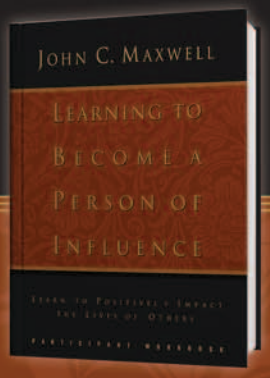
Learning to Become a Person of Influence

Learn to Positively Impact the Lives of Others

PARTICIPANT WORKBOOK



Based on the book

by John C. Maxwell

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Session 1

Introduction

Leadership is _____

LAW OF INFLUENCE—

The true measure of leadership is influence—Nothing more, nothing less.

LAW OF E. F. HUTTON—

When the real leader speaks, people listen.

— The 21 Irrefutable Laws of Leadership

Increasing your influence = Increasing your _____

There have been meetings of only a moment, which have left impressions for life, for eternity. No one can understand that mysterious thing we call influence... yet... everyone of us continually exerts influence, either to heal, to bless, to leave marks of beauty; or to wound, to hurt, to poison, to stain other lives.

— J.R. MILLER, *The Building of Character*

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Goals of this Training

1. **Help you better _____ influence.**
2. **Help you _____ your influence with others.**

Your Influence Inventory

Q. #1: _____ do I influence?

Principle: As a leader, I attract who I am, not who I _____.

List the top 3 characteristics of a person you want on your team.

1) _____

2) _____

3) _____

I would never belong to an organization
that would have me as a member.
— WOODY ALLEN

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Do I Influence...*(Circle one in each couplet)*

Leaders or Followers

Thinkers or Doers

Big Picture or Little Picture People

Self-Centered or Other Centered People

Positive or Negative People

Insecure or Secure People

Successful or Unsuccessful People

Casual or Passionate People

Givers or Takers

Eagles or Turkeys

Q. #2: _____ do I influence others?

Principle: How I influence people will determine how _____ , how _____, and how _____ I influence them.

Methods of influence — from worst to best

1. _____ There is no choice in the decision.
2. _____ "My way or the highway."
3. _____ There's a winner and a loser.
4. _____ We follow because we have to.
5. _____ We both win something.

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6. _____ We follow because we want to.

7. _____ We follow because of the request and respect for the influencer.

Q. #3: How _____ do I influence?

Principle: As a leader, the _____ of people who follow, is based on my level of influence.

Note: Everyone influences _____.

Few people influence a _____ of people.

• Your Leadership Potential •

• Your Leadership Level •

The difference between these two lines is determined by our...

1) _____

2) Willingness to _____

3) Desire to _____

Q. #4: _____ do I influence others?

Principle: Our value and significance rises when we influence others at a time when it is needed _____.

There comes a special moment in everyone's life, a moment for which that person was born. That special opportunity, when he seizes it, will fulfill his mission— a mission for which he is uniquely qualified. In that moment, he finds greatness. It is his finest hour.

— WINSTON CHURCHILL

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Napoleon understood this reality as well. He once said: "I have noticed in every campaign that I have fought— that there is a key segment of time, somewhere between 13 and 15 minutes in which that battle is won or lost. I focus on that segment of time, and I win."

Leaders are _____

They sense...

1) _____ Moments

2) _____ Places

3) _____ Times

Breakthroughs occur in people and organizations when they...

_____ enough that they have to change.

_____ enough that they want to change.

_____ enough that they are able to change.

Q. #5: _____ do I influence others?

Principle: _____ you do something will ultimately determine

_____ you do.

Right motives are crucial to people because leadership functions on the basis of

_____ .

Questioning your motive is different than questioning your character. Motives are usually attached to specific situations and are often short in duration. Character, however, is connected to the heart, and is with you in all situations. Therefore, you can have a temporarily flawed motive and still a solid character.

Continual wrong motives is a result of bad _____.

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Q. #6: _____ do I influence others?

Too often, people feel that they cannot influence others because they do not have a leadership position.

Remember, the position doesn't make the leader...

the leader makes the position!

Leadership mistakes often made by people in the middle of the pack

1. If I'm not on _____ , I can't lead.

   Leadership is _____ , not _____ .

