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CONSULTING

Engage • Inspire • Empower

# Path to Equity

## Self-Directed Learning Guide

### *Module 4: Enhancing Influence*

*This program contains one  
Professionalism Hour.*



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# Mastery Wheel™

## Context ::

Cultivating **Influence** is a key component of the **Relationship Mastery** domain.



## Defining Influence

**Influence is ::**  
*The ability to inform or change the thoughts, beliefs  
 and actions of others.*

## Why do you want it?

Influence allows others to feel compelled by you; it creates a net that will **catch your ideal people, work and opportunities**.

- When you successfully cultivate influence, you become compelling to others, which leads them to want to **be around you, work with you, support you** - be a part of whatever you are doing.
- People of influence have an **easier time finding the work they want**, creating loyalty, manifesting their purpose in the world.

Influence helps you **build the loyal relationships** that will support you in meeting your professional aspirations and manifesting your purpose in the world.

- Building relationships and cultivating influence is not about making everyone you meet fall in love with you, It is about utilizing the tools that can help you find **more people who are aligned with you**.
- Those are the people you want to be influential among, those are **the people you want to build relationships with**, work with, and have refer work to you.

## Another take on Influence

***Influence is having people follow you because of what you represent.***

*Paul Larson - leadership author and speaker*

## Who will you influence?

You are most likely to have influence with people who are aligned with your values, your purpose. Not everyone will be - and that's ok.

**You will influence people who know who you are, and:**

**Trust You**

**Admire You**

**Believe in You**

**Are Inspired by You**

WHO  
ARE  
YOU?



## Becoming Influential

*When you cultivate influence, more and more people will trust you, believe in you, and be inspired by you.*

## Pillars of Influence

By understanding the **Pillars of Influence**, we can take an ephemeral concept and bring it down to something tangible that we can work with to help us continue to cultivate and develop our influence.



The Pillars of Influence

Adapted from Chris Widener, *The Art of Influence*

## Pillar #1: Integrity



*Integrity is reliably conducting yourself in accordance with a moral code. It is an alignment between your beliefs and your behaviours.*

### Integrity lives in *Action* versus *Intention*

- Closely tied to trust constituents: **competence, character, consistency, capacity**
- Reflect on this concept: we are more likely to judge **others** more **by their actions** and **ourselves** more **by our intentions**

Let's look at the elements of Integrity: **consistency, context, authenticity** and **boundaries**.

#### Are you **consistent**?

- ❖ Can you be relied on to act appropriately, admirably, and authentically in all contexts and across time?
- ❖ Do you keep your commitments to yourself and to others?

#### Are you **contextual**?

- ❖ Can you be relied on to read social and contextual cues and moderate your behaviour accordingly?

#### Are you **authentic**?

- ❖ People don't trust someone who appears to be playing a part, trying to be someone they're not.
- ❖ **People who are authentic are aware of what's meaningful to them (=purpose).**

#### Do you have clear **boundaries** around what you say and do?

- ❖ Boundaries support authenticity because they reinforce what's meaningful to you.
- ❖ Boundaries support integrity because they allow people to know what to expect from you.

*Think about yourself for a minute.  
Do you show up in all of these ways in your life and practice?*

## Pillar #2: Optimism



*“It is not reality that shapes us, it is the lens through which we view reality.”*  
- Shawn Achor

### Optimism is different than positivity.

- It is **future oriented**, it can acknowledge and make room for current challenges AND a positive future.
- It starts with **realism** but maintains the belief that your **behaviour matters and can impact outcomes**.
- It allows you to see the problems you need to fix and **not sugarcoat the world**.
- You don't see these problems as permanent or pervasive, but **as fixable** through **intention and action by you**.
- People **want to be around people who are optimistic** and hopeful, regardless of circumstances.
- Linked to the character component of **trust** - when people can believe in us, they can believe in our leadership.

