


Leading without Authority

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Please Note:

I work for the Comptroller, but I don't speak for him. The thoughts and views shared in this presentation are mine and are based on my experiences and observations.




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"Make Government Work Better"

Today's objectives:

- 1) To make you think about the importance of your role in your government
- 2) To encourage you to make your government work better by leading from where you are



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Leadership is a simple concept and is easily identified, but we must first overcome our human nature.



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Who is this man?

• Which one?

- Which is more important?
 - Who gets the credit?
 - Who has the harder job?
 - Which is most replaceable?
- Which one is a leader?

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John Brodie

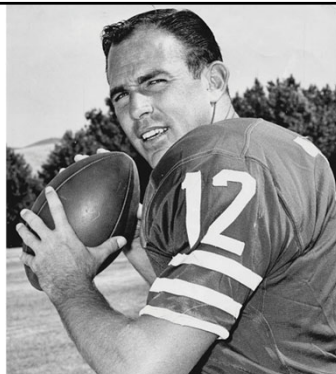
SF 49ers – 1957-1973
NFL MVP - 1970

Reporter:


You are one of the best quarterbacks in the league, why do you hold the ball for extra points and field goals?

Brodie:

"Because if I didn't, it would fall over."



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John C. Maxwell

“What Makes a Good Leader?”

- Integrity
- Vision
- Ability to Develop Others
- Self Discipline
- Influence
- Servanthood

What is missing from this list?

- Title/Position

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Leadership is not about position, it's about influence!

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“Leading without Authority”

To **influence** people, decisions, and positive changes without having formal **power** from a supervisory role.

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Power – formal authority or control❖ **Positional:**

Comes from a title or rank
Not always earned

❖ **Enforceable:**

Can be backed by consequences

❖ **Limited:**

It goes away when the position is lost
through election, termination,
promotion, retirement, death, etc.

*Power is the
right to make
people do
something*



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Influence – ability to shape opinions/behaviors❖ **Relational:**

Earned credibility built on
observation of competency and
consistency that leads to trust

❖ **Persuasive:**

The product of example that
others respect and choose to copy

❖ **Expansive:**

Not bound by role or title
Internally developed and follows
you

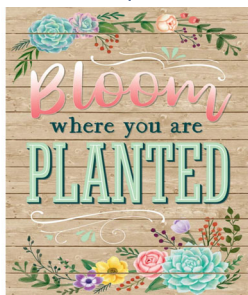
*Influence is the
ability to make
people want to do
something.*



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Knowing the difference between **Power** and **Influence**
frees you to take control of your career!



You have brains in your head.
You have feet in your shoes.
You can steer yourself
any direction you choose.
You're on your own.
And you know what you know.
And YOU are the one
who'll decide where to go..."

-Dr. Seuss. Oh, the Places You'll Go!

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Influence is the Key to Leadership

Leadership is influence, nothing more, nothing less. How do you gain influence from people? You invest in them. How do you invest in them? It starts with giving them time.

— John C. Maxwell —

Regardless of your role, if you are personally invested, you will lead others.

People can only follow those who are going somewhere!

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People don't care
how much you *know*
until they know
how much you *care*

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Influence relies on engagement!



A public declaration of an offer made and accepted and the intent to keep exchanged promises.

Engaged people have a career, those disengaged have a job!

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Characteristics of the engaged:

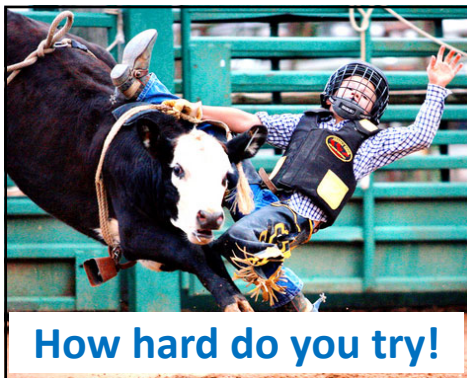
- **Commitment** – to the values and goals of the relationship
- **Motivation** – high levels of enthusiasm, not passive, persistent
- **Anticipation** – looking ahead with vision and a positive outlook
- **Passion** – not afraid of challenges or obstacles
- **Focus** – on making this venture a success
- **Sacrifice** – service is at the forefront, looking outward not inward

Engagement results in positive influence!

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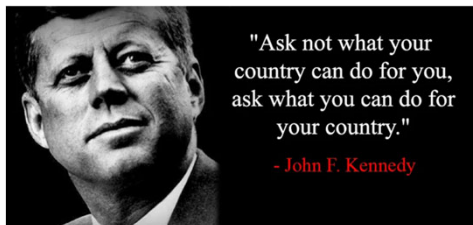


**Engagement
is a choice
that we each
must make!**

Commitment
Motivation
Anticipation
Passion
Focus
Sacrifice

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**Engagement is not about what your job brings you,
it's about what you bring to your job!**



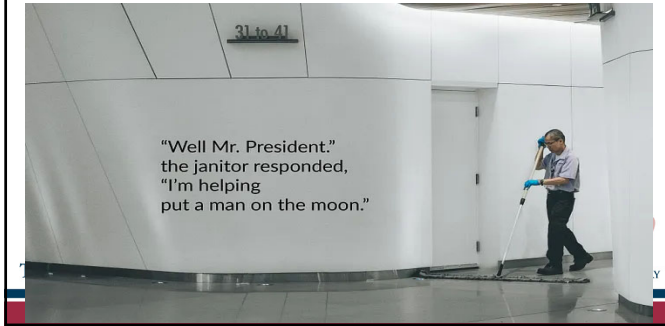
- John F. Kennedy

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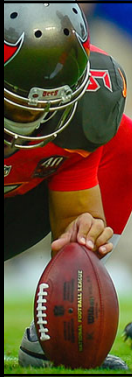
Engagement is a matter of perspective



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Leadership: influence earned through personal engagement.

