

MACK STORY

DEFINING



INFLUENCE

*Increasing Your Influence
Increases Your Options*

DEMYSTIFYING LEADERSHIP SERIES

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DEFINING YOUR LEADERSHIP STYLE

Get Out of the Way and Lead

“Coaches that can outline plays on a blackboard are a dime a dozen, but the ones that can succeed are the ones that can get inside their players and motivate them.” ~ Vince Lombardi

Why do people choose to follow a leader? Here are three key reasons:

1. They do not trust the leader and are afraid not to follow. – They are afraid they may not get something they want such as time off, a raise, a position they want or something bad will happen to them such as being demoted, being given a job they don’t want to do, being told to work hours they don’t want to work, or being fired.
2. They have limited trust in the leader and believe they may benefit in some way. – If they do what they are asked, they believe good things will happen to them such as keeping their job, getting raises, receiving time off, receiving recognition, receiving promotions, receiving additional responsibilities, etc.
3. They fully trust the leader. – They believe the leader wants to help them. They believe the leader cares about their well-being. They believe the leader has good character based on what they have witnessed. They believe the leader has the knowledge and skills to lead the team.

When interacting with people, it is important to understand the difference between managing (directing/controlling) and leading (influencing/releasing). Considering the three reasons people follow a leader, no trust and limited trust occur when people are being *managed* by a self-serving leader. Fully trusting occurs when people are being *led* by a servant leader.

Choosing how and when to use management techniques and leadership principles will play a major role in determining our style and our level of effectiveness relative to influencing people.

We *manage* things and processes, but we should *lead* people. We obviously cannot lead (influence) things and processes. Things and processes cannot think. Things and processes do not have feelings. Things and processes do not choose to follow. We have to make decisions about things and processes and take action to achieve the results we want with and from them. Or, we have to influence others to take action on our behalf.

We can make the mistake of attempting to manage people by treating them like objects by using control and power assuming they must simply do what we say, when we say it, how we say it. It happens at work and at home when someone has a position of authority and the rights to direct the actions of others. It’s fast but not highly effective.

If we want to be served by people, we manage them. If we want to serve people, we lead them. Leadership is more caught than taught.

People with formal authority over others are commonly referred to as managers and have a position in management such as: manager, boss, supervisor, director, vice-president, president, or owner. Relative to the military, they simply have higher rank. Having formal authority does not mean someone is a good manager or leader. It means they have been given formal authority to make decisions and the right to lead others. Some are great leaders. Many are extremely poor, low level leaders, and everyone following them knows it.

How can low level leaders remain in their position? Because those reporting to them have not developed themselves and do not have other options. If they had other options, they would act on them. Then, if those filling the vacancy had options, they would act too when the poor leader revealed their true character.

A low level leader can only lead because people without options *have* to follow. Otherwise, the low level leader would not have anyone to lead. Low level leaders, like great leaders, can only lead when someone is following. Low level followers without options follow and enable low level leaders.

Instead of taking the initiative and responsibility to develop themselves, those following poor leaders tend to blame the leader. Why? It's easy. Those blaming do not have to do anything. They feel it is the leader's fault they are miserable and being mistreated. Nothing is farther from the truth. Our problem is always in the mirror. It's never through the window.

If I'm following a low level, controlling, dictatorial leader, it's not their fault. They cannot stop me from taking responsibility, developing options, and removing myself from the situation. If I will not pay the price to give myself options, it's not someone else's fault. It's my fault.

If you want to be more effective and learn about the underlying principles needed to give yourself more options, get a copy of *The 7 Habits of Highly Effective People*. Reading it will raise your level of awareness. In order to reap the benefits, you must apply the principles daily. If you do, your life will change, and you will develop more options.

Early in my career, I had to follow low level leaders. I was always frustrated. I was bad mouthing them along with nearly everyone else who had to follow them. I hated going to work. Not because of the job, but because of the boss. At least, that's what I thought because of my low level of awareness. I was a low level follower. I didn't apply myself, didn't have options, and chose to be frustrated.

"The number one reason people leave their jobs is a bad relationship with their boss."
~ Stephen M. R. Covey

Low level leaders leave because they blame the boss. High impact leaders leave because they know they are responsible for removing themselves from the situation if they don't like it.

