

Accountability and Influence

Mark Haeussler, BS, PCC, EMT

CEO, Alpine Leadership

Cultivating Leaders Others Want to Follow

15 April 2016



Today's Outline

- **Generative Accountability:** How participants in an outcome can be involved with the creation and execution of accountability.
- **Bases of Power:** From where may I draw Power.
- **Influencing Others:** What are basic influencing options to affect change.



The Relationship of Dialog and Action

	I Take Action	I Do NOT Take Action
I Talk About It		
I Do NOT Talk About It		



The Relationship of Dialog and Action

	I Take Action	I Do NOT Take Action
I Talk About It		Complaint Resistance
I Do NOT Talk About It		Trance Complacent



The Relationship of Dialog and Action

	I Take Action	I Do NOT Take Action
I Talk About It	Engaged Committed	Complaint Resistance
I Do NOT Talk About It	Isolationist Authoritarian	Trance Complacent



Accountability

- When most people hear *accountability*, they hear “blame”.
- When most people think about *accountability*, they assume it rolls only in one direction...



Accountability

- When most people hear “accountability”, they hear “blame”.
- When most people think about *accountability*, they assume it rolls only in one direction...**DOWNHILL!**



The Military Model of Accountability

I say so

You do so



The Military Model of Accountability

Do it the way
I say so

Do it the way
I am told



The Military Model of Accountability

Any
questions?

Never ask any
questions



And, when things go wrong...

I was right

You were
wrong



Generative Accountability

- Enrollment and collaboration toward a successful outcome through accessing the expertise, power, and influence of the participants.
- Agreeing to a common commitment and sharing the accountability as experts in specific domains while honoring roles.



Generative Accountability

- Building a *mutual* commitment to success.
- A model to build success at the beginning rather than as a blame model at the end.
- A model to clarify roles and options in building toward a successful outcome.



