

# Leading Through Influence

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## MYTH:

I am a good leader. I am able to tell my staff what to do and how it needs to be done. I have the title, after all, so I am expected to lead them. And they are expected to listen.

GREAT LEADERS



BAD LEADERS



# A leader cannot lead without influencing others. Influencing is HOW leaders lead.

“There is a profound difference between **management** and **leadership**,  
and both are important.”

*“Leaders: Strategies for Taking Charge,”* Warren Bennis/Burt Nanus

**To manage** is to bring about, to accomplish, to have charge of  
or responsibility for others.

**To lead** is to influence and guide in a direction, course, action, and opinion.

**A title alone does not make you a leader.  
A leader must motivate others and join them in a noble purpose.**

Roll up your sleeves.

Offer clear directions and share your vision.

Connect them to resources.

Check in throughout the project.

Buy snacks for meetings!

# Identifying your own “Field of Influence”

1. Understand the needs and goals of the Institution or School.
2. Do you have the trust of others?
3. Do you have the time/energy to see a project through?
4. Do people come to you with their ideas already?
5. Are you comfortable and capable of communicating effectively, and often?
6. Have you demonstrated competence?

# Complete a Needs Assessment

- Identify what is working in your unit...and what isn't.
- Examine the **3 Ps = Processes, Programs, and Partnerships.**
- What project can impact your institution and the broader community?
- Will the project further the mission and vision of the Institution and your School?
- Which team members do you have in place for these initiatives?

# Greenlight...GO!

- Is the project part of your job expectation?
- Can you fit a new project into your own work schedule?
- Do you need approval before launching your research phase??
- Are there funding sources to support the project?
- What is the timeframe in which you are working?



# Let go of your ego.

An unhealthy ego can be a liability on the organization.

Let ideas bubble to the surface.

A leader with a healthy ego is one who has mastered the balance of personal humility with confidence and fierce resolve.





# Assembling the Right Team

Building a great team is like putting together a puzzle.

- Who has a vested interest in the project?
- Personality and chemistry go a long way.
- Strong influencers are powerful change agents - people trust and follow them.
  - Who has the ability to think outside-of-the-box?
  - How is traditionally resistant to change? Get buy into and support the initiative.
- Involve external stakeholders in the process. They can provide insight in areas that your internal team might miss because they are too close to the topic.

# Next Steps

- Identify the strength of each team member.
- Don't be afraid to ditch titles.
- Set expectations right out of the gate.
- Set goal and timeline for the project.
- Establish a point person for each step of the process.
- How will you be communicating?

# Communication is the Key!

- Communicate effectively both verbally and nonverbally.
- Make the project a priority! Connect, share, focus, and demonstrate that you care about the project.
- Communicate frequently and timely to keep everyone informed and to provide comfort.
- Failure to communicate is, after all, a failure.

# Demonstrate Competence

Trust goes out the proverbial window if you can't demonstrate knowledge and expertise in your discipline to carry the vision forward.

You must be able to *communicate* that vision, so staff and faculty can actively engage in pursuing it.

Competence builds confidence in your team. Their confidence in you, the leader, will ultimately deliver excellence.

# Bringing the Project to a Close

## *Delivering the Product*

- What is the deliverable?
- Have you appropriately prepared the final document or event?
- To whom do you present the project?
- Is there a presentation of your findings or a planned event (i.e. performance, gallery showing, change in protocol, MOU, etc...?)

# Don't Forget!

- Document the process.
- Promote the research, event, or performance.
- Be encouraging to your team.
- Remember to thank them along the way.
- Do not take credit for the final product. Always put your team first!
- Have faith in yourself!

