

Minnesota Family Support and Recovery Council
October 2, 2017 • St. Cloud, MN • 1:00 to 2:30 PM

The Art of Influence -
Getting People to Do What You Want Them to Do

Resource Packet

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Resource #3: Delegation

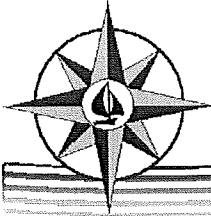
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Leadership Issues

- **How to challenge the status quo of the traditional competitive, individualistic organization.**
- **How to inspire a clear, mutual vision of what the organization should and could be.**
- **How to empower members through cooperative teamwork.**
- **How to lead by example.**
- **How to encourage the heart of the members to strive & persist.**

Source:

Johnson, D.W. & Johnson, F.P. (2012). *Joining Together: Group Theory and Group Skills*. Boston: Allyn & Bacon.



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Master Leadership Challenges & You'll Gain Followership

- *Performing these five functions will help most leaders achieve goals:*

Redefine the Map

Develop Followership

Teach & Learn

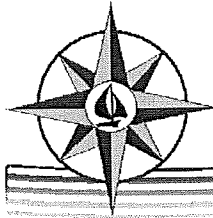
Build Community

- 1) Culture**
- 2) Infrastructure**
- 3) Governance**

Manage Paradox

Source:

Jacobson, R. (1998). Master leadership challenges, and you'll gain followership. Business Forum: Commentary; Star Tribune (Jan. 26, 1998).



How Do Leaders Create Followers?

First:

Create a feeling of significance - that their contributions matter.

Second:

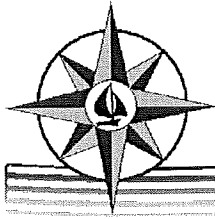
Create a feeling of community - a unity of purpose around work & others.

Third:

Create excitement & challenge - that "edgy" feeling.

Source:

Goffee, R. & Jones, G. (2001). Followership: It's personal, too. *Harvard Business Review*; December.



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The Leader's Window
John D.W. Beck & Neil M. Yeager
© 2001 - *Davies-Black Publishing*

Window 3

Developing

"Coach"

Window 2

Problem-Solving

"Director"

Window 4

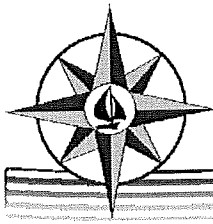
Delegating

"Laissez-
Faire"

Window 1

Directing

"Authoritarian"



Why Teams Fail

We use the word team so often that it has almost become a garbage can word. Everything is a team. Because we use the word so frequently, we think we know how to work effectively with teams. Unfortunately, we do not.

Teams are complex dynamic systems that face many challenges. In fact, 60% fail to reach their potential. Listed below are eight of the most common reasons teams fail based on our experience and research:

