

# Leadership is influence: How to ensure a leadership legacy

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COUNTRY  
LEADERSHIP  
PROGRAM

→ Leadership  
conversation

GLOBAL  
FINANCING  
FACILITY

SUPPORTED BY  
WORLD BANK GROUP

# OBJECTIVES

- Have a good grasp of the meaning of “influence”, when it comes to leadership
- What kind of leader are you right now when it comes to developing other leaders?
- What should you consider to ensure that your leadership builds other leaders?
- How to measure your progress in leadership development?

# EXERCICE in progress

- Put a check mark next to each statement that is true for you (*Credit to Dr Maxwell*).
- How many “true” do you have on....

***Page 1 =?***

***Page 2 =?***

***Page 3 =?***

***Page 4 =?***

***Page 5 =?***

# INSIGHTS INTO OUR LEADERSHIP SESSION

- LEADERSHIP = PROCESS, INFLUENCE
- **LEVELS / STAGES** (people development, permission, pinnacle, production, position)
  - ❖ BEHAVIORS
  - ❖ BELIEFS
  - ❖ GUIDE TO GROWTH
- DISCUSSION
- FEEDBACK ON THE EXERCISE

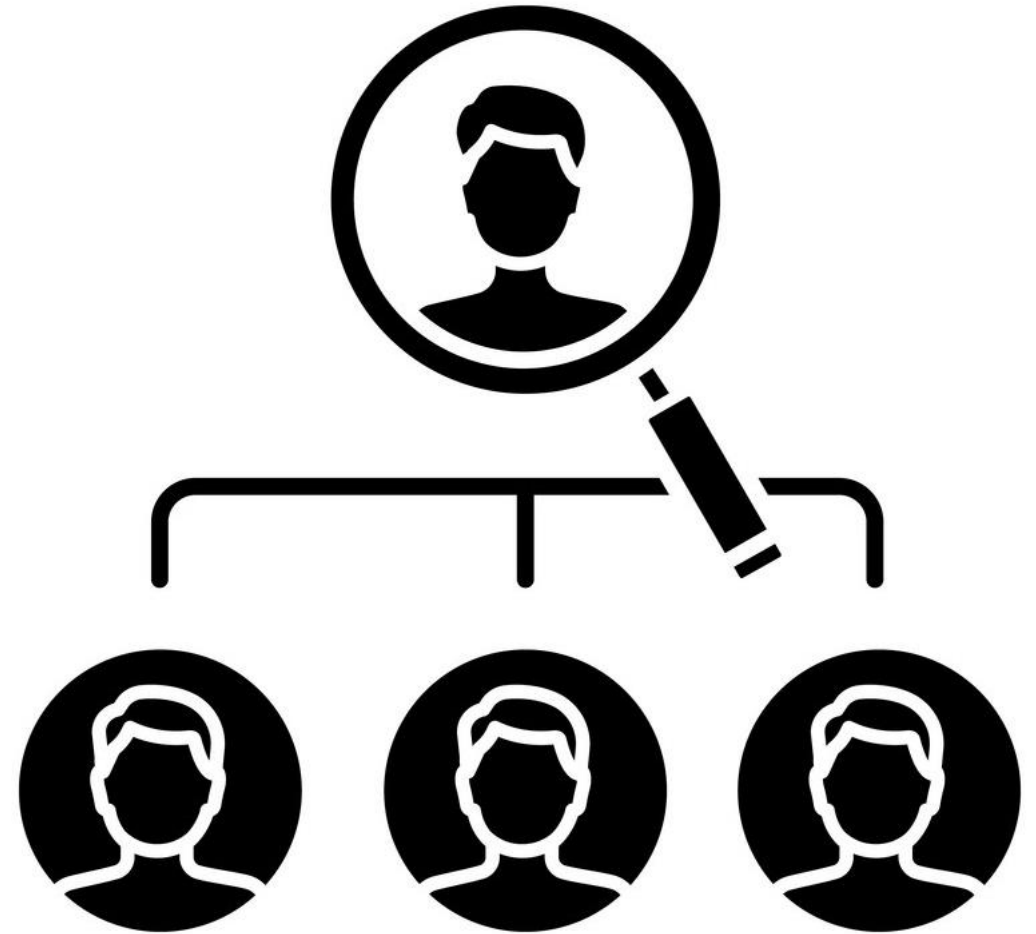
# LEVEL 1 - POSITION



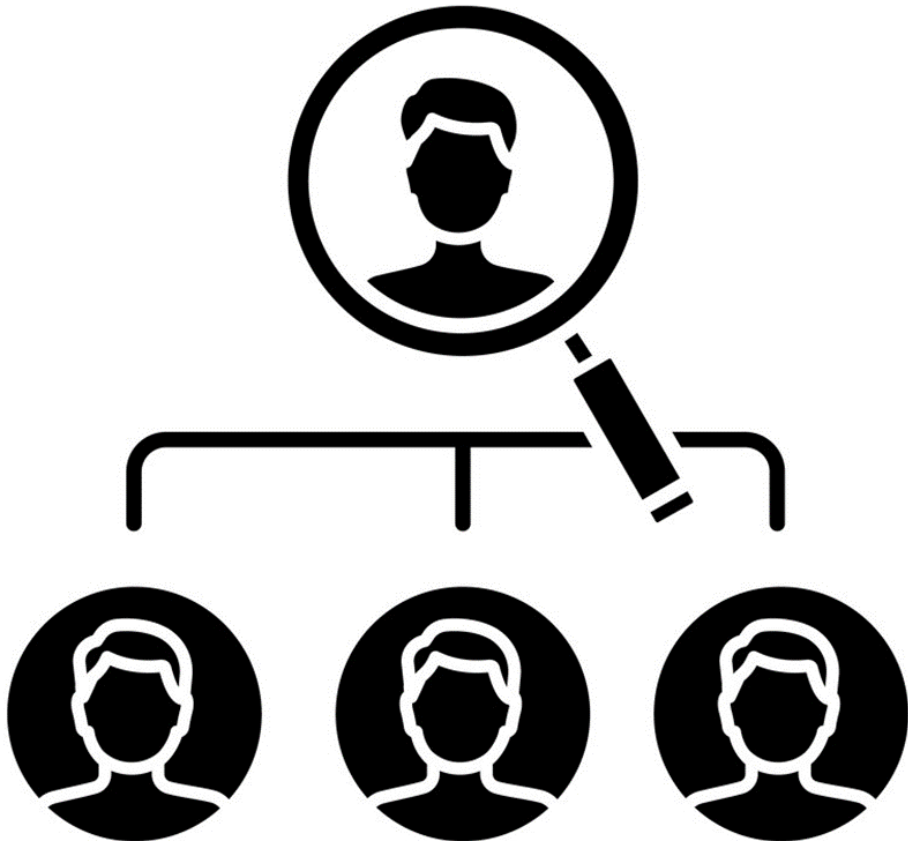
# LEVEL 1- POSITION

## *Upside*

- It indicates that someone sees leadership potential in you.
- You have some authority.
- It gives you an opportunity to improve your skills.
- It gives you an opportunity to define yourself as a leader (needs, strengths, values, habits, practices).



# LEVEL 1- POSITION



## ***Downside and potential traps***

- Thinking that title is most important.
- Relying on position and devaluing people.
- Using politics to get what you want.
- Placing rights over responsibilities.
- Receiving people's least (clock-watchers, mentally absent).

# LEVEL 1- POSITION

WHAT ARE THE RIGHT BELIEFS?



