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:YML

LEADERSHIP IS INFLUENCE

Cernobbio, November 11, 2020



YOUR FACILITATOR: STEFANO SARAO



Contents of Our Workshop

Villa Erba,
Cernobbio
(Italy)



What is Influence?

First Impressions—*and Why They Matter*

Being a Leader Means ...

Personal Power vs. Positional Power

Transmitting Passion and Energy

Communicating Effectively

Storytelling as a Force Multiplier

Where Do We Go from Here?

Be the kind
of leader
that you
would
follow.



Leadership
is Influence

What is Influence?



● ● ● The ability to move others into action.



First Impressions *and Why They Matter*

"You never get a second chance to make a first impression"



First Impressions and Why They Matter

CONFIRMATION BIAS

"Confirmation bias is the tendency to search for, interpret, favor, and recall information in a way that confirms or supports one's prior beliefs or values"



First Impressions and Why They Matter

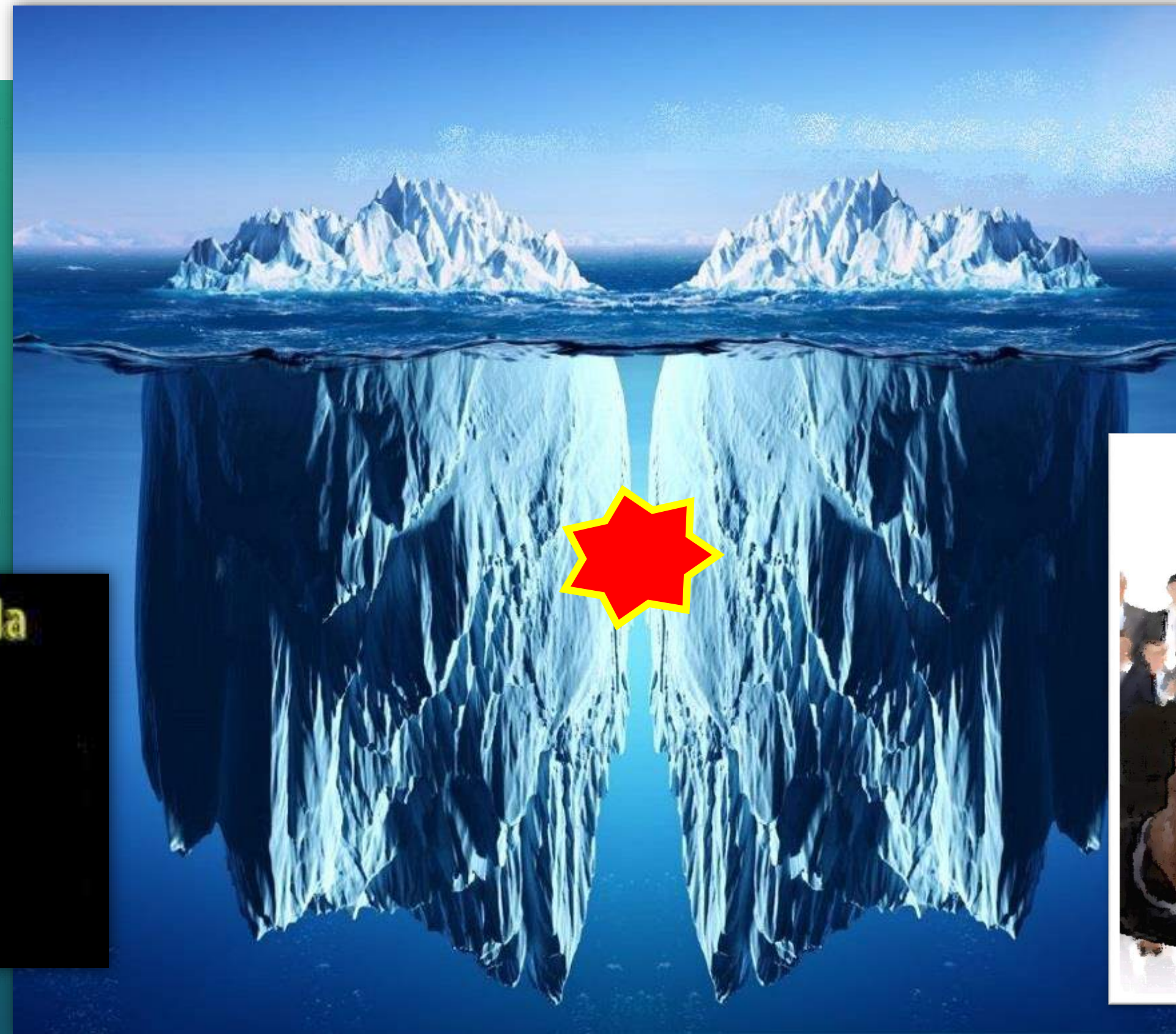
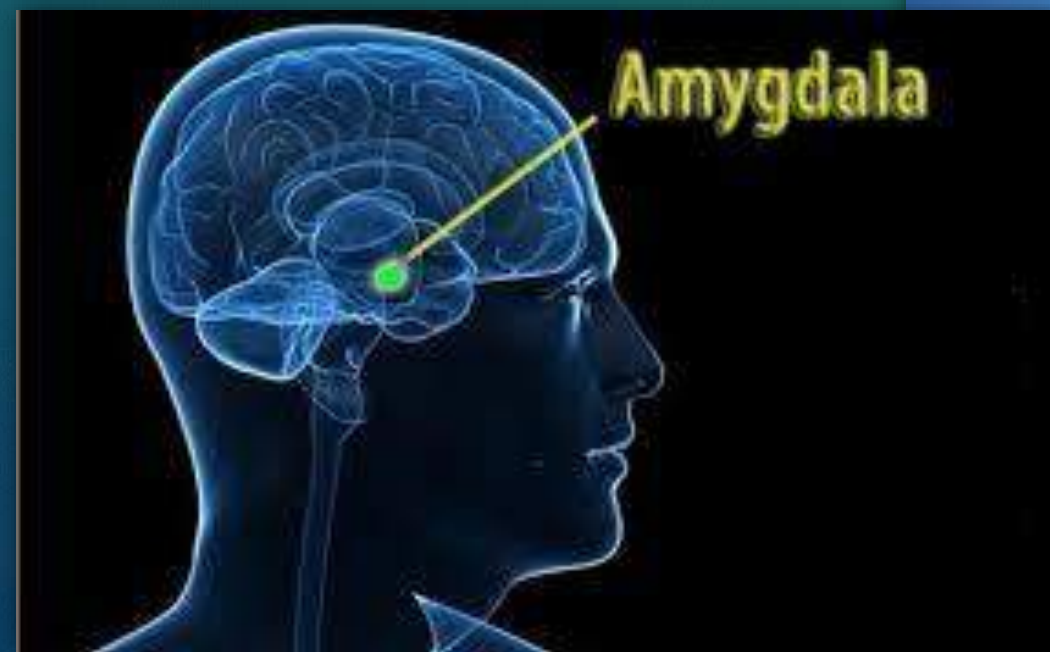
Rational

