

**CAMPBELL MACPHERSON**

Author of *The Change Catalyst*, 2018 Business Book of the Year

# LEADING WITH INFLUENCE

T H E e B O O K

F I R S T E D I T I O N

Leadership today is not about hierarchy.  
It is about influence.

**THE  
CHANGE  
CATALYST  
SERIES™**

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## A Sample

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## Other books by the author:

***The Change Catalyst:*** *secrets to successful and sustainable change*  
(Wiley 2017)

2018 Business Book of the Year

***The Power to Change:*** *how to harness change and make it work for you*  
(Kogan Page 2020)

***You: Part Two.*** *Thriving in the second half of your life*  
(Hachette 2021)

## About the author

Campbell Macpherson enables leaders worldwide to lead with influence, build extraordinary leadership teams and create extraordinary leaders of change - starting with themselves.

He is a keynote speaker, leadership consultant, mentor, facilitator, educator and Executive Fellow of Henley Business School.

The philosophies that underpin every one of Campbell's programmes ('Leading with Influence', 'Extraordinary Leadership Teams' and 'Leading and Embracing Change') are four-fold:

1. Leadership is not about hierarchy, it is about influence
2. Leadership is a team sport, not a solo pursuit
3. The most important leadership skill of them all is the ability to lead successful and sustainable change
4. The most important life skill is the ability to embrace change

Campbell moved to the UK from Australia in 1999. He is based in Cheltenham, England, and can be found wherever in the world his clients need him to be.



[www.changeandstrategy.com](http://www.changeandstrategy.com)

[www.campbellmacphersonspeaker.com](http://www.campbellmacphersonspeaker.com)

[www.thechange catalyst.online](http://www.thechange catalyst.online)

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- Presenting it to your peers for feedback

*Leadership today is not about hierarchy.  
It is about influence.*

**Welcome to the Leading with Influence eBook:** the ideal companion to the Leading with Influence online self-development programme, designed to develop the leadership skills we all need to thrive in today's complex, ever-changing world.

The Leading with Influence programme is also available as a masterclass, webinar and in-person cohort programme. It was developed in conjunction with learning and development professionals from clients around the globe and has been conducted worldwide for some of the world's largest and smallest organisations.

'Leading with Influence' addresses a global problem with leadership development, which is, in the words of Gartner Group, that *"Traditional leadership development programmes aren't cutting it!"*

*"71% of HR leaders admit they are NOT effectively developing their mid-level leaders."*

'Top 5 Priorities for HR Leaders 2025' Gartner

Leading with Influence is aimed at developing the next generation of senior leaders, whether they have people reporting to them or not; for some of the most influential leaders have few, or even no, direct reports. Successful leaders today do not rely upon the perceived power of their position in the corporate hierarchy; they rely on their ability to influence others to work with them to deliver extraordinary results, together.

But the content of Leading with Influence is universal: relevant for all leaders at every level of any organisation: from team leaders to CEOs.

Leadership today is not about telling people what to do. To be honest, it never was. That never worked. We humans only give our all, we only give our best, when we genuinely engage: when we *want* to change, when we *want* to excel. Consequently, successful leadership today is about creating and fuelling this want. It is about influencing others to be the best version of themselves enroute to delivering the outcomes that you, as the leader, want to deliver.

The learnings and insights from Leading with Influence will enhance your impact at work and supercharge your career. It will enable you to build critical leadership skills such as delegation and empowerment, stewardship, communication, the art of persuasion, communication that actually works, strategy development, leading and embracing change, leading teams, engaged decision making, engaging stakeholders, and of course, delivery.

The objective of Leading with Influence is to create leaders who are clear about what they want to achieve and why, leaders who accept accountability for delivery, leaders who hone and use their active listening, communication, and influencing skills to engage people to deliver extraordinary results, leaders who develop their people, leaders who leave their part of the business in a better state than when they found it.

Leaders who can lead with influence.

This book mirrors the nine modules of the online self-learning programme:

Chapter 1: The 12 Traits of Extraordinary Leaders

Chapter 2: Emotionally Intelligent Leadership

Chapter 3: Communication that Works

Chapter 4: Leading and Embracing Change

Chapter 5: Strategy, Culture and Agile Delivery

Chapter 6: Influencing without Authority

Chapter 7: Navigating the Politics

Chapter 8: Highly Effective Teams

Chapter 9: Action

Every chapter is overflowing with insights and anecdotes as well as models and templates that you can put into practice immediately.

For the full experience, I recommend using this eBook in conjunction with the full online self-learning programme with its animated videos, interactive worksheets, online assessments, papers, downloads, resource library and the 12 month membership of the Institute of Leadership that comes with every subscription.

Subscribe today at [www.leadingwithinfluence.online](http://www.leadingwithinfluence.online) .

