participating
- Delegating



Creating an Action Plan

Set Leadership Goals: In leadership, as in life, you will never come to the end of your learning, but you want to rank in priority those qualities you want to develop.

Address the Goals: Determine how you will accomplish your goals. Do you feel you need to learn more about teamwork so you can better lead a team? Join a team sport. Do you want to communicate better? Take a creative writing class or join Toastmasters and get some public speaking experience. Toastmasters are also great if you are shy and want to feel more comfortable in social situations.

Seek Inspiration: Learn about a variety of leaders, including their approach to dealing with challenges. Read books and conduct research on the internet or at libraries.

Choose a Role Model: Based on your research, choose a role model that fits your personality. You might choose a dynamic leader like Teddy Roosevelt, or an intellectual leader like Albert Schweitzer or Albert Einstein. Read several biographies and find videos of their life.

Seek Experience: Take a leadership role on a social group or club. Gain experience working with people on many levels.

Create a Personal Mission Statement: Imagine your legacy. How do you want to be remembered? What do you want people to think of you? What type of leader are you determined to be? Write a statement that defines who you will become.

SMART Goals

Specific: The vision itself is general while the goals are specific targets to be met.

Measurable: Goals must be measurable in terms of progress and attainment.

Attainable: Clearly, a goal which cannot be met is not a goal, it is an ideal.

Realistic: A goal may be attainable, but not with the resources at hand.

Timely: All goals need to be accomplished within a given time frame.