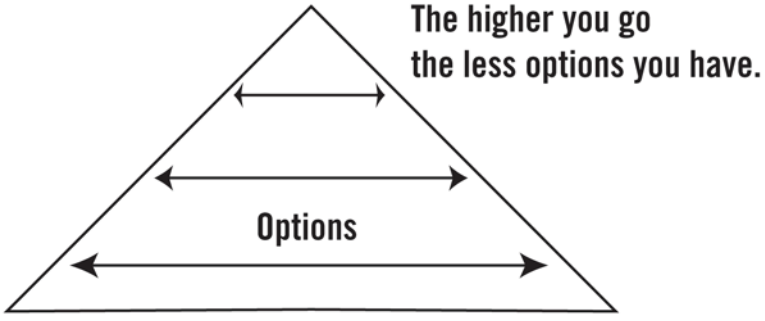
2. When I get to the top, _____ I will learn to lead.

   You will be tomorrow what you are preparing for today.

3. If I were on the top, _____ would follow.

   If people don't follow you now, they won't follow you then.

4. When I get to the top, I will be able to do _____ .



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Influence Insights

1. Leadership is _____ .

The very essence of all power to influence lies in getting the other person to participate.

— HARRY A. OVERSTREET

A Leader's Prayer

God, when I am wrong, make me willing to change.
When I am right, make me easy to live with.
So strengthen me that the power of my influence
Will far exceed the authority of my position.

— PAULINE H. PETERS

2. Our influence with others is usually not in _____.

Anytime you think you have influence,
try ordering around someone else's dog.

— THE COCKLE BUR

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3. With influence comes _____ .

- There are people whose well-being and destiny are within a leader's influence.
- A leader cannot escape that fact.
- Too many leaders want the _____ of leadership without paying the _____ of leadership.

4. My influence with others is either _____ or _____ .

My Influence

My life shall touch a dozen lives before this day is done,
Leave countless marks for good or ill ere sets the evening sun,
This is the wish I always wish, the prayer I always pray;
God, may my life help other lives it touches by the way.

5. Our influence can _____ .

6. People of positive influence _____ to others.

A life isn't significant except for its influence on our lives.

— JACKIE ROBINSON

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We add value to people when...

1. We truly _____ people.
2. We _____ and _____ to what they value.
3. We make ourselves _____ .
4. We do the things that _____ values.

Write the name of a person you want to influence _____

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Session 2

Integrity with People

An Influencer has...

1. I_____ with people

In order to be a leader a man must have followers. And to have followers, a man must have their confidence. Hence the supreme quality for a leader is unquestionably integrity. Without it, no real success is possible, no matter whether it is on a sections gang, a football field, in an army, or in an office. If a man's associates find him guilty of phoniness, if they find that he lacks forthright integrity, he will fail. His teachings and actions must square with each other. The first great need, therefore, is integrity and high purpose.

— DWIGHT D. EISENHOWER

_____ is the glue that holds people together.

In the business world it's acceptable to make mistakes, to lay eggs — big ones— but the Center for Creative Research, in a significant study, learned that one thing that sounds the death knell for those who aspire to the top rung on the ladder is betraying a trust. Virtually anything else can be overcome over a period of time, but once trust is betrayed, moving to the top of the ladder is out of the question.

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Survey of 1,300 executives:

Q. What quality do you desire most in your team members?

A. _____said "Integrity"

Some years earlier in their Mission Statement they had a line saying that, "they would operate with honesty and integrity." Several weeks before the Tylenol incident the President of Johnson & Johnson sent a memo to all Presidents of Divisions of Johnson & Johnson asking if they were abiding by and if they believed in the Mission Statement. All Presidents came back in the affirmative.

The story goes that within an hour of the Tylenol crisis the president of Tylenol ordered all capsules off the shelf knowing it was a $100 million dollar decision.

When reporters asked how he could decide so easily and rapidly on such a major decision, his reply was, "I was practicing what we agreed on in our Mission Statement."

Integrity issues for influencers:

1. Does my organization have _____ values?
2. Do the leaders _____ and _____ them for others?
3. Do I place the interest of my people _____ my own?
4. Am I _____ to others for my actions?
5. Since I know myself best, do I like who I am?

When I lay down the reins of this administration I want to have one friend left. And that friend is inside myself.

— ABRAHAM LINCOLN

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Nurtures People

An Influencer...

2. N_____ people

The height of your influence upon others depends on the depth of your concern for them.

Many leaders love their position more than their people. When that happens they soon lose their _____.

Few leaders love their people more than their position. When that happens, leaders _____ position.

Achievers care about people

Nice guys get the best results from subordinates, according to a study by the research outfit, Teleometrics International, as reported in the Wall Street Journal.

Of 16,000 executives studied, the 13 percent identified as high achievers tended to care about people as well as profits. Average achievers concentrated on production, while low were preoccupied with their own security.

High achievers viewed subordinates optimistically, while low achievers showed a basic distrust of subordinates' abilities. High achievers sought advice from their subordinates; low achievers didn't. High achievers were listeners; moderate achievers listened only to superiors; low achievers avoided communication and relied on policy manuals.