Engagement is holding the ball because it needs holding, regardless of your position.



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Servanthood is the First Step to Leadership

- Willing and dedicated service to others

Servanthood does not nullify leadership; it defines it.

- John Piper

You can't be the chef if you've never washed the dishes.



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Servanthood is learned by practicing "Effective Followership"

*If you learn how to
follow, then you will know
how to lead.*

- Steve Reeder



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Effective Followership is "Leading from Among"

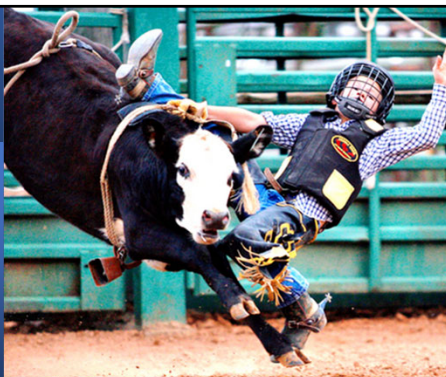
- You don't have to be "in charge" to be "in front"!
- Effective followers influence those above, below, and around them by demonstrating the heart and attitude of a servant!



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7 Characteristics of an Effective Follower

How hard will you try?

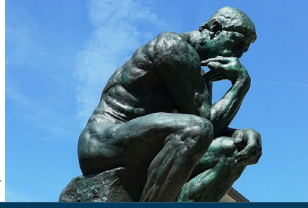


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1. Think

- Following is not a mindless exercise, it's a choice.
- It is not just conforming to the influence of leadership, but it is properly using that influence to grow and increase your skill set.

**Effective followers
observe, learn, and
grow!**



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2. Commit

- Don't dabble – Dive!
- Don't go to a job - Develop a career, your career!
- Don't wait your turn! – Seek challenges that stretch your abilities.

Don't give less than all!



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3. Listen, then Speak

- It is important to hear and to learn, but also to speak up, ask, suggest, and share.

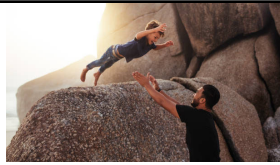
**Respectful questions or
suggestions influence others to
share their ideas!**



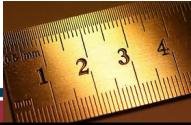
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4. Trust

- Allow yourself to be led by giving the benefit of the doubt to those leading you.
- It's what you would want, it's what you should give.



By placing yourself in someone's hands, you learn how to hold someone's future in your hands.



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5. Allow Honest Mistakes

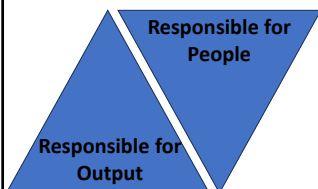
- Leaders are not perfect
- Expect/respect corrections made
- Have a positive attitude and empathy
- Do not engage in idle talk and hurtful gossip
- Forgive



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6. Understand Multiple Perspectives



Most people in an organization are only responsible for themselves.

Those in authority are responsible for increasing numbers of people and must consider the needs of the entire organization.

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7. Are Accountable

Sometimes you miss;
when you do, it's your
fault.

**To succeed, you
must take
responsibility!**



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*If you learn
how to
follow,
then you
will know
how to lead.*

Effective Followers:

- Think
- Commit
- Listen, then Speak
- Trust
- Allow Honest Mistakes
- Understand Multiple Perspectives
- Are Accountable

Effective Leaders:

- Think
- Commit
- Listen, then Speak
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Leaders display **influence** and **servanthood**



A lighthouse
doesn't
command
ships or
captains. It
guides by
shining
consistently.

An umbrella
doesn't
change the
weather. It
makes
someone's
day easier.

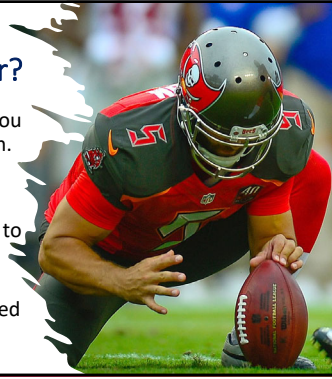


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Do you make your government work better?

- Leadership is not in the position you hold, but in the influence you earn.
- Influence is a direct result of **your** engagement.
- Engagement is a choice you make to commit to your career.
- True leadership begins with effective followership demonstrated by dedicated service.



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Do the best you can until
you know better. Then when
you know better, do better.

Maya Angelou

@mayaangelou


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Questions?

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