



Influential Leadership: Leveraging All Five Influence Styles to Foster Trust and Mobilize Teams

The Association of Professional Executives of the Public
Service of Canada (APEX)



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Mylène Beauchamp, B.A., ACC

Co-founder and Vice President of Alievo™

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Vice-President and Cofounder of Alievo™ | Emerging leader in the development of social, emotional and cultural competencies [Site web de l'entreprise](#)

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692 abonnés · + de 500 relations

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Your participation in this micro-workshop will allow you to:

- ➔ Gain a general understanding of influence.
- ➔ Recognize the distinctive behaviors of influential leaders.
- ➔ Become familiar with the five influence styles.
- ➔ Reflect on one's own preferred influence style.
- ➔ Identify opportunities for action to influence more effectively.

Let's Hear From You

**Having influence,
what does that mean to you?**

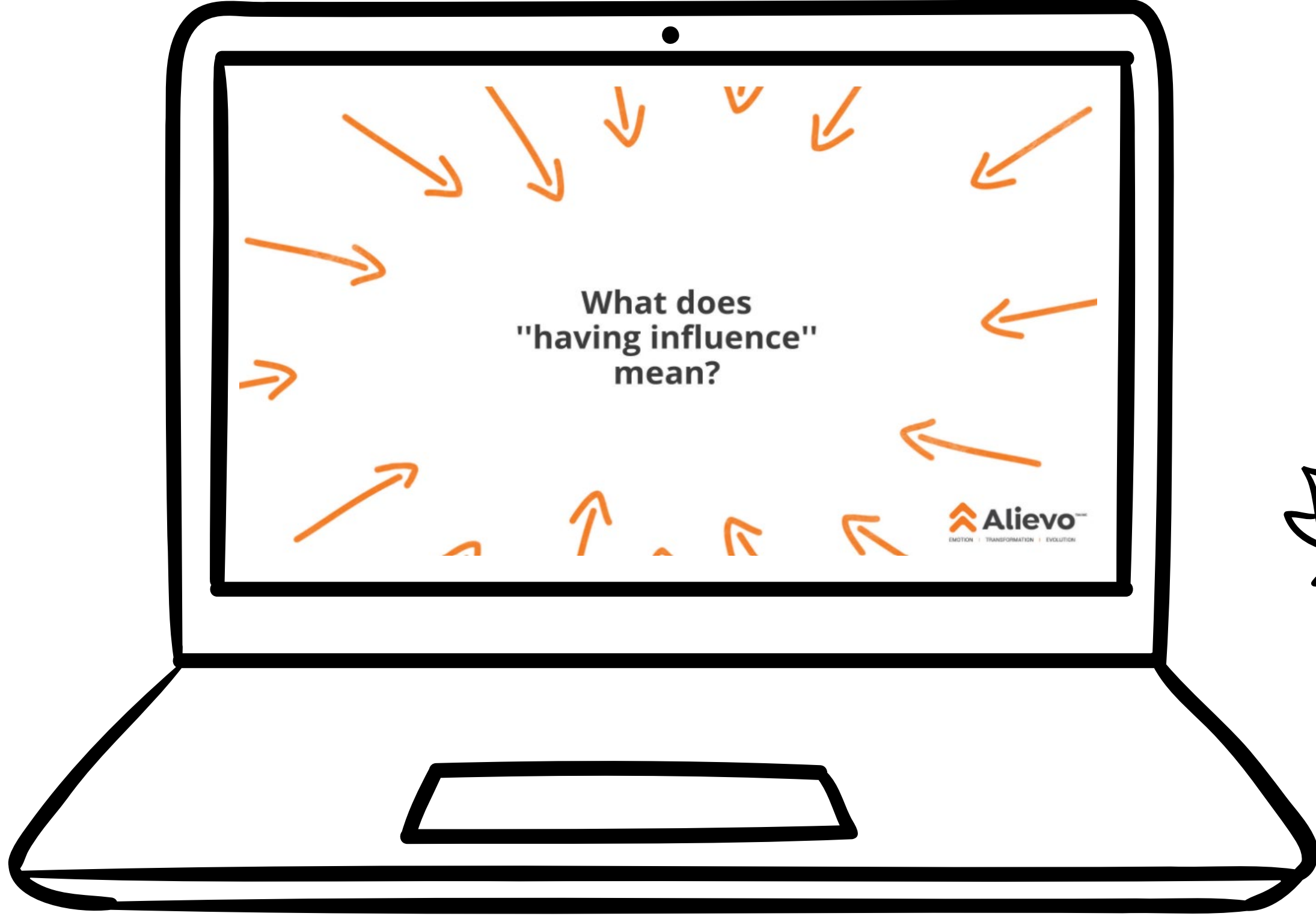


Post your answers in the chat section



What Does Having Influence Mean to You?





Effective and Ineffective Influence



Definition of influence:
The **interpersonal behaviors** we use to have an **impact** on the choices of another party.

Effective Influence » Trust is built and support as well as commitment to your priorities is possible.

Ineffective influence » Mistrust grows and intimidation as well as resentment increase.

In your opinion,
how effective is your influence?

1 being not very effective, even ineffective, and 10 being very effective.



Effective and Ineffective Influence



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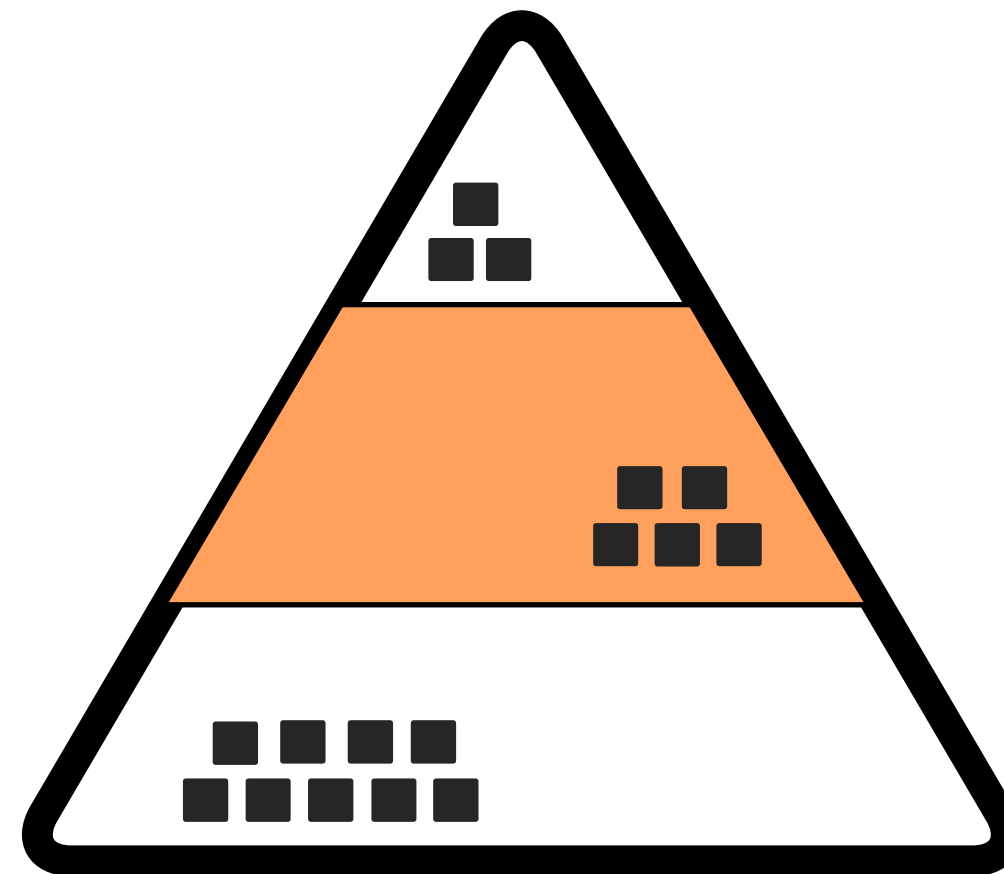
What is the biggest challenge you face when you are in an influence situation?