### Neuroscience Corner :: Neural Darwinism

Like so many other neural pathways, the **pathways that are used in deploying optimism will cultivate themselves**. If you use them by repeatedly, consciously taking the decision to be optimistic, they will groove more deeply. If you don't use them, synapses and neural pathways that are less used get pruned.

This is the neuroscientific basis for people encouraging “positive thinking” and “positive self talk.”

## Pillar #3: Professional Excellence



*Excellence signals competence and capacity.*

### Excellence attracts people.

- Excellence has a “**halo effect**” - professional excellence extends a **presumption of excellence in other areas**, creating **influence**.
- People go to those who have succeeded in one area for advice in many others - the influence extends beyond the single area.
- Supported by a **growth mindset** - the understanding that abilities and intelligence can be developed with time and effort.

When people trust you enough and feel comfortable enough with you to ask you for help outside and inside your field of expertise  
*then you know you have influence.*

## Pillar #4: Service Mindset



*“You can have anything you want in life if you help enough other people get what they want”*

### Manifest a Contributive Mindset

- Create value in **all interactions**, not just with clients or in regard to work.
- How you demonstrate a **service mindset is specific to each person** and each relationship.
- It’s about taking the time to **figure out the needs of the individuals** and communities you want to serve, and then serving them.
- How you manifest your service mindset is **driven by their need**.
- Manifesting a service mindset will also **feed the other pillars**: it will support growing **professional excellence**, cultivate **optimism** and feed development of the trust that is a foundation of **integrity**.

**A Service Mindset fuels Influence by focusing on contribution and creating value, loyalty and trust with others.**

**It involves going beyond simply providing a service. The aim of service - contribution - is to create a positive and indelible imprint in the minds of others and is demonstrated in the context of individual relationships.**

## Tools of Influence

### Social Proof:

- How we decide how to behave in social situations.
- Determine 'correct' behaviour based on what we observe others doing.
- Use less energy in our brains by going along with what others do
- Probably safe, breeds perception of social inclusion.

### Liking:

- Human nature dictates that we want to be liked and approved of.
- Being liked is evidence of belonging and social inclusion.
- Genuine compliments tell people how we see them, what we think about them.
- We like what we recognize and know - familiarity, similarity.

### Scarcity::

- The value of something increases when its availability decreases.
- Setting limited numbers and setting deadlines for access are common techniques for giving the impression of scarcity.

### Authority:

- People tend to believe experts, and obey authority figures.

### Unity:

- Tied to belonging and loyalty.
- A shared identity that both parties are a part of.
- The more we see people as being like us or part of us, the more likely we are to be influenced by them.

### Consistency:

- We want to BE consistent, and SEE consistency in others.
- Once we make a choice, we feel compelled to behave consistently with our commitment.
- When someone asks for advice, or recommends you, they feel compelled to continue to do so.

### Reciprocity:

- Responding to a positive action with another positive action
- The need and want to give something back when something is received.

### Tools of Influence can be used *by us*, or *on us*.

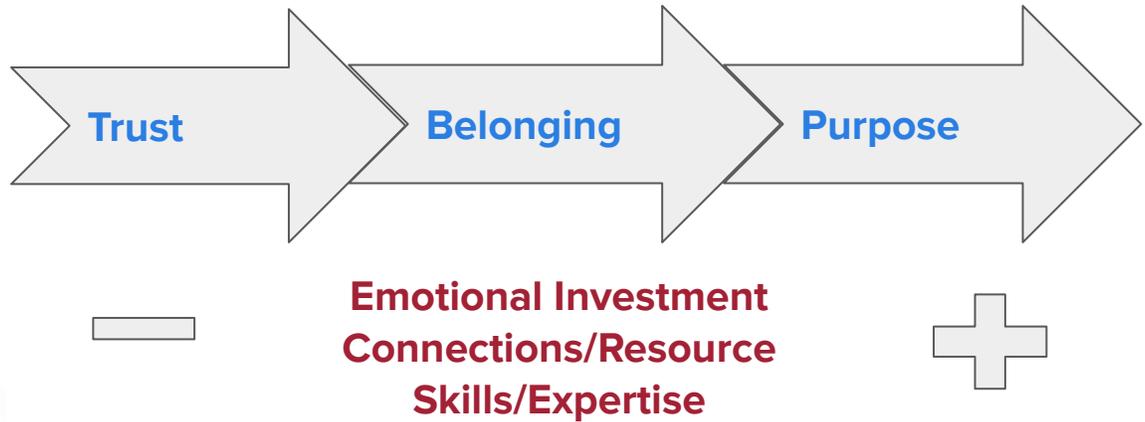
They are often aligned to heuristics and social norms. They can be used in a positive or negative way, they can build or tear down, depending on who is using them, and what the purpose is.

