

LEADING WITH INFLUENCE

Leadership That Makes a Difference

The Power of Emotional Intelligence for Effective Public Leadership

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Florida Association of City Clerks · October 8, 2026 · Palmetto, Florida

Leave the people, the process, and the purpose clearer than you found them.

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LEADING WITH INFLUENCE

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How many leadership problems begin here?

An expectation was never clearly communicated.

"I thought you were opening."

**"You changed the plan—and
didn't tell me."**

CLARITY · TRUST · ACTION

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Today is about the influence you create

Not merely the information you deliver.

- Communicate vision so people understand why the work matters
- Build credibility and rapport across staff, councils, and communities
- Engage others and motivate movement toward shared goals
- Use emotional intelligence when pressure and conflict rise
- Leave with practical tools for leadership presence and influence

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A title gives authority. Leadership creates movement.

POSITION

INFLUENCE

Compliance

Clarity

Trust

Commitment

Where does your influence matter most right now?

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Connect vision to purpose

Translate strategic objectives into a clear reason people can understand, remember, and support.

Put it into practice

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Lead with credibility

People consider both the message and the messenger before deciding whether to follow.

Put it into practice

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SESSION ONE · VISION INTO ACTION

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Vision becomes meaningful when people can find themselves in it

PURPOSE

Why does this matter?

CONTRIBUTION

Where do I fit?

PROGRESS

What will improve?

MAKE THE PURPOSE PERSONAL AND THE NEXT STEP PRACTICAL

07

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SESSION ONE · THE CLEAR LEADER

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E Engage people through rapport

Engagement grows when people feel respected, heard, and able to influence how the work moves forward.

Put it into practice

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Credibility answers three questions

01

CHARACTER

Can I trust your intentions?

02

COMPETENCE

Can I trust your judgment?

03

CONSISTENCY

Can I trust your follow-through?

Credibility is built in routine moments—before the difficult meeting begins.

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Align people around shared goals

Clarify the outcome, decision ownership, individual contribution, and the measure of progress.

Put it into practice

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Reinforce action and accountability

Turn agreement into movement by naming the first step, the owner, the timing, and the follow-through.

Put it into practice

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Lead change without relying on authority

A new agenda-management process is meeting resistance.

“The old process works. Why are we creating more work for everyone?”

- Clerk: connect the change to purpose and invite meaningful participation
- Skeptical colleague: raise workload, timing, and practicality concerns
- Observer: score vision, credibility, rapport, shared goals, and next action

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What moved people toward the shared goal?

- Was the purpose clear and relevant?
- What strengthened or weakened the speaker's credibility?
- Did the colleague feel heard and invited to contribute?
- Was the first action specific enough to create movement?

One CLEAR behavior I will practice:

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Pressure reveals more than the problem

It reveals what is happening inside the leader.

NOTICE

What am I feeling?

CHOOSE

What response serves?

CONNECT

What does this person need?

Emotional intelligence turns awareness into a thoughtful leadership choice.

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Effective public leadership requires four capabilities

SELF-AWARENESS

Recognize your emotions and triggers

SELF-MANAGEMENT

Choose your response under pressure

SOCIAL AWARENESS

Read emotion, perspective, and need

RELATIONSHIP MANAGEMENT

Move conflict toward a useful outcome

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Catch your internal signals

Notice the emotion, physical cue, thought, and impulse before they take over your response.

Name it accurately: "I am feeling ___ because ___."

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Your internal dashboard gives early warning

BODY

Tension · heat · shallow
breath

THOUGHTS

Assumptions · certainty ·
blame

IMPULSE

Defend · withdraw ·
control

Awareness is the space between the trigger and the response.

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Adjust your response

Regulate your pace, tone, assumptions, and immediate impulse so judgment can return.

PAUSE → BREATHE → CHECK THE STORY → CHOOSE

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Check the story before you act on it

FACT

What actually happened?

STORY

What meaning did I add?

CHOICE

What response serves the purpose?

CURIOSITY INTERRUPTS ASSUMPTION

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Listen for meaning and need

Hear the words, emotion, perspective, and underlying concern before moving into explanation.

“What is most important to you about this?”

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Listen so the other person can lower their guard

- 01 **ASK** Use an open question
- 02 **REFLECT** Name what you heard
- 03 **CLARIFY** Test the meaning
- 04 **SUMMARIZE** Confirm the shared facts

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Move toward resolution

Lower the emotional temperature, establish boundaries, identify common ground, and agree on a next step.

Acknowledge → Clarify → Boundary → Next Step

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Lower the heat without lowering honesty

- “I can hear how frustrating this has been.”
- “Let me make sure I understand your primary concern.”
- “I want to separate what we know from what we are assuming.”
- “I am willing to continue, and we need to speak respectfully.”
- “Here is what I can do, and here is the next step.”

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De-escalate a difficult public conversation

A frustrated resident believes information was withheld.

“This city never tells us the truth. You people just do whatever you want.”

- Clerk: regulate, listen, clarify, set boundaries, and establish a next step
- Resident: interrupt, question motives, and express frustration
- Observer: score self-management, listening, empathy, boundaries, and resolution

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What helped the conversation become workable?

- What internal signal did the clerk need to manage?
- Did the resident feel heard before facts were explained?
- Was the boundary clear without becoming punitive?
- Did the conversation end with a credible next step?

One CALM behavior I will practice:

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Choose one influence behavior and one CALM behavior

INFLUENCE

I will practice...

EMOTIONAL INTELLIGENCE

I will practice...

Small behaviors, consistently practiced, become leadership presence.

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LEADERSHIP MAKES A DIFFERENCE

**Leave the people, the process, and the purpose
clearer than you found them.**

WAYNE

People can trust your leadership when they can trust your presence.

SHARON

Create clarity, protect trust, and move people toward meaningful action.

Thank you for serving Florida's communities.

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