

# 'Leading with Influence'

**Redefine the concept of leadership  
and unlock the latent talent within your organisation.**

*Leadership today is not about hierarchy. It is about influence.  
A goldmine of untapped talent exists within your organisation.  
Let's unleash it.*

**By Campbell Macpherson**

Author of the 2018 Leadership & Business Book of the Year

**Leaders exist at all levels of an organisation** – whether they have direct reports or not. For in today's world of flattening organisational structures, virtual teams, hybrid working, outsourcing, partnerships and accelerating change, successful leadership is about influencing people across departments and outside of the organisation – to deliver the outcomes you need.

Yes, leadership is delivering results through people, but even leaders with vast hierarchies must be able to influence people outside of that hierarchy if they wish to succeed.

Leadership today is all about influence.

And yet in so many organisations 'leadership development' skills are only provided to people managers – leaving an untapped goldmine of potential talent undeveloped within the 'Engine Room' of the organisation.

Your technical specialists, your so-called 'low potential / high performance' professionals identified by the 9-box talent grid, your portfolio managers, your analysts, your IT techies, your HR specialists, your finance experts, your part-time workers, ... all possess latent leadership potential that too often remains unacknowledged and unrealised. Organisations help them to develop their technical skills and progress their professional qualifications – but what about their ability to influence; their ability to lead; their ability to deliver exceptional results?

Every single one of these business-critical professionals needs to enhance their ability to influence others if they are to deliver the high-quality, sustainable outcomes that your business needs to succeed.

Every one of them needs to be able to 'lead with influence'.

# The 'Leading with Influence' programme

Unlock the latent potential within your organisation



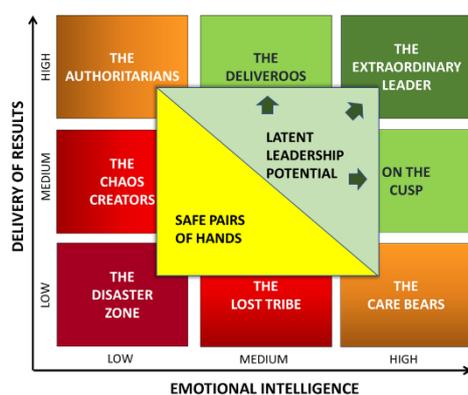
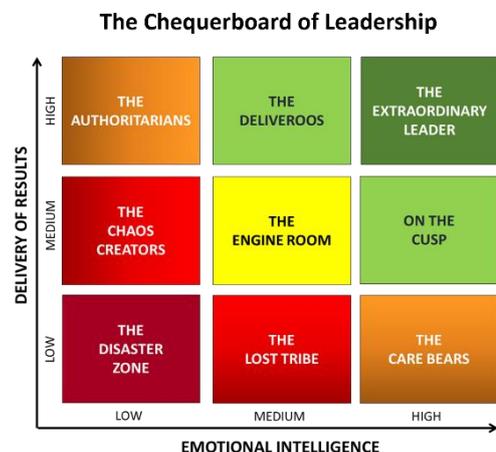
Leadership is the ability to influence people to deliver – whether they report to you or not.

In my 25+ years of enabling a multitude of leaders to lead successful and sustainable change, I have seen that extraordinary leaders possess two core, critical skills:

1. The ability to deliver sustainable results, and
2. The ability to influence, motivate and empower people (Emotional Intelligence)

Poor leaders possess neither of these. Extraordinary leaders possess both - in abundance. And each different type of leader between these two extremes can be plotted on a simple matrix that I have called 'The Chequerboard of Leadership'.

It is a chequerboard because a leader's position on the board is not set in stone. No matter which square someone may occupy today, they do not have to be imprisoned in that cell forever, they can move northwards and/or eastwards as long as they are aware of their position on the board and possess the desire to change.



Within 'The Engine Room' (yellow square) are the leaders and managers that can sometimes be taken for granted – and yet they are the backbone of every business.

It is also the most populous square on the board – described by one CEO client as his “permafrost middle-management layer”. He was mistaken: his permafrost layer elsewhere - within the red squares.

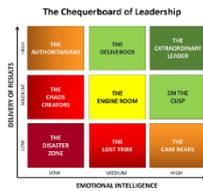
The 'Engine Room' is where opportunity can be found, for it contains two invaluable groups of people:

1. 'Safe Pairs of Hands' – competent managers that every business needs. And their leadership competence and effectiveness can be enhanced.
2. 'Latent Leadership Potential' – hidden leaders, often technical experts and professionals, whose development will deliver substantial returns for your business.

Our 'Leading with Influence' programme is designed to unleash the latent talent locked within your Engine Room of your organisation.

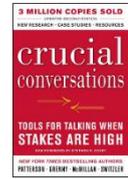
**Module 1: Emotional Intelligence and the delivery of sustainable results**

Emotionally intelligent leaders reach outside their team, department and organisation to obtain the information, insight and assistance they need to deliver high-quality outcomes that are sustainable. Module 1 helps delegates to develop their emotional intelligence and their delivery skills.



**Module 2: Putting EQ into practice: Difficult conversations and inter-dependencies**

Developing the skill of conducting difficult conversations helps us to draw upon all elements of Emotional Intelligence and put them into practice – self-awareness, self-regulation, self-motivation, empathy and social skills. It enhances our ability to rise above our emotions and treat the other person with respect and focus on the achievement of shared outcomes.



