

Influence – the finance leader's secret weapon

We will start at 12.30pm GMT



Develop a powerful platform
for influencing; practical ways
that small changes in
behaviours can enhance
personal influence

Brendan McCarron

- Focus on: leadership and influencing; project and programmes, and; improvement and measurement.
- Wide public and private sector experience.
- Run CIPFA's Leadership Academy for serving and aspiring CFO's; the CSL's SRO workshop programme; in 2012, appointed an Honorary Senior Fellow a INLOGOV.



Aims and agenda

- Understand the importance of developing personal influence
- Make you think about what you can do to enhance your own influence
- The five building blocks of personal influence
- Assessing your own personal influence
- Development prompts to strengthen and develop your influence platform and exercising influence in, small “p” political settings

“Type 1” and “Type 2” problems

- Type 1: Existing and desired states clear and agreed upon - relatively low risk.
- Cause and effect relatively clear.
- **Solution possible**, using well-tested methods based on past experiences (but, may be hard to implement).
- Strategy: plan, act, measure, adjust

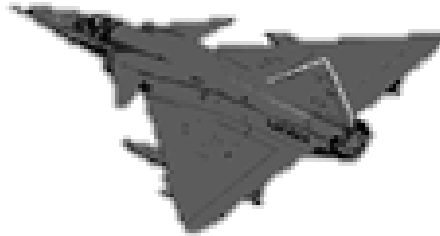
- Type 2: Existing and desired states unclear, not agreed upon - uncertainty and high risk
- Cause and effect unclear.
- An “**accommodation**” may allow moving the situation forward to “**good enough**” place.
- Strategy: sensing, political thinking, “experimentation”

Always a mix of type 1 and type 2

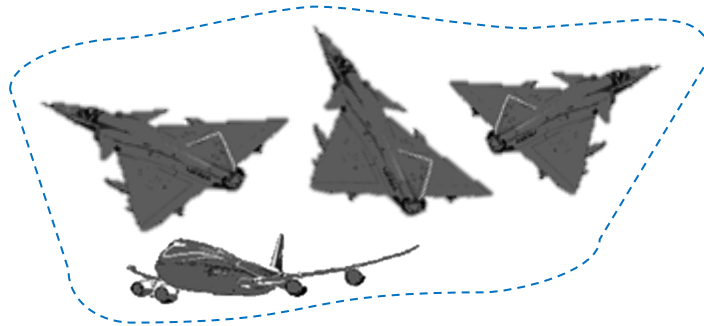
- Vision necessary

- Vision doubly necessary

Organisations for type 1 and type 2 worlds?



?



CFO, FBP and all in finance

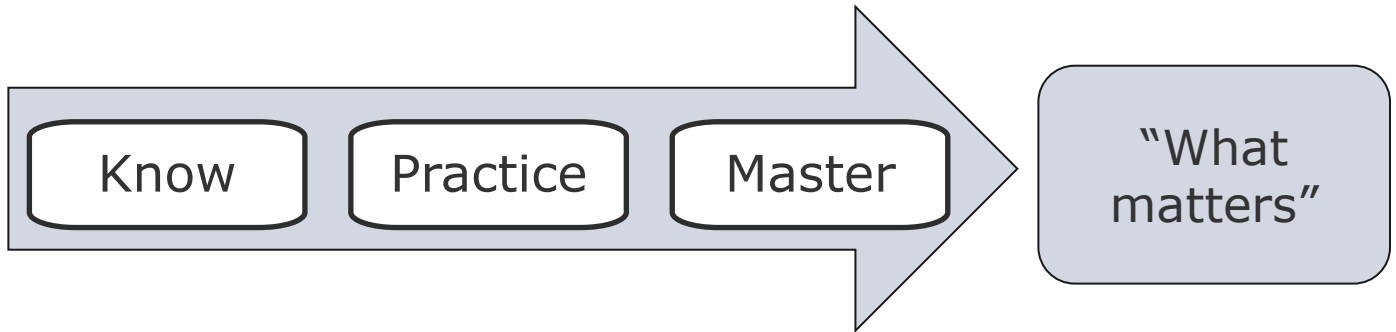
- *"CFO is a key member of the Leadership Team.*
 - *expected to help develop and implement strategy,*
 - *resource and deliver the organisation's strategic objectives sustainably and in the public interest,*
 - *to be actively involved in, and able to bring influence to bear in, all material business decisions."*