You can develop yourself and no longer have to work for or with anyone you feel does not respect you or the team. Is it easy? Most of the time, it's not. Is it possible? Every single time it is, if you are willing to pay the price to develop yourself.

If you want to *change* your world, you must first change *your* world. To clarify, if you want to change your environment, you, living in the environment, must change.

"We are anxious to improve our circumstances but unwilling to improve ourselves. We therefore remain bound."

~ James Allen

Until you apply what you've learned, nothing changes. Deciding to do something and doing it are two very different things delivering very different results.

Do not assume the misuse of formal authority only happens at work. It happens at home with parents trying to control and manage their children by using their formal authority to force or coerce them into complying through fear, intimidation, and discipline. It can also happen at home between the adults when one or both of them try to control and manage the other.

If we think our spouse and children are there to serve us, we manage them. If we think we are there to serve our spouse and children, we lead them.

There is only one reason anyone responds or complies when being managed. They *have* to. If they did not *have* to, they wouldn't. You may have been there at some point in your life when you had to follow someone only because they had a position of authority or power over you.

Stop and Think: When someone tries to control you with force or coerce you with fear, intimidation, and discipline, do they build trust or create distrust? Do they have more or less influence?

Management of people reflects low level leadership and results in low level effectiveness. It is the lowest form of influence. Managing is directing from a position of authority. Leading is influencing through moral authority with or without a position.

People do not like to be managed. Anytime people are being managed there is low trust and resistance. People like to be led by people with strong, positive character. We not only need to be great at managing and leading, but we also need to know when to use the skills and principles associated with each practice.

Stop and Think: When it comes to dealing with people, are you a manager or a leader? Which person builds more trust? The one directing/controlling or the one leading/influencing? Which one would you prefer to follow?

You have likely seen the results of someone trying to manage someone else at home or at work without formal authority. Usually, both parties become frustrated which leads to ruptured relationships. When you do not have formal authority or power over someone, there is only one way to move them to action. In order to be able to influence (lead) them, you must establish moral authority.

If you have a desire to become a principle-centered leader, you must learn to lead with influence, regardless of whether or not you currently have a position of authority. If you do not currently have a position of authority or power, you can only lead based on the relationships you have developed because you have not been given formal authority or rights to lead anyone. If you do not have a position but continue to grow and develop your influence with others, it will only be a matter of time before you are offered a formal position.

If this happens and you accept a formal position of authority, remember, your current relationships were built without a position. Everything will be reset. You must understand the existing relationships will not automatically continue at the same level once you're given a position of authority. You will

have to rebuild or confirm your relationships on top of your position. Most likely, it will be harder than before.

Others may become suspicious of your intent. Most importantly, when you have authority and power over others, things will feel and be different. You may act differently toward them. They may begin to see you differently too. You will no longer have to be patient. You will be able to control others and force compliance if you choose.

The key to transitioning from leading with formal authority to begin leading with moral authority is based on your ability to build trust. Before you can begin, you have to establish your intent by truly seeking mutual benefit with others. They must believe there is a benefit for them if they are going to voluntarily choose to follow you in your new position.

Once you have established trust based on *character*, you have to establish trust based on *competency* in order to lead others to get results. After you have a proven track record others can verify, you will be able to choose to make the necessary sacrifices to further develop your influence and begin to help others learn to lead based on their relationships and to get their own results.

Leaders getting results effectively based on strong, solid relationships do not make a habit of mistreating those following them. They seek mutual respect. This is a *good* place to be as a leader. However, the majority of these leaders do not go the extra mile and become *great* leaders. In order to go to the next level, they must invest time and resources into the people following them with the sole purpose of helping them increase their influence and get better results.

High impact leaders have an abundance mindset. They invest in their team. They think many, many options. There is plenty of everything for everyone. There is plenty of credit for everyone, plenty of profit for everyone, plenty of room for everyone to grow, and plenty of opportunities. They know, if they invest in the people, the entire team's cumulative influence increases. They are secure and share information freely. They know: Together Everyone Achieves Much.

Leaders with an abundance mindset help others succeed because they are not threatened by their success.

