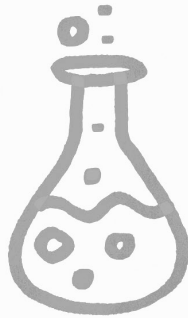


THE  
INFLUENCE  
FORMULA

4 STEPS TO HELP YOU LEAD ANYONE WELL

**JOHN C. MAXWELL**

*New York Times* Bestselling Author



THE



# INFLUENCE FORMULA

4 STEPS TO HELP YOU LEAD ANYONE WELL

## JOHN C. MAXWELL



CENTER  
STREET

Nashville • New York

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LEADERSHIP  
REQUIRES  
INFLUENCE

**If you want to lead another person,  
you need influence.**

**But what is influence, really?  
And how can you develop it?**

**Influence is creating a desire  
in another person to act.**



There was a time when people relied less on influence and more on position or title to lead others. That's no surprise, since at one time hereditary leadership positions were handed down from one generation to another. **Princes became kings, and their decisions were law—for good or for bad.**

**Those days are gone. And we are better for it.**

**Today you must *earn* influence.** Fewer people act out of duty.  
Or obligation. Or coercion. People do what they want.

The question is:

**Do they want to follow you?**

Even if you possess a title or *position* of authority, you still need influence to lead people. **Any position you have is little more than a starting place, a chance to earn influence.**

When you join the army, you become a recruit and must earn rank and the respect of your fellow soldiers.

When you land a job, you may receive a title or a job description:  
laborer, salesperson, waiter, clerk, accountant, manager.

**But you must prove yourself.**

When you have children, you have the position and title of parent.  
But the older your children get, the more you need influence if you  
want to help them grow into happy, healthy, productive adults.

# STEP 1

PROVE  
YOURSELF

**Can you influence others without accomplishing anything yourself?** Yes, to a degree. You can *interest* them. You can make them your fans. You can get them to like you.

But can you take them anywhere? If people do nothing more than click Like, can you lead them where they need or want to go?

Probably not.

**Leadership is influence,  
but not all influence is leadership.**

**Influence without action isn't leadership.**



**The ability to produce results has always been the separation line for success.** It is also a qualifying line for leadership. It creates credibility.

That's true in any community. **If you can produce results, you prove yourself. And you start to develop influence.**

"THERE ARE TWO TYPES OF PEOPLE  
IN THE BUSINESS COMMUNITY:  
THOSE WHO PRODUCE RESULTS  
AND THOSE WHO GIVE YOU  
REASONS WHY THEY DIDN'T."

—Peter Drucker

To prove yourself, don't worry about your position or status.  
**Stop asking yourself:**

**What are my rights?**

**Is my authority clear?**

**Where am I on the organizational chart?**

**How do I compare to others?**

**How can I climb the ladder?**

**Who do I need to know?**

**What's the next step in my career path?**

Forget about all that. Instead, get to work.

**You can't fake productivity.** Either you're producing for your team and adding to its bottom line (whatever that may be), or you're not.

Does *producer* describe you? Are you self-motivated and productive? Do you make your team better, stronger? Do you help create momentum? Do you help create an environment of success?

**If you're a positive asset, people will respect you.**

"THE OUTSTANDING LEADERS  
OF EVERY AGE ARE THOSE  
WHO SET UP THEIR OWN QUOTAS  
AND CONSTANTLY EXCEED THEM."

—Thomas Watson

# SET THE BAR HIGH FOR YOURSELF

- Be successful *before* you try to help others be successful.
- Hold yourself to a higher standard than you ask of others.
- Make yourself accountable to others.
- Set tangible goals and then work to reach them.
- Accept responsibility for personal results.
- Admit failures and mistakes quickly and humbly.
- Ask from others only what you have previously asked of yourself.
- Measure your success by results, not intentions.
- Remove yourself from situations where you are ineffective.