Influencing, Regardless of Hierarchical Relationships

Positional Power

- » Traditional hierarchy
- » Power based on formal status, authority, control

Effective = Respect
Ineffective = Fear

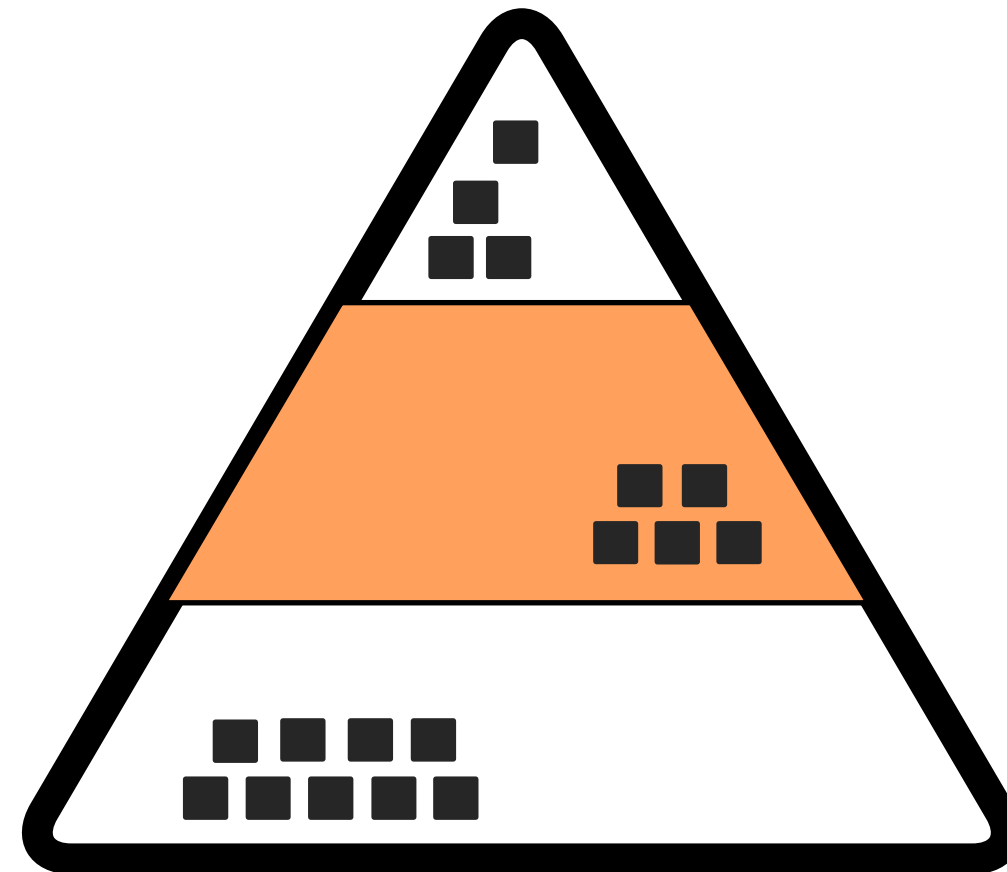


Personal Power

- » Matrix team, dispersed
- » Power based on expertise, charisma, credibility

Effective = Trust
Ineffective = Competition

A Myth Surrounding Influence



"If I was at the top, people would follow me."

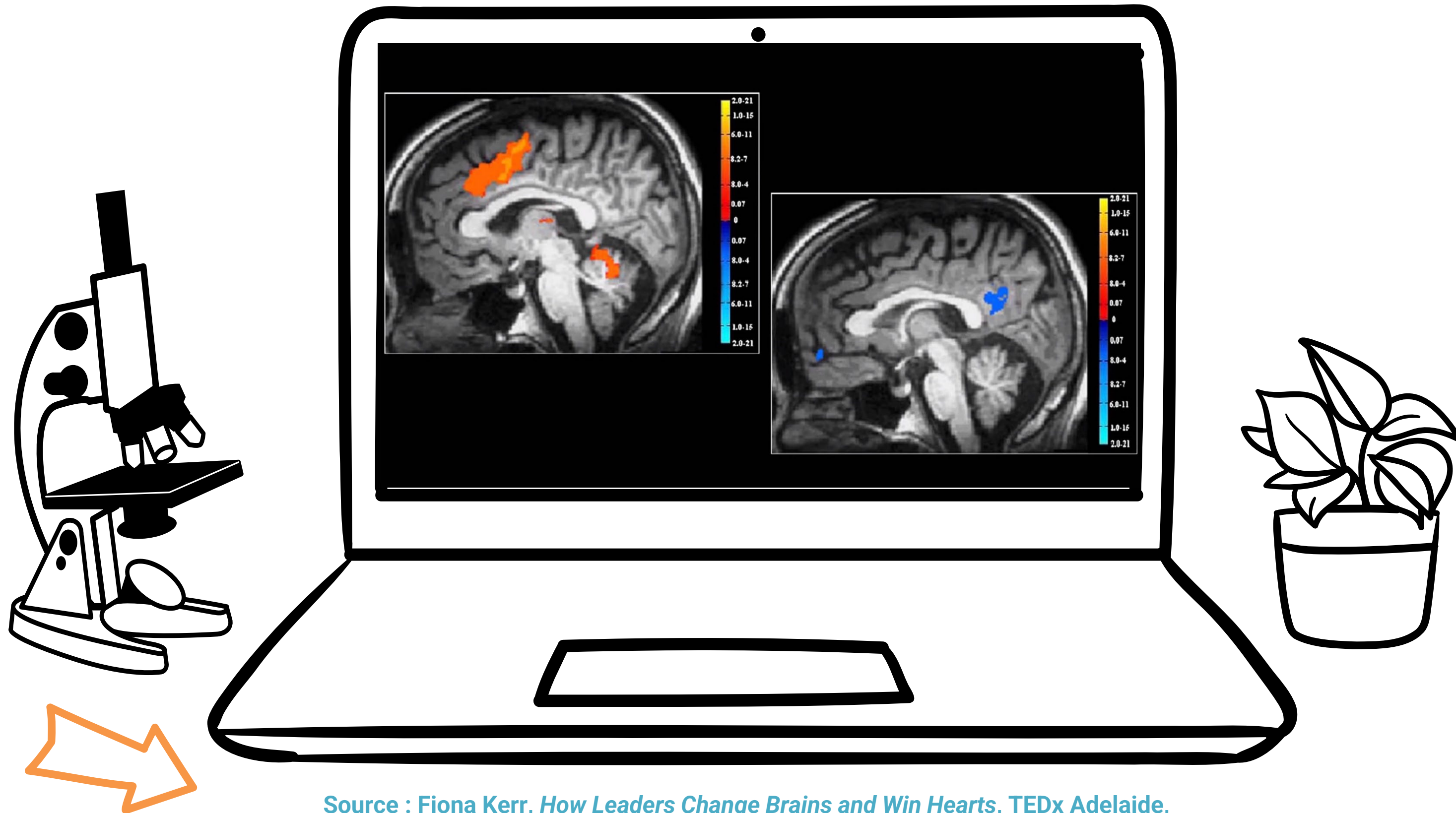


**Who has ever had the experience
of working with a leader who has
had a positive and effective
influence?**



**Who has ever experienced
the opposite?**

Impacts of Influence on the Brain



Source : [Fiona Kerr, How Leaders Change Brains and Win Hearts, TEDx Adelaide, 2016.](#)

Think Back to Your Influential Leaders

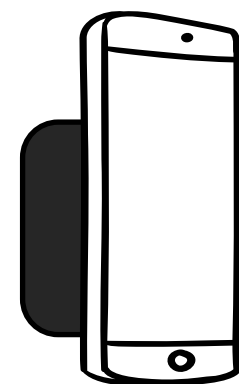


What behaviors did you observe in this person that positively and effectively influenced you?

**How did this person interact with you and the team?
How did they communicate? Etc.**

Let's Hear From You

What behaviors have you observed in this/these individual(s) that have influenced you in an effective and positive way?



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What behaviors have you observed in this/these individual(s) that have influenced you in an effective and positive way?