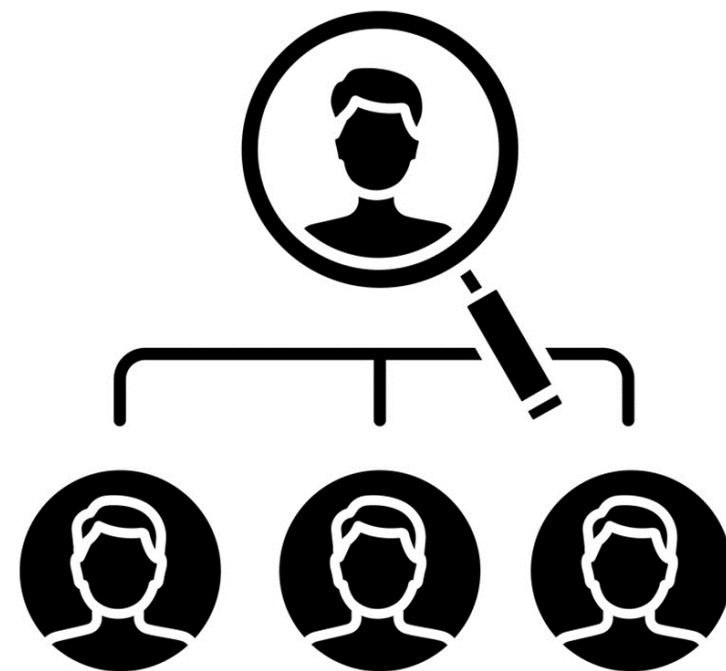
# Level 1 – POSITION

## *Beliefs to move up*

- Titles are not enough. The significance of the work you do and the impact it has on others is more important.
- **People** are a leader's most valuable asset. Position is just a tool you can use to help people.
- A leader doesn't need to have all the answers. A leader can harness the power of shared thinking.
- A good leader always includes others.

# Level 1 – POSITION – GUIDANCE

- Thank the people who gave you a leadership role or position.
- Dedicate yourself to **leadership growth**. Find a leadership coach.
- Define your leadership (vision focus, values, practices).
- Shift your focus from position to the **potential** you have to impact.
- **Shift from rules to relationships.**



# LEVEL 2 - PERMISSION



# LEVEL 2 – PERMISSION

## UPSIDE

- It makes work more enjoyable. From *me to we*.
- It increases the energy level and makes the tone of interactions more positive.
- It opens up channels of communication.
- It **focuses on the value of each person.**
- It nurtures trust.



# LEVEL 2 – PERMISSION



## *Downside and potential traps*

- Becoming a people pleaser.
- Frustrating achievers.
- Letting others take advantage of you.
- Hiding your weaknesses.
- Giving up because you are unlikable.
- Refusing to deal with the **whole person**

# Level 2 - PERMISSION

WHAT ARE THE RIGHT BELIEFS TO MOVE UP?



# Level 2 – PERMISSION BELIEFS TO MOVE UP

- Relationships alone are not enough.
- Building relationships require growing toward one another and with one another.
- Achieving the vision as a team is worth risking relationships.



# LEVEL 2 – PERMISSION - GUIDE

- Learn to win both relationships and results.
- Express value for each person on your team. Be honest with people .....
- Learn to genuinely like people. Accept the whole person as part of leading.
- Give your people your undivided attention.
- Become your team's **Encourager-in-Chief**.





# DISCUSSION

*PLEASE OPEN YOUR MIC TO SPEAK*

- WHY DO LEADERS WHO NEVER PROGRESS BEYOND LEVEL 1 EXPERIENCE HIGH TURNOVER RATES OF THEIR TEAMS OR STRUGGLE WITH PEOPLE WHO THEY DONT DIRECTLY MANAGE?
- WHY IS “OPENNESS” REQUIRED FOR “PERMISSION (LEVEL 2)” LEADERSHIP TO BE EFFECTIVE?

# LEVEL 3 - PRODUCTION



# LEVEL 3 – PRODUCTION

## UPSIDE

- Credibility: work with excellence and help others be productive (make things easier).
- It models and sets the standard for others.
- It communicates the vision through **action** (giving people a clearer picture).
- It becomes the foundation for team-building as people want to be part of a winning team.



# LEVEL 3 – PRODUCTION



## ***Downside and potential traps***

- Thinking you're a leader when you're not.
- Folding under the responsibility (to carry the responsibility of the team's success on your shoulders)
- Hesitating to make difficult decisions.
- Discontinuing attention to Level 2

# LEVEL 3 – PRODUCTION BELIEFS

BELIEFS TO DEVELOP TO MOVE TO LEVEL 4

# LEVEL 3 – PRODUCTION BELIEFS

- Production is not enough.
- People are an organization's most appreciable asset.
- **Growing leaders** is the most effective way to accomplish the vision.
- **People development** is the greatest fulfillment of a leader.



# LEVEL 3 – PRODUCTION GUIDE

- Be the model you want on your team.
- Translate personal productivity into leadership.
- **Understand each person's productivity niche.**
- Continually cast vision. Build your team.
- Use momentum to solve problems.
- Practice the Pareto principle. Focus 80% of your time and effort on the tasks in the top 20% of importance.



# LEVEL 4 – PEOPLE DEVELOPMENT





# LEVEL 4 – PEOPLE DEVELOPMENT

## UPSIDE

- It sets you apart from most leaders.
- It assures that the organization can **sustain growth**.
- It empowers others to fulfill their leadership responsibilities.
- It gives you **more quality thinking time**.