# Professional Development Opportunities

American Council on Education (ACE) Fellows Program

Council on Independent Colleges (CIC) Senior Leadership Academy

CIC Department and Division Chair Workshops

Institute for Management and Leadership in Education (MLE) - Harvard Graduate School  
of Education

Academic Chairpersons Conference

Alliance for Innovation and Transformation (AFIT) Leadership Development Institute

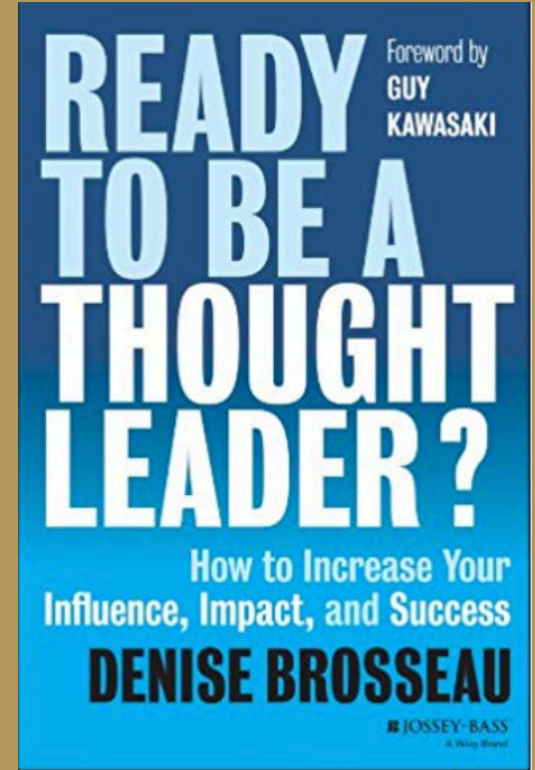
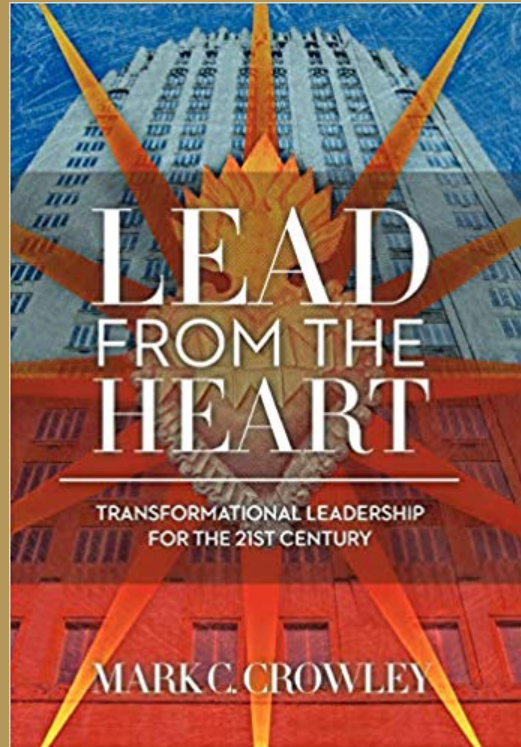
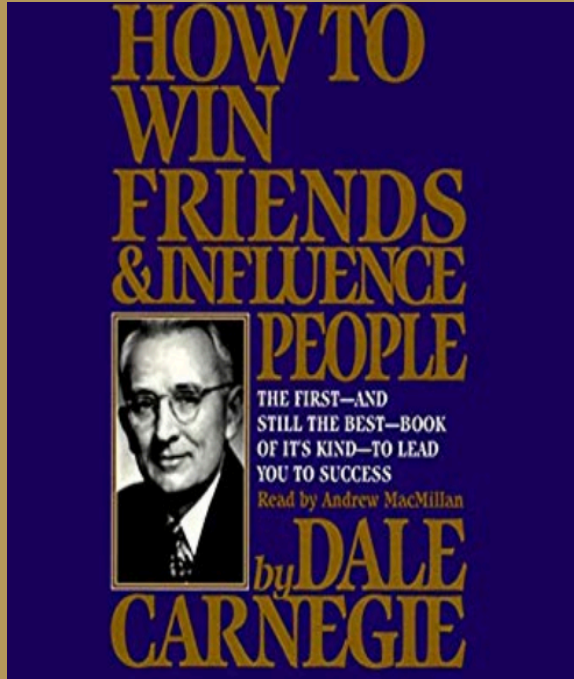
Gardner Institute, Brevard, NC

