

# GROWING INFLUENCE

A STORY OF HOW TO LEAD WITH  
CHARACTER, EXPERTISE, AND IMPACT

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## Chapter Guides for **Growing Influence**

### **Chapter 1 - The Encounter**

**Principle** - Obstacles

**Summary** - Emily is a thirty-year-old technology professional who stops into a coffee shop called Slow by Slow to work on a project she will present in a just a few hours. She has a chance encounter with a retired executive named David, who helps her clean up her spilled coffee, but doesn't think much of the meeting. Back at the office, Emily delivers a stellar presentation, only to be beat out for a promotion by a male coworker. This isn't the first time she's been passed over. When she asks for a reason, her boss is not specific. The chapter concludes with her feeling defeated and defiant.

**Key Points:**

- In the workplace, there can be bias when it comes to men and women with the same experience and educational background.
- Even if you are devoted to your work, there can be moments in which you feel powerless in your current position.

### **Chapter 2 - You Have Influence**

**Principle** - Three Types of Influence

**Summary** - Emily returns to Slow by Slow and runs into David again. He boldly asks her personal questions about fulfillment, purpose, and happiness in her home and work life. She avoids his questions and leaves the coffee shop but considers the possibility of sharing the challenges she is facing. A week later, she returns to the coffee shop to find David again. This time, Emily opens up about her current frustrations, and David offers advice related to the three areas of influence. Later, Emily searches for David online and learns of his esteemed career. She is reassured about her own assessment of him and the valuable knowledge he has to share.

**Key Points:**

- People who feel like they have influence at work feel affirmed and highly engaged.
- Influence is the capacity or power to have an impact on someone or something.

- The three areas of influence are control, collaboration, and concern.
- The first type of influence is where a person has 100 percent control over his or her situation.
- It is important to schedule discretionary time and to inform others about the significance of this time.
- Collaboration is working with others who want something you also want.
- David refers to efforts of collaboration as “virtuous conspiracy.”
- An “area of concern” is something you are worried about but don’t see how you could influence.
- Whatever area of influence you focus on will grow, usually at the expense of the other areas.

## Chapter 3 - Where Should I Focus?

**Principle** - Purpose Shifts Your Perspective

**Summary** - Emily begins utilizing discretionary time. She meets with David again and discusses her virtuous conspiracy progress, areas of influence, and what integrity means in relation to her team at work. She speaks about her women’s group where they discuss leadership. Emily and David agree to meet regularly, and friendship begins to form between them. After much consideration, Emily decides to confront her boss about why she keeps getting passed up for promotions. His explanation: she is a mother. Emily is furious. The chapter ends with her staring at a pregnancy test.

**Key Points:**

- Influence is always available to you.
- The nervous system is a metaphor for a well-functioning team: members who work synergistically have a capacity greater than the sum of its parts.
- A leader is a person of influence who has learned to work properly within the three areas of influence: control, collaboration, and concern.
- Integrity in leadership is defined differently for each of the areas of influence.
- Anyone can be a leader, not just someone with a title.
- An informal leader is someone who has influence but doesn’t have a leadership title.

## Chapter 4 - For Now, Ignore Position

**Principle** - Three Dimensions of Leadership

**Summary** - On her way to meet with David, Emily stops at a park to clear her mind. Later, at the coffee shop, they discuss the three dimensions of leadership. David explains the difference between each type of leadership, gives examples, and explains that each leader is a combination of the three dimensions. Emily expresses her anger over the discrimination she is facing at work. David suggests the importance of saying the right thing to her boss, but more importantly saying it at the right time. He gives Emily homework to think about integrity in the dimension of character leadership. The chapter concludes with David leaving to meet his wife at the local farmers market. As he walks away, Emily calls out to say that she is pregnant.

## Key Points:

- In order to gain influence, you have to lead yourself first.
- The three dimensions of leadership are positional leadership, expert leadership, and character leadership.
- Positional leadership is the influence people have because of their title.
- Expert leadership is the influence people have because of what they know or have accomplished.
- Character leadership is the influence people have because of who they are.
- Influence is leadership.
- Ignore the position so you can get the position.
- Lead with logic; follow with emotion.

## Chapter 5 - Character First

### Principle - Character Leadership

**Summary** - Emily works on the homework assignment David gave her to find a definition for integrity in the dimension of character leadership. She journals about her thoughts on integrity and ponders the three dimensions of leadership. During their now-regular meeting, Emily and David discuss her observations of leading with logic and following with emotion, and how she has put this into practice. They discuss values used to govern yourself and relate to others. Her homework is to identify the five most important values in each of those two categories. Emily completes the homework and defines her values as well. She emails her work to David who sends a positive response. They make plans to meet soon.