# LEVEL 4 – PEOPLE DEVELOPMENT



## DOWNSIDE

- Being selfish.
- Giving in to your insecurities.
- You need to let go of ego and control.
- Lacking commitment

# LEVEL 4 - PEOPLE DEVELOPMENT - BELIEFS

BELIEFS TO DEVELOP TO MOVE TO LEVEL 5

# LEVEL 4 - PEOPLE DEVELOPMENT - BELIEFS

- The highest goal of leadership is to develop leaders. (Focus 80% of your attention on the best 20% of leaders that you have.)
- To develop leaders, you must create a **leadership culture**. (champion, teach, practice, coach, and reward leadership)
- Developing leaders is a life commitment.



# LEVEL 4 – PEOPLE DEVELOPMENT - GUIDE

- Intentionally keep growing yourself.
- Decide that people are worth the effort.
- Work through your insecurities.
- Invest the time needed in those you select to develop.
- **Customize the development process for each leader you develop.**



# DISCUSSION

*PLEASE OPEN YOUR MIC TO SPEAK*

- HOW DOES ONE BALANCE LEADING OTHERS AND BEING PRODUCTIVE AT THE SAME TIME?
- DO YOU BELIEVE THERE'S PLENTY OF ROOM AT THE TOP FOR ADDITION LEADERS, OR DO YOU THINK THAT SPACE IS LIMITED? WHY? HOW DOES THIS IMPACT THE WAY YOU WOULD DEVELOP OTHER LEADERS?

# LEVEL 5 - PINNACLE



# LEVEL 5 - PINNACLE

## UPSIDE

- It creates a level 5 organization that functions at an extraordinarily high level.
- It creates a legacy within the organization.
- It provides an extended platform for leading.
- People seek them out for advice.





# LEVEL 5 - PINNACLE



## DOWNSIDE – TRAPS

- Thinking you've arrived. *You can never arrive. You can only strive to get better.*
- Believing your own press.
- Losing focus. *You must remain focused on your vision and purpose.*

# LEVEL 5 – PINNACLE - GUIDE

- Create a supercharged leadership development environment (room at the top; Mentor your top leaders).
- Remain humble and teachable.
- Create the **right inner circle** to keep you grounded.
- Plan your succession. Plan your legacy.
- Use your leadership success as a **platform for something greater.**



# EXERCICE FEEDBACK

- Put a check mark next to each statement that is true for you.
- The Excel file has 5 pages: for each page, count and write down the total of “True” over 10.
- **Two questions:**
  - At what page, did you get the maximum number of points over 10?

