

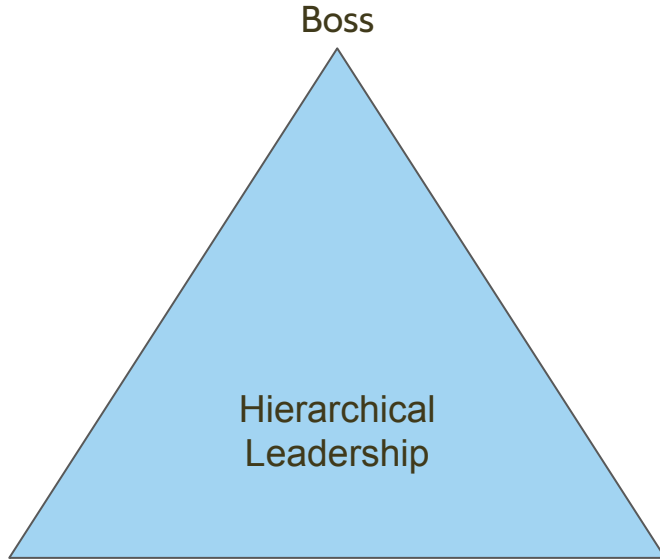


Earning Influence Deep Dive

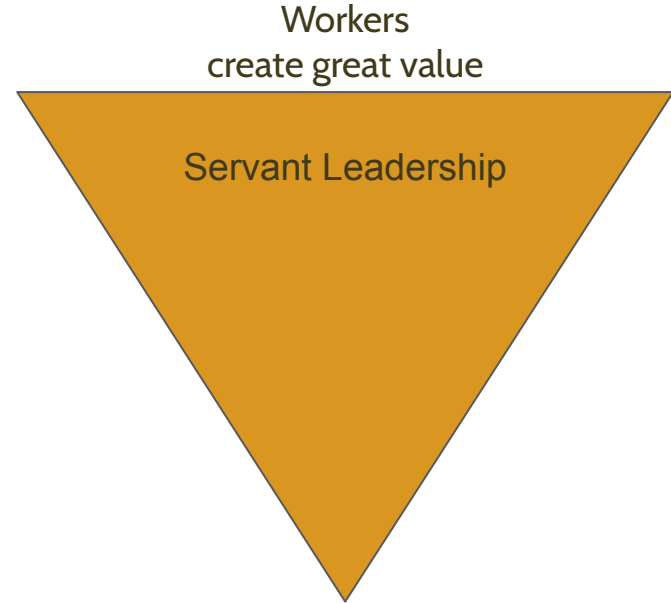
Humane Community Leadership



Humane Leadership Starts with Servant Leadership



Workers support the boss's greatness



Leader supports workers doing great work



Humane leadership

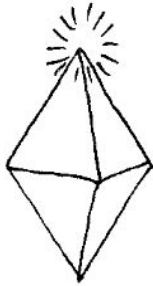
is based on

Consent

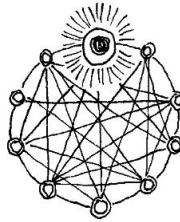


Consent is Based on Your Self Leadership

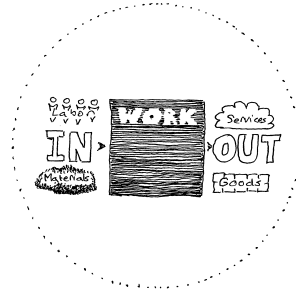
Your demonstrated ability to



Develop your capabilities to perform better and contribute more.



Transcend yourself through collaboration with others.



Create goods and services, especially by delivering relevant projects.