1 Answer

Test



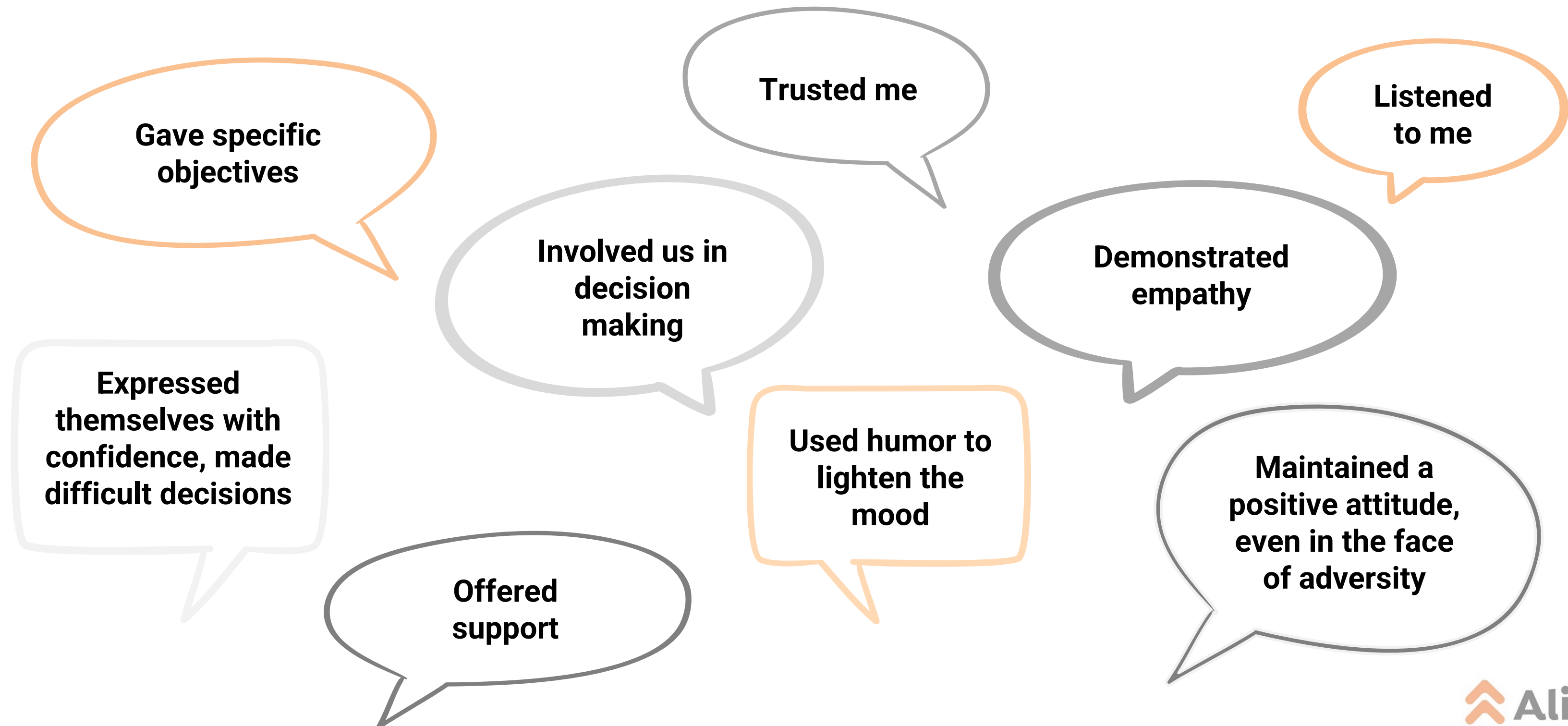
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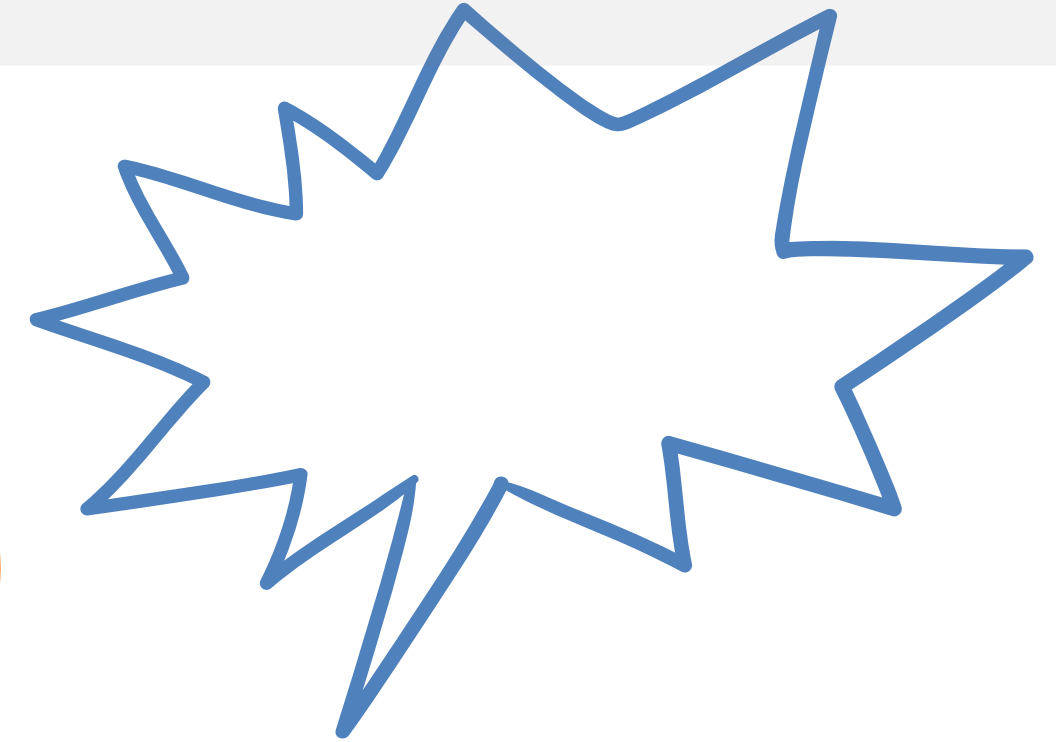
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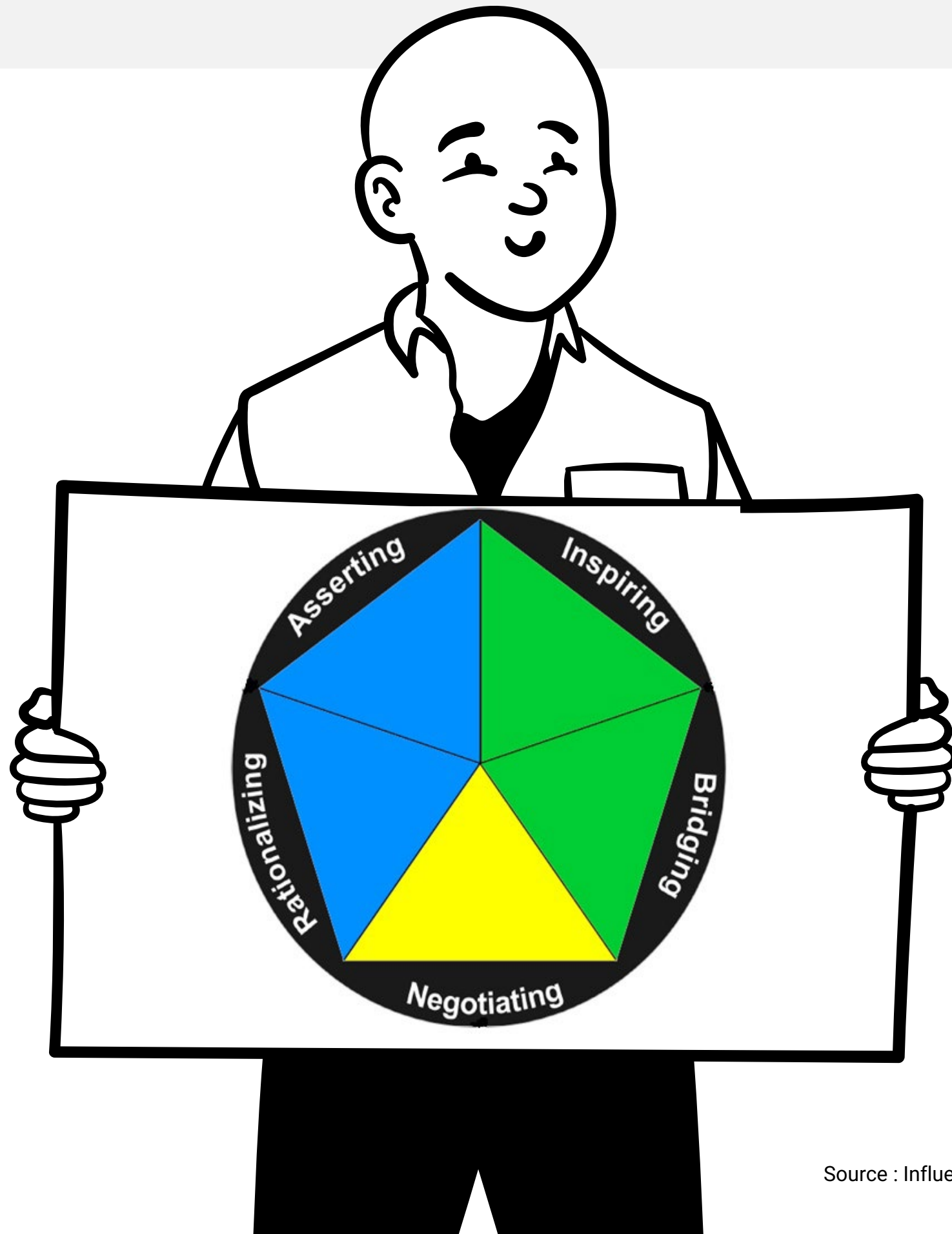
Influence in Action