## Key Points:

- One definition of integrity is the quality or state of being complete or undivided.
- Self-awareness is a greater ability to stand back and recognize what's happening within you and around you.
- Self-management is organizing and executing around priorities, and managing your emotions as well.
- Character can be defined by how we answer two questions: What values will I choose to govern myself? What values will I choose to relate to other people?
- Values remind you of who you want to be, not just who you are.
- Empathy is the ability to see something through another person's experience.

## Chapter 6 - Who I Want to Become

### Principle - Living Your Values

**Summary** - David and Emily talk more about her homework to identify her values, specifically about how she can live them, and that character is a lifelong quest. David suggests some ways to stay accountable. They discuss integrity in character leadership. They leave the coffee shop and end up at an outdoor market. As they part, Emily reflects on how far she has come and how much has changed. She feels strong and as if she is building the life she wants for herself and her family.

## Key Points:

- Values point the way to who you want to become. It's not about perfection; it's about continual pursuit.
- Character isn't something you achieve or finish. You'll spend a lifetime building it.
- You can't fully know yourself as a leader without outside help.
- You need people who keep you accountable, not ones who hold you back.
- Ask yourself, how well did I live my values today?

## Chapter 7 - Next, Become an Expert

### Principle - Expert Leadership

**Summary** - Emily and David meet at Slow by Slow, where they discuss examples of expert leadership. They determine that character leadership and expert leadership are intertwined, and talk through the three definitions of integrity in expert leadership. Emily explores where she'd like to focus on growing her expertise. She settles on advancing women in technology and creates a strategic learning plan. As they part ways, Emily invites David and his wife, Dania, to her son's birthday party so they can meet her family.

## Key Points:

- Expert leadership is the influence you have because of what you can do or what you know.
- People will give you power if you know how to do something they need or if you can solve a problem they have.
- You can define integrity in expert leadership by creating value for others, staying relevant, and continuing to grow.

## Chapter 8 - Let's Talk about Structural Leadership

### Principle - Structural (Positional) Leadership

**Summary** - Emily meets with her boss to discuss her strengths and weaknesses, and the discrimination she has been facing because she is a mother. Because she led with logic, followed with emotion, and focused on influence, her boss begins to see things from her perspective. Emily asks him to be an advocate for women. She also lets him know that if things don't change, she will report him. Later, David and his wife attend the birthday party. Emily tells David about her conversation with her boss and that she told him she is pregnant. David is proud of Emily for having the hard conversation. At their next coffee meeting, they discuss the three ways to define integrity in positional leadership and also briefly discuss culture. David seems to have difficulty breathing but he brushes it off. They talk about integrity in relationships with those above you, those below you, and your peers. Emily is nominated for an award.

## Key Points:

- When it comes to structural leadership, people follow the position, not the person.
- Positional leadership is always based on external endorsement.
- Positional leadership is temporary.

- The three things that define integrity in positional leadership are the rules, measuring expected key results, and how you manage the relationships that are connected to the position.
- Integrity involves not just knowing the rules but choosing to follow them.
- All jobs have three universal components that reflect superior performance: a clearly defined plan for success, achieving or exceeding tangible goals, and advancing the value your team provides to the company.
- Culture is the values, assumptions, and beliefs that govern organizational behavior.

## Chapter 9 - What Great Leaders Do

### Principle - Continual Progression

**Summary** - Emily stops by Slow by Slow hoping to run into David. He isn't there and the barista says he has missed a few days lately. David and Emily finally meet for the first time a couple of weeks after the birthday party. Emily is excited to share the news of her award nomination. David is not surprised at the recognition and reminds her how hard she has been working. When Emily invites him to sit at her table for the awards, he says he would be honored. They talk about complacency and the things great leaders do. At the end of their time together, Emily expresses her appreciation and love for David. He reciprocates, and as they part, Emily reflects with gratitude on their friendship.

### Key Points:

- Position, expertise, and character are always a work in progress.
- Great leaders turn problems into opportunities.
- Great leaders inspire people to make commitments they otherwise wouldn't make.
- Great leaders transcend self-interest and self-promotion and are driven by the opportunity to make a difference.

## Chapter 10 - It's Time

### Principle - Leaving a Legacy

**Summary** - Emily is disappointed when David doesn't attend the award ceremony but is comforted by the love and support of her husband. The following week, she stops by Slow by Slow, hoping to find David. He isn't there. She wants to tell David that she has been recruited for a vice president position at another company. At work, she finds an envelope from David on her desk. He'd known he was dying and wanted to say goodbye; his wife delivered the envelope after he passed. In the letter, David expresses encouragement and gratitude, and his belief in her as a leader and person. This loss hits her hard. A couple of months go by, and Emily is at her new company when a management trainee asks to meet with her. In this moment, she sees an opportunity to put her big vision into practice and honor David through mentorship.

### Key Points:

- A position is a stewardship, not something you own.
- The greatest final act of leadership is giving what you've learned to someone else.