Irrational

IQ

EQ

First Impressions and Why They Matter

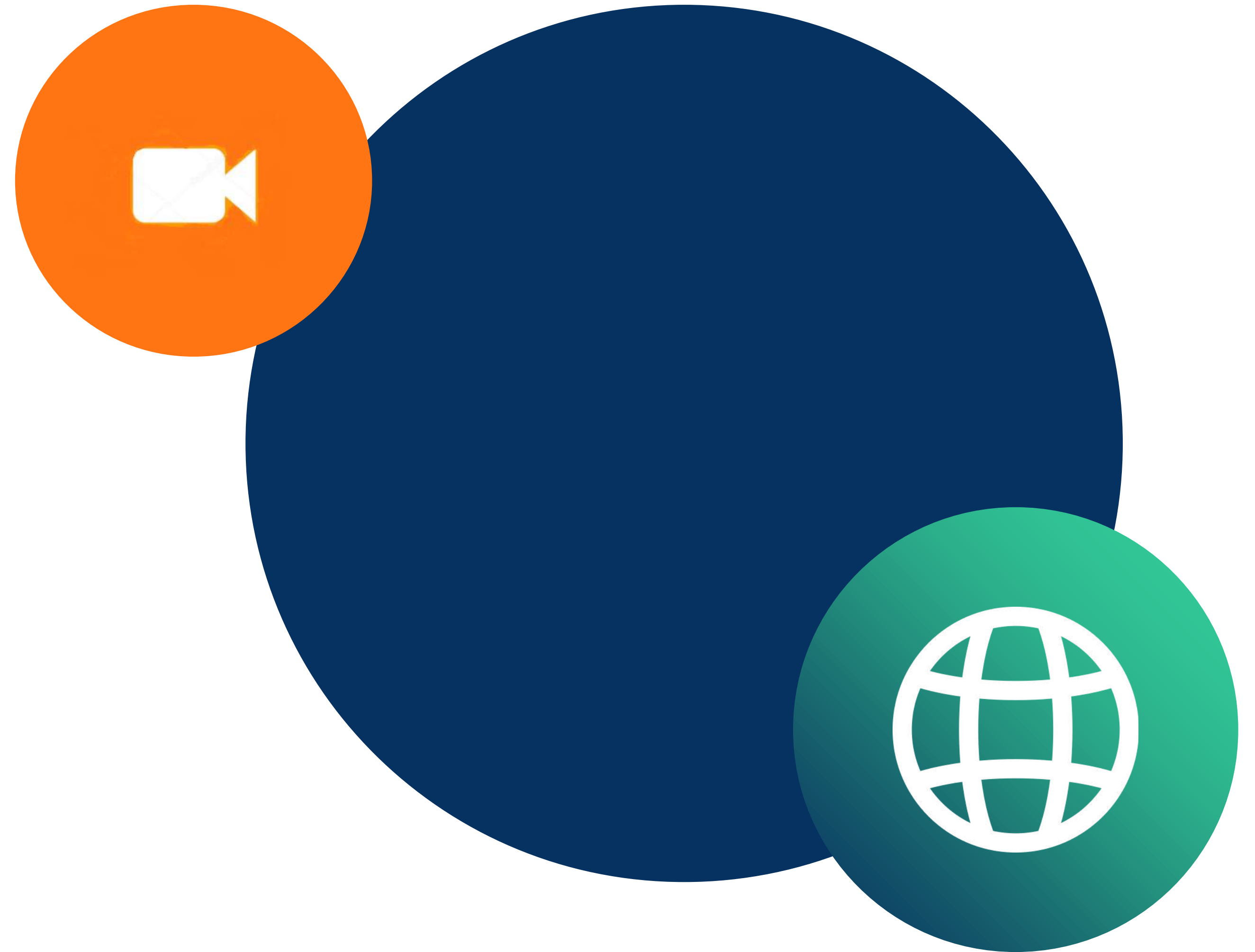


Students

Georgetown University

on

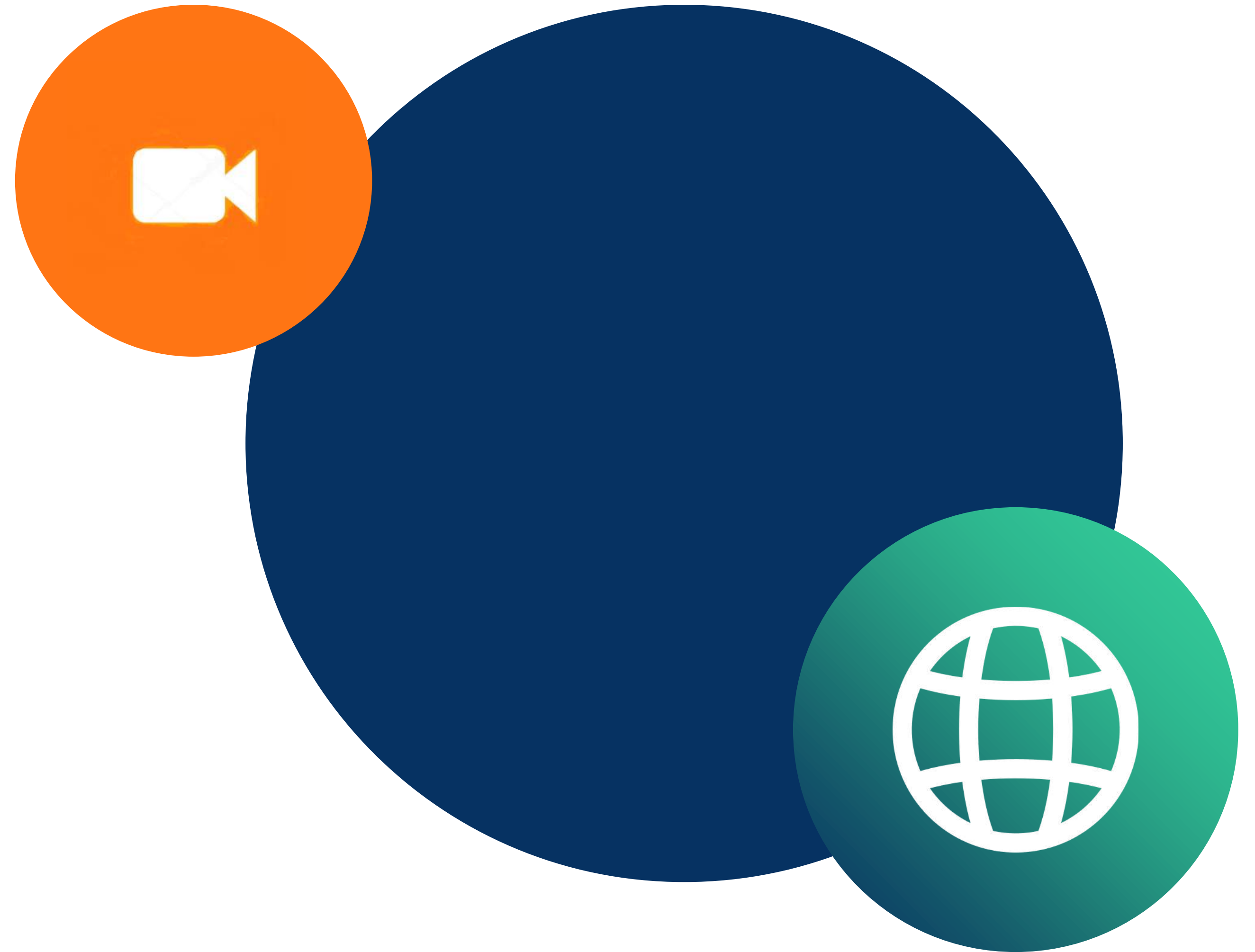
Snap Judgments

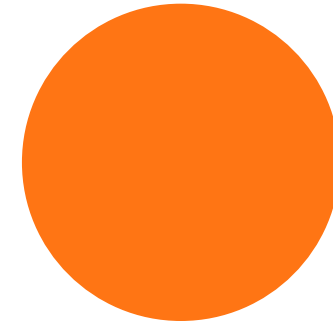


Laura Sicola

Voice & Communication Coach
on

Leadership Presence





Vocalics

** the study of the voice as a code of nonverbal communication.*



*"I didn't say you were **WRONG**"*

*"I didn't **SAY** you were wrong"*

*"I didn't say **YOU** were wrong"*

Where does your power come from?

- **Positional Power**

Positional Power is external to you. It is your job title, your expense account, your status symbols, and your company benefits. Because these things are **external** to you, they may be taken away from you.