Impacts of Influence on You



The Five Influence Styles

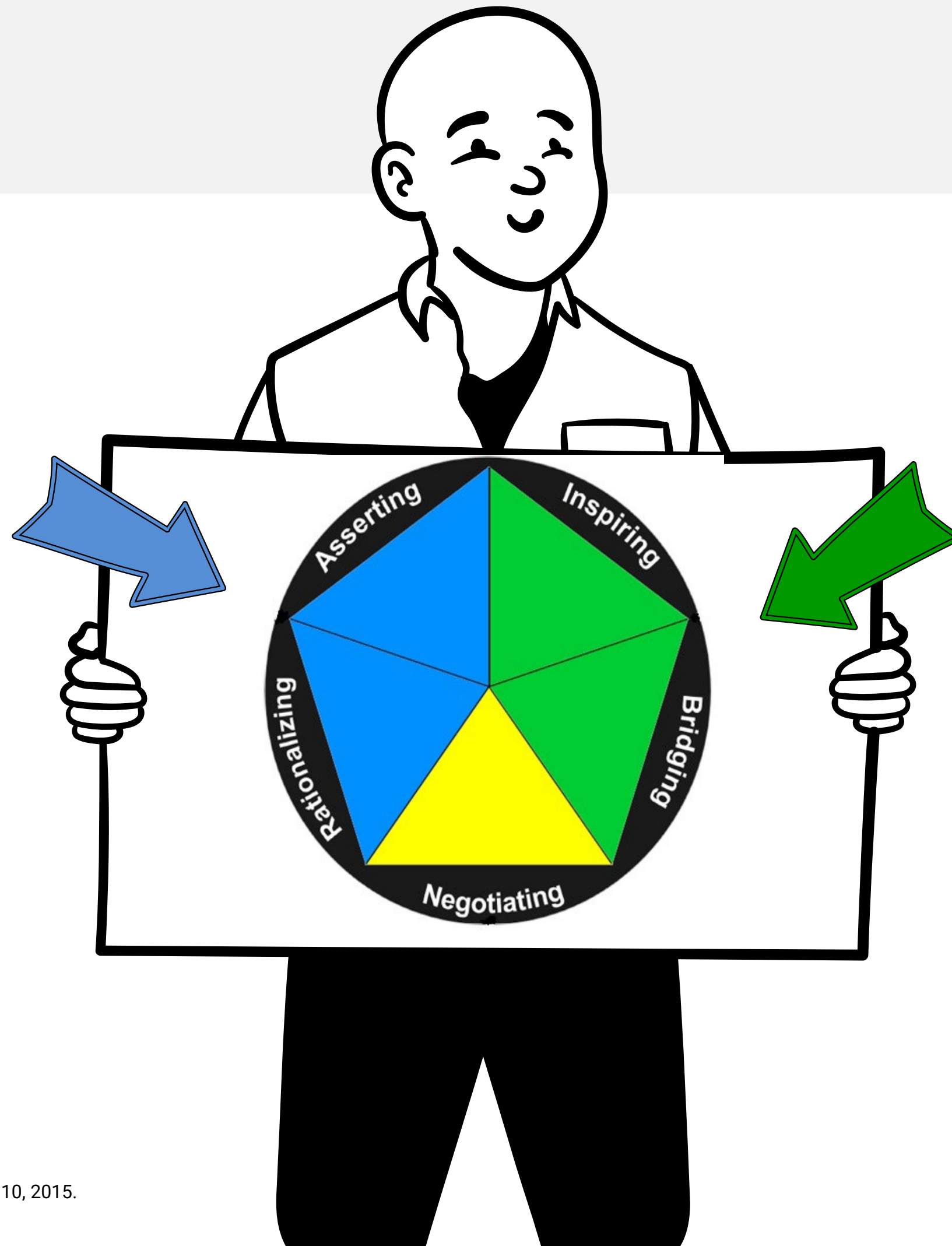


Research by *Discovery Learning* and *Innovative Pathways* has clearly established five types of influence.

These five different styles of influence are:

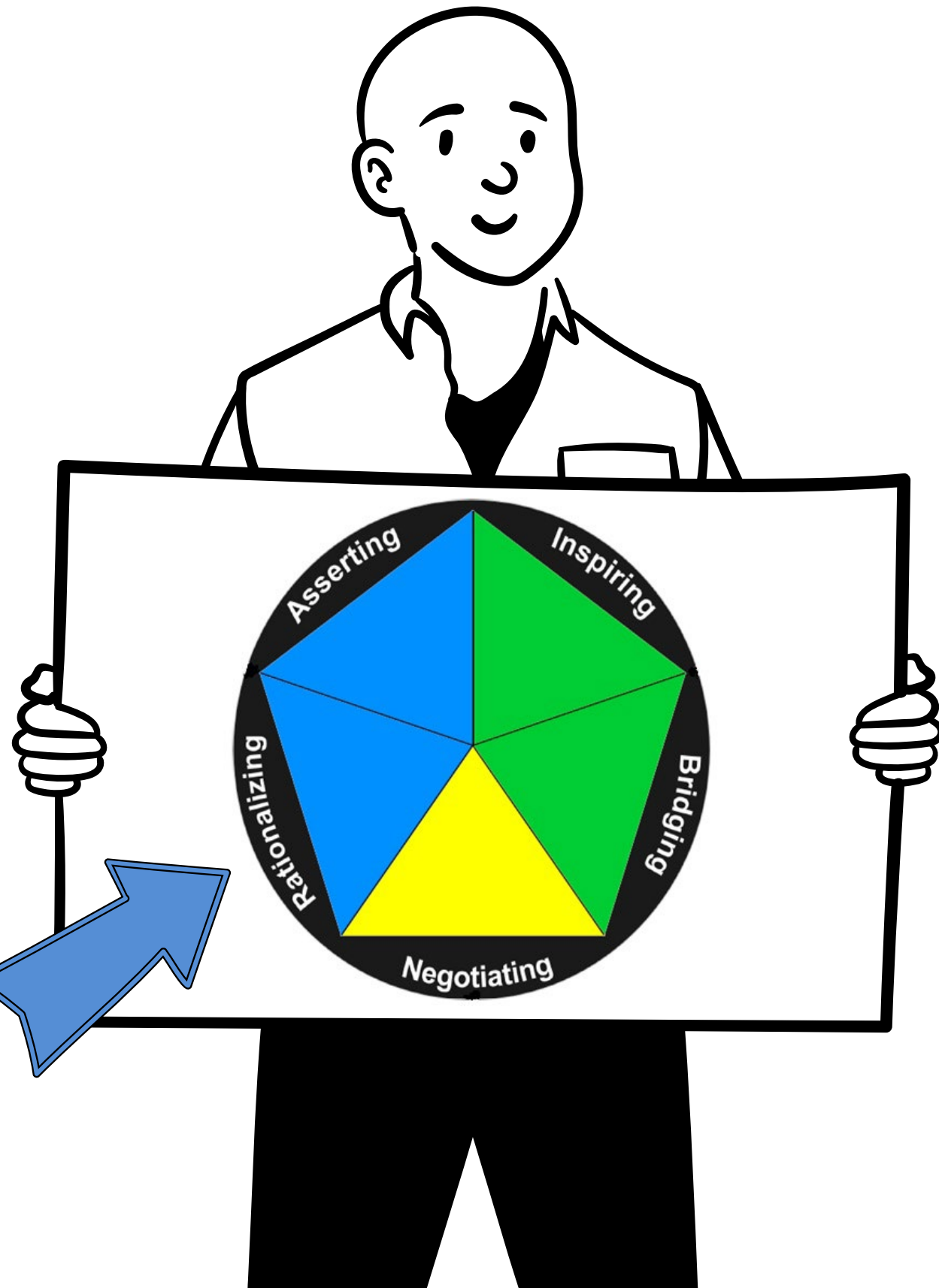
- » Rationalizing,
- » Asserting,
- » Negotiating,
- » Inspiring and
- » Bridging.

Advocating



Uniting

The Rationalizing Style



You use logic and reasoning to present your ideas.