International Council of Fine Arts Deans (ICFAD) Fellows Program

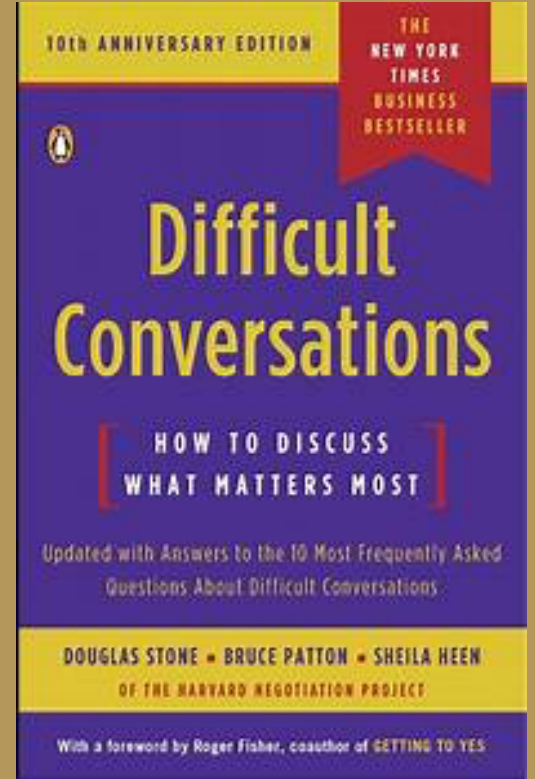
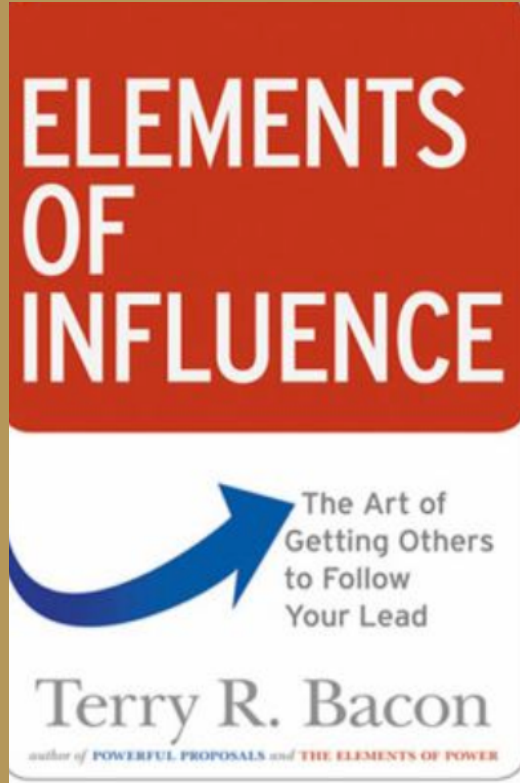
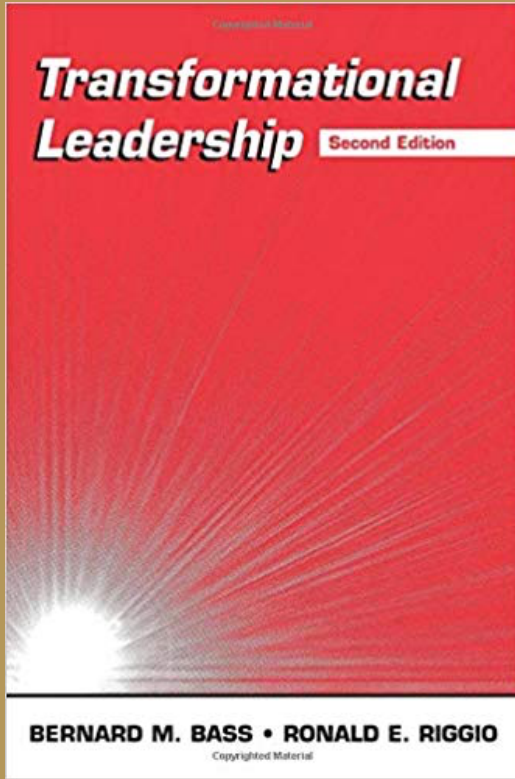
HERS, Higher Education Leadership Programs for Women

**or**

**Schedule your own campus visits.**







Questions?

Contact me *anytime*:

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