They invest heavily in developing their team because they know they have to grow the team to grow the organization. They know as the team grows trust increases, speed increases, costs decrease, profits increase, quality improves, and morale improves.

People with an abundance mindset build more trust with others. They build trust with others quicker. They have an abundance of influence and focus heavily on developing the character and competency of their team members.

Lower level leaders have a scarcity mindset. They think there is only so much to go around. They place a priority on making sure they get their share. They are insecure in their position within the organization and feel threatened by others. Therefore, they hoard information and guard their turf. They do not want to develop their team beyond what is necessary to do the job.

Leaders with a scarcity mindset fear training their team members. They believe trained team members may leave the organization or threaten their position in the future. Therefore, they do not invest in

the growth of the team. As a result, the organization cannot grow. These leaders tend to blame the team for the poor results instead of taking the blame. They prefer to dodge and transfer responsibility.

When it comes to training people, those with a scarcity mindset think, “What happens if we train them, and they leave?” So, they don’t train their team. However, there is something far worse than training people who leave. Not training them and having them stay. People come and go whether being trained or not, but they are more likely to stay longer if they feel valued by their leader.

Stop and Think: Which organization would you trust more? One with abundance that is training and developing their team seeking growth throughout the organization? Or, one with scarcity that is not training and developing their team while struggling to maintain the status quo? Which would earn more of your loyalty? Which would attract better team members?

When it comes to what’s going on in the organization, leaders are either making it happen, allowing it to happen, or making sure it doesn’t happen. Ultimately, the top leader is responsible whether they accept responsibility or not.

High impact leaders know this and take responsibility for what’s happening. Low level leaders avoid taking responsibility for what’s happening as they search for others to blame. They create a tremendous amount of distrust throughout the organization as they try to maintain power and control.

It takes a very high degree of character to make the transition to become a high impact leader because you have to move beyond only accepting responsibility for growing yourself. When you truly and sincerely begin to develop and grow others, you must become responsible to others. Lower level leaders are unwilling to do this. They have the ability, but they do not have the desire.

If you invest abundantly in other leaders, your influence will exponentially increase through them.

The Five Types of Leaders

Type 1: Managerial Leader

- Character is weak; desire is “to be served” rather than “to serve”; scarcity mindset
- Competency can range from undeveloped to highly developed
- Focus is on managing (directing/controlling) people and processes
- Values the position more than the people
- Strength comes from power, control, formal authority, personal results

A *managerial* leader is the least effective of the five types of leaders. They have the least influence. People only follow them because they have to. They are not in the position to serve others. Their desire is to be served by others because they are in the position. They see others as tools to use to complete the objective for the day. They prefer to make decisions. Their weakness is character development.

Type 2: Relational Leader

- Character is strong; desire is to serve; abundance mindset
- Competency is undeveloped/generalized

- Focus is on leading (influencing/releasing) people
- Values people more than the position
- Strength comes from relationships and moral authority

A *relational* leader builds relationships in order to influence others. People want to follow them because of who they are, not what they know. They develop mutual respect with others and work well with them. Although people want to follow them, they have not developed specialized knowledge. Their weakness is not making the necessary sacrifices to develop their competency.

Type 3: Motivational Leader

- Character is strong; desire is to serve; abundance mindset
- Competency is developed/specialized
- Focus is on leading (influencing/releasing) people, managing the processes, and getting results
- Values people more than the position
- Strength comes from relationships, moral authority, and team results

A *motivational* leader seeks mutual benefit for themselves, others, and the organization. People want to follow them because of who they are and what they know. They influence others from the outside. They are process focused. They are trusted and deliver results for themselves, their families, their team, their organization, their customers, their suppliers, and their community. Their weakness is not making the necessary sacrifices to reproduce other motivational leaders.

Type 4: Inspirational Leader

- Character is stronger; desire is to serve and develop others; abundance mindset
- Competency is highly developed/specialized
- Focus is on leading (influencing/releasing) people and developing motivational leaders
- Values people more than the position
- Strength comes from relationships, moral authority, and the growth of others

An *inspirational* leader inspires managerial and relational leaders to become motivational leaders. Their focus is on growing themselves in order to inspire others to grow. They influence others on the inside. They are people focused not process focused. They focus heavily on character development. True inspirational leaders are followed because of how much they care and who they are on the inside. They are inspired by the growth of those following them.