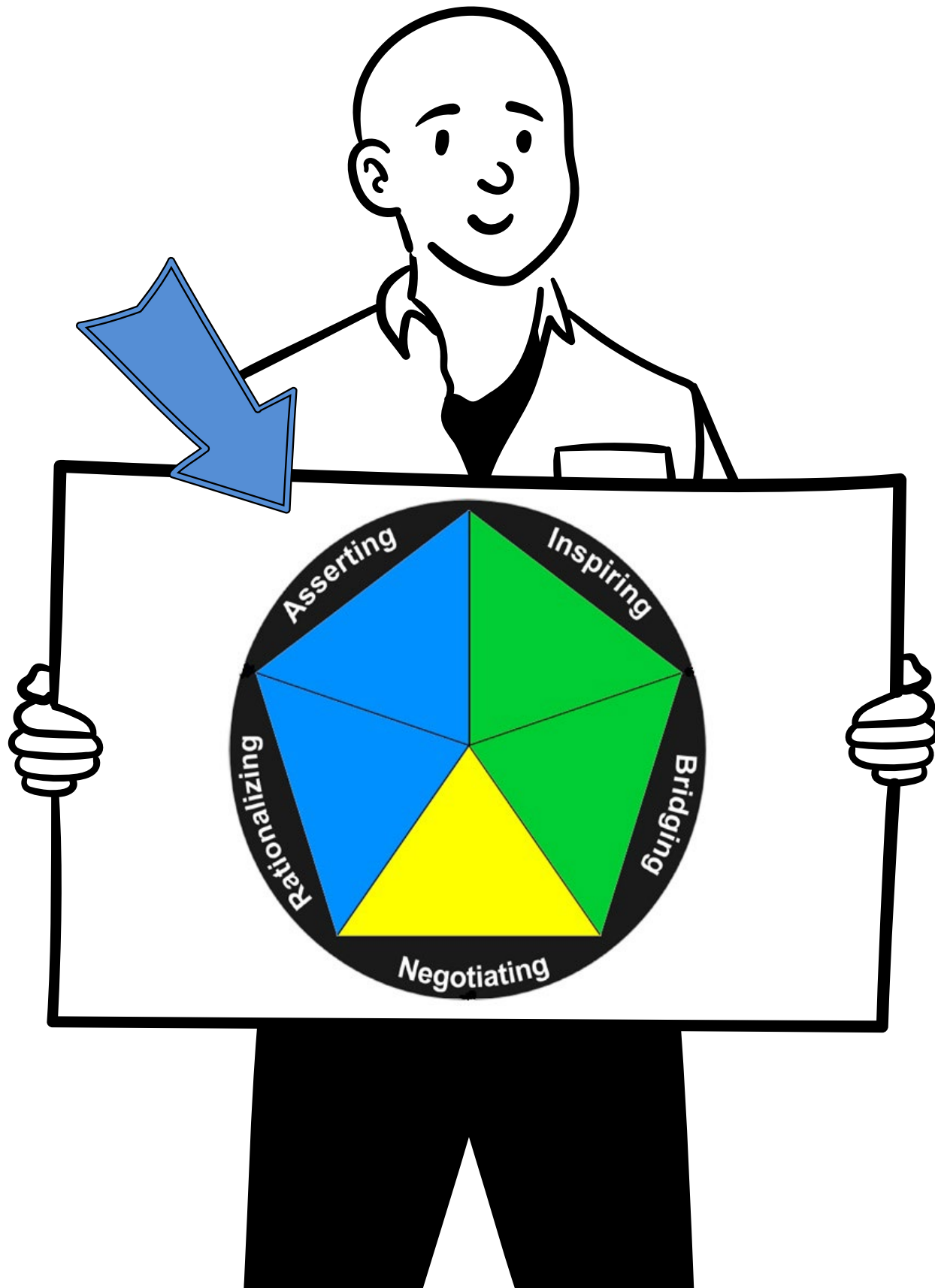
This style looks like :

» Using **expert viewpoints, data and facts**, and/or **historical data** to establish a compelling position.

↑ = Openness to logical discussion

↓ = Lack of data, strong emotions

The **Asserting** Style



You clearly state your preferences – or disagreements - and apply pressure.

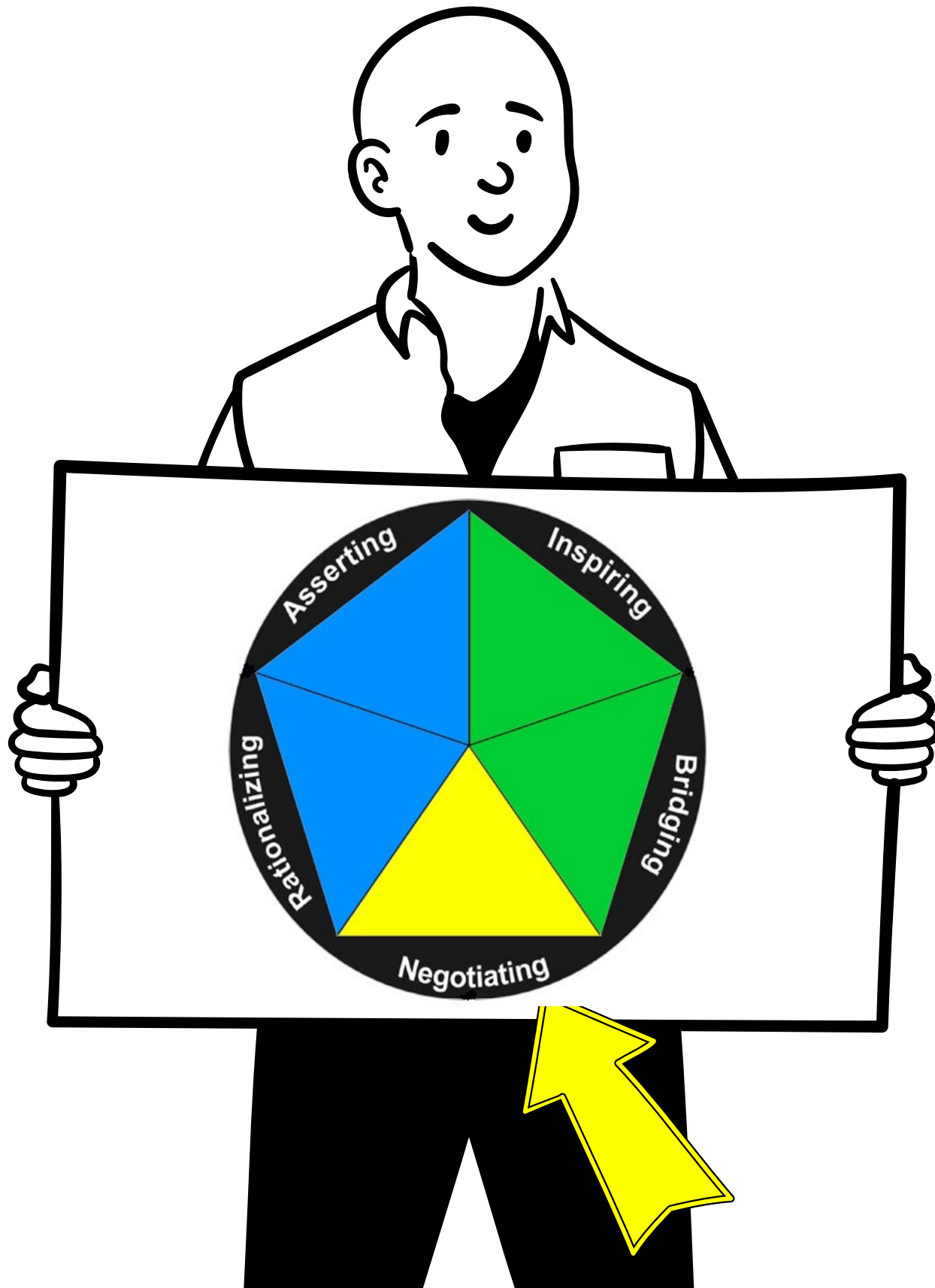
This style looks like :

» Using a **formal structure** (hierarchical position, rules, laws, policies) to reinforce the legitimacy of your positions, set up **consequences**.

↑ = Positional power, crisis/limited time

↓ = Need for collaboration

The **Negotiating** Style



You make **compromises and concessions** to find **common ground**.

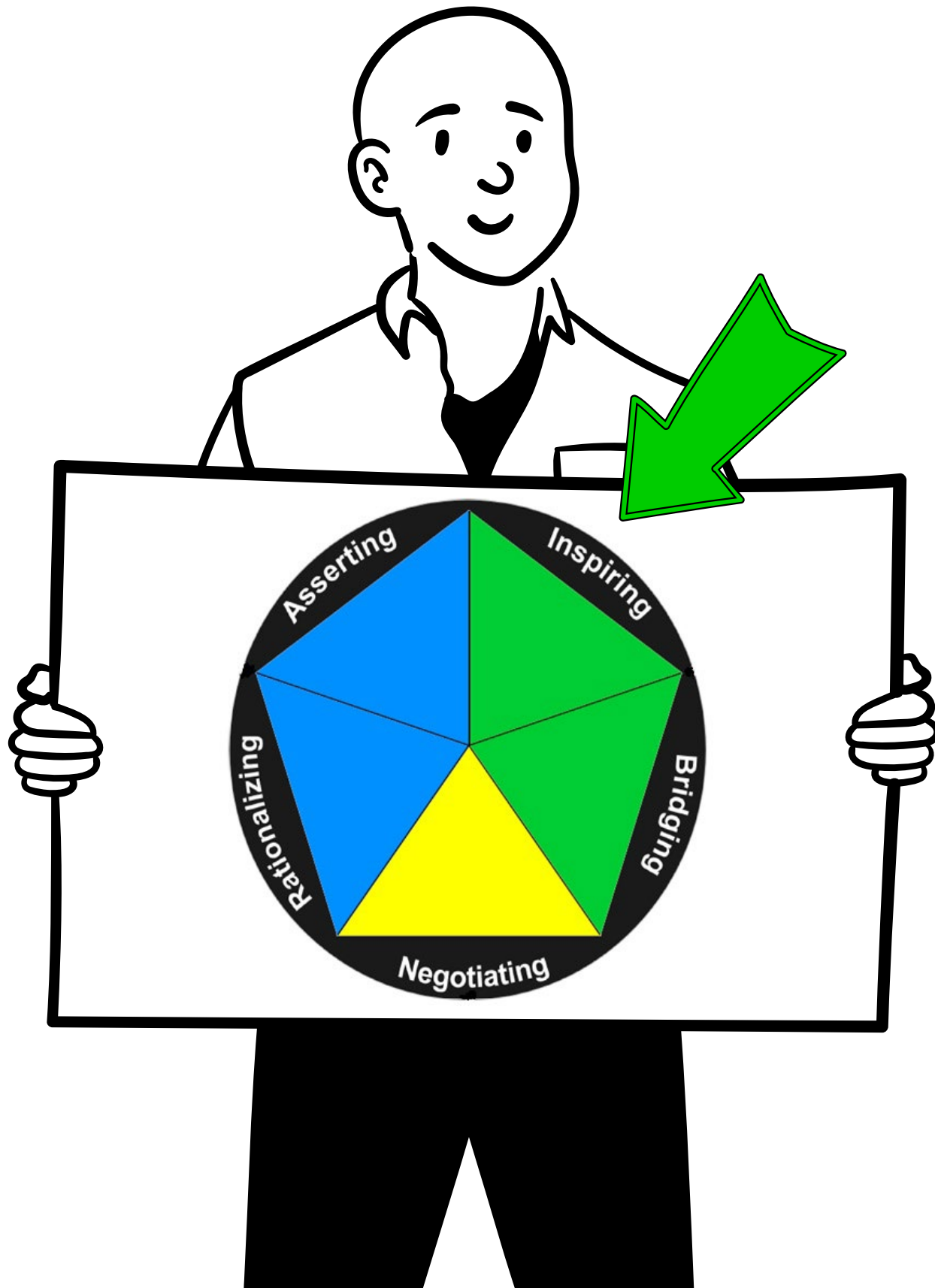
This style looks like :