CIPFA Statement on role of CFOs in public sector organisations



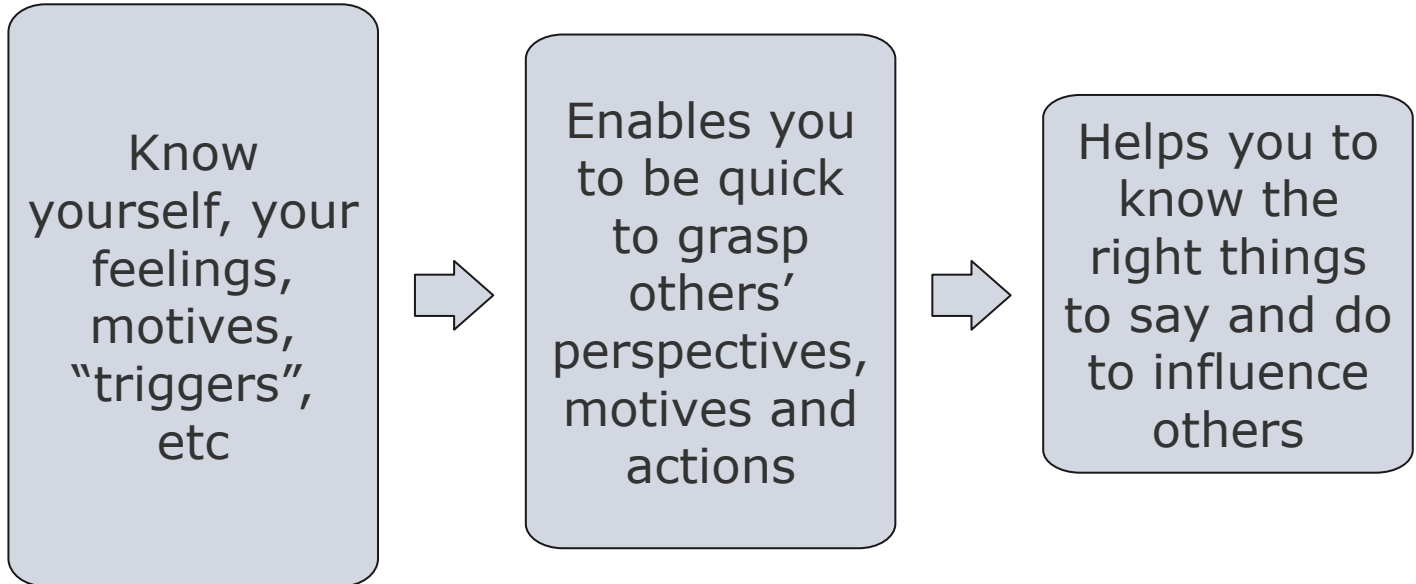
THE FIVE BUILDING BLOCKS OF PERSONAL INFLUENCE

1. Technical and personal discipline

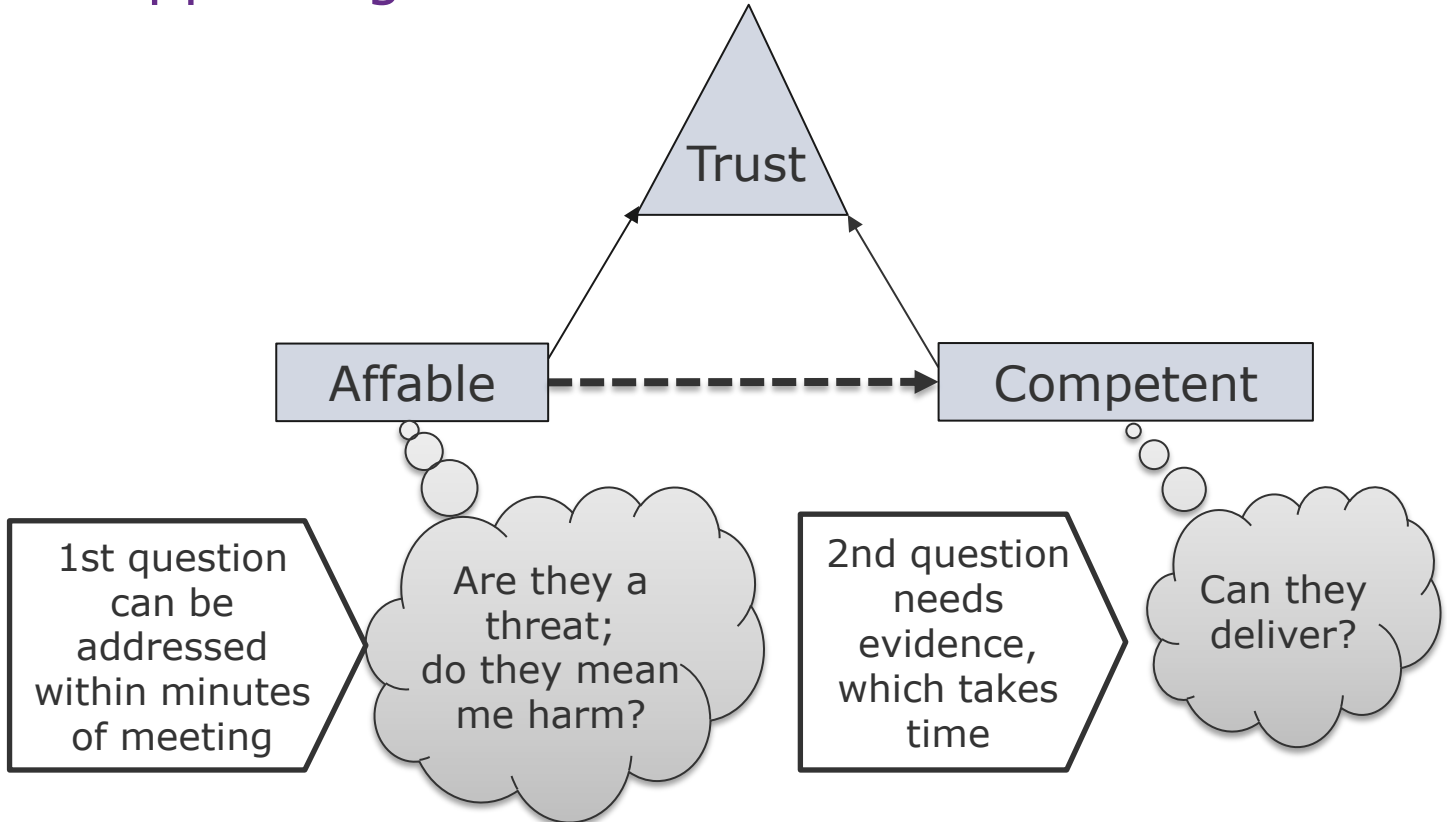


- Requires personal capacity and commitment

2. Knowing how you come across



3. Appearing affable - about trust



4. Genuineness and Sincerity

- Critical dimension
 - More about how you influence than the behaviours themselves
 - Probably the hardest to develop without actually “doing it”
 - Difficult to be influential if your intentions are suspect because you have “form”



5. Effective networks

Work

Deep strong connections to help to get current work done.

Little choice who is in the network.

Mainly internal.

Personal

Mix of strong and “Weak Links” to help you develop, useful info and contacts.

Choose who to reach out to.

Mostly external.

Target

Mostly weak, external links, to help you influence key people and develop your career.

Reached via work and personal contacts.

ASSESSING YOUR OWN PERSONAL INFLUENCE

To what degree do you...

