INTEGRITY WITH PEOPLE
BECOMING A PERSON OF INFLUENCE

SESSION 2

An Influencer has...

1.1. _______ _______ 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.
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

Above all else, Integrity!
NURTURES PEOPLE
BECOMING A PERSON OF INFLUENCE

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.


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
FAITH IN PEOPLE
BECOMING A PERSON OF INFLUENCE

An Influencer has...

3. F _ __________ in people

_________ make things possible

_________ make things happen

Put 10's on their heads

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.
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 _______. ___________. No fake it, you won't make it.

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.
LISTENS TO PEOPLE
BECOMING A PERSON OF INFLUENCE

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.
"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?
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
Understands People

Becoming a Person of Influence

An Influencer...

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.
Keys to understanding — leading people by reading people

1) 

2) 

3) 

4) 

5) 

6) 

7) 

8) A H T I N D E

You have to see what others see —

Before they will see what you see —

People will not reach for future
Until they have touched the past.

Tendancy

Do well: he is right

Don't: on a tangent