Leading from the 2nd chair

Influence without Authority

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Authority

- [ ] The power or right to give orders, make decisions, and enforce obedience

- [ ] A power or right delegated or given

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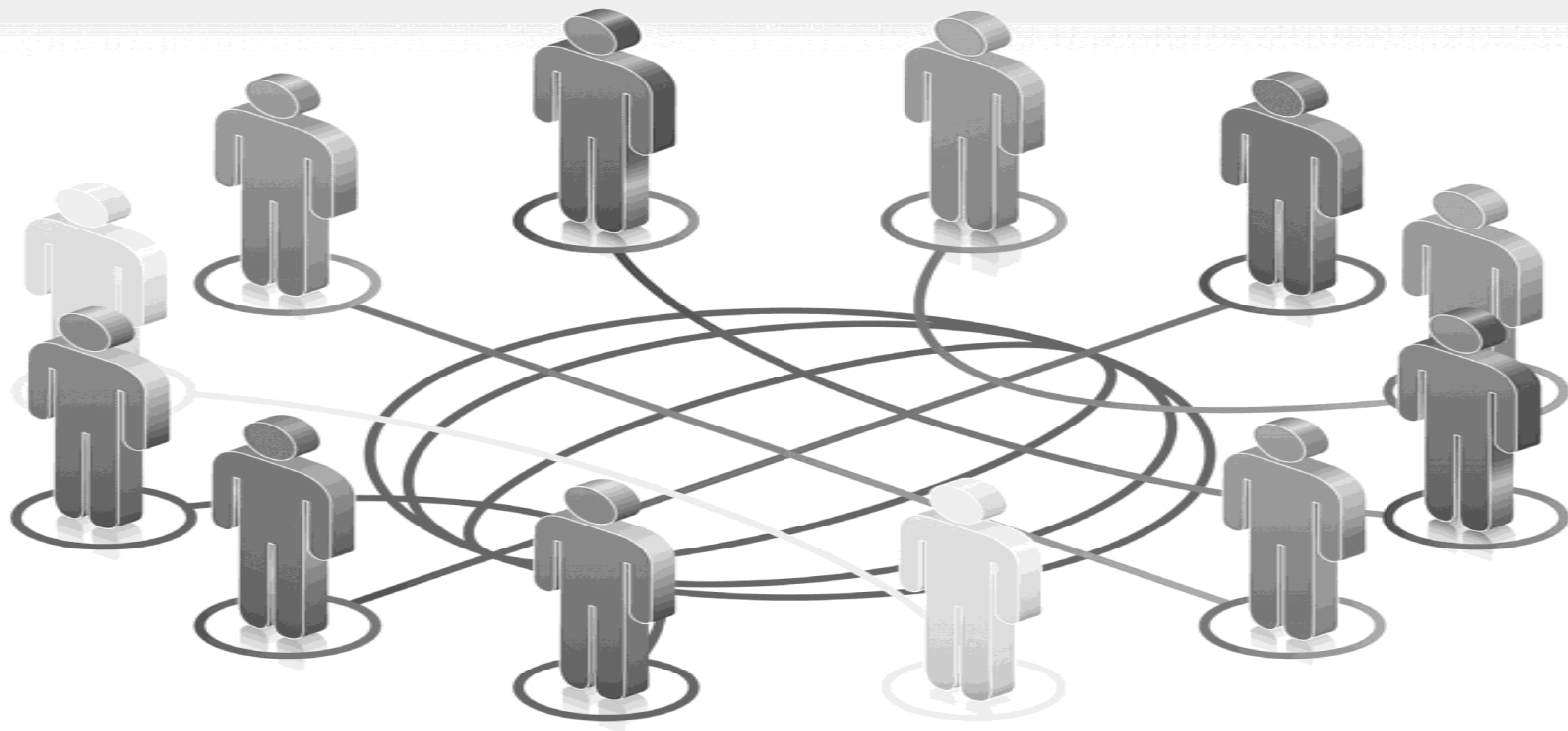EDWARDSVILLE
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Influence

- ☐ The power to change or affect someone or something

- ☐ The power to cause changes without directly forcing them to happen.

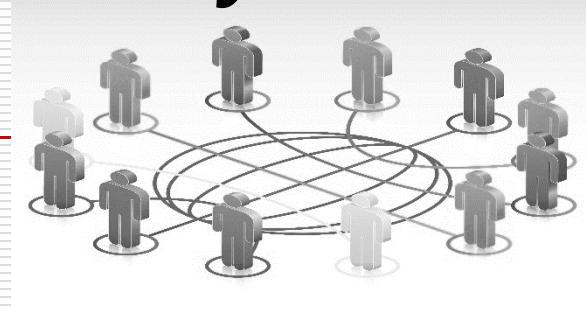- ☐ A person or thing that affects someone or something in an important way.