SINCERITY

Initiates with a
...Request
...Insist

Options
• Accept
• Decline
• Negotiate

RELEVANCY



CONDUCTOR



PERFORMER

CRITERIA OF

The Assessments
& Assertions
That Define Success

SUCCESS

Options
• Accept
• Decline
• Negotiate

Initiates with a
...Offer
...Gift

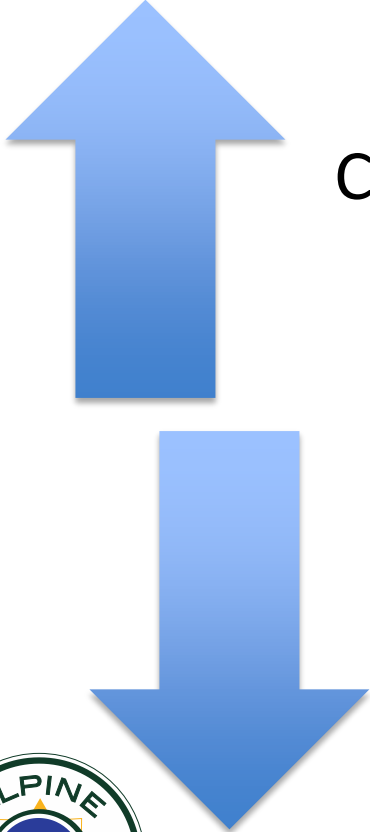
COMPETENCY

CAPACITY

Shifting the Power to Access Skills

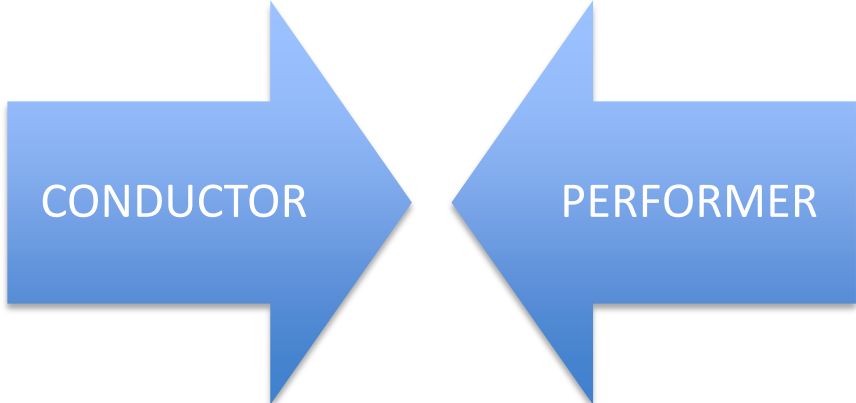
Military

Collaborative



CONDUCTOR

PERFORMER



CONDUCTOR

PERFORMER



Roles

CONDUCTOR

- Initiates action with a REQUEST
- Demonstrates *Sincerity* and builds *Relevancy*
- Supports success through resources, training, reducing obstacles to success

PERFORMER

- Initiates action with an OFFER
- Considers *Capacity*; develops or hires *Competency* or admits gaps to Conductor.
- Delivers outcomes to the Criteria of Success.



Options

CONDUCTOR

- Accept
- Decline
- Negotiate



Options

CONDUCTOR

- Accept
- Decline
- Negotiate

PERFORMER

- Accept
- Decline
- Negotiate



Options

Accept: Agree to what is asked or offered as is.

Decline: Declining the request or offer as is.

Negotiate: Working through the Criteria of Success (the assertions and assessments), roles, requirements, and needs in a collaborative manner.