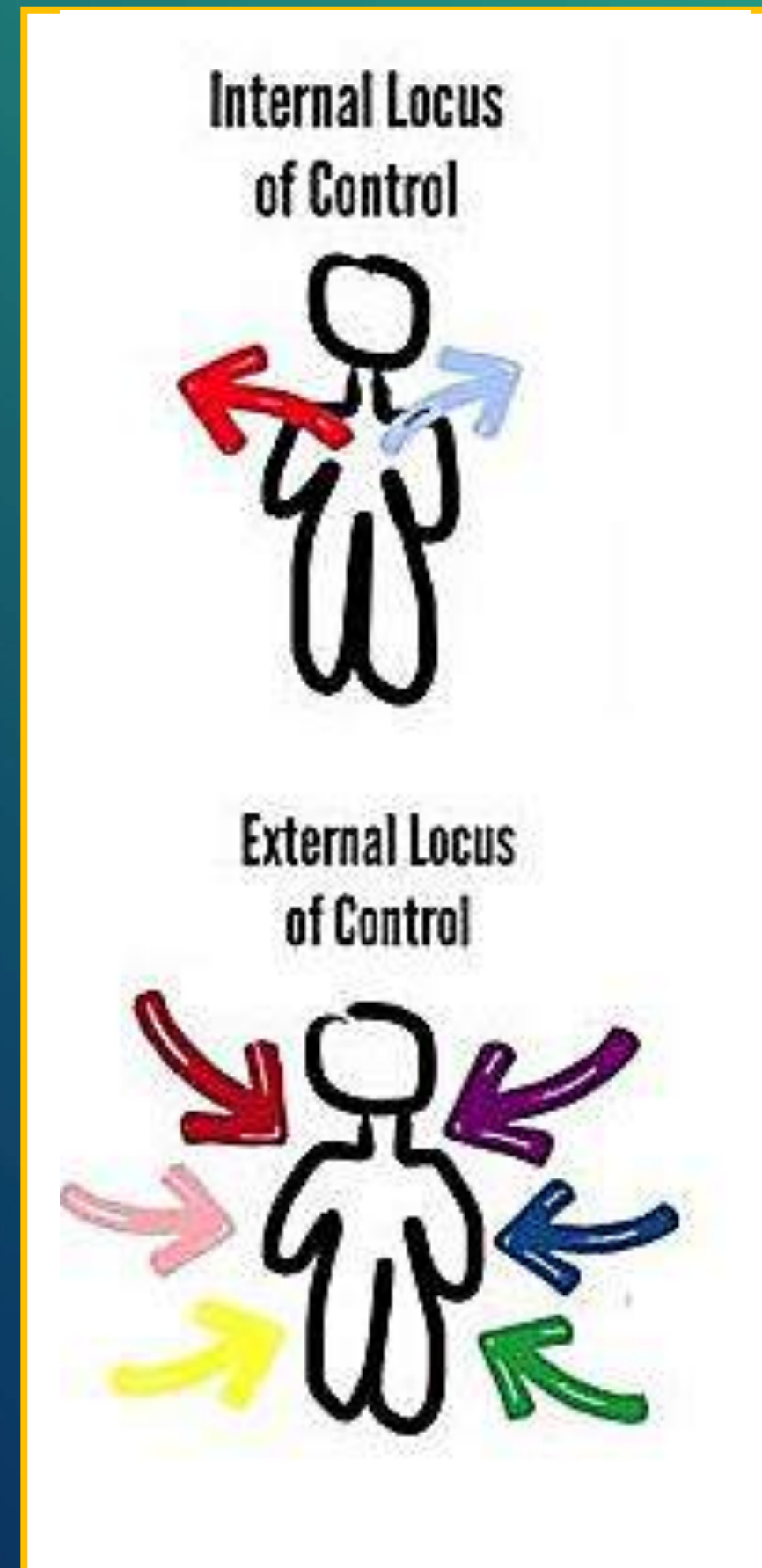
- **Personal Power**

Personal Power is **internal** to you. It is the skill set that earned you that job title, the knowledge you gained studying and working hard. It is your ability to stay cool under pressure, your can-do mindset. It's your character, your resilience, your persistence, your patience, your intelligence. Because these things are internal to you, they cannot be taken away from you.



Locus of Control

Julian B. Rotter
(1954)



•Internals

- tend to attribute outcomes of events to their own control; the outcomes of their actions are results of their own abilities. Their hard work would lead them to obtain positive outcomes; every action has its consequence and it depends on them if they want to have control over it or not. Internal locus is linked with higher levels of need for achievement.

•Externals

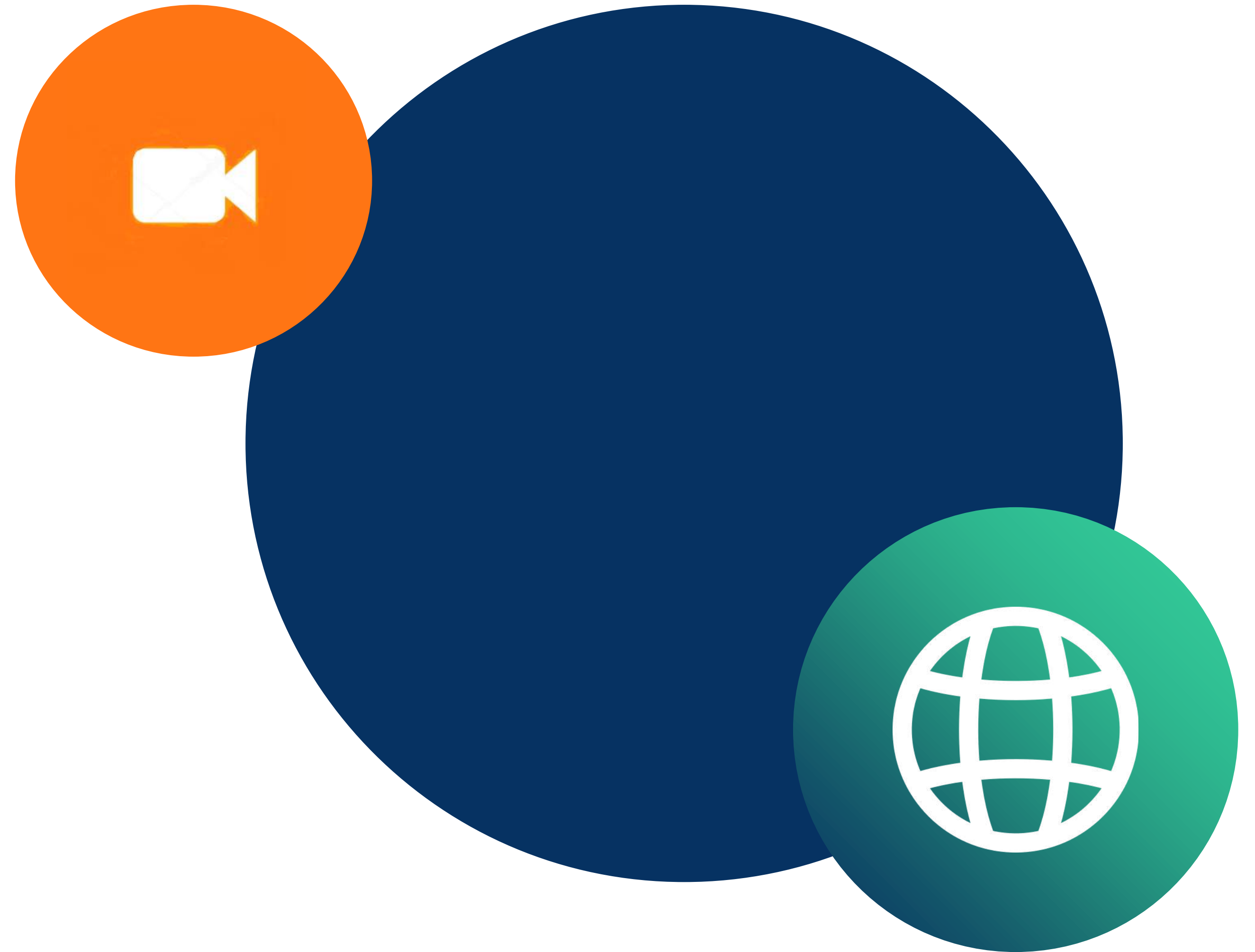
- attribute outcomes of events to external circumstances. They believe that what happens in their lives is out of their control. Their own actions are a result of external factors that are beyond their control and others are to blame for the outcomes rather than themselves. They tend to be more stressed and prone to depression.