Type 5: Transformational Leader

- Character is strongest; desire is to serve and to develop others; abundance mindset
- Competency is highly developed/specialized
- Focus is on leading (influencing/releasing) people and developing motivational and inspirational leaders
- Values people more than the position
- Strength comes from relationships, moral authority, growth of others, and the respect they have earned

A *transformational* leader's passion and purpose is to transform others. They are the most influential of the five types of leaders and are highly respected. Their reputation precedes them. They are well known for developing leaders. Their influence touches people in all industries and across multiple generations. They have influenced many leaders for many years. Their influence is continuously being transferred through many other leaders at many different times in multiple locations.

As you consider the following examples, notice the *manager* style corresponds with the managerial type of leader. The *leader* style corresponds with one or more of the relational, motivational, inspirational, and transformational types of leaders which build strong relationships, get results for the people and the organization, and reinvest in people by growing and developing them to become highly effective leaders.

In my Lean Manufacturing Consulting business, I taught these “manager vs. leader” principles in order to help the team leaders understand how to better lead their teams effectively without formal authority. Most of the time they did not have any. Or, if they did, they tried to leverage it too much which shut down the team, limited buy-in, and limited results.

Since then, I have enhanced it. This comparison is very effective in helping others see the difference between the two styles. A perspective on the leader is included in each category.

Manager vs. Leader (Select the heading to access [my podcast](#) on each topic.)

Vision

Manager: Focus is short-term. Expects subordinates to focus on the short-term. Primarily concerned with today.

Leader: Focus is long-term. Expects followers to focus on the long-term. Primarily concerned with the future.

Leaders (people of influence) are responsible for establishing the vision and looking at the big picture whether it is for their family, their team, their department, or their business. Leaders should focus on doing what no one else can or will do. If they don't do it, it won't get done. Leaders cast the vision.

“Vision is foresight with insight based on hindsight.”
~ John C. Maxwell

Change

Manager: Expects things to stay the same. Focus is on stability and control to maintain the status quo. Does not solicit or appreciate opinions of others relative to making things better in the future. Avoids and dislikes change.

Leader: Understands things will and should change. Focus is on change and releasing others to continuously improve. Solicits the ideas and opinions of others in order to facilitate improvement. Expects change.

Leaders always seek a better way to do everything. Many leadership skills are needed in order to effectively lead continuous change. There will be challenges along the way. People need strong, growing leaders to take them, the team, the family, or the organization to the next level.

Self

Manager: Concerned with managing the work being done. Span of control is limited because of a micro-management style. Always checking up on and hovering over those doing the work. They feel others will not come through without supervision. Drags or pushes people along because they are not following willingly.

Leader: Concerned with leading and developing the people doing the work. Span of influence is significant because it is multiplied through others. Always has faith others will follow through. Comes alongside the people to help them achieve success.

Leaders continually grow in order to grow others. To do big things, a big team is needed. The size of the team is determined by the size of the leader. They need to bring together and lead people with various skills, energy levels, and agendas. They must continuously sharpen their leadership skills to be effective.

Others

Manager: Sees people reporting to them as subordinates serving the manager while carrying out the mission. Wants the people to accomplish the mission without support.

Leader: Sees people reporting to them as voluntary followers to be served and supported. Wants to support the people in order to accomplish the mission.

Leaders valuing people have the primary goal of serving others. This means staying with the people, not leaving them behind while enjoying the spoils of success. The leader has to be able to get to the top of the mountain. A high impact leader will not remain there enjoying the view alone. They will go back down and help others climb to success. It's not about how far they can advance themselves, but how far they can advance others.

Power

Manager: Values "rights" associated with their formal authority and position. Utilizes position strength to dictate, control, coerce, and order people to action.

Leader: Values influence established through their character development. Builds strong relationships and trust in order to motivate and move people to action.

A high impact leader with formal authority leads with influence not authority. Doing so generates a tremendous amount of trust with those reporting to them. When the leader can lead with an iron fist but chooses to lead with a warm heart, it does not go unnoticed. It gets talked about, and it gets appreciated. A leader knows life is hard, so they deliver easy. Those following this type of leader are very loyal and over deliver with results consistently.