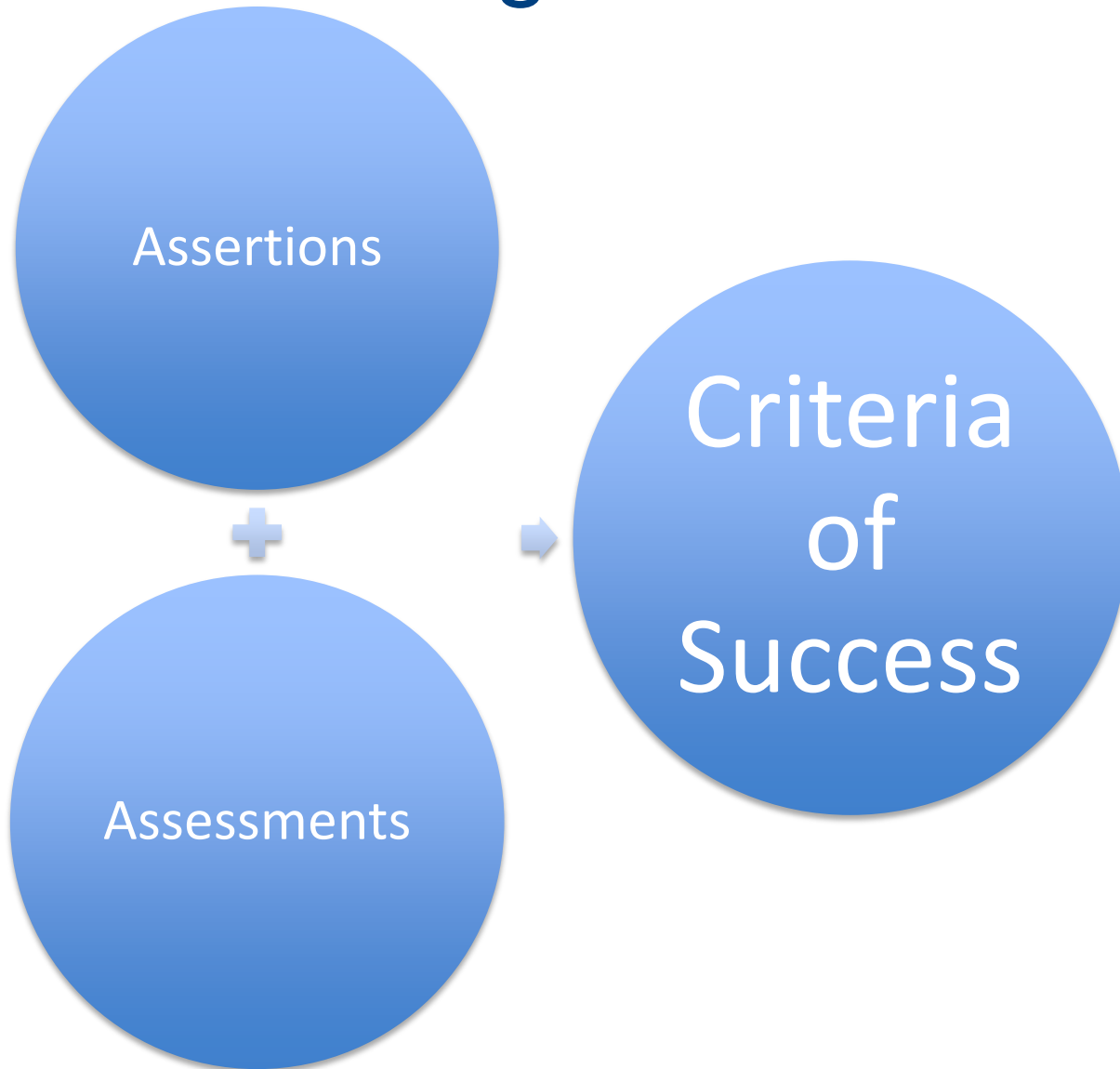


An Accept or Decline

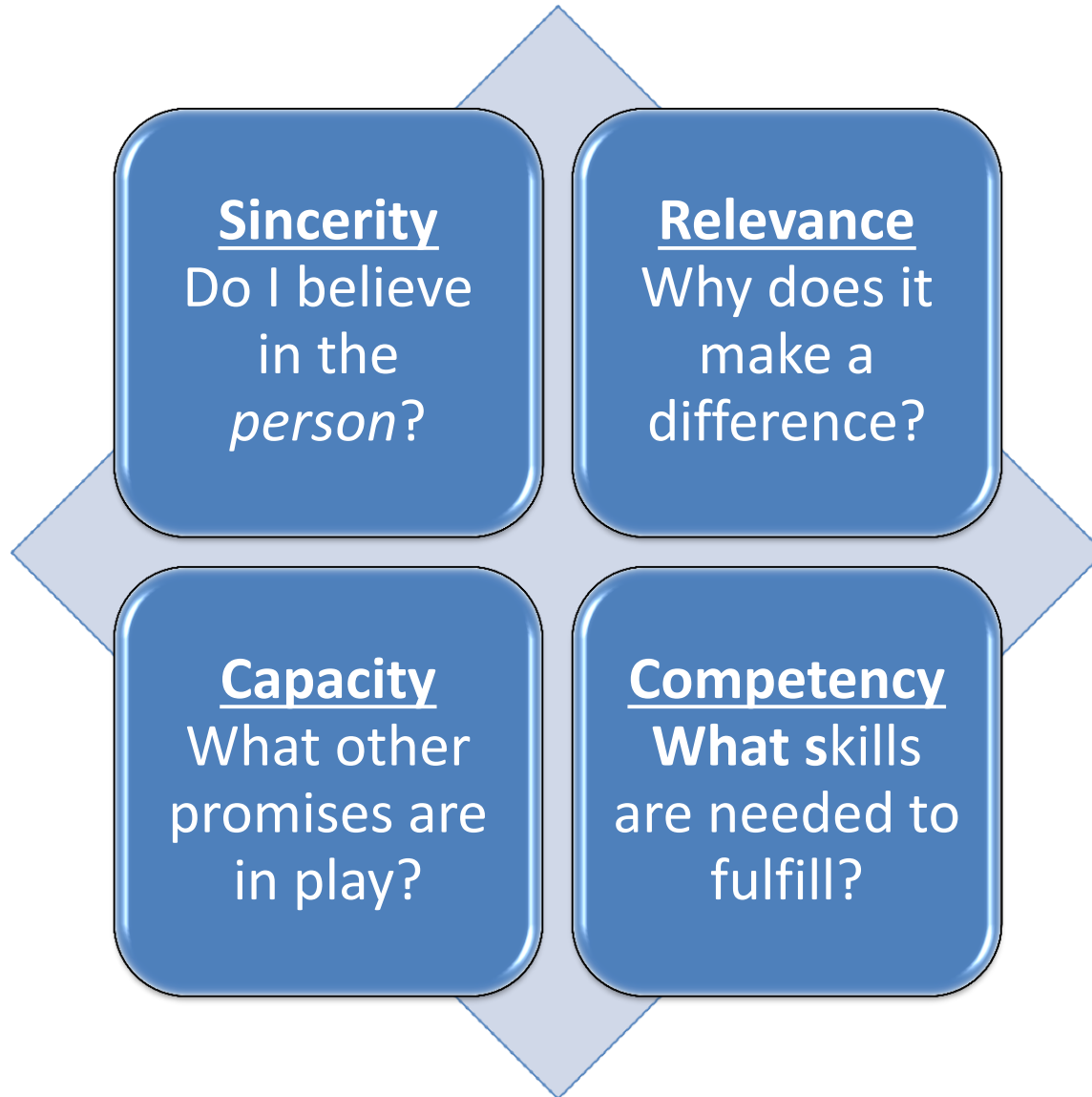
**We are accepting or declining
the request or offer,
*not the person***