Lack of Clear Purpose & Goals

Unsure of What Requires a Team Effort

Lack of Accountability

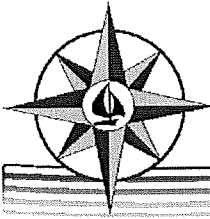
Lack of Effective or Shared Leadership

Lack of Trust Among Team Members

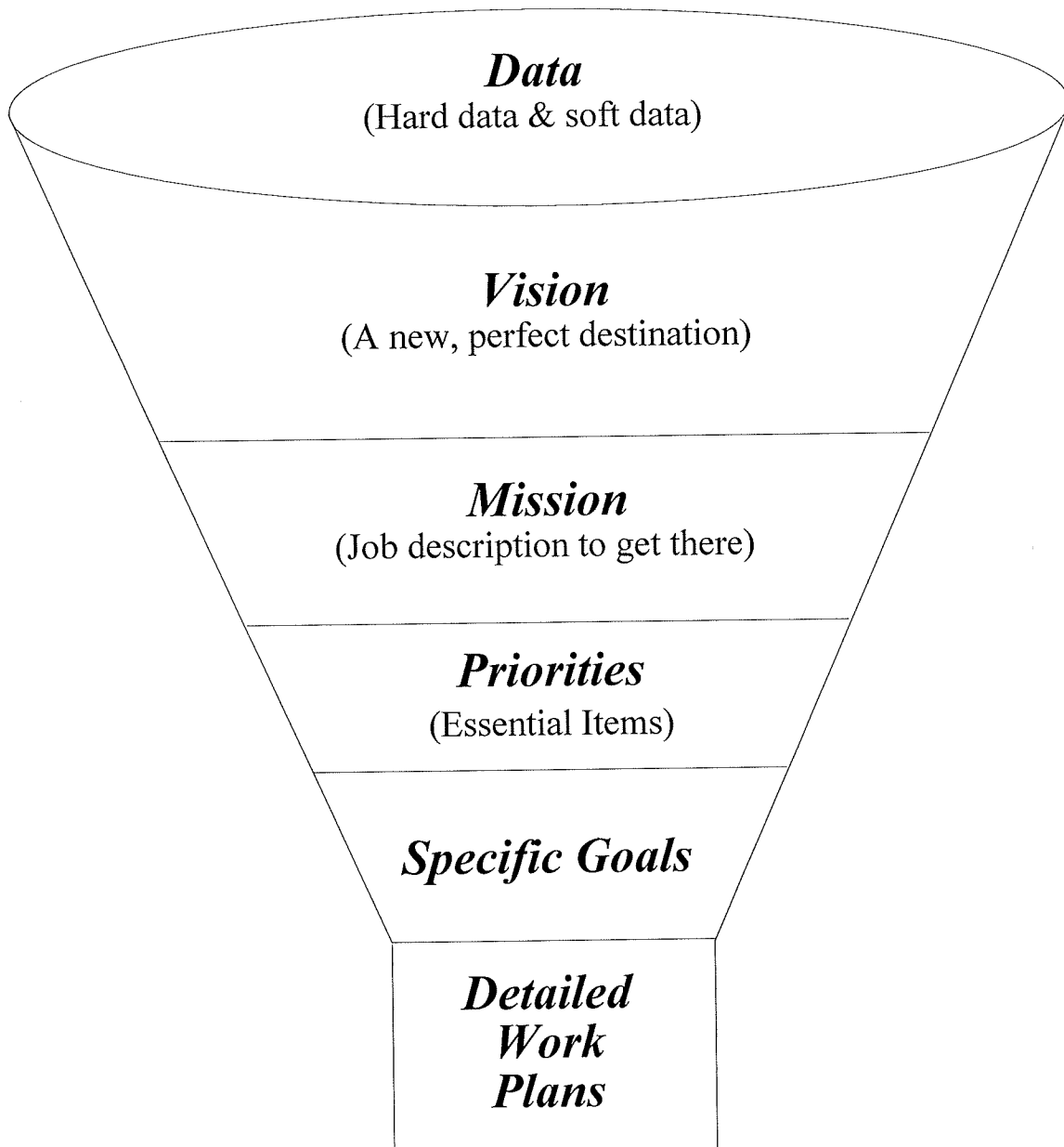
Inability to Deal With Conflict

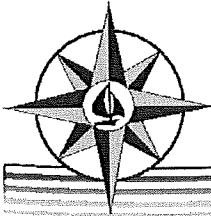
Ineffective Problem-Solving Skills

Lack of Focus on Creativity & Excellence



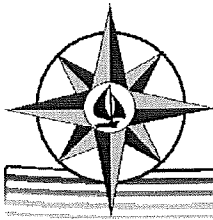
Chainsaw Planning© • System Overview





Chainsaw Planning®
Worksheet #1: Outcome Diagnosis

	Positive	Less Than Positive
Intended	1)	1)
	2)	2)
	3)	3)
	4)	4)
	5)	5)
Unintended	1)	1)
	2)	2)
	3)	3)
	4)	4)
	5)	5)



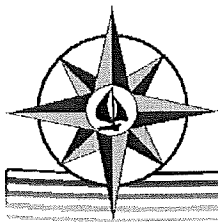
Sample Vision & Mission Statements

Vision Statements Describe New Destinations.

- An ideal organization
 - "We will become a top-ten University"
 - "The best restaurant in town: Your first choice for fine dining"
- Ideal services
 - "The Auto Glass Company that provides the best customer service"
 - "The Restaurant that provides unmatched attention & service"
- Ideal lives
 - "Developing a cure for cancer before 2010"
- Ideal products
 - "Producing flawless vehicles at a reasonable cost"
 - "A 200-pound buck hanging in a tree by 10:00 AM Saturday"

Mission Statements are Job Descriptions.

- What an organization will do
 - "Provide an excellent university education at an average price"
 - "Provide the best food and the best service in our area"
- What services will be provided
 - "We make our customers' lives easier by replacing all auto glass with no disruption in their work or home schedules"
 - "Need credit? Bad credit? We arrange loans for anyone"
- How lives will be changed
 - "Providing an exceptional environment & instruction, & first-class equipment to help our customers improve fitness"
- What products will be delivered
 - "On-time delivery, every time"
 - "A deer hunt with flawless planning & attention to detail"



Chainsaw Planning© **Worksheet #3: Priorities**

Step #1: Write your organization's new Vision here.

Step #2: Write your organization's new Mission here.

Step #3: Identify between 4 & 6 Priorities.