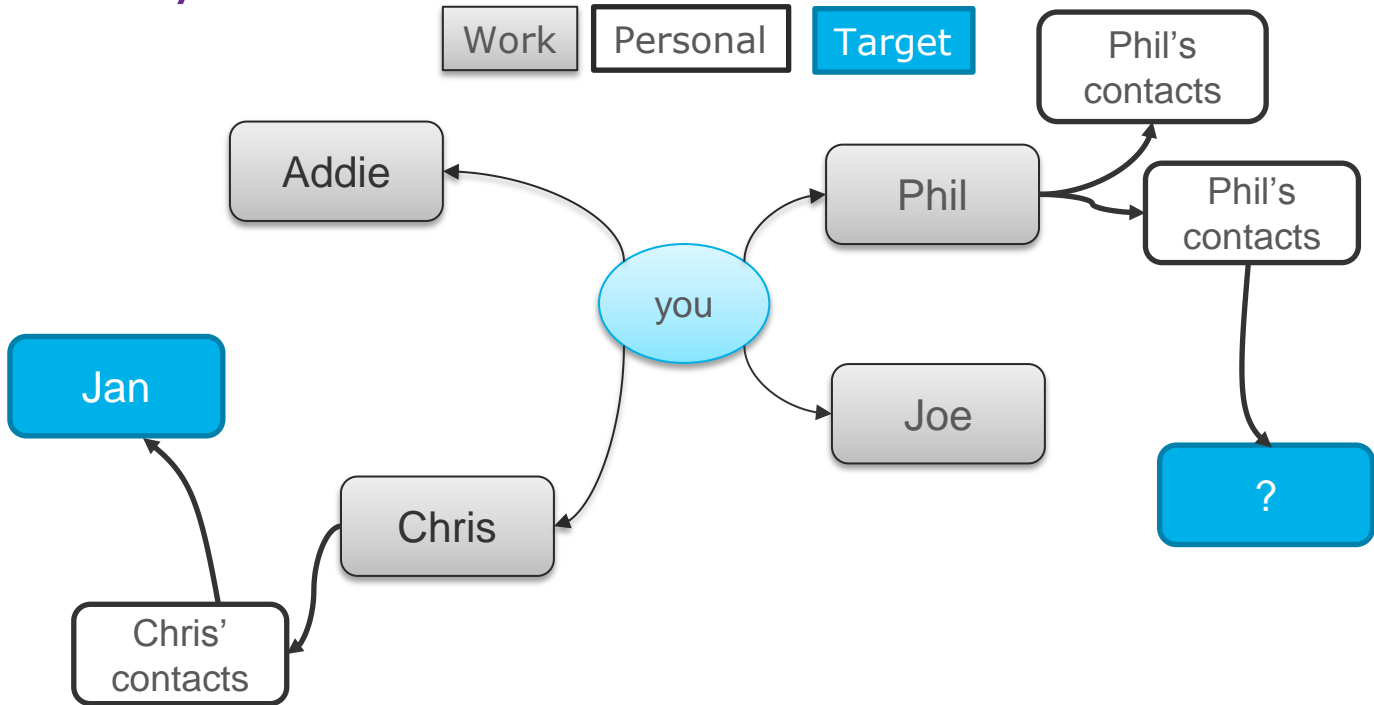
1. know “what matters” and demonstrate you can stay focussed on these areas?
2. sense the motivations and hidden agendas of others and instinctively know the right thing to say or do?
3. find it easy to develop good rapport with people making them feel comfortable and at ease around you?
4. try to be genuine in what you say and do and do you believe it is important that people believe you are sincere?
5. systematically spend time and effort on networking so you know a lot of important people and use these connections to make things happen at work?

DEVELOPMENT PROMPTS TO STRENGTHEN AND DEVELOP YOUR INFLUENCE PLATFORM AND EXERCISING INFLUENCE IN, SMALL “P” POLITICAL SETTINGS

Systematic people watching

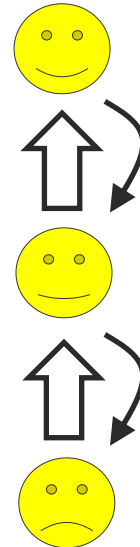
- Who are they looking at/not looking at?
- Listening?
- Do they take notes/read from notes?
- Signs of boredom or irritation?
- Reactive or proactive?
- Leap in or hold back?
- Overt/covert aim and strategy?
- Range of strategies or stick to one or two?
- Reactions when things don't go to (their) plan?
- Attenuated to what?
- Their world-view?
- *What seems to work and what seems not to work?*

Network – build on who you know, to get to who you need to know



Practice

- Work on understanding others' aims, intentions and world-views
- Play to these - make your interventions in ways that are salient to people in relatively more powerful positions
- Systematically assess your effectiveness, seek their feedback



Take-aways summary

- If it looks simple, you have probably missed something
 - Always work on identifying what matters; then always work on what matters
 - Get an outside-in view of yourself and others' expectations of you
 - Take time for systematic people watching
 - Weak links more useful in the long run
- For more information:
 - CIPFA CFO Leadership Academy
 - [CIPFA.ORG/TRAINING](https://www.cipfa.org/training)