Defining Success



Considerations



Putting it all back together

- **Roles:** Conductor and Performer.
- **Action:** Initiated with REQUESTS and OFFERS.
- **Criteria of Success:** Defined by ASSERTIONS and ASSESSMENTS.
- **Confirmed With:** Accept or Decline.



Speech Acts

- Identified by language theorist John Searle at UC-Berkeley.
- He de-engineered speech and recognized that speech some speech is descriptive while other is action.
- Identified five basic “Speech Acts”; speech that, when used effectively, may compel action.



Speech Acts

Declaration

Assertion

Assessment

Offer

Request



SINCERITY

Initiates with a
...Request
...Insist

Options
• Accept
• Decline
• Negotiate

RELEVANCY



CONDUCTOR



PERFORMER

CRITERIA OF

The Assessments
& Assertions
That Define Success

SUCCESS

Options
• Accept
• Decline
• Negotiate

Initiates with a
...Offer
...Gift

COMPETENCY

CAPACITY

Power and Influence



No
Influence

Indirect
Influence

Direct
Influence

Direct
Control



Power and Influence

- Power is a good thing.
- Sharing power does not diminish our own power
- Influencing others is a good thing.
- *Being* influenced is a good thing.



Power and Influence

- In order to influence, we need to have access to or cultivate power.
- Leaders cultivate many different influence styles.
- Our basis of power informs what influence styles are available.



Bases of Power

Position: The level of authority in the organization.

Resource: The ability to control or allocate resources and rewards.

Expert: The level of perceived mastery.

Relational: Who you know and the network able to bring to bear.



Bases of Power

One more...

Coercive: The use of threat or withholding of power or resource.



Six Influence Styles

Direct

Sell

Negotiate

Partner

Coach

Captivate



DIRECT

- Tells others to take action.
- Leverages positional power.
- Explains directly what they want or need and expectations to perform tasks.
- Communicates how they want work completed.



SELL

- Persuades others to accept ideas.
- Presents facts, data, evidence, and objective criteria.
- Communicates benefits.
- Expresses conviction that a specific action is necessary.



NEGOTIATE

- Engage people in a give and take process that focuses on a fair exchange.
- Compromises, modifies, or makes trade-offs to address core needs.
- Clarifies outcomes of taking a course of action.
- Offers incentives or resources



PARTNER

- Collaboration toward a joint goal.
- Involves others in decision-making.
- Shared power, goals, processes, rewards.
- Include the concerns and interests of others.



COACH

- Help guide and clarify other's thoughts and actions.
- Explores the root issues or causes.
- Provokes thought and new perspectives.
- Guides others toward commitments to action.



CAPTIVATE

- Energizes and motivates others to action.
- Gains buy-in with powerful vision or common cause.
- Appeals to shared goals.
- Creates enthusiasm and inspires actions.



