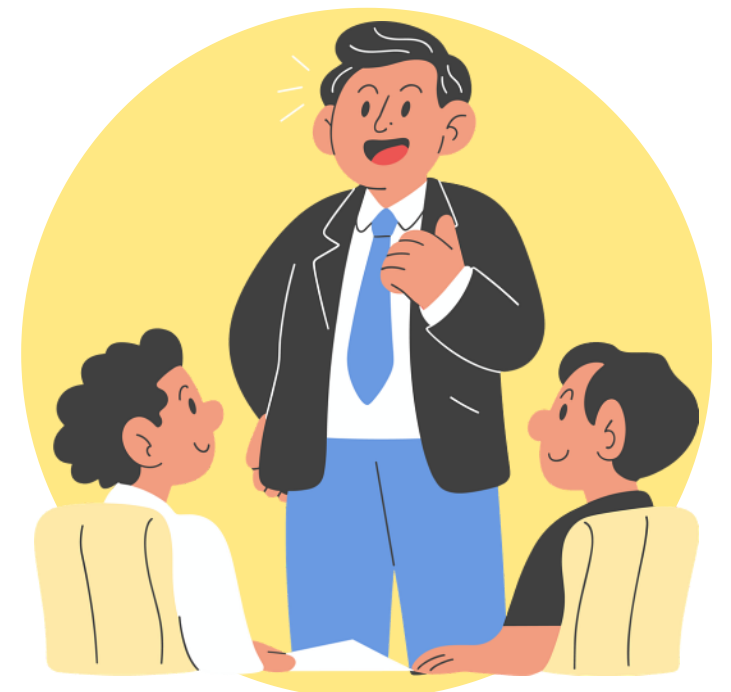


5 TIPS TO LEAD WITH INFLUENCE



1 ESTABLISH CREDIBILITY

Influence starts with trust. Officers will not commit to your direction unless they believe you are competent, fair, and reliable, especially in high-stakes border operations where decisions have real consequences.

When your intent is clear, your judgement is sound, and your actions match your words, people begin to trust you, and that trust becomes your influence.

What this looks like in practice:

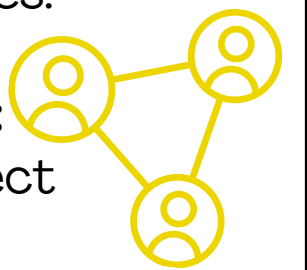
- Follow through consistently on decisions and commitments
- Make fair calls, even when they are unpopular

2 ENGAGE & BUILD CONNECTION

Influence is not built from a distance. Leaders who actively engage their teams, especially across shifts, functions, and ground units - build stronger alignment and buy-in. When officers feel that their realities are understood and considered, they are far more likely to support decisions, even difficult ones.

What this looks like in practice:

- Involve officers early when changes affect operations
- Take time to understand challenges across different roles
- Show genuine interest in what matters to your team



3 LISTEN TO BUILD TRUST

Listening is one of the strongest signals of respect and leadership. It tells your officers that their experience and input matter, which directly impacts engagement and morale. Ignoring legitimate complaints and insisting on respect due to **position**, will lose **respect** and **cooperation** of people around you. Even when you cannot act on every suggestion, the act of listening builds trust and keeps communication channels open.

What this looks like in practice:

- Actively seek feedback from ground officers and supervisors
- Create space for differing views without shutting them down

4 SET DIRECTION & ACCOUNTABILITY

Influence requires clarity. Without clear expectations and consistent accountability, teams operate with uncertainty and trust erodes. Strong leaders align teams by making expectations explicit and holding both themselves and others accountable to those standards.

What this looks like in practice:

- Clearly define outcomes for operations and tasks
- Communicate priorities across teams and shifts
- Hold yourself accountable before holding others

5 SHOW UP CONSISTENTLY

Influence is reinforced through what you do, especially under pressure. Officers closely observe how you show up, make decisions, and respond in difficult situations, and this shapes their perception of your leadership. Leaders who are visible, fair, and decisive build long-term trust. Your presence on the ground signals commitment, while your consistency in actions, especially during challenging moments, reinforces credibility. In contrast, avoided issues or inconsistent behaviour quickly erode influence. Influence grows when officers see that you are willing to step in, understand challenges firsthand, and uphold standards yourself.

What this looks like in practice:

- Addressing issues early, fairly, and decisively
- Modelling standards and behaviours, especially under pressure