» Implementing **conciliation** measures to reach agreement, optimizing points of agreement and **convergence**.

↑ = Presence of divergent interests

↓ = Unequal power, nothing to trade

The **Inspiring** Style



You influence others through common goals and exciting opportunities.

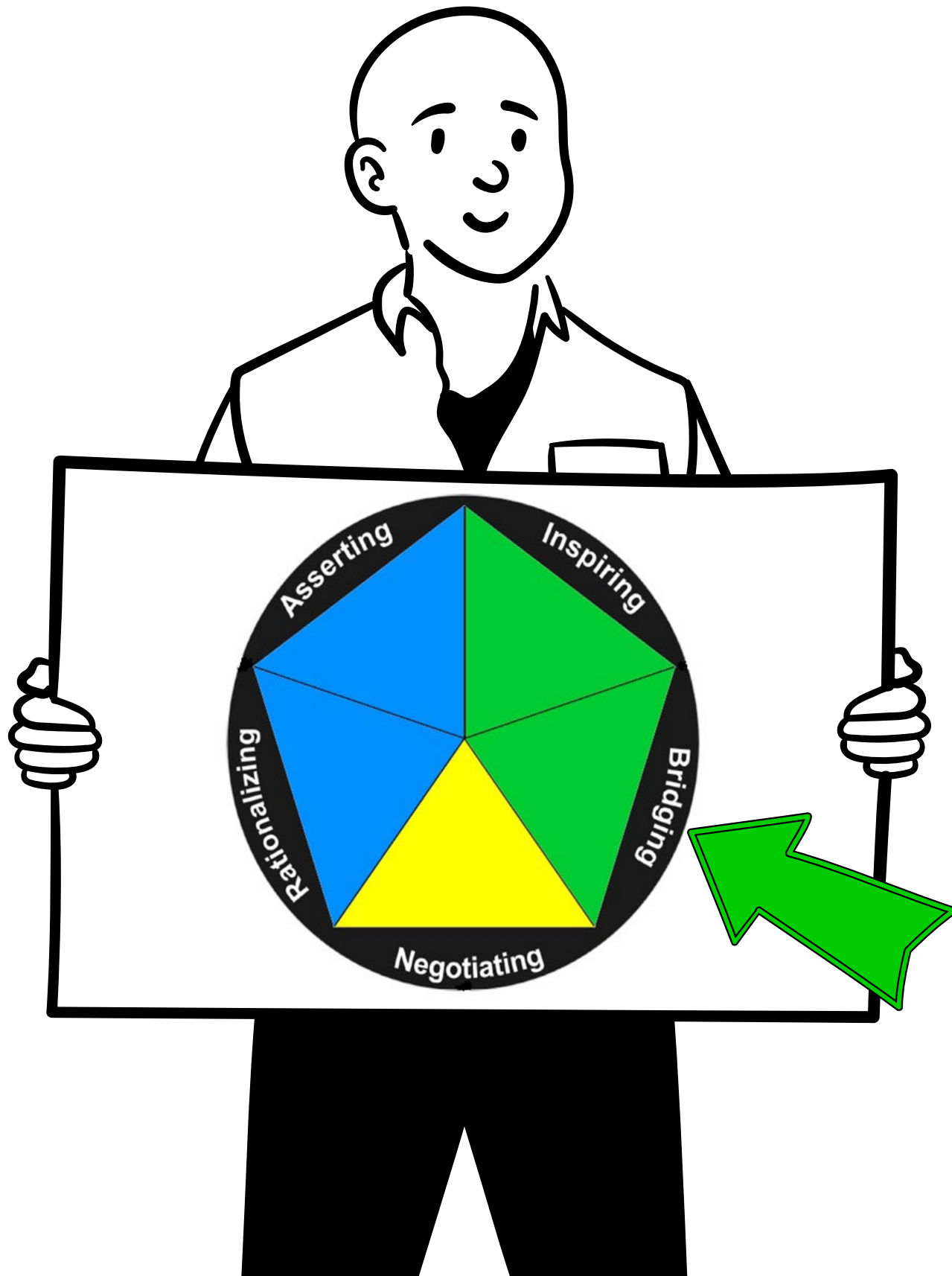
This style looks like :

» Presenting your ideas with **enthusiasm**, appealing to people's **hopes**, using **stories/metaphors** to appeal to **emotions**.

↑ = Presence of common interests

↓ = Low trust, adversarial relationships

The **Bridging** Style



You engage personally and connect with others.

This style looks like :

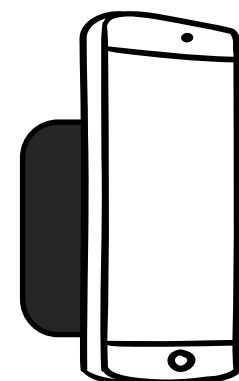
» Building **relationships** and **coalitions**, **listening**, asking questions to seek to **understand** the point of view of others.

↑ = Collaboration is required, time is available

↓ = Lack of common goals

Let's Hear From You


Which of the five (5) influence styles do you most prefer to use?