Polly Labarre

Author & Speaker

on

Natural Leadership

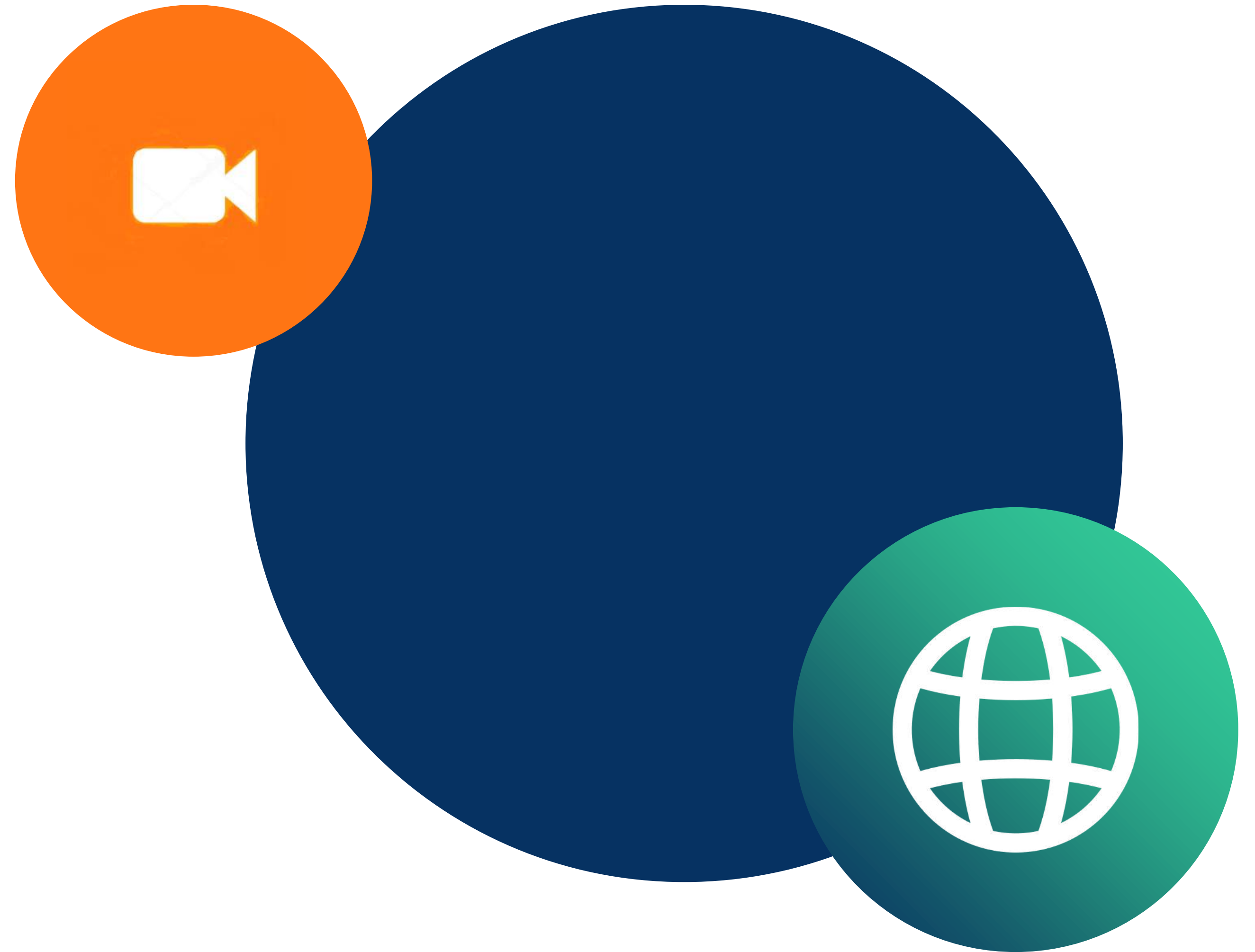


Amy Cuddy

Psychologist & Speaker

on

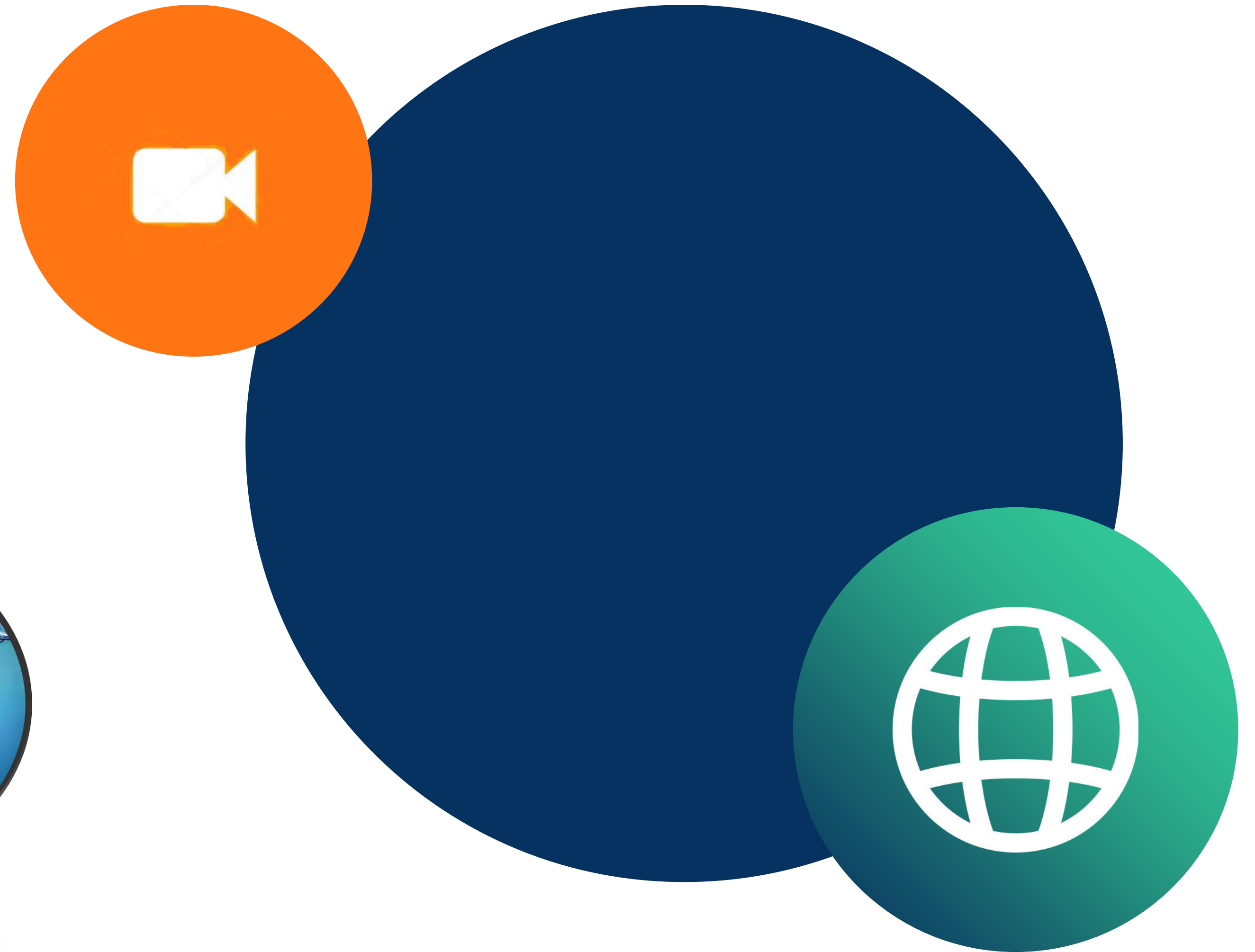
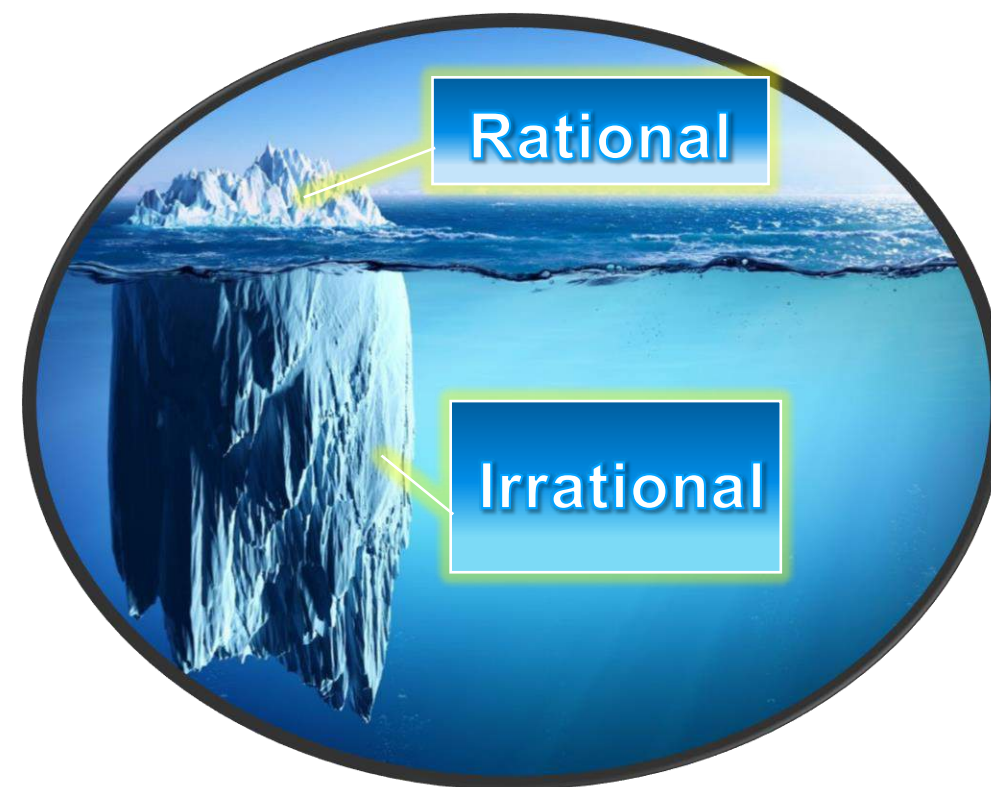
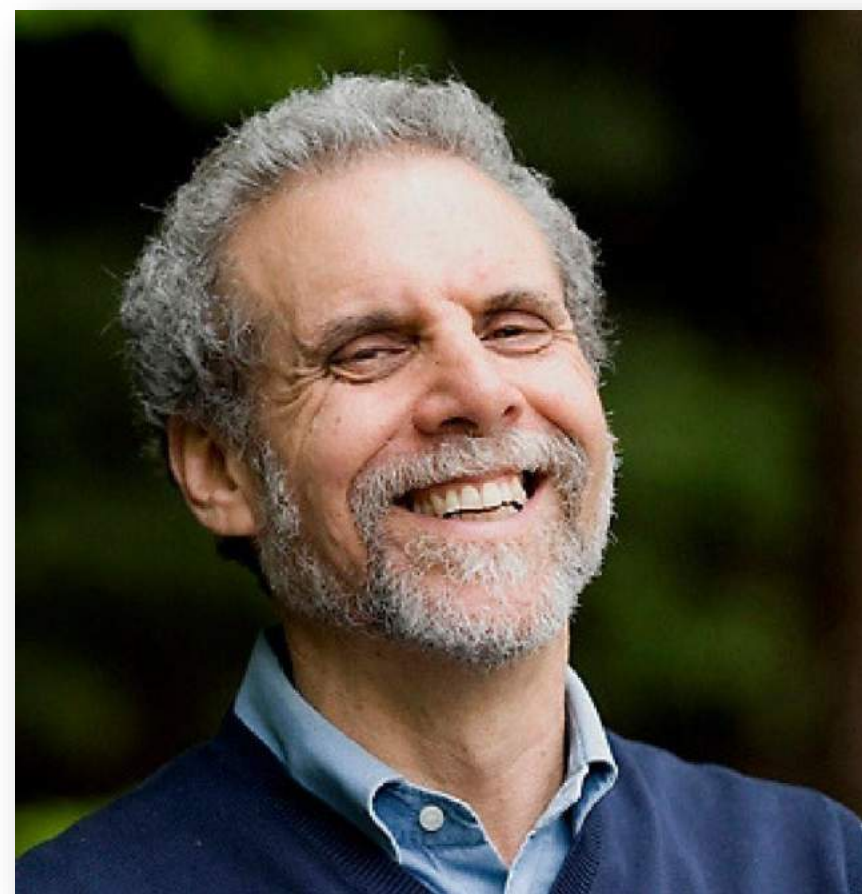
Body Language



Daniel Goleman

Psychologist & Speaker

on
Emotional Intelligence
and Flow



Influence or Control

*In truth, you can't
control almost anyone,
but you can influence
almost everyone.*

Luke Wroblewski

CAN'T
CONTROL

INFLUENCE

CONTROL

"Influence is the area that is affected by a person's actions but is not 100% under their control. Beyond our sphere of control is our sphere of influence, which is typically larger than our sphere of control but is smaller than the final sphere, representing what we can't control or influence. ...the larger the sphere of influence, the greater [a leader's] ability to achieve desired results."

John Ryan & Associates



Jack Welch

On Leadership



John Francis "Jack" Welch Jr. (1935-2020)

Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.

