

The Power You Don't Know You Have

Why Influence Shapes Outcomes Long Before Authority Ever Does

Matthew 13:33 (NIV)

“The kingdom of heaven is like yeast that a woman took and mixed into about sixty pounds of flour until it worked all through the dough.”

Influence works quietly, consistently, and often invisibly, yet it changes everything.

Most leaders believe influence begins when the title arrives.

The truth is that **influence was already at work long before the role ever changed.**

Influence doesn't announce itself.

It doesn't sit neatly on an org chart.

And it doesn't wait for permission.

It shows up in tone.

In consistency.

In how people adjust their behavior when you enter a room.

Yet it remains one of the **least examined forces in leadership and organizational performance.**

Influence Is Not the Same as Authority

Authority assigns responsibility.

Influence grants permission.

You can be given authority overnight.

Influence, however, must be earned, modeled, and stewarded.

This is why many organizations look strong on paper with clear structures, policies, KPIs. Yet still struggle with alignment and execution.

The systems exist.

The expectations are defined.

But performance varies.

Why?

Because **influence is the multiplier no one is measuring.**

The Invisible Side of the ICaT Excellence Equation™

At Impactful Conversations and Training (ICaT), we define Operational Excellence as:

$$\text{OE} = \text{OL} \times \text{OC}$$

The Power You Don't Know You Have

Where:

- **Operational Leadership (OL)** is driven by *Vision* and *Influence*
- **Operational Capacity (OC)** is driven by *Skill, Tools, and Adaptability*

Here's the insight many leaders miss:

You can have vision without influence, and nothing moves.

You can have skill without influence, and nothing sticks.

You can have tools without influence, and nothing changes.

Influence is the connective force that allows leadership and capacity to work together.

Without it, even the best-designed systems underperform.

Where Influence Really Shows Up (But Rarely Gets Credit)

Most leaders look for influence in obvious places:

- Meetings
- Decisions
- Direct reports

But influence is often strongest in the spaces we overlook:

- How standards are modeled when no one is watching
- How pressure is handled when things go wrong
- How conflict is addressed, or avoided
- How consistency builds trust over time
- How silence communicates just as loudly as speech

These moments shape culture far more than formal directives ever will.

Influence Is a Matter of Stewardship

From a faith-centered perspective, influence is not something we own, it is something entrusted to us.

God does not distribute influence randomly.

He places it intentionally, often quietly, and always with responsibility attached.

That's why at ICaT we pair leadership flow with spiritual posture:

The Power You Don't Know You Have

- **Seek** wisdom before exercising influence
- **Surrender** ego, fear, and control
- **Steward** influence for the benefit of others

Influence used without humility becomes manipulation.

Influence used with purpose becomes transformation.

Why This Matters Now

Organizations today are not failing because of a lack of intelligence or effort.

They are struggling because:

- Influence is assumed instead of understanding
- Leadership is positional instead of relational
- Culture is discussed instead of intentionally shaped

The leaders who make the greatest impact are not always the loudest.

They are the most intentional.

They understand that **influence precedes performance**.

A Question Worth Sitting With

If influence is already at work in you, shaping conversations, behaviors, and outcomes:

Are you stewarding it intentionally, or leaving it undefined?

That question sits at the heart of leadership growth.

Because before we measure influence... before we map it... before we optimize it...

We must first **recognize it**.

Influence is not about becoming someone else.

It is about becoming more aware of who you already are and how God is already using you in ways you may not yet see.

Assess. Align. Advance.

Seek. Surrender. Steward.