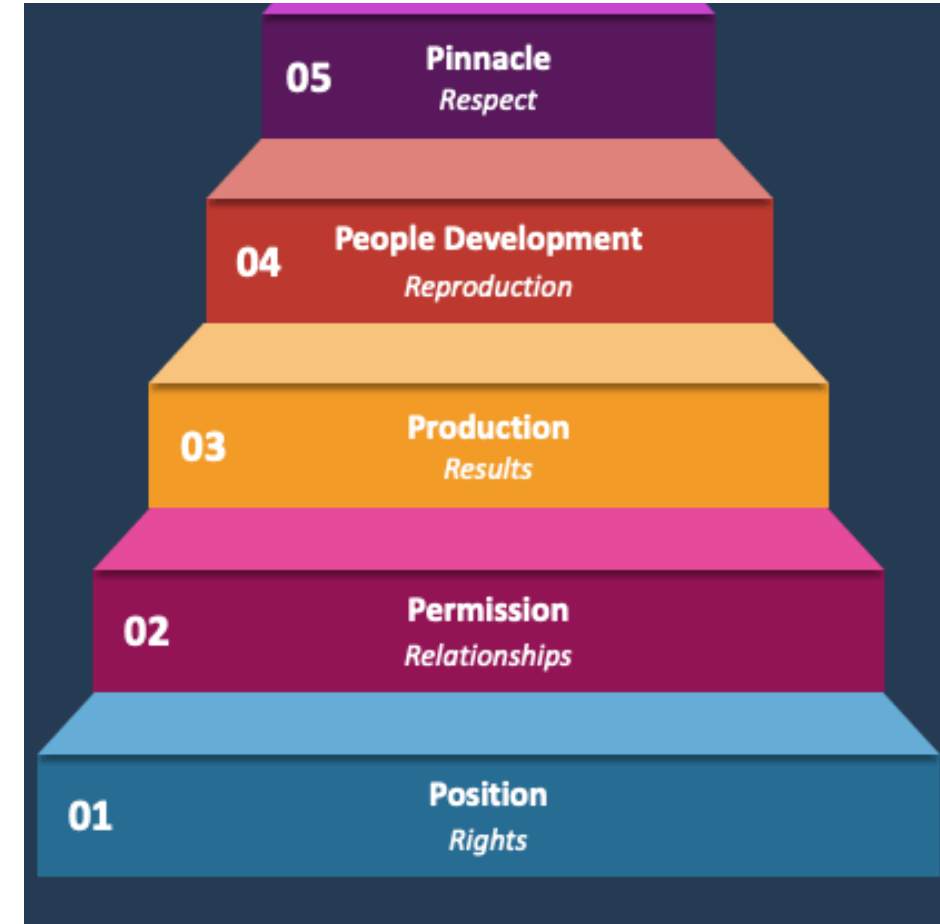
# EXERCICE FEEDBACK

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- The Excel file has 5 pages, for each page, please count and write the total number of “True” over 10.
- Two questions:
  - At what page, did you get the maximum number of points over 10?
  - **At what page did you FIRST get less than 8/10?**

# EXERCICE FEEDBACK

- Page 1 = level 1..... Page 5 = Level 5
- **At the first level where fewer than 8 statements are true for you, you may stop.** That is the level on which you need to focus your development.
- Even if you complete this assessment and a later level shows 8 or more statements are true for you, your development needs at the lower level are your first development priority.