## CHAPTER 1

### THE 12 TRAITS OF EXTRAORDINARY LEADERS

*How would you rate yourself against  
the 12 traits of extraordinary leaders?  
How would others rate you? Why?*

#### **How does a poor leader make you feel?**

This is the first question we ask delegates of the Leading with Influence programme. And why 'feelings'? Because emotion is four times more powerful than logic when it comes to leadership. If we want to influence people to deliver their best, we must appeal to their emotions.

Think back to a poor leader you have experienced. How did they make you feel? How do they make you feel? This will not be difficult for you to remember: poor leaders leave a mark; the negative emotions associated with poor leaders run deep.

Over the years, delegates of the programme have said that poor leaders make them feel ... stupid, insignificant, incompetent, disempowered, "they make me feel like quitting", anxious, upset, worthless, angry, nervous, uncertain, poor leaders make me doubt myself, they make me feel unappreciated, they destroy my confidence, they make me doubt my own skills and judgment, confused, sad, angry, depressed, lonely, lost, unable to ask anyone for help, fearful for the future, ignorant, they make me feel as though I don't know what I am doing, like a number, that I don't matter, disempowered. The volume of responses I have received from this single question alone have covered reams and reams of flip chart paper in conference rooms worldwide.

But the best answer of them all was the simplest, the most poignant and the most revealing. It was one little word:

'Small.'



All activity in the room ceased in an instant. You could have heard a pin drop.

‘A poor leader makes me feel small,’ the delegate went on to say.

Why are the answers to this question so poignant? Because feelings and emotions trump logic every single time. Negative emotions can get in our way. Positive emotions can get us on our way. Leaders ignore feelings and emotions at their peril.

Now let’s move on to the second question we ask our delegates:

***‘What are the traits of a good leader?’***

This, too, opens the floodgates. Their responses have included: good leaders listen, they trust you, empowering, engender confidence, they delegate, they have your back, they develop their people, they are supportive, they're human, they're confident, they're fair, they're clear - about what they want to achieve and why. They're trustworthy, they're firm, they understand. They have integrity, compassion, flexibility, they know where they want to go, they envision the future, enabling, authentic, they make decisions, they change their mind when the facts change, they seek diverse opinions, they engage others in the decision-making process, fairness, determined, brave, they know their strengths and weaknesses, not afraid to be vulnerable, accountable, they don't put themselves first, they lead by example, good communicators, empathetic, not arrogant, a degree of humility, calm in a crisis, know what they don't know, realise they don't have all the answers, optimistic, realistic, they are a catalyst, set people up to succeed.

Interestingly, the trait that is often left off is the most important one of them all: they deliver. After all, the core purpose of a leader is to deliver, through people. A leader who doesn't deliver will not be a leader for long – or shouldn't be.

As you can see, the traits of a good leader is quite a list! A list that obviously needs refining into something we can put to use. Which is why the third thing we inevitably go on to discuss is:

What are the traits of *extraordinary* leaders?

**The 12 Traits of Extraordinary Leaders**

Extraordinary leaders are leaders who, more often than not, go beyond ‘good’ in the way they lead their organisations, their businesses, their departments, their teams, their people. And after decades of experience of working with leaders of all persuasions, the following are my top dozen traits of the extraordinary leaders I have observed.

I have divided the 12 traits into three main categories: Delivery, Personal Qualities and Special Skills.

### **Delivery of Results:**

- **Delivery.** Extraordinary leaders accept accountability for the delivery of results. They take the blame for non-delivery and share the plaudits when results are achieved. They are not afraid to make decisions and deliver sustainable and superior results.
- **Clarity.** They are clear about what they are seeking to achieve, and why. They engage their people to work out how.
- **Consequences.** They understand that every decision has implications and consequences, not all of them intended.
- **Engagement.** They engage others in the development and delivery of the strategy and are agile when it comes to implementation: able to change tack when a better solution arises or facts change.

### **Personal Qualities:**

- **Integrity.** They are trusted and authentic. They lead by example.
- **Combine humility with confidence.** They don't think of themselves first.
- **Care:** about the outcomes, the organisation, their people, and their customers.
- **Customer-centric.** They genuinely understand the needs, wants and aspirations of their customers, and they consider these when making any significant decision.

### **Special Skills:**

- **Lead and embrace change.** If you are not leading change, you are not leading anything, you are merely managing the status quo – as it unravels.
- **Empower and develop their people.** They create more leaders not more followers. They enable their people to shine.
- **Embrace stewardship.** They strive to leave their part of the business in a better state than they found it.
- **Build extraordinary leadership teams.**

*How do you rate yourself against each one of these traits?*

*How do your people rate you? How does your boss rate you?*

*Why?*

Let's take a look at each of the twelve in a little more detail, and then have a deeper dive into delegation, empowerment and a brilliant technique from Ferrari F1 they call 'empowered decision making'.

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(To download the full eBook, subscribe at [www.leadingwithinfluence.online](http://www.leadingwithinfluence.online).)