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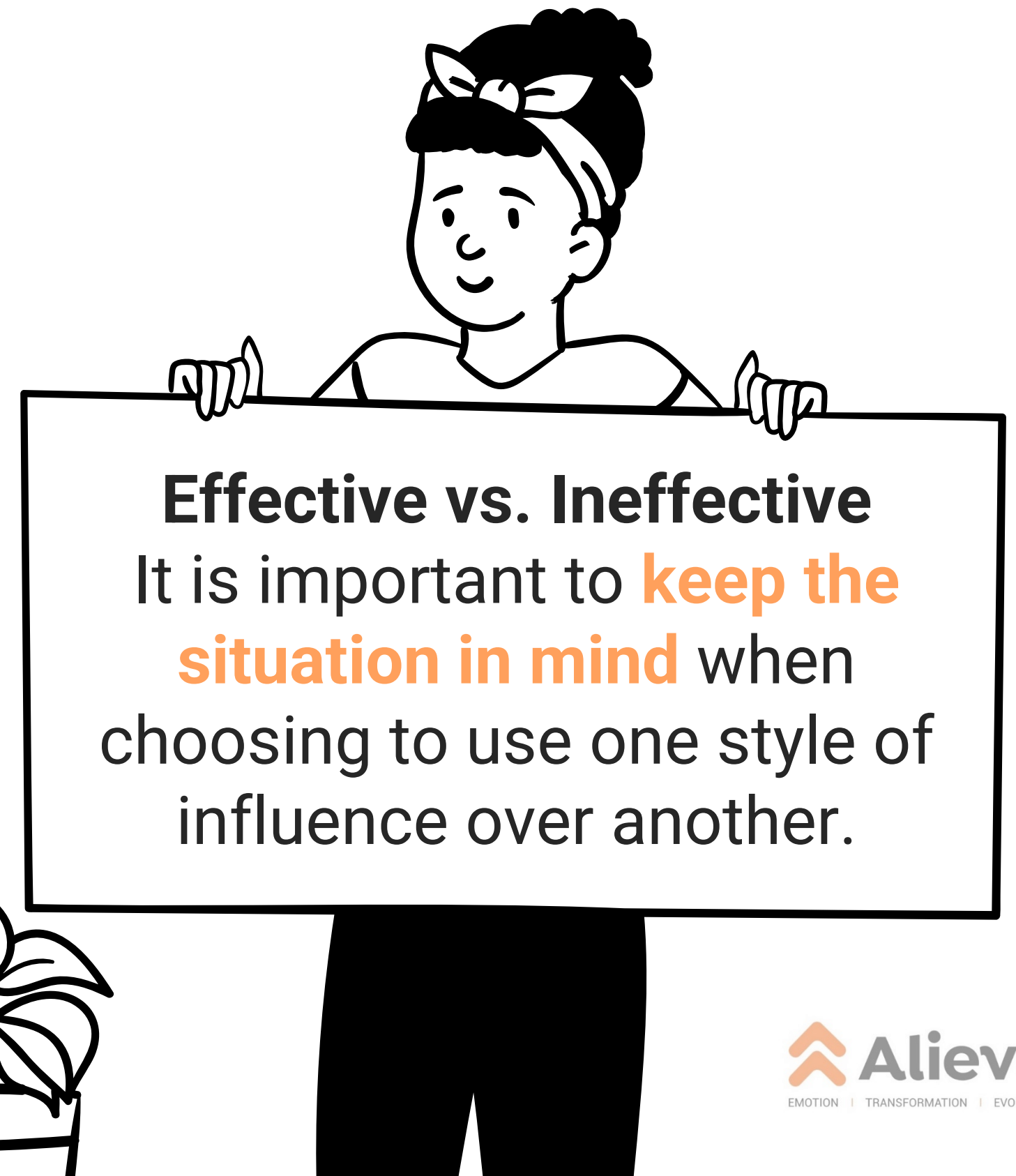
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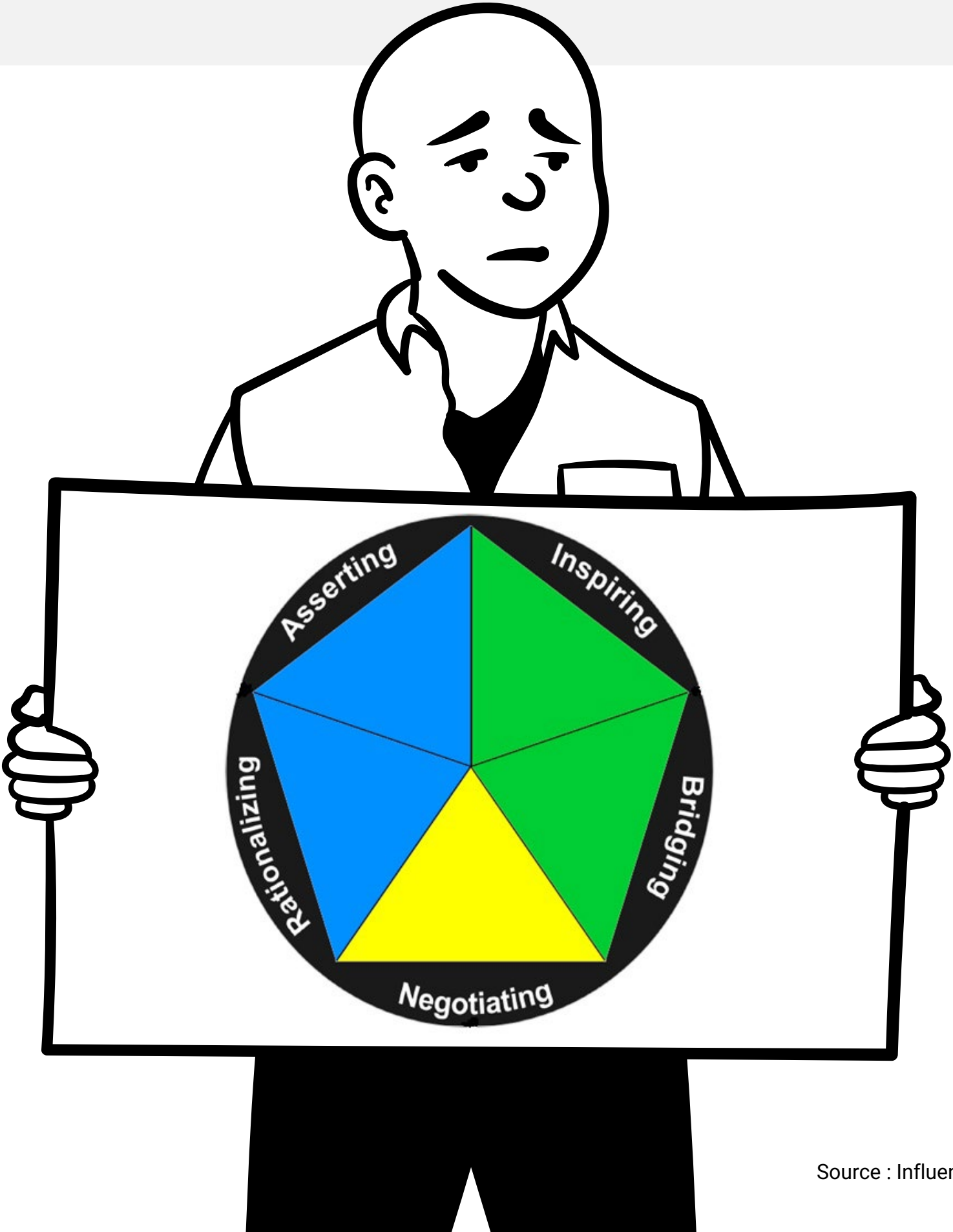


Situational Implications

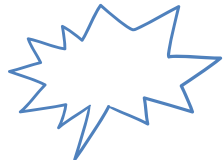


Effective vs. Ineffective
It is important to **keep the situation in mind** when choosing to use one style of influence over another.

The Shadow Side of Influence



Rationalizing



Dismissing

Asserting



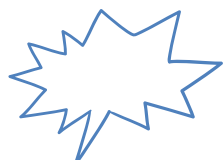
Bullying

Negotiating



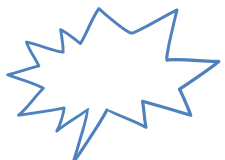
Haggling

Inspiring



Fantasizing

Bridging



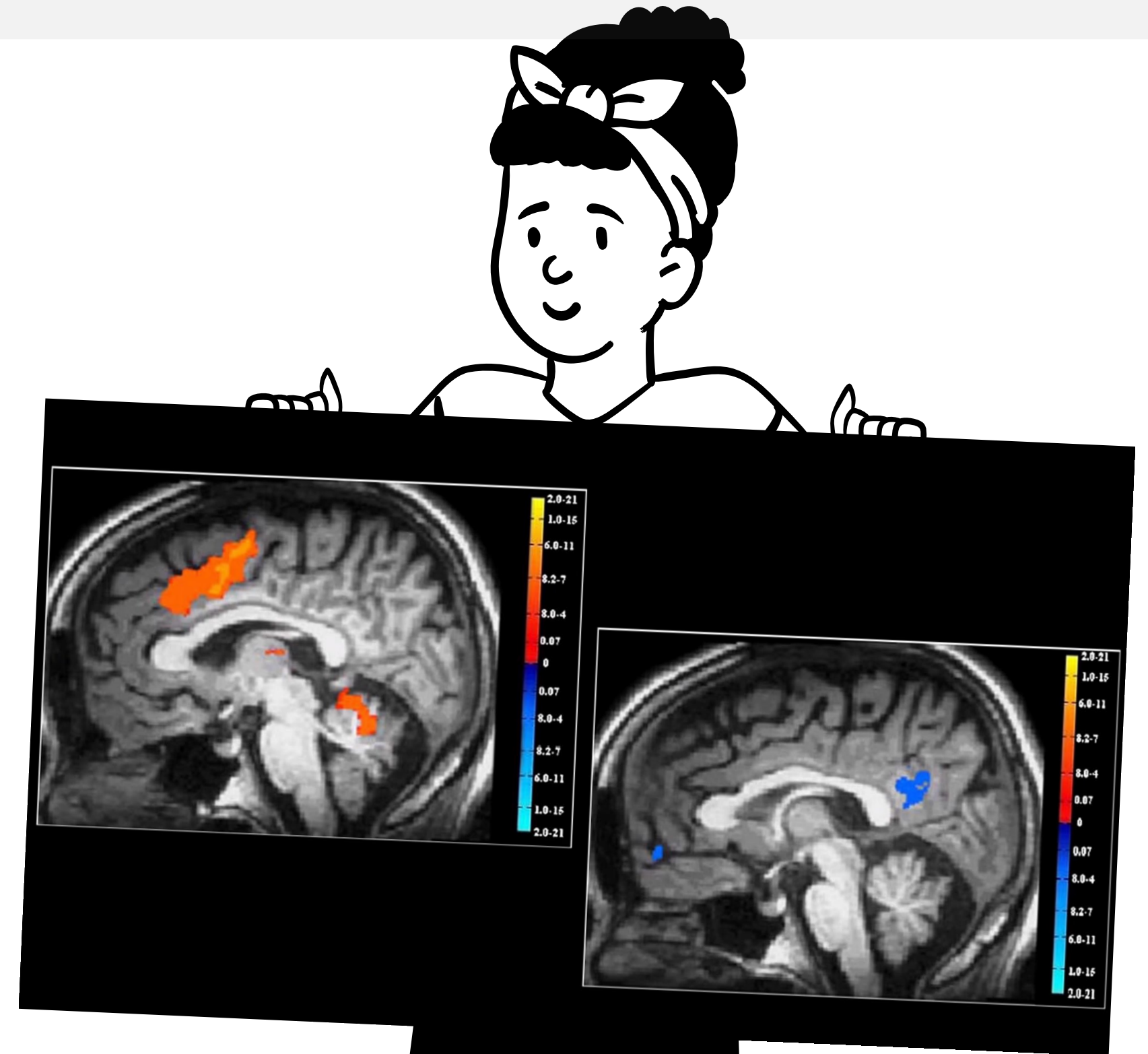
Manipulating

Source : Influence Style Indicator™ © Discovery Learning International, 2010, 2015.