### Use Caution!!

They operate on a curve - they work well when deployed in a genuine way, and in the right amounts. Overdone, they can throw up trust hurdles that will be insurmountable.

## Relationship Mastery :: Linking The Elements

### The Loyalty Connection



### The Loyalty ⇨ Influence Connection

Conducting yourself in accordance with the **pillars of influence** will elevate your relationships along the **loyalty continuum**:

**Integrity and professional excellence > elevated trust**  
**Service mindset > elevated trust + belonging**  
**Optimism > elevated belonging + purpose**

- **The people you have helped** get what they want become the people that make it their mission to **help you get what you want**.
- Not only will you be **influential to them** (inform thoughts, beliefs, actions), you will become more generally known as **they begin to tell your story** to others in their own networks.

**Influence can be exercised *one to one,*  
 AND *one to many.***

Your **influence will start to spread** and grow through an ever expanding network, as being one of the people who helps people get what they want.

**That extended network will start delivering opportunities.**

## Neuroscience + Influence

### The Neuroscience Connection



Observe the relationship between **Pillars of Influence** and **Neuroscience (SCARF)**:

**Operating with strong Service mindset > Status**  
**Integrity, Professional Excellence, Optimism > Certainty**  
**Service Mindset > Relatedness**  
**Integrity > Fairness**

Therefore, conducting yourself in accordance with the Pillars of Influence will contribute to the people you are dealing with feeling positively triggered on SCARF, making them feel warm toward you, and collaborative with you.

In a similar way, you can use some common **heuristics** (cognitive shortcuts to making decisions and taking action) and **habit tools** to become more influential and compelling.

**Service mindset > engage familiarity, repetition heuristics**  
**Optimism > engage heuristics that are drawn to progress**  
**Professional excellence > engage social proof**  
**Integrity > engage heuristics drawn to consistency**

**You can make more friends in two months by becoming interested in other people than you can in two years by trying to get other people interested in you.**

- **Dale Carnegie, *How to Win Friends and Influence People***

## Activity :: Identifying Influence

Influence is easy to see in others, and easy to cultivate in ourselves, once you know what to look for! In this week's activity you will be looking around your world to find examples of people who show the hallmarks of *Influence*.

### Instructions:

Identify three influential people - one from your personal life, one from your professional life and one celebrity.

Deconstruct what makes them influential by mapping the things they do to at least two pillars of influence - *OPTIMISM, SERVICE MINDSET, PROFESSIONAL EXCELLENCE, INTEGRITY* - and describe what you found compelling about what they did and how it made you feel about them.

What are three things you could do immediately and consistently to inhabit more of the pillars of influence in your own context?

Don't forget to report back in Module 4 Coach's Corner on what you found compelling about what you saw in *them*!

## Challenge :: Tools of Influence - On You + By You

This Module's **Challenge** is all about seeing the effect of the tools of influence on yourself and others, and starting to distinguish how you can use them in the context of evolving your Service and Strategic Mindsets, to strengthen your relationships and enhance the profile, recognition and reputation you enjoy in your communities. Remember, complete the Challenge in advance of the **Module 4 Coach's Corner**, where you'll review the experience with your group and coach.

