

The Intentional Leader

Module 5: Leadership Persona

Managers direct and control, leaders motivate and inspire.

- Stephen Covey's 7 Habits of Highly Effective Leaders

Learning Objectives

1. Define and articulate your leadership style.
2. Gain clarity on your values and how they impact the way you lead.
3. Understand the importance (and challenge) of influence.
4. Further explore how to become a coaching leader.



There are multiple ways to lead.

The Co-Active Leadership Model

This model not only captures the versatility that leadership requires, but it grounds us in the importance of leading from "within" – or authentic self-leadership. Leaders must be fully present, hold integrity, and strive for a growth mindset to lead. From there, each of the remaining four dimensions work together holistically. Depending on the situation, you may lead from the front, offering guidance, vision, and inspiration; from behind, supporting and encouraging others; from beside, partnering with and coaching other members of your team; or from the field, drawing on your intuitions, insights, and wisdom unique to you and your experiences.



Values-Based Leadership

“Your core values are the deeply held beliefs that authentically describe your soul.” *John C. Maxwell*

When we can align with our values, there is inner harmony, and we are more likely to feel fulfilled and energized. When we are misaligned, we have inner conflict. Not only is it important that we are able to act in alignment with our values, but that those values align with the organization we work for.

The Role of Influence and Persuasion in Leadership

The way you have an impact as a leader is to get people behind your vision and get them on board.

Influence is about motivating people to work together toward making the vision a reality. Once we have done our best to listen and consider multiple perspectives, we must convince people to get on board. Persuasion can be used to spur someone to action or to make a decision without actually earning their sincere buy-in.

Robert Cialdini (Chal – Dii – nee), an expert on persuasion and the author of *Influence: The Psychology of Persuasion* offers 6 principles of persuasion.

The 6 Principles of Persuasion:

1. **Reciprocity:** You must make deposits before you can withdraw. Be as helpful as you can, as often as you can to your team and your colleagues.
2. **Scarcity:** It's not enough to tell people what they will gain; you must also explain what there is to lose.
3. **Authority:** People must know you are a credible authority before they will listen to you. Either you are the expert, or you have consulted with experts.
4. **Consistency:** Ask for small commitments that are consistent with bigger commitment requests.
5. **Liking:** People like people who are similar to them. Look for those connection points. People also like people who pay them (genuine) compliments. *Think of the last time you didn't like someone who thought you were great.*
6. **Social Proof:** Point to what others are already doing.

Beware of the “Advice Monster” and become more of a Coaching Leader.

Liz Wisemen, author of Multiplier Leaders says that “Intellectual curiosity – asking questions and being more coach-like – was the characteristic that most distinguished leaders who best created impact from those who didn't.”

Advice monsters have the answers and tell other people what to do. Coaching leaders ask questions that help the other person figure out the answers.



Ask one question at a time:

- Cut the intro and ask the question.
- Don't ask fake questions that are really advice in disguise: “Have you thought about doing it this way?” “Did you consider...?”
- **Actually** listen to the answer (remember active listening tips).
- Acknowledge the answers you get.