Linking Power and Influence

Bases of Power

Position

Resource

Expert

Relational

[Coercive]

Influence Style Options

Direct

Sell

Negotiate

Partner

Coach

Captivate



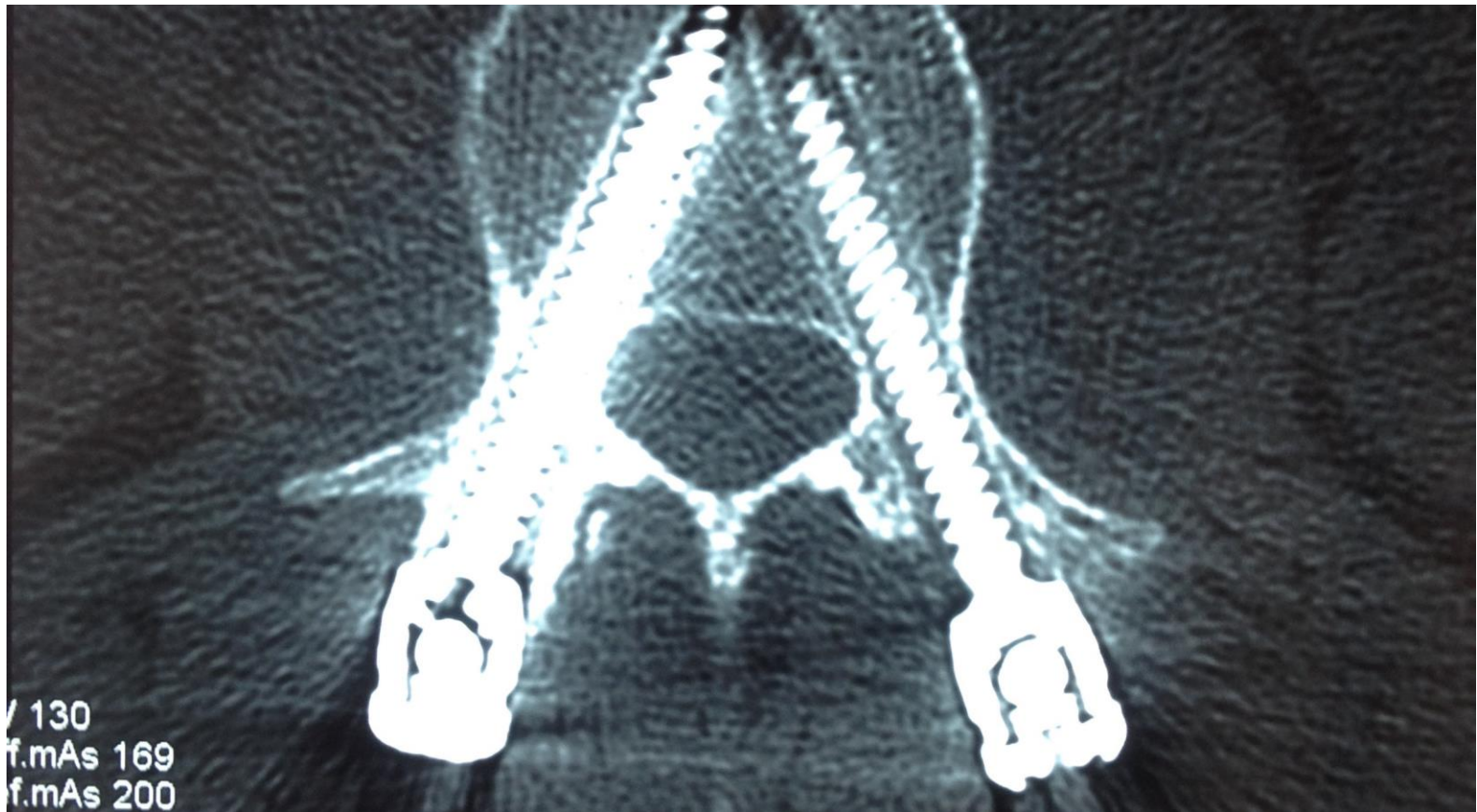
Conversations take time,



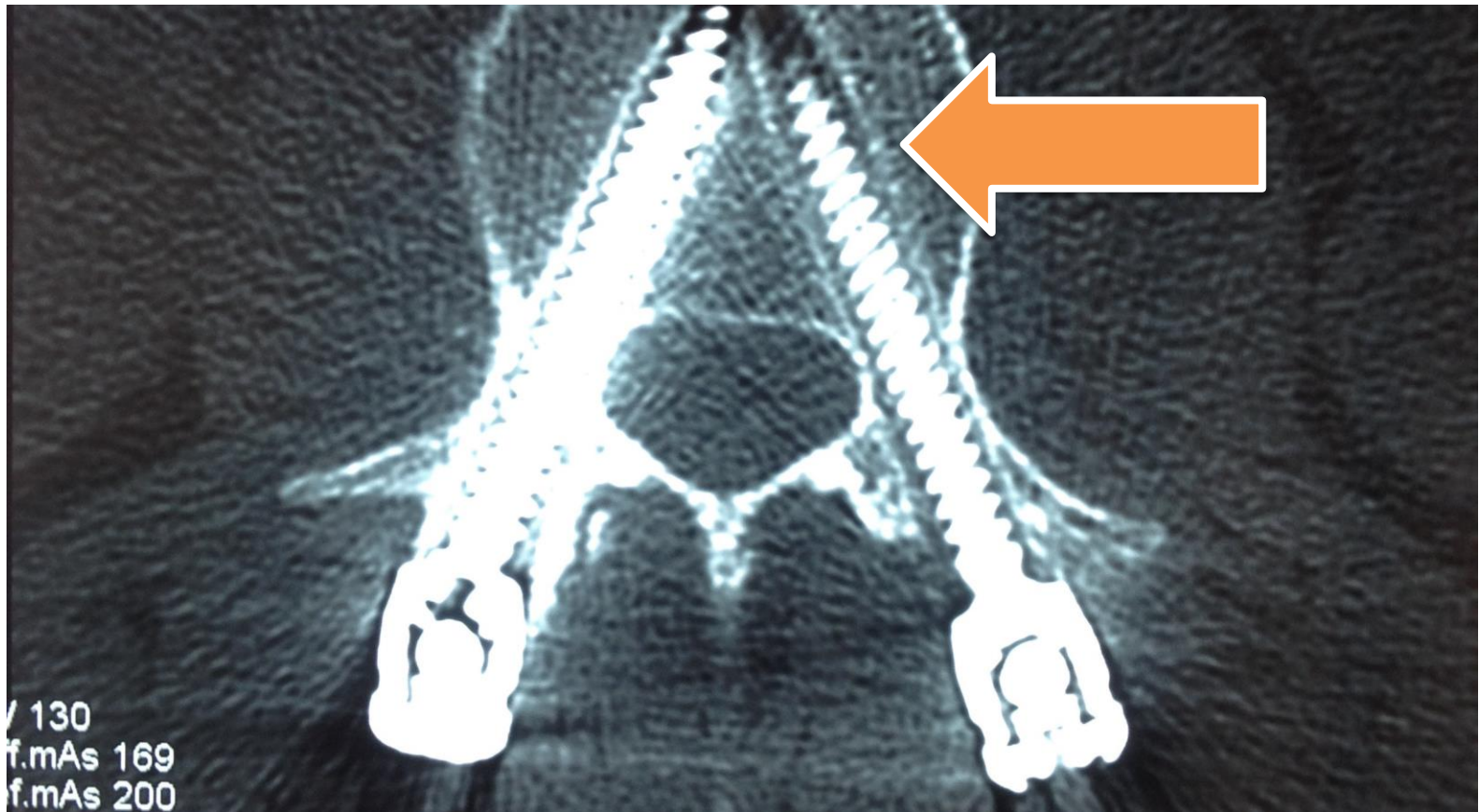
**Conversations take time,
*everything else takes
longer.***



If you didn't agree with everything today...



If you didn't agree with everything today...
I do have a screw loose!!



Cultivating Leaders Others Want to Follow

Mark Haeussler

MarkHaeussler@AlpineLeadership.CO

