

Contents

<i>List of Figures</i>	ix
<i>About the Author</i>	xi
<i>Acknowledgments</i>	xiii
Introduction to Influential Leadership	1
PART I What Is Self-Awareness?	15
CHAPTER 1 Self-Awareness: The Basic Competency of the Influential Leader.	17
CHAPTER 2 The Volitional and Mental Dimensions	39
CHAPTER 3 The Emotional Dimension	59
PART II What Is Collaboration?	83
CHAPTER 4 Collaboration: The Duty of the Influential Leader.	87
CHAPTER 5 Trust: The Heart of Collaboration.	115
CHAPTER 6 Accountability: The Soul of Collaboration.	135
PART III What Is Connection?	157
CHAPTER 7 Connection: The Strategy of the Influential Leader.	159
CHAPTER 8 Leadership Behaviors That Hinder Connection.	181
<i>Epilogue</i>	195
<i>Suggested Readings</i>	199
<i>Index</i>	203

List of Figures

0-1	Fundamental Principles of Influential Leadership.	3
1-1	Influential Leadership and the Components of the C ⁴ Model.	29
2-1	Living by Conviction: An Example	40
2-2	Sense of Urgency: An Example	44
2-3	Try This: Evaluate Your Mental Model	47
3-1	Seven Emotions-Based Employee Needs	68
3-2	Try This: Assess the Level of Engagement in Your Organization	71
3-3	Emotional Awareness Questionnaire	72
4-1	Try This: Five Don'ts of Collaborative Communication.	93
5-1	Try This: Assess the Trust Levels in Your Team	121
6-1	Try This: Assess Your Team's Collaboration and Accountability	148
6-2	Sample Behavior-Standard Evaluation Form	150
7-1	Try This: Determine the Quality of Your Connections.	161
7-2	Try This: Connect with Others on an Emotional Level	169
7-3	The Principles of Focusing on People.	175
8-1	Try This: Simple Ways to Invite Connections and Maintain Good Behavior	190

