

NAVIGATING YOUR CAREER

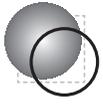
*Influencing Others Through Leadership*

*Produced by:*



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## INTRODUCTION

Mentoring is an important element of a sound career development plan for all employees.

- If you are early in your career, a mentor can help focus your vision for future opportunities while providing sound advice and guidance for maximizing your impact in your current role.
- At midcareer, a mentor can help in assessing your skills acquired through varied experiences and create a meaningful plan for your next steps in the organization.
- Late in your career, a mentor can help you review your accomplishments and assess and plan the legacy you wish to leave behind.

Although “formal” mentoring programs are common in many organizations, most employees find that their opportunities for mentoring occur through a more “informal” process of selecting and engaging in a mentoring relationship outside of a formal organizational program.

This series has been designed to provide all employees, regardless of their participation in a formal program, with a framework for establishing and getting the most out of their mentoring relationships. Each module provides you with suggestions for organizing your plan for mentoring and suggestions for conversations to have with your mentor, as well as practical steps to take to develop your skill set.

Other modules in this series include:

- **Building Working Relationships**
- **Increasing Visibility**
- **Learning Partner Toolkit**
- **Sharing Organizational Knowledge**
- **Your Career Journey**

Each module provides a framework for self-paced reflection with prompts and suggestions of areas you may wish to talk over with your mentor. The prompts are designated by this symbol:





## INFLUENCING OTHERS THROUGH LEADERSHIP

When you think about moving others, about having some influence on their thoughts, decisions, desires, and values, you really are talking about your leadership qualities. Influencing isn't about winning or losing. It's about building credibility and trust so that you are listened to and valued for your opinions.

**Do you believe you have the ability to influence others?**

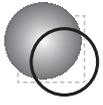
**How do others respond to you when you try to sway them in your direction?**

**What could be lost if you fail to assert your influence?**

### GOALS OF THIS MODULE

Through your dialogues with your mentor, you will explore:

- The connection between leadership and influence.
- The qualities of influencers.
- Your qualities to influence others.



## CONNECTING LEADERSHIP AND INFLUENCE

 Interview your mentor to determine the connection between leadership and influence in your organization. After your conversation, make a list of the qualities “influencers” demonstrate.

### AMERICAN HERITAGE DICTIONARY

**Lead** *v.* To guide or direct, by persuasion or influence, to a course of action or thought.

**Influence** *v.* The power to affect others whether or not exerted consciously or overtly.

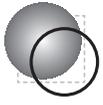
Use these questions to prompt your conversations:

1. Who has been influential in your thinking or decision making in this workplace? Why?
2. In addition to top managers, who are the “influencers” in the organization?
3. What are some factors about your organization’s culture that impact who has influence?
4. What are the personal **qualities** of individuals in the workplace who have the greatest influence:
  - On you?
  - On others?
  - On the organization?

### **Qualities of Influencers**

5. How are these elements of leadership related to influence?
  - Trust
  - Respect
  - Credibility
  - Sincerity
  - Courage
  - Ethics
  - Skill





## YOUR INFLUENCING QUALITIES

*(continued)*



*Discuss your list of competencies with your mentor. Ask your mentor to share his or her list of personal and professional leadership competencies with you. How has your mentor demonstrated these competencies throughout his or her career?*

Keep in mind that there are difficulties that can derail your career, such as:

1. Difficulty with interpersonal relationships.
2. Reluctance to change and adapt to new situations.
3. Difficulty with building and leading a team.
4. Failure to meet business objectives and produce results.
5. Developing an overly narrow functional orientation.



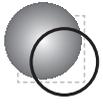
## TIPS

### STRENGTHENING YOUR INFLUENCING QUALITIES

1. Talk so others will listen.
  - Tailor the message to the audience.
  - Make the message relevant and interesting.
  - Check the emotional state and mood for listening.
  - Send the message convincingly.
  - Show your enthusiasm.
  - Speak the language of the organization.
2. Listen so others will talk.
  - Acknowledge other positions.
  - Seek advice.
  - Collect data.
  - Be open for bad news as well as good.
3. Treat feedback as an opportunity. Influence others when receiving feedback in terms of questions and comments as *well as* offering feedback.
  - Avoid generalities and use of words such as “it,” and “that.”
  - Focus on words and actions rather than the person.
  - Refer to what *can* be changed. Do not dwell on institutional problems.
  - Be careful when giving advice. Avoid “having all the answers.”
4. Step forward to lead.
  - Work to attract followers, supporters, and champions.
  - Be aware of organizational politics.
  - Lead by example.
  - Listen to yourself.



*Talk to your mentor about these tips. What skills do you need to develop to be able to increase your ability to influence others? Apply this conversation to a situation that you see in the future where your ability to influence others will be important.*



## PERSONAL REFLECTION: INFLUENCING OTHERS THROUGH LEADERSHIP

Think about your ability to influence others in the organization.

1. What are some insights that you gained from your discussions with your mentor that you will consider as you reflect on your actions?

2. What strategies will you take to increase your ability to influence/lead others as you navigate your career? What will you:

Change?

Modify?

Stop doing?

Start doing?

3. Identify one goal that you will work on immediately.



*Be prepared to talk to your mentor about these items at your next meeting.*