Decision Making

Manager: Wants to make decisions for the people. Does not welcome the input of others. Does not ask many questions. Prefers to give answers.

Leader: Wants to facilitate decision making by the people. Welcomes input from others. Values the opinions and ideas of others. Asks many questions. Wants to help others find their own answers.

A leader leads by not only asking questions, but also expecting to be questioned, communicating clearly pride and ego are not an issue. This leader communicates the importance of teamwork and results. They know they do not know it all. They do not expect others to know it all. They respect the opinions and the ideas of those closest to the work.

"It's what you learn after you know it all that counts."
~ John Wooden

Energy Source

Manager: Thrives on control. Gives orders to move others to action. Is most excited when they are in control making things happen through the manipulation of others.

Leader: Exhibits passion. Motivates and inspires others to take action. Is most excited when they have inspired others to make things happen through motivation.

This type of leader is always self-motivated. They know if they cannot motivate themselves to action, they will never be able to motivate others to action. They make it happen. Their energy and drive is contagious and spreads to those around them.

Risk

Manager: Seeks to minimize and avoid risks at all costs. Afraid of failing.

Leader: Takes calculated risks after consulting with others. Understands taking risks leads to learning and growth. Expects to fail as a way of learning.

Leaders are risk takers. They know if they already know how to do it, they shouldn't be doing it. They have a hunger for risk. They know taking risks creates more opportunity. They don't take risk for the sake of taking a risk. They take smart risks. To everyone else, it looks like they are out on a limb. To the leader, it is simply the next step on their growth journey.

*"The problem is not that people aim too high and miss.
The problem is that people aim too low and hit!"* ~ Les Brown

Conflict

Manager: Avoids conflict and hopes it is resolved without intervention.

Leader: Uses conflict to build relationships, quickly resolves conflict, and mentors others to mitigate future conflict.

When problems in the family or the organization arise, high impact leaders quickly pull everyone together and resolve the issue in a positive manner facilitating growth. Lower level leaders may be less successful when they first begin to lead others through conflict if they have not done enough self-development. If they can't lead and help others resolve conflict, they need to take a look in the mirror and ask, "What do I not know or not do that I need to know or do in order to fully support those needing my leadership?"

Concern

Manager: Strong desire to *be right*. Does not like to be challenged. Becomes insecure when they are questioned by others. Pride and ego guide them.

Leader: Strong desire to *do what is right*. Encourages others to stand up for what they believe. Intentionally synergizes with others in order to verify what is right. Humility strengthens them.

High impact, secure leaders excel in this area. They do not worry about being wrong. The only thing they concern themselves with is doing what's right. They don't care who provides the information needed to help them do the right thing. Their only concern is with getting the right information. Being approachable is a key character trait for leaders in this area.

Growth

Manager: Grows slowly and accidentally through day to day activities while reaching goals set by others. Avoids growth.

Leader: Grows quickly and intentionally by setting and developing goals for themselves and others. Seeks growth.

These leaders grow the organization by growing the people. They know the only way they can grow the people is to first grow themselves. Strong leaders in this area are always reading, attending seminars, or listening to audios further developing their character and competency. These leaders are out front sharing and teaching others.

Credit

Manager: Quickly "looks in mirror" and takes credit for what others have done when things go right. Focused on pride and ego.

Leader: Quickly "looks through the window" and gives credit freely to others when things go right. Demonstrates humility.

Everyone loves being around a leader excelling in this area. These leaders are always giving credit to others, sometimes credit they may rightly deserve themselves. They do not want it. They do not need it. They do not like it. What do these leaders like instead? Results! Everyone else can have the credit for the results. This leader simply wants the results and is happy to pass on the credit for achieving them to others.

Blame

Manager: Quickly “looks through the window” and blames others when things go wrong.

Leader: Quickly “looks in the mirror” and takes the blame when things go wrong.

The leader quick to give the credit to others is usually the same one to quickly take the blame. People love this leader. No matter what goes wrong, this leader is quick to reflect and asks, “What could I have done differently to prevent this? How was it my fault? What did I miss?” They take the blame leaving everyone else in a position to move forward and get on with the task at hand.