Navigating From One Style of Influence to Another

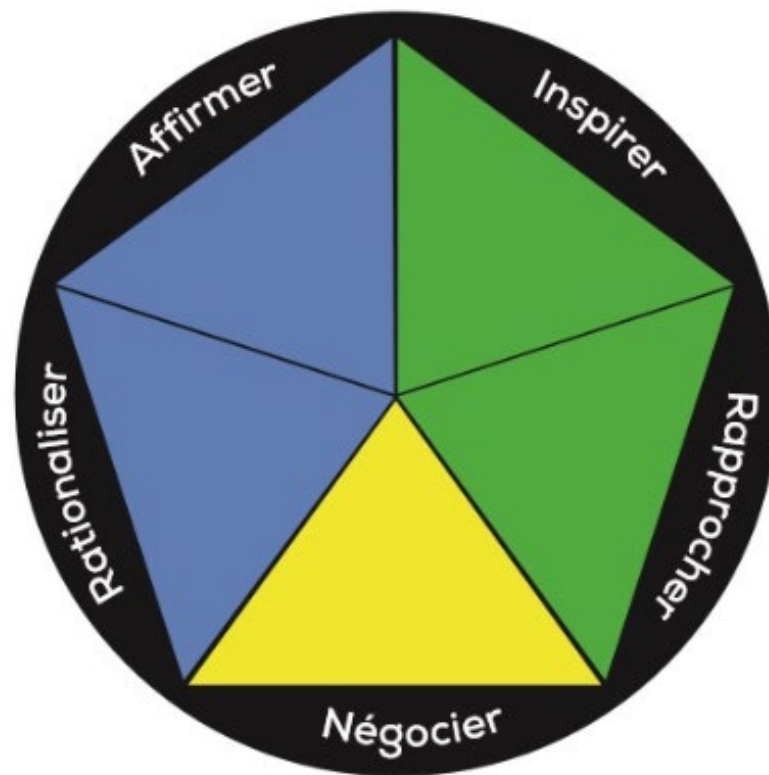
You can increase the effectiveness of your influential leadership by:

- » Being aware of your preferred style of influence,
- » Understanding the situations in which your style works best,
- » Recognizing when it may be ineffective, and
- » Adapting or modifying your influence style according to the context and situations.



Putting It Into Action

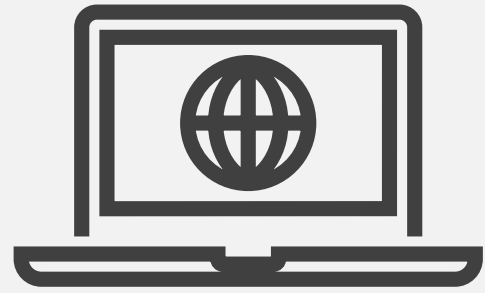
In your current context, which of the five influence styles would you benefit from developing?



What could you do differently to influence more effectively?



Identify a situation in which you will put this into practice over the next few days.



Resources



PowerPoint Presentation and recording:

APEX website, via the past events page (additional resources).



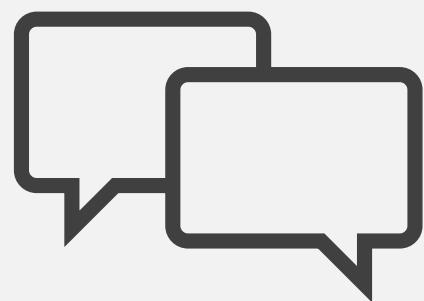
Influential Leadership:

A unique, immersive and interactive learning journey designed just for you to help boost your influence!

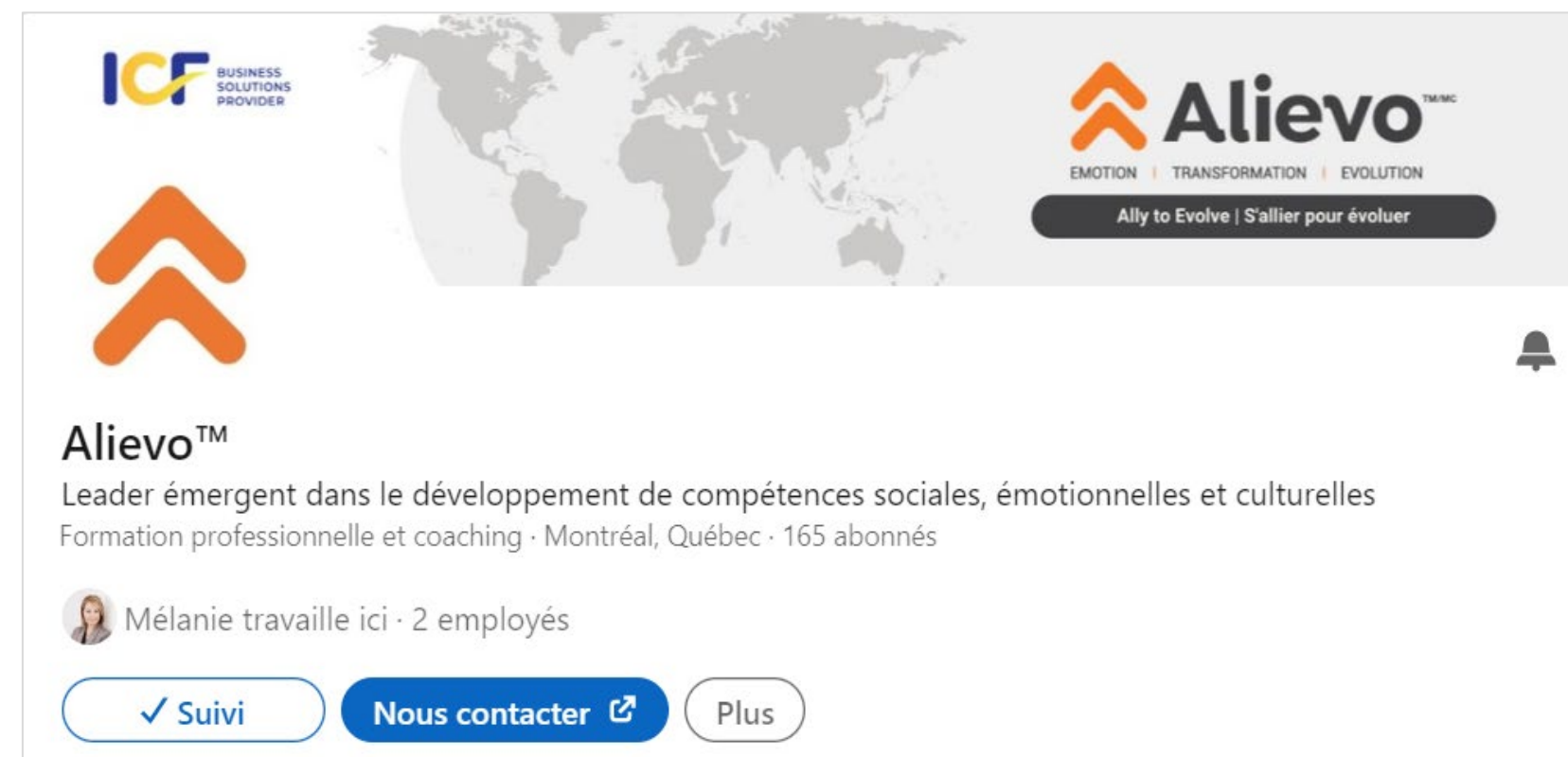


APEX Leadership Summit May 30-31, 2023

Come and see us at our booth or online via the web app!



Questions



Ally + Evolve

Mylène Beauchamp
Mélanie Lacroix