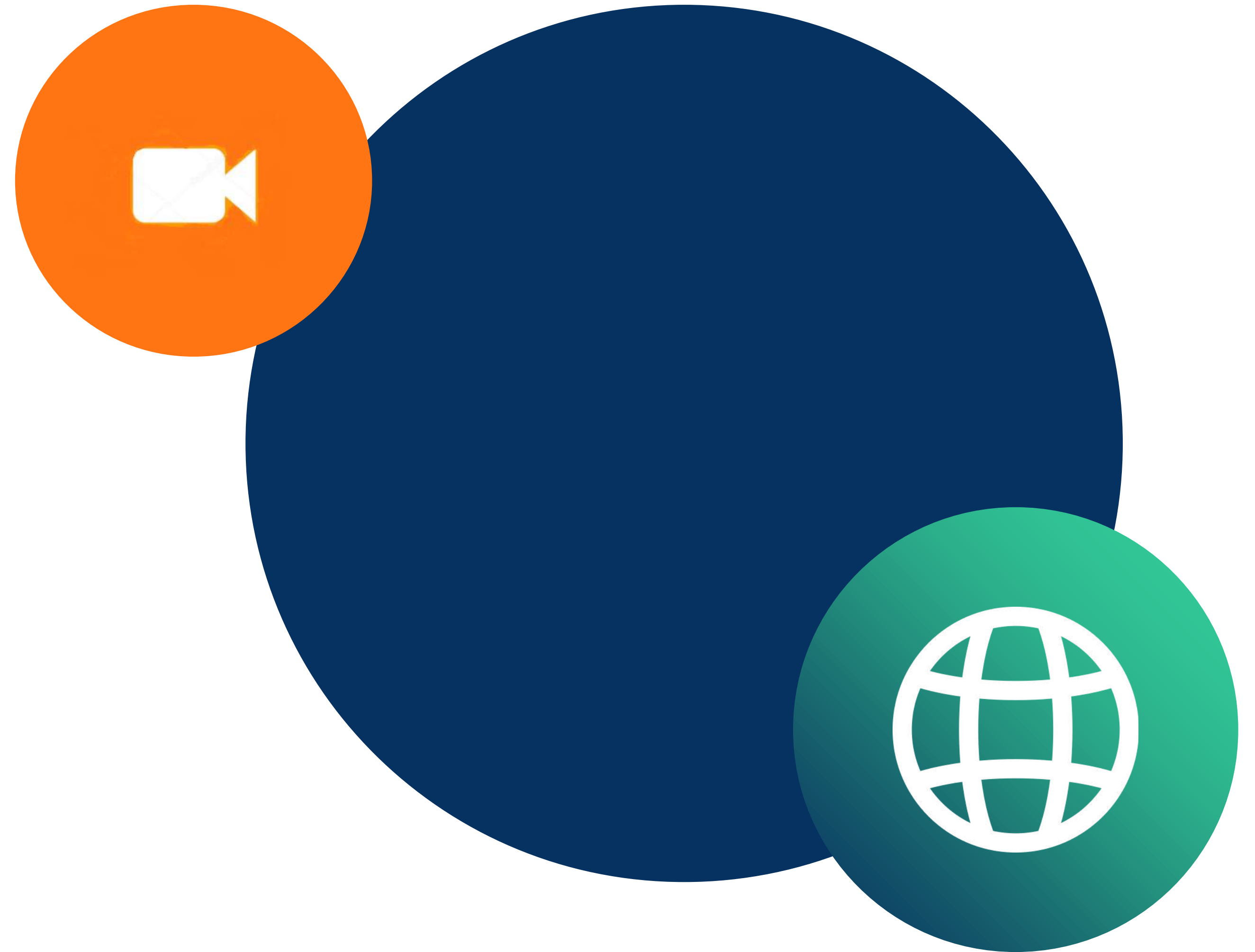
- Jack Welch

Tom Peters

Consultant & Writer

on

A Leader's Job is ...



The 6 Principles of Influence

by Robert Cialdini

Arizona State U.



Cialdini identified the six principles through experimental studies, and by immersing himself in the world of salespeople, fund raisers, recruiters, advertisers, and marketers. :

1. Reciprocity

Give them what they want and expect attention and appreciation in return.

2. Commitment

Get them on board early on. Ask for ideas, comments and take them into account.

3. Social Proof

Highlight the degree of popularity of your idea, quote supporters and testimonials.

4. Liking

Build trust and rapport. Use your EI, mirroring and listening skills—but don't try too hard!

5. Authority

Ensure your words have gravitas and your behavior is professional. Dress for success.

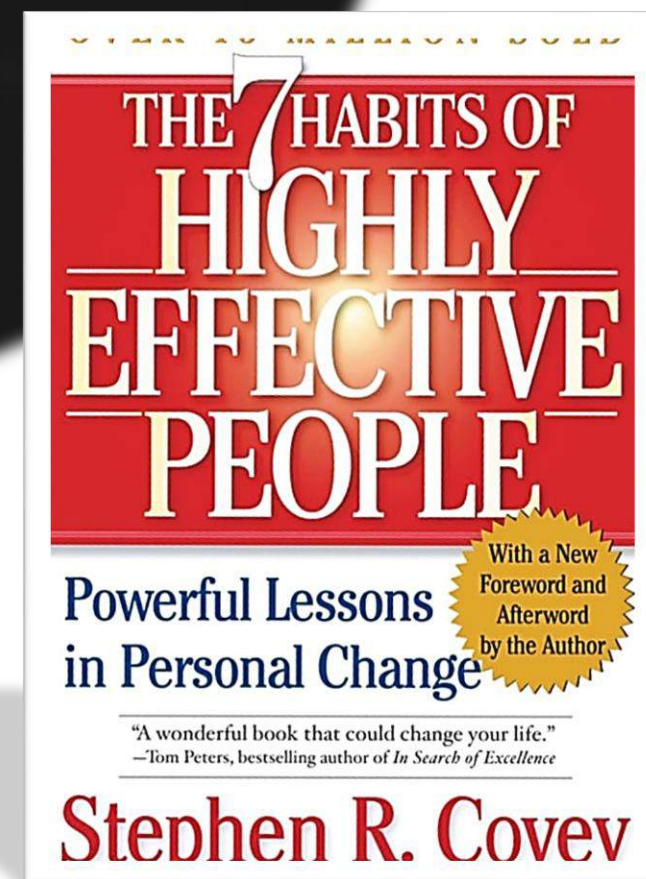
6. Scarcity

Impress on your audience the exclusive nature of your presentation. Instill a sense of urgency through your "call to action".

The Emotional Bank Account



Stephen Covey
(1932-2012)



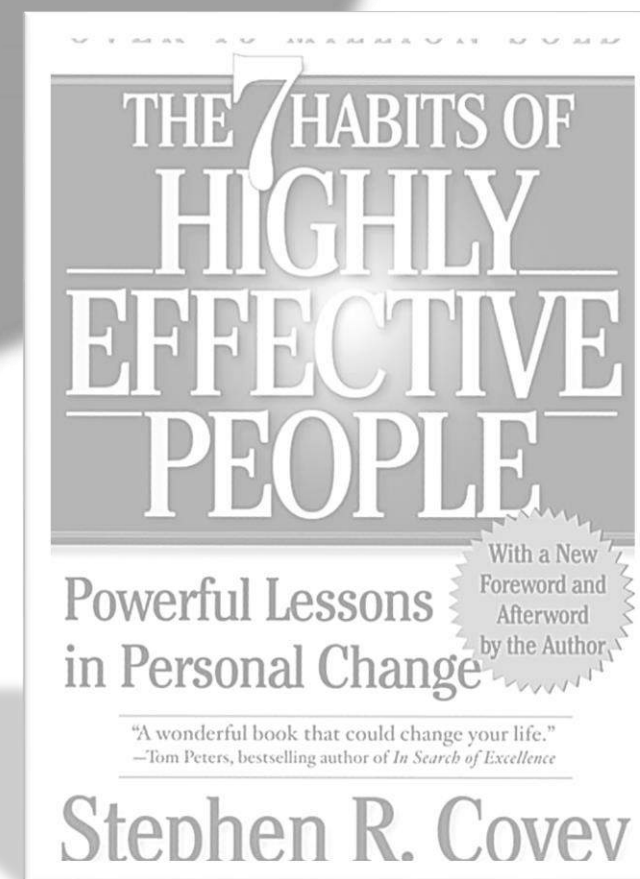
* Habit 4 "Think Win-Win"

Build Trust
by Making Deposits
into the Emotional
Bank Account

The Emotional Bank Account



Stephen Covey
(1932-2012)



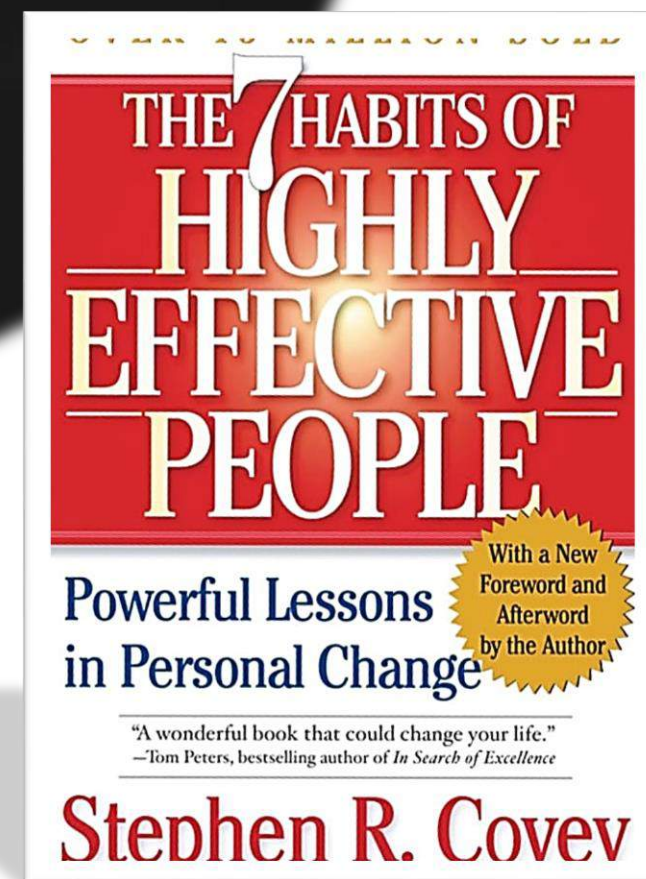
How do you
do that?