Direction

Manager: Seeks to travel on existing roads already in place. Seeks what is familiar.

Leader: Seeks to travel on new paths. Is a trailblazer.

This leader simply says no to the status quo. They expect others to do the same. They are always looking for new ways to do things. Not for the sake of it being new, but for the sake of finding a better way. They like a challenge. They often help foster an atmosphere of experimentation where everyone feels safe to try something new. The leader knows if it does not work they can always go back to the way it was and try again. The key is to always be striving to get better.

Comfort Zone

Manager: Seeks to remain comfortable. Does not desire to grow. Is not comfortable when others are growing. Avoids those who are growing.

Leader: Is most comfortable being uncomfortable. Knows growth happens outside the comfort zone. Associates with those consistently growing.

These leaders avoid comfort because they know, if they are comfortable, they are not growing. If they are comfortable, they know they are simply coasting to a stop. They are always on the go and always on the grow. They realize the more they know, the more they don't know. They have developed the mindset of continual growth and development. They don't waste time doing nothing when they can be doing something.

Responsibility

Manager: Takes a reactive approach. Blames others. Avoids taking responsibility.

Leader: Takes a proactive approach. Takes responsibility. Realizes they are either making things happen, allowing things to happen, or preventing things from happening.

When things go wrong on this leader's watch, they know there is only one reason it has happened: lack of leadership. They know responsibility lies with them. As a high impact leader, they have the ability to touch and impact everything in the family or organization. These leaders always search their character first knowing most likely their own character flaw had a direct or indirect impact on what went wrong.

Speed

Manager: Makes decisions alone. As a result, they go fast in the beginning, but they go slow in the end as they try to get buy-in, support from others, and have to rethink problems.

Leader: Makes decisions with others. As a result, they spend more time getting buy-in, ideas, and support from others up front, but they go much faster in the long run.

A leader knows it's not how fast they get started but rather how well they run the race that matters most. Leaders take the time to understand others and the situation in order to make sure their decisions are in alignment with reality. They take the time to ensure the right team members are involved. Instead of starting fast and going slow, they start slower and go faster.

"Take the time it takes, so it takes less time." ~ Pat Parelli

Stop and Think: Which is most effective a manager or a leader? Which would you trust more? Which would have the most influence?

A note and additional resources from Mack:

I hope you enjoyed this complimentary lesson from *Defining Influence*. If you would like to purchase the complete book or learn more about our 35 leadership development/personal growth books and journals, please visit TopStoryLeadership.com. Many are available on audio. [Listen to 5 minute samples here](#).

The 2nd book in the *Demystifying Leadership Series* is titled [10 Values of High Impact Leaders](#).

High Impact leaders align their habits with key values in order to maximize their influence. These 10 values are common sense. However, they are not always common practice. These 10 values will help you build trust and accelerate relationship building. Those mastering these 10 values will be able to lead with speed as they develop 360° of influence from wherever they are.

*"We have far more than we need to succeed on the outside.
The question is do we have what we need to succeed on the inside?" ~ Mack Story*

Check out the [Blue-Collar Leadership](#) website for Speaking and Training/Development Info

Watch what our clients have to say on the [Blue-Collar Leadership YouTube channel](#)

Listen/subscribe to the [Blue-Collar Leadership® Podcast](#).



Mack Story has logged over 11,000 hours leading teams through organizational change. He is the author of the extremely popular *Blue-Collar Leadership®* Series. [Ria Story](#) is an author, [TEDx speaker](#), and expert in leadership and life skills for women. Ria has nearly 20 years of experience in leadership and management.

Mack and Ria co-founded [Top Story Leadership](#) in 2008, are certified leadership [speakers](#) and [trainers](#), and have published [35 books on leadership development and personal growth](#).

Highlights for them have been:

- Helping train 20,000 Guatemalan Leaders with John Maxwell
- Speaking at Yale University
- Offering [leadership development](#) support for the U.S. Military, Chick-fil-A, Auburn University, Gwinnett County (GA) Water Resources, and many other organizations across the USA.

Interested in podcasts? Listen to [Mack and Ria's podcasts here](#).

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WEBSITES

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