Consent is Based on Earned Influence

$$\text{Earned Influence} = \text{Relevant} * \text{Unique} * \text{Visible}$$

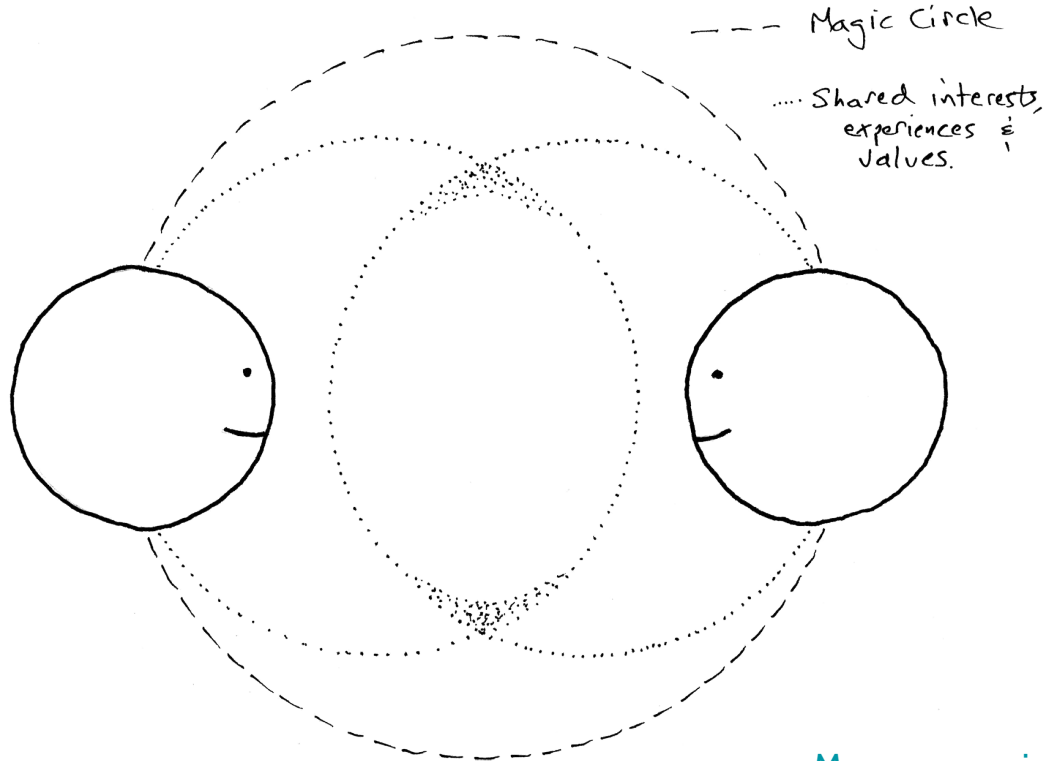
or, written as a function, $P(R,U,V)$

Earn influence by doing things that are relevant, unique, and visible

N.b. **Relevance** is discovered:

via the tools we have learned so far, dependency trees, Gantt charts, MECE and combinatorial thinking, root cause analysis, and, of course, experiments in improving performance.

We Earn Consent By Creating a Magic Circle



Consent is Based on Sharing

- Shared respect

- Working in collaboration based on equality
- Building each other up - correct privately, praise publicly

- Shared goals

- Building on shared values and visions

- Shared search for truth

- Holding our own thoughts while seeking to find the wisdom revealed by paradox and [dialectic](#)

Relevance Builds Trusting Relationships

So, be Curious About What's Relevant to Others

- Listen first - seek first to understand...
 - Have [epistemological humility](#)
 - Don't think you know what you don't know
- Ask people directly - don't assume or guess
- Listen closely for the other person's questions and needs
- What questions are key to this moment and person/group?
 - Read the room again and again

Relevance Builds Trusting Relationships

So, be clear

- On topic
 - Answer questions clearly before introducing anything new
 - Ask, "Does that answer your question?"
 - Agenda = a set of questions
- Realistic
 - About other's agenda, capacity, and personal needs
 - Give each question its space

Relevance Builds Trusting Relationships

So, be constructive

- Assume the best in ourselves and others
- Doubt your doubts
- Be principled
 - Exhibit integrity, honesty & reliability
 - Avoid talking about people who are not in the room
 - Hold confidential information very closely
 - Focus on serving the mission and team
 - Offer compassion and accountability

Earn Influence by Being Unique

Bring your unique gifts by being

- Knowledgeable
- Skillful
- Resourceful
- Creative
- Authentic

Earn Influence by Being Visible

- Show up
- Speak up
- Shut up
 - Use the power of silence
 - Think of WAIT - why am I talking?