### Instructions:

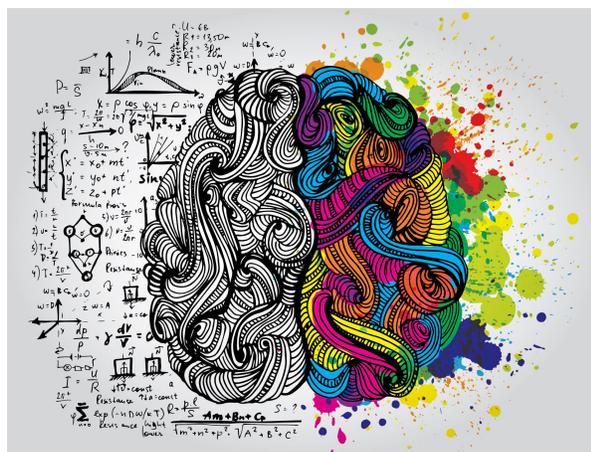
Identify two example of **Tools of Influence** that you recognize as having been effectively used to inform or change a thought, belief or action of yours over the last two weeks - e.g. when you have done something positive after witnessing someone else doing something positive (reciprocity), or when you have done/bought something because you checked out online reviews of it (social proof).

**Bonus:** Test drive the **Tools of Influence** yourself, with the intention of impacting the thoughts, beliefs or actions of another. Here are some suggestions to get you started. Pick one of ours, or come up with your own!

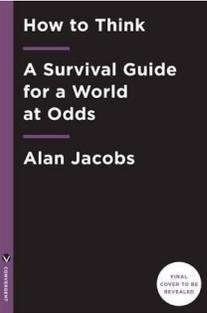
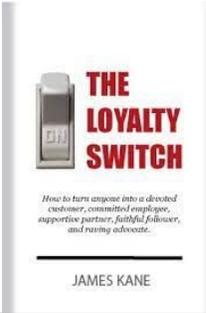
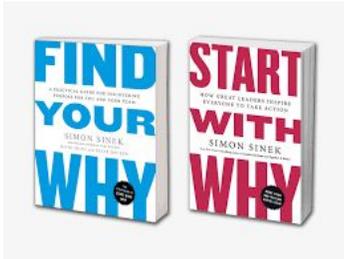
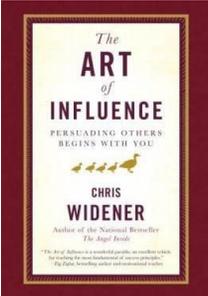
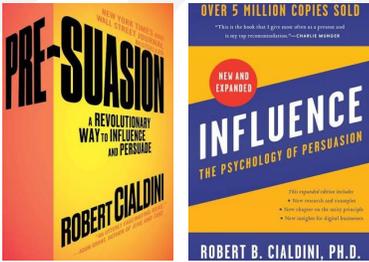
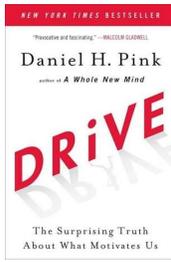
- **Give 5 genuine compliments**, whether in person, by phone, by email or over social media, to activate **Liking**
- **Ask someone for advice** to activate **Consistency**
- **Work into a conversation** that someone has hired you to do a particular kind of work or file that you enjoy, to activate **Social Proof**

Good luck! See you next week in Coach's Corner.

Please direct any feedback or questions to: [jane@southren.ca](mailto:jane@southren.ca)



# Doing a Deeper Dive on Influence

Books		
<p>Alan Jacobs <i>How to Think: A Survival Guide for a world at odds</i></p> 	<p>James Kane <i>The Loyalty Switch</i></p> 	<p>Simon Sinek <i>Start With Why, Find Your Why</i></p> 
<p>Chris Weidner <i>The Art of Influence</i></p> 	<p>Robert Cialdini <i>Influence, Persuasion</i></p> 	<p>Daniel Pink <i>Drive</i></p> 
Videos		
<p>Simon Sinek</p>	<p><i>How Great Leaders Inspire Action</i></p>	
<p>Tali Sharot</p>	<p><i>How to motivate yourself to change behaviour</i></p>	

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