

# Lesson 11:

## PERSONAL EFFECTIVENESS: LEADERSHIP BY INFLUENCE



Interpersonal effectiveness is all about authority, influence, trust and empathy.

Leadership by Authority is when people do things you ask them to. Leadership by influence is when people do things, they want to.

One of the pillars of personal effectiveness is to develop and foster interpersonal trust. Trust is the key to consistent performance and long-term sustainability. Leadership involves building trust and helping people drop their natural/spontaneous defence mechanism. It also involves celebrating adequately and appropriately their successes. On the whole, it strengthens the foundation for personal effectiveness in the future.

### **Understanding motivations: What do people want?**

If one has to be effective, the first step is to understand what aspirations are driving team members. To build trust, we need to trigger responses from all these sets of people. It may not arise from what appears on the surface or what is immediately apparent or visible to us; we need to look into their minds and understand beyond that what is said. Only then we can deliver to their real expectations, hidden deeper and that's how you will get the desired response and great quality of result from them.

### **Sensitivity: Creating a space for expression**

The differentiating behaviour for personal effectiveness is being sensitive to others. Being sensitive means to enable people to express freely in a space and make them feel valued. Often it is not just about monetary value, which keeps people motivated at the workplace. By creating or facilitating the conditions to create a space, where people can express their views without any inhibition or fear of getting judged; a leader can understand the true motivations and aspirations that drive them.

### **Sensitivity: Embodying values and having organization pride**

Leaders also help people relate to the big picture. There is a 'me' within the 'we'. People calibrate their individual goals to common goals, individual aspirations to organization aspirations. Everyone's ambition and aspiration are different. Leadership is about how one understands this to get an insight into their journeys and in return, help them see their future in the big picture. The key factor in being effective in this area is to be transparent and open, demonstrate organization pride, mutual trust and respect.