- Clarify Expectations
- Give and Accept Feedback
- Keep Promises
- Be Loyal
- Be Ready to Apologize
- Listen to Concerns

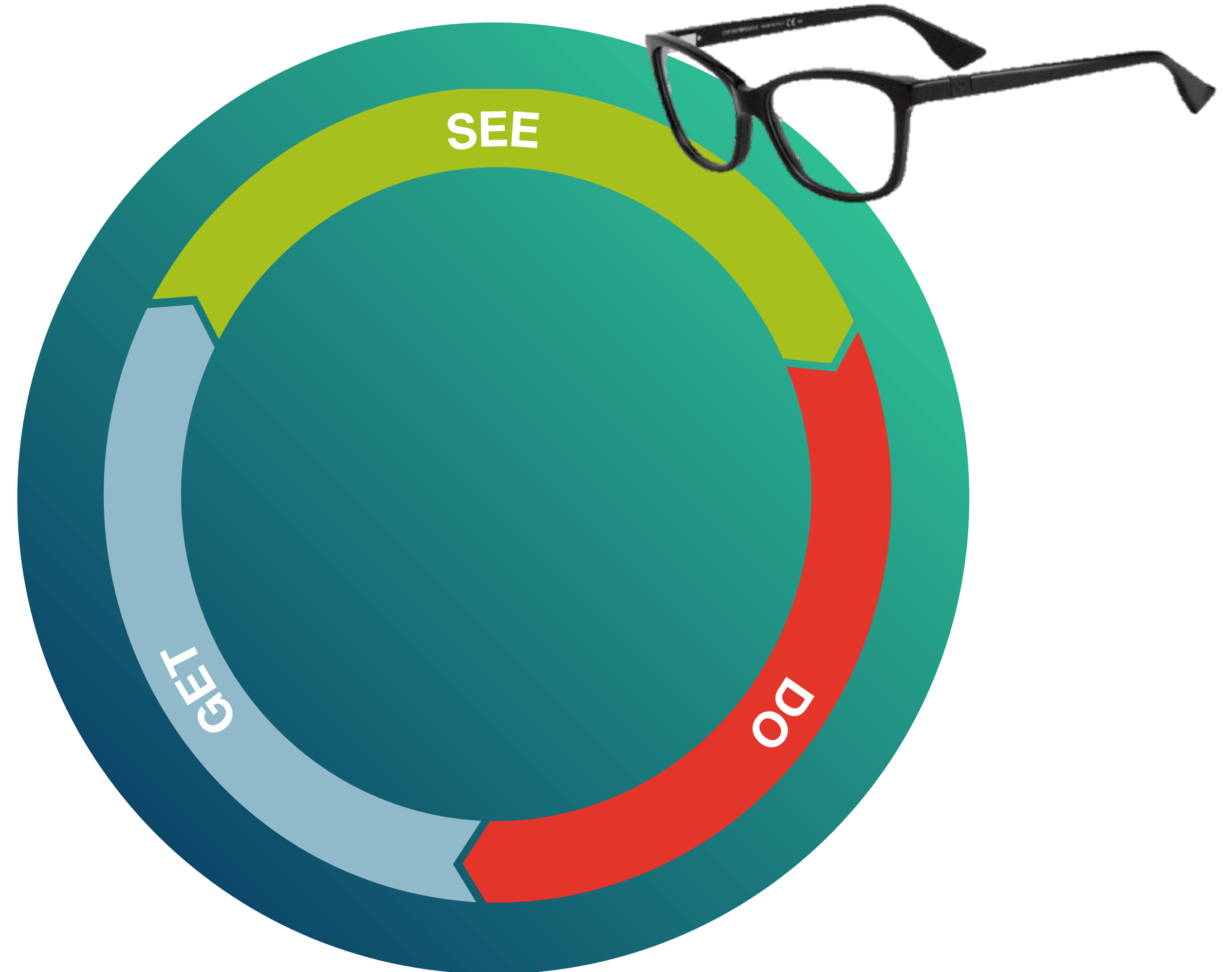
Changing Your Paradigms



Stephen Covey
(1932-2012)



* Habit 1 "Be Proactive"



Changing Your Paradigms



Stephen Covey
(1932-2012)

“ If you want to make minor changes in your life, work on your behavior. But if you want to make significant, quantum breakthroughs, work on your paradigms. ”

Stephen R. Covey

* Habit 1 "Be Proactive"

Reactive language

"I can't"

"It's not my fault"

"I have to"

"We have no other choice"

"They won't let me"

"There's nothing we can do"



Proactive language

"I can"

"I'm sorry"

"I choose to"

"Let's look"

"I will get this done"

"There must be something
we can do"

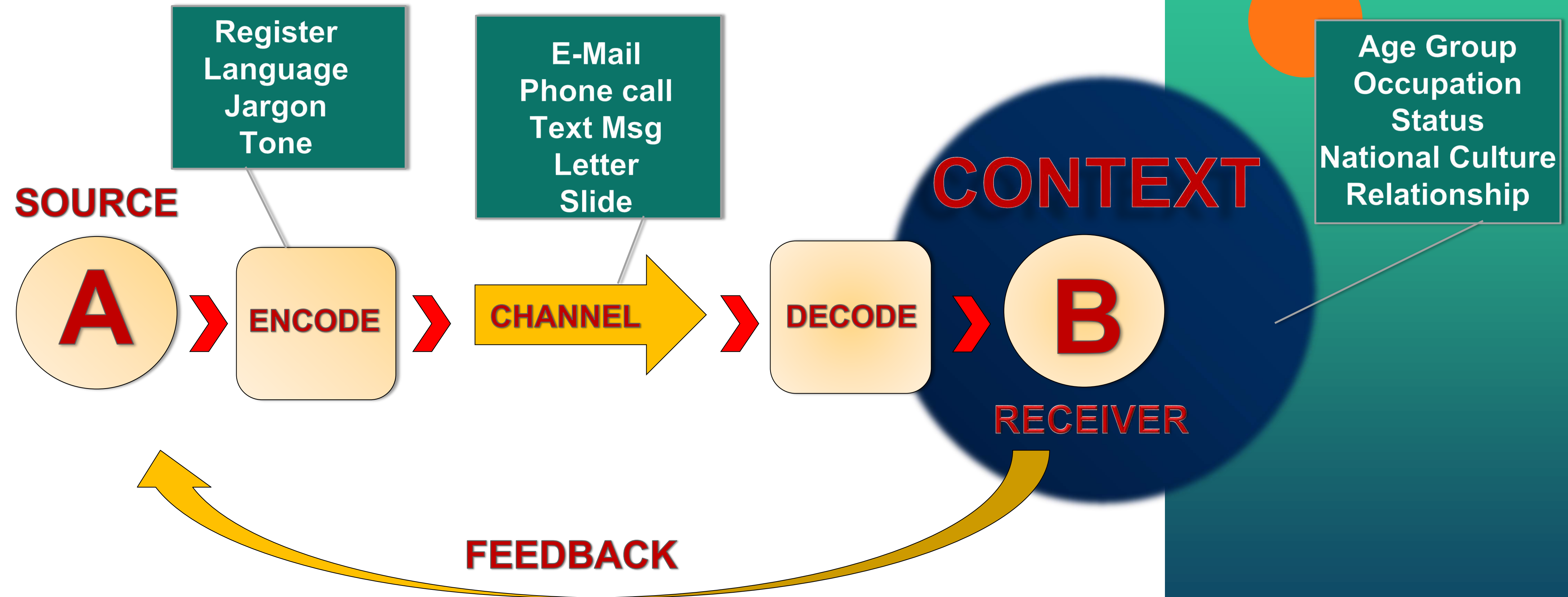


Communication 101



The Process of Communication

David K. Berlo (1960) et al.