Notes on nurturing people:

1) **Nurturing people does not mean _____ people.**

2) **Nurturing people does mean _____ to people.**

   Love will find a way. Indifference will find an excuse.

3) **Nurturing people does mean _____ people.**

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You will find as you look back upon your life that the moments when you have really lived, are the moments when you have done things in a spirit of love.

— HENRY DRUMMOND

4) Nurturing people does mean _____ people to a higher level.

Jan Carlzon, chairman and CEO of Scandinavian Airlines, speaks from his experience when he suggests that there are two great motivators in life. One is fear. The other is love. You can lead an organization by fear, but if you do, you will ensure that people won't perform up to their real capabilities.

Deep down, your players must know you care about them. This is the most important thing. I could never get away with what I do if the players feel I didn't care for them. They know, in the long run, I'm in their corner.

— BO SCHEMBECHLER, *former head football coach, University of Michigan*

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Faith in People

An Influencer has...

3. F _____ in people

_____ make things possible

_____ make things happen

Every person is entitled to be valued by their best moments.
— RALPH WALDO EMERSON

In leading others, there are three feelings that we cannot possess:

1) _____ If we are afraid of people we cannot

_____ them.

2) _____ If we dislike people we should not

_____ them.

3) _____ If we look down on people, we will not

_____ them.

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Les Giblin, an authority on human relations, says that our actions must be genuine. "You can't make the other fellow feel important in your presence if you secretly feel that he is a nobody."

It is wonderful when the people believe in their _____ .

It is more wonderful when the leader believes in the _____.

Note:

1) Borrowed beliefs have no_____.

2) We become _____ what we believe _____.

3) Lack of belief in people hurts both the _____ and the _____ .

4) The greatest gift a leader gives another person is to express belief in that person when that person doesn't believe in himself.

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Listens to People

An Influencer...

4. L _____ to people

The first duty of love is to listen.
— PAUL TILLICH

A wise old owl sat in an oak,
The more he heard the less he spoke.
The less he spoke the more he heard,
Why can't we be like that wise old bird?

Climbing the "Ladder" to better listening

L stands for: _____ at the speaker. Meanings are not in words, but in people.

A stands for: _____ questions. This is the quickest way to become a listener.

D stands for: _____ interrupt. It's just as rude to step on people's ideas as it is to step on their toes.

D stands for: _____ change the subject. Listening is wanting to hear.

E stands for: _____ Check your _____. Leaders must keep "current of the undercurrents."
Emotions create a storm and others will back away.

R stands for: _____ listening. When people feel that their leader no longer listens or responds, they will go somewhere else.

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"4 H" questions to become a better listener

1) What is their _____ ?
2) What is their _____?
3) What is their _____ ?
4) How can I _____ ?

Are you a good listener? Take this quiz to find out

Good listening skills can make you a more productive worker. Take this quiz to see whether your skills need some honing.

Give yourself four points if the answer to the following questions is Always; three points for Usually; two for Rarely; and one for Never.

_____ **1.** Do I allow the speaker to finish without interrupting?

_____ **2.** Do I listen "between the lines"; that is, for subtext?

_____ **3.** Do I actively try to retain important facts?

_____ **4.** When writing a message, do I listen for and set down the key facts and phrases?

_____ **5.** Do I repeat the details of an interview to the subject, in order to get everything right?

_____ **6.** Do I avoid getting hostile and/or agitated when I disagree with the speaker?

_____ **7.** Do I tune out distractions when listening?

_____ **8.** Do I make an effort to seem interested in what the other person is saying?

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Scoring:

26 or higher: An excellent listener.

22–25: Better than average score.

18–21: Room for improvement here.

17 or lower: Get out there and practice your listening right away.

Dr. Stephen Ash, "The Career Doctor"; cited in The Michigan Department of Social Services No-Name Newsletter, P. O. Box 30037, Lansing, MI 48909

None of us is as smart as all of us.

— KEN BLANCHARD, *Thinking for a Change*— April 2003

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Understands People

An Influencer...

5. U _____ people

Few things will pay you bigger dividends than the time and trouble you take to understand people. Almost nothing will add more to your stature as an executive and a person. Nothing will give you greater satisfaction or bring you more happiness.

— KIENZLE & DARE, *Climbing the Executive Ladder*

To understand the mind of a person look at what he has _____ .

To understand the heart of a person look at what he _____ of becoming.

Norm Wright says...

There are two basic reasons why relationships fail:

1) _____ which causes us to erect barriers.