**AT WHAT LEVEL ARE YOU?  
PLEASE COMMENT.....**

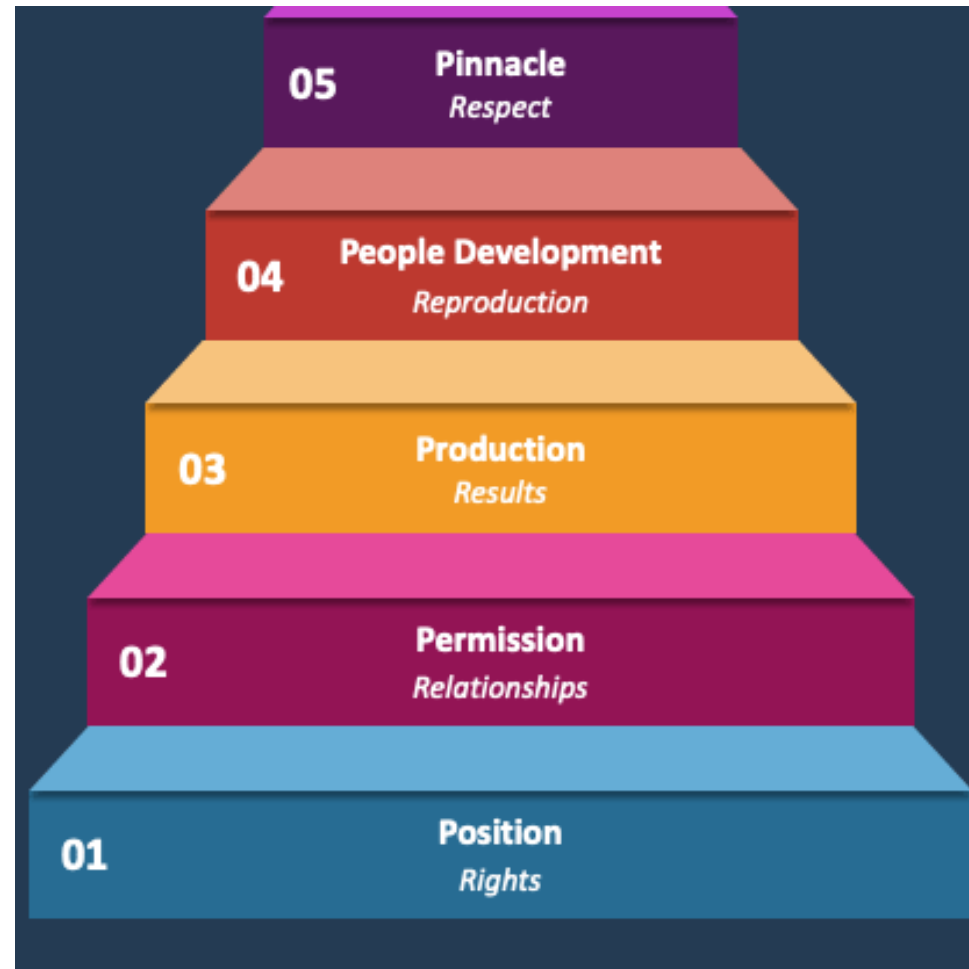


# CONCLUSION



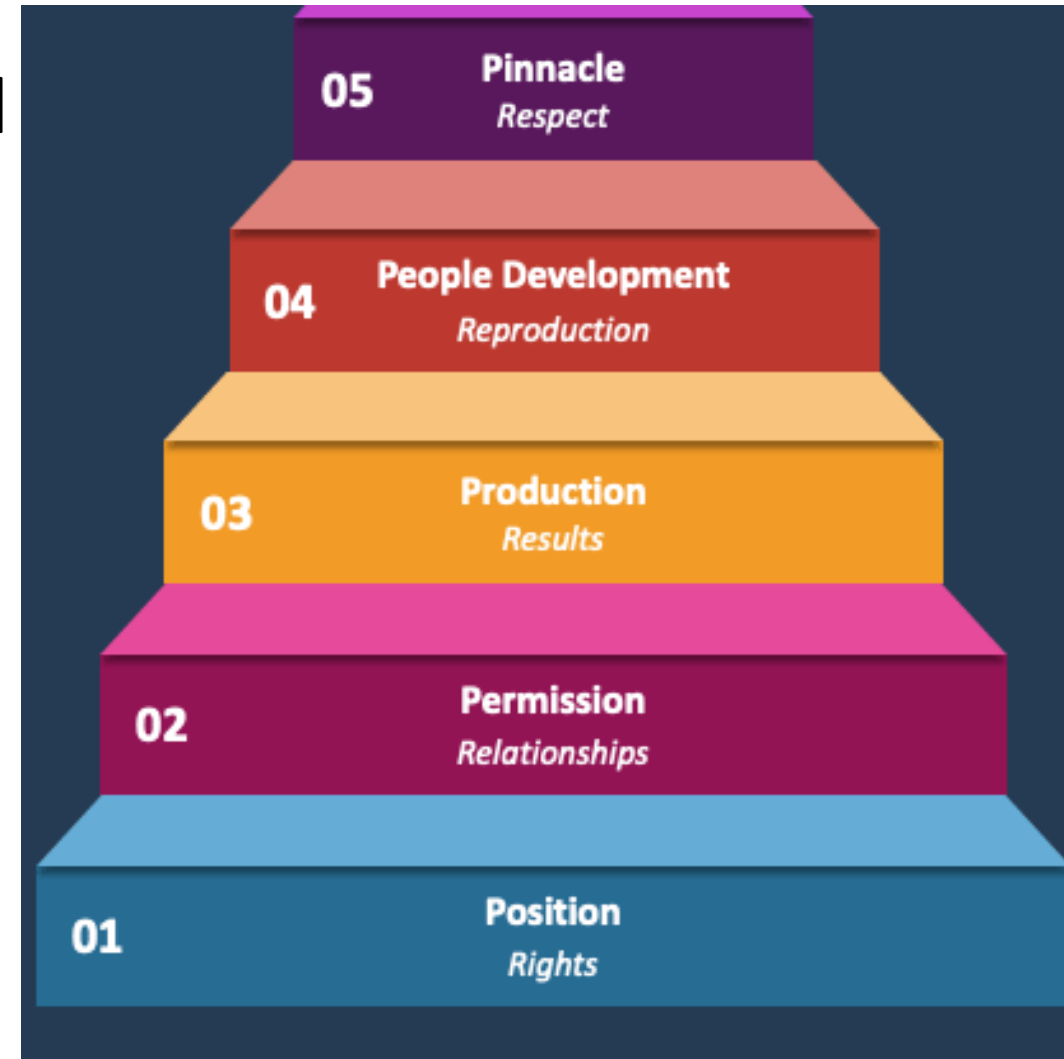
# SUMMARY

- INFLUENCE
- LEVELS
- BEHAVIORS
- BELIEFS
- GROWTH



# INSIGHTS INTO THE LEVELS OF LEADERSHIP

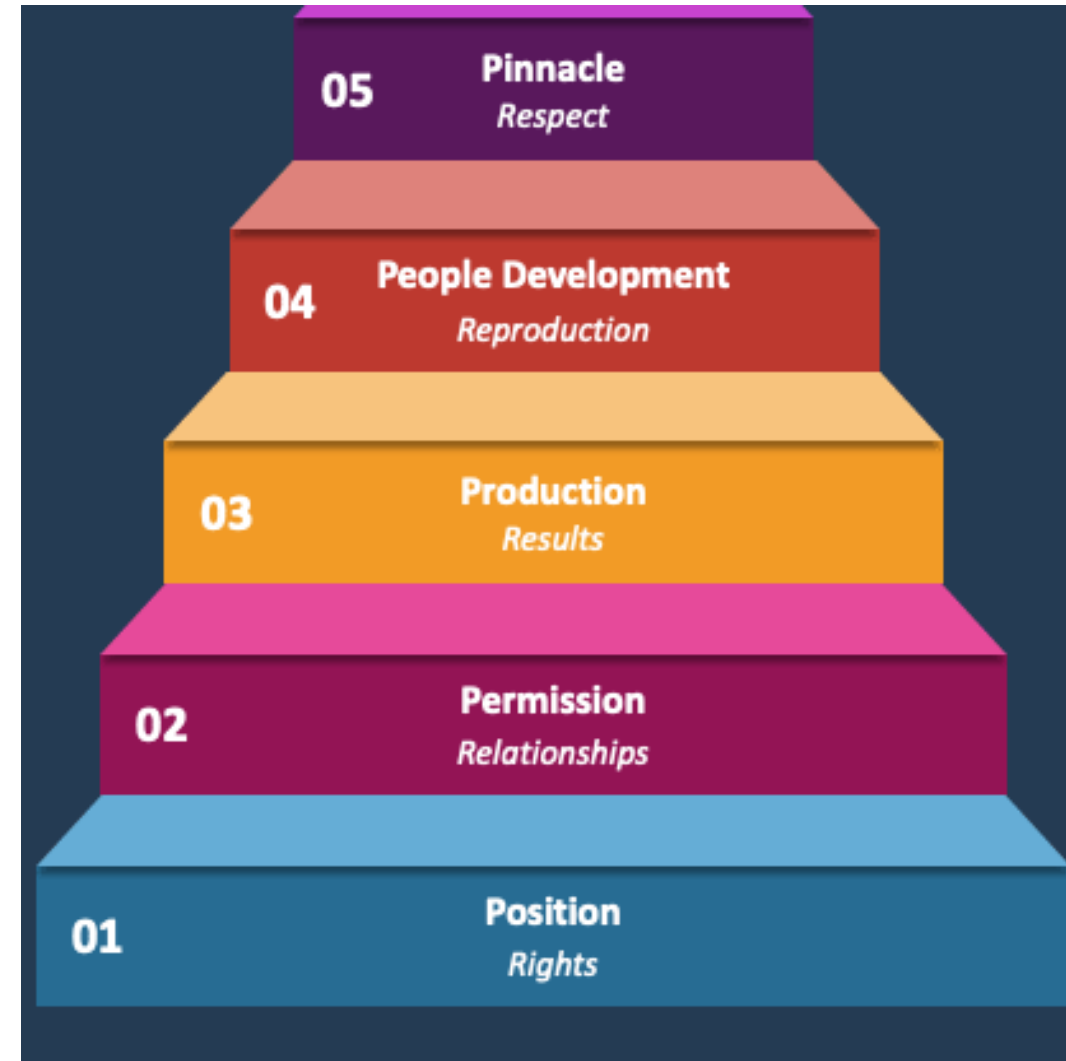
- You can move up a level but you never leave the previous one behind
- You are not on the same level with every follower/supervisee
- The higher you go, the easier it is to lead
- The higher you go, the more time and commitment is required to win a level
- Moving up levels occurs slowly, but going down can happen quickly





# INSIGHTS INTO THE 5 LEVELS OF LEADERSHIP

- The higher you go, the greater the return
- Moving farther up always requires further growth
- Not climbing the levels limits you and your people
- When you change positions or organizations, you seldom stay at the same level
- You cannot climb the levels alone



**THANK YOU**