The 7-38-55 Model

Albert Mehrabian, UCLA 1964



- 7% of messages pertaining to feelings and attitudes is in the words that are spoken.
- 38% of messages pertaining to feelings and attitudes is paralinguistic (the way that the words are said).
- 55% of messages pertaining to feelings and attitudes is in facial expression.

◆ *The 'Mehrabian Model' was established in situations where there was an incongruence between the words and the speaker's expression.*

Quality of Communication



<input checked="" type="checkbox"/>	VERBAL
<input type="checkbox"/>	PARAVERBAL
<input type="checkbox"/>	NON- VERBAL

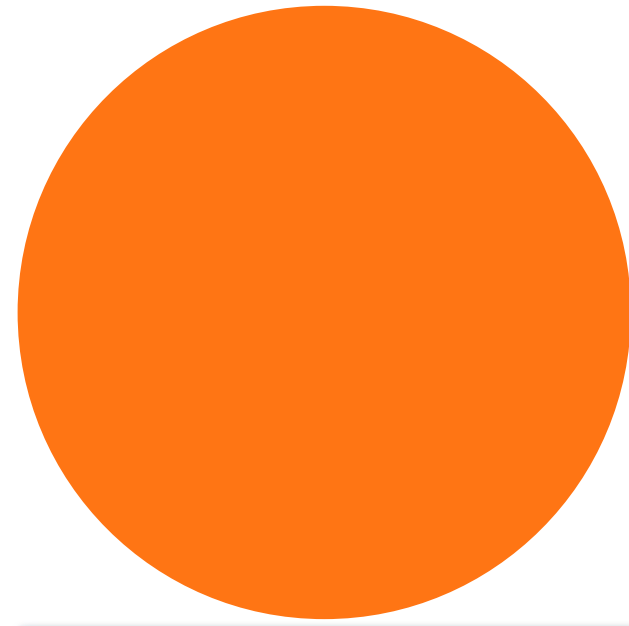
- **Congruence** (*cognitive assonance*) convinces and reassures
- **Incongruence** (*cognitive dissonance*) confuses and disturbs

Storytelling



**The Tradition of Storytelling
began with cave paintings,
some 40,000 years ago**

How Storytelling Affects the Brain



NEURAL COUPLING
allows listeners to
absorb the experience
and make it their own

DOPAMINE*
is released when an
emotionally charged
event is experienced
* a neurotransmitter & performance enhancer



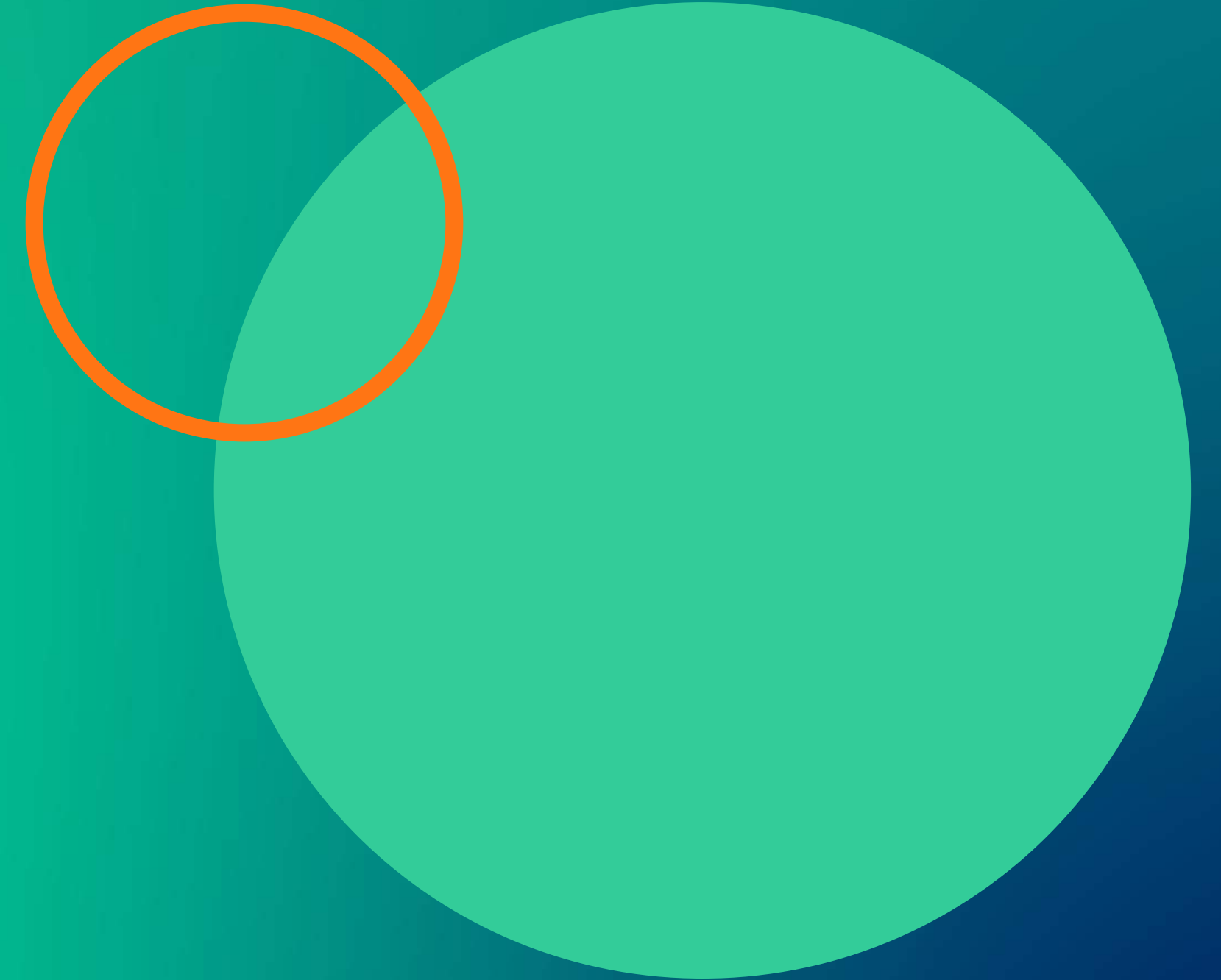
MIRRORING
occurs between the storyteller
and the listeners, and also
among the listeners
themselves

CORTEX ACTIVITY
is greatly enhanced when
listening to a story vs.
processing facts, with more
brain areas engaged

The Power of Listening

Listening is the missing half of communication. It is absolutely necessary but often overlooked.

William Ury



“Whenever you see
someone on top of a
mountain, you can
be sure they didn’t
fall there”

Thank You



Young Manufacturing Leaders

All slides as well as most of the videos from this workshop can be made available to you. Some of the videos, however, may not be duplicated because of copyright restrictions.



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