2) _____ which causes us to focus on self instead of others.

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Keys to understanding — leading people by reading people

1) _____ 5) _____

2) _____ 6) _____

3) _____ 7) _____

4) _____ 8) _____

You have to see what others see — _____ .

Before they will see what you see — _____ .

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Session 3

Enlarges People

An Influencer...

6. E_____ people

Q. How do you grow an organization?

Q. How do you grow people?

Success is...

_____ your purpose in life.

_____ to your maximum potential.

_____ seeds that benefit others.

— Your Road Map for Success

There is no more noble occupation in the world
than to assist another human being— to help someone succeed.
— ALAN LOY MCGINNIS

You'll always have everything in life that you want
IF you help enough people get what they want.
— ZIG ZIGLAR

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Navigates for People

An Influencer...

7. N_____ for people

The leadership surveys of Warren Bennis and Burt Nanus spell it out in black and white: "What we have found is that the higher the rank, the more interpersonal and human the undertaking. Our top executives spend roughly 90 percent of their time concerned with the messiness of people problems."

There are those who...

can see the problem ahead and _____ it,

can experience the problem and _____ it, and

cannot see the problem or fix it and they are _____ .

A leader is one who sees _____ than others see.

A leader is one who sees _____ than others see.

A leader is one who sees _____ than others see.

Law of Navigation—

The Law of Navigation— "Anyone can steer a ship but it takes a leader to chart the course."

The 21 Irrefutable Laws of Leadership

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Connects with People

An Influencer...

8. C _____ with people

_____+ _____ = Connection

Why people connect when they communicate

1. _____ People listen because of who you know.
2. _____ People listen because of what you have suffered.
3. _____ People listen because of what you know.
4. _____ People listen because of what you have achieved.
5. _____ People listen because of what you are able to do.
6. _____ People listen because of what you sense.
7. _____ People listen because of your integrity.
8. _____ People listen because of your heart.
9. _____ People listen because you identify with their needs.
10. _____ People listen because of your passion.

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Evaluation: Why do people listen to you? List your top two responses, from this list:

1. _____

2. _____

How to connect with people

1) Go to _____ .

Connecting with people means...Finding their agenda first.

2) Communicate from the _____ .

You've got to love like you'll never get hurt. You've got to dance like there's nobody watching. You've got to come from the heart if you want it to work.

— SUSANNA CLARKE, writer

3) Find the _____ to their life.

Every person has a key to their life. When you find it, ask permission to turn it on... then turn it with integrity.

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Session 4

Empowers Others

An Influencer...

9. E _____ others

Through these doors pass ordinary people on their way to accomplishing extraordinary things.

— SIGN AT WALMART HEADQUARTERS

Questions to ask before you empower others

1. Do I believe in people and feel that they are my organization's most appreciable asset?
2. Do I believe that empowering others can accomplish more than individual achievement?
3. Do I actively search for potential leaders to empower?
4. Would I be willing to raise others to a level higher than my own level of leadership?
5. Would I be willing to invest time developing people who have leadership potential?
6. Would I be willing to let others get credit for what I taught them?
7. Do I allow others freedom of personality and process, or do I have to be in control?
8. Would I be willing to publicly give my authority and influence to potential leaders?
9. Would I be willing to let others work me out of a job?
10. Would I be willing to hand the leadership baton to the people I empower and truly root for them?

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Empowerment decisions I made concerning an assistant:

1) I determined not to know _____ .

2) I determined not to know everything _____ .

3) I determined not to become the _____ source of communication.

4) I determined to let someone else _____.

5) I determined to stay with my _____ .

Empowerment means:

1) _____ the potential of the individual and the proper fit for the job.

2) _____ words that encourage, equip, and empower that person.

3) _____ your knowledge, experience and influence with them.

4) _____ to others your belief in and power given to that person.

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Reproduces Others

An Influencer...

10. R _____ others

No matter how much work you can do, no matter how engaging your personality may be, you will not advance far in business if you cannot work through others.

— JOHN CRAIG

85% of the leaders attract _____

10% of the leaders attract _____

5% of the leaders reproduce _____

How can I reproduce other leaders?

1. _____ good leadership.
2. Provide leadership _____ .
3. Provide leadership _____.
4. Provide leadership _____ .
5. Create a _____ .

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A growth environment is a place where:

1) Others are _____ of you.

2) You are still _____.

3) Your focus is _____ .

4) The atmosphere is _____ .

5) You are out of your _____ zone.

6) You wake up _____ .

7) _____ is not feared.

8) Others are _____ .

9) There is willingness to _____ .

10) _____ is modeled and expected.

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Notes:

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