1)

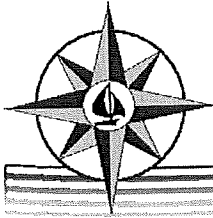
2)

3)

4)

5) *(Optional)*

6) *(Optional)*

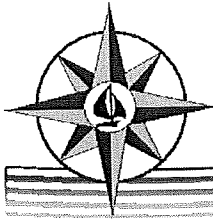


Chainsaw Planning® Worksheet 4B **Goal Actions & Benchmarks**

1) What do we want to accomplish? (*New Goal*)

2) What should be done to begin? (*Data Needed or Action Steps*)

3) What should we see happening w/in 30-60 days? (*Benchmarks*)



(Organization) • (Date) • (Time & Location)
Three Types of Future Work

Implementing

(Goal Areas - Few Items)

Reviewing

(Items to Study)

Considering

(Other Items)

1)

*

*

*

*

2)

*

*

*

*

3)

*

*

4)

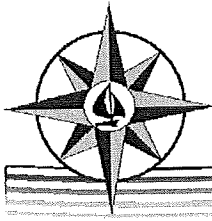
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*

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5)



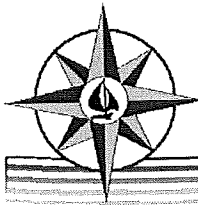
Good News and Bad News: Delegation

Possible Benefits

- Higher quality of work and personal accountability by employees
- Managers are able to have more time to focus on managerial tasks
- Development of subordinates' skills, thus creating a higher skilled workforce

Possible Drawbacks

- Feeling "If you want it done right, you have to do it yourself"
- Lack of trust in subordinates to complete the task and complete it correctly and efficiently
- Fear of competition with subordinates or possibly being seen as lazy
- Improper delegation can reduce the productivity of the organization



Delegation - Getting The Help You Need, When You Need It

Use This Process When You Delegate Work:

- 1) Decide what to delegate
- 2) Find the right person to delegate to
- 3) Explain the purpose of the job, what & when you expect
- 4) Let the delegated person get on with the job and review work at appropriate checkpoints
- 5) Only accept good quality work
- 6) If appropriate, reward the effort

(Organization) (Today's Date)	Start & End Dates For Tasks	1)	2)	3)	4)	5)	6)
Priority 1: 30-day Product:							
Priority 2: 30-day Product:		1)	2)	3)	4)	5)	6)
Project Notes:	1)	2)	3)	4)	5)	6)	6)

From: Project Management Disciplines

By: Businessperformance.com

http://www.businessperform.com/html/project_disciplines.html

1. Stakeholder Management

Identifying project stakeholders and their requirements and managing their communication needs and issues.

2. Risk Management

Identifying project risks and creating and implementing mitigation strategies in order to minimize the impact on the project.

3. Issues Management

Identifying issues that impact the project and managing them through to resolution.

4. Resource Management

Controlling and prioritising project expenditures on products, services and labor in order to achieve the objectives of the project within the agreed budget.

5. Task Management

Assigning, prioritizing and monitoring project tasks and workflows in order to complete the project on schedule.

6. Quality Management

Ensuring that project deliverables meet the agreed standards and satisfy stakeholder requirements at each stage of the project.

7. Project Change Control

Setting a project baseline and identifying, reviewing, approving and monitoring proposed changes to the project scope.

8. Project Team Management

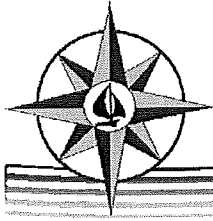
Selecting project team members, clarifying roles, providing feedback and motivating for high performance.

Organization:

Topic:

Desired Project Outcome(s):

Priority	Topic	Action(s)	Time Frame	Other Information
	<u>Stakeholder Management</u>			
	<u>Risk Management</u>			
	<u>Issues Management</u>			
	<u>Resource Management</u>			
	<u>Task Management</u>			
	<u>Quality Management</u>			
	<u>Project Change Control</u>			
	<u>Project Team Management</u>			



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Desired Influence Worksheet

1) Where do you need more influence, & how would it help you or your org?

2) How might you use

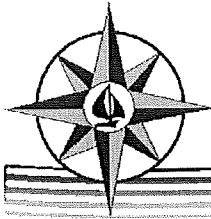
A) The applied research? (pages 1-3)

B) The Leader's Window? (page 4)

C) Planning and/or decision-making tools? (pages 5-11)

D) Delegation? (pages 12-14)

E) Results? (pages 15-16)



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The Art of Influence - Getting People to Do What You Want Them to Do

1) What was good & productive about this session?

2) What was your biggest discovery?

3) How would you improve this session?

4) Please check if they apply:

_____ I would like to...

_____ ...have further training in this area (for others or myself)

_____ ...increase engagement, accountability & performance in my organization

_____ (Other topic?)

_____ I know of others who could use your services as either a speaker or consultant.
_____ It's ok that you call me for more information.

_____ Please e-mail me the Powerpoint & session materials.

Name _____

Email _____

Organization _____

Phone _____