**Module 3: Leading and Embracing Change**

If we are not leading change, we are not leading anything; we are merely managing the status quo. And the status quo doesn't last for very long. This module draws from Campbell's award-winning books and the workshops he runs for Henley Business School and clients worldwide. Delegates will discover why 88% of change initiatives and business strategies fail – and how to lead the 1 in 8 that succeeds.



Wiley 2017



Kogan Page 2020

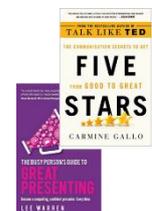
**Module 4: Strategic Clarity & Agility**

Module 4 will explore how a strong strategic core enables agility and the ability to flex actions to cater for changing situations – without losing focus on what it is you are trying to achieve. It will also explore what an agile working means for them and how to embrace and encourage a culture of continuous improvement.



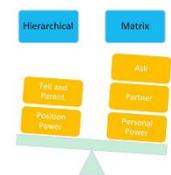
**Module 5: Effective communication of technical subject matter**

High-IQ specialists find it a challenge to communicate to 'lay-people' in a way that isn't laden with jargon or patronising. They need to display their expertise – but in a way that ensures understanding without 'dumbing down' the content. This module helps delegates to put themselves in the shoes of the intended audience - with respect; to clarify the key points they wish to make; and to learn how to summarise while retaining context.



**Module 6: Making cross-functional (and virtual) teams work**

Exploring the benefits, and challenges, of teams; the characteristics of high-performing teams; and ways of building these characteristics in cross-functional teams, often working in different locations, and the challenges and tips of thriving in a matrix management world.



**Module 7: Your business change plan**

Putting the learnings into practice is paramount. Each leader selects a business-critical objective or initiative for which they are responsible and builds a change plan to deliver it. Each delegate then presents their change plan to their peers for awareness and constructive comment. The final session will be a full day workshop with presentations separated by breaks and exercises. They will emerge from the programme armed to put their new-found skills into practice – and deliver.



**1:1 mentoring sessions between each module**

Each delegate will receive 1:1 mentoring throughout the programme from a Change & Strategy International professional. They will also receive a year's membership of The Institute of Leadership & Management.

**Change & Strategy International (CSI)** enables organisations to instigate change, embrace change and deliver the outcomes of a compelling, clear strategy.

88% of change initiatives, business strategies, mergers and acquisitions fail. CSI enables leaders to be the 1 in 8 that succeeds. Its range of programmes, workshops and consulting services enable CEOs and leaders to fulfil their potential, the potential of their people and the potential of the business.

CSI's Principal, Campbell Macpherson, is an international business advisor, change expert, keynote speaker and award-winning author. He and his team of experienced associates help leaders align their people to deliver, build extraordinary leadership teams, develop leadership skills, build change-ready cultures and lead successful change. He is an Executive Fellow of Henley Business School.

Companies contain a wealth of untapped potential and competitive advantage in their people, their leaders and their leadership teams. Unleashing this talent is not about systems, processes, spreadsheets, business models or balance sheets, it is about enabling people to be the best they can be - empowering them with clarity and trust – and helping them to want to change.

As well as advising organisations worldwide large and small, Campbell has held senior executive positions including Senior Advisor of the Abu Dhabi Investment Authority; Strategy Director of Zurich Life across Asia, ME and Latam; HR Director of the 1000-person Sesame; Marketing Director of Virgin Wines and eBusiness Head of the AMP Group. He was a change expert in Andersen Consulting (Accenture) and the founder of one of Australia's first multimedia companies. He started his career flying jets (badly) in the RAAF.



He is on the books of several keynote speaking agencies across the UK, US and Australasia, and has given speeches worldwide on change and leadership.

Campbell is the author of three books – and runs workshops and programmes on each of them:

- 'The Change Catalyst' (Wiley 2017), the 2018 Leadership & Business Book of the Year. It is about leading change.
- 'The Power to Change' (Kogan Page 2020), which was a Runner Up in the 2021 Business Book Awards. It is about embracing personal change.
- 'You: Part Two - thriving in the second half of your life' (Hachette 2021), co-authored by his yogi wife, Jane. Together, they appeared at the 2021 Cheltenham Literary Festival. They use content from the book to help organisations empower their invaluable Second Half employees and forge even closer relationships with their lucrative Second Half customers – the ones with three times as much wealth as every other segment combined.



**Business Advisor,  
Facilitator, Speaker,  
Lecturer, Author, NED  
and Change Catalyst.**



Invesco, A-Plan, Howden, Endsleigh, iPipeline, Mazars, Robert Half, Excursions, U&U, Uponsor, IFSWF, M&A Advisor, Bibby Group, FS Forum, SII, St James's Place, James Hay, HBS, Concentra, Police College, ...

Senior Adviser, ADIA

Strategic change advisor: IFDS, Aviva, IPF, Friends Life, Cofunds, Gocompare, Centaur, Openwork, ...

NED, BP Northbound

Strategy Director, Zurich Global Life EM

Board & HR Director, Sesame (IFA Network)

Strategic Change & OD: Misys, BBC, Capital Radio, Telewest, Sesame

Marketing Director: Virgin Wines, Smartlogik, BrightStation

Head of eBusiness, AMP

Snr Mgr, Change, Andersen Consulting

CEO & Founder, InterMark Multimedia

Ultimate Computers, NCR, Hawker Pacific, RAAF Academy