Influence

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Need for influence in today's workplace

Need for influence in today's workplace

- □ *Flatter organizations*
- □ *Pace and complexity of technological change*
- □ *Increase in competition*
- □ *Fewer traditional hierarchies*
- □ *Increase in Mergers and Acquisitions*

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As Project Leaders some influence challenges we face

- ☐ Leading Cross-functional project teams
- ☐ Take a great idea to the leadership teams
- ☐ Managing teams to shift their priorities
- ☐ Stakeholder focus in constant 'crisis'
- ☐ Support for difficult customers
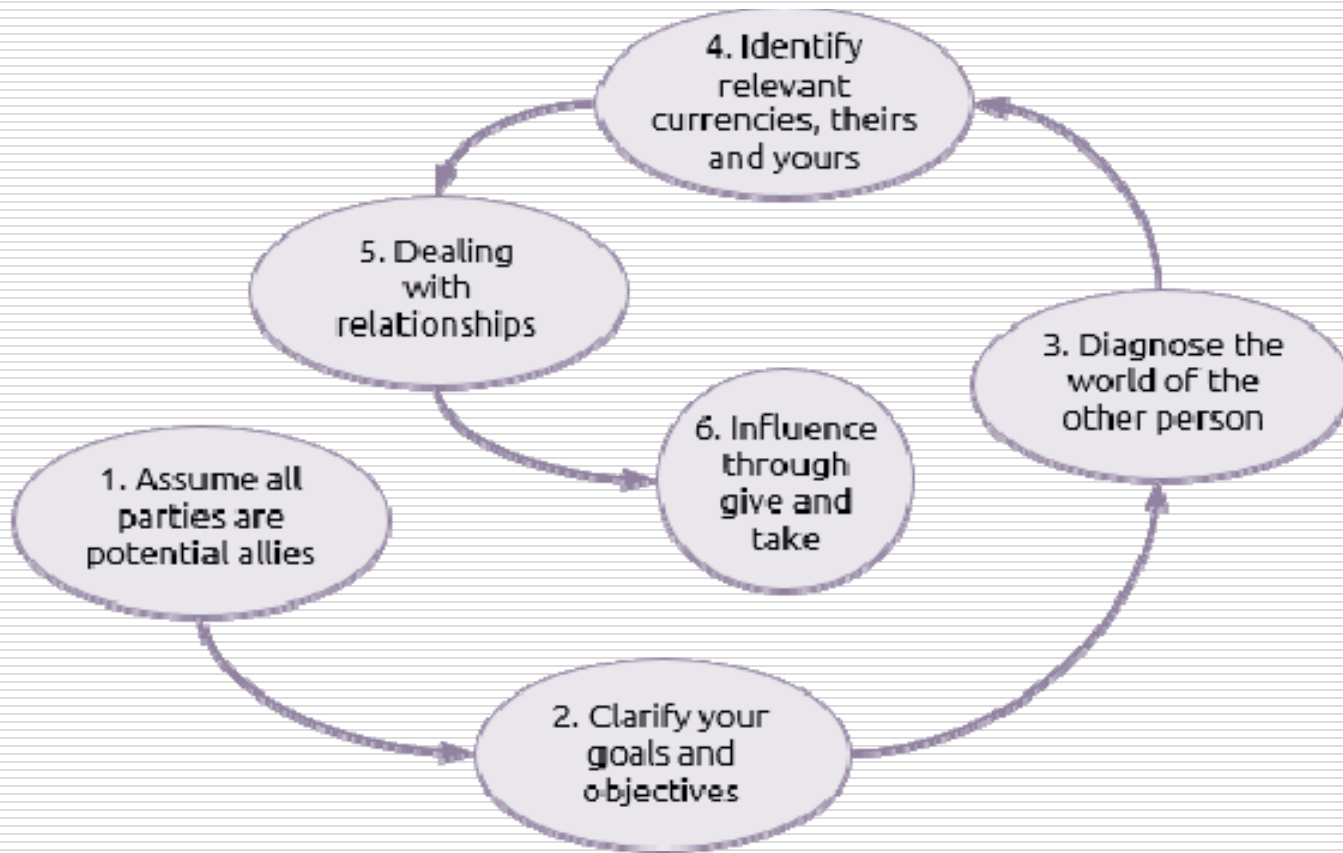- ☐ Maximizing Talent

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Core premises of the Cohen / Bradford influence model

- ☐ Influence is about trades
- ☐ Relationships matter
- ☐ Influence at work requires that you know what you are doing
- ☐ You have to want influence for the ultimate good of the organization.
- ☐ Your difficulty with influence often rests, unfortunately, with you.
- ☐ Just about everyone is potentially much more influential than they think they are.

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The Cohen-Bradford Model of influence without Authority

4. Identify relevant currencies, theirs and yours

5. Dealing with relationships

1. Assume all parties are potential allies

6. Influence through give and take

3. Diagnose the world of the other person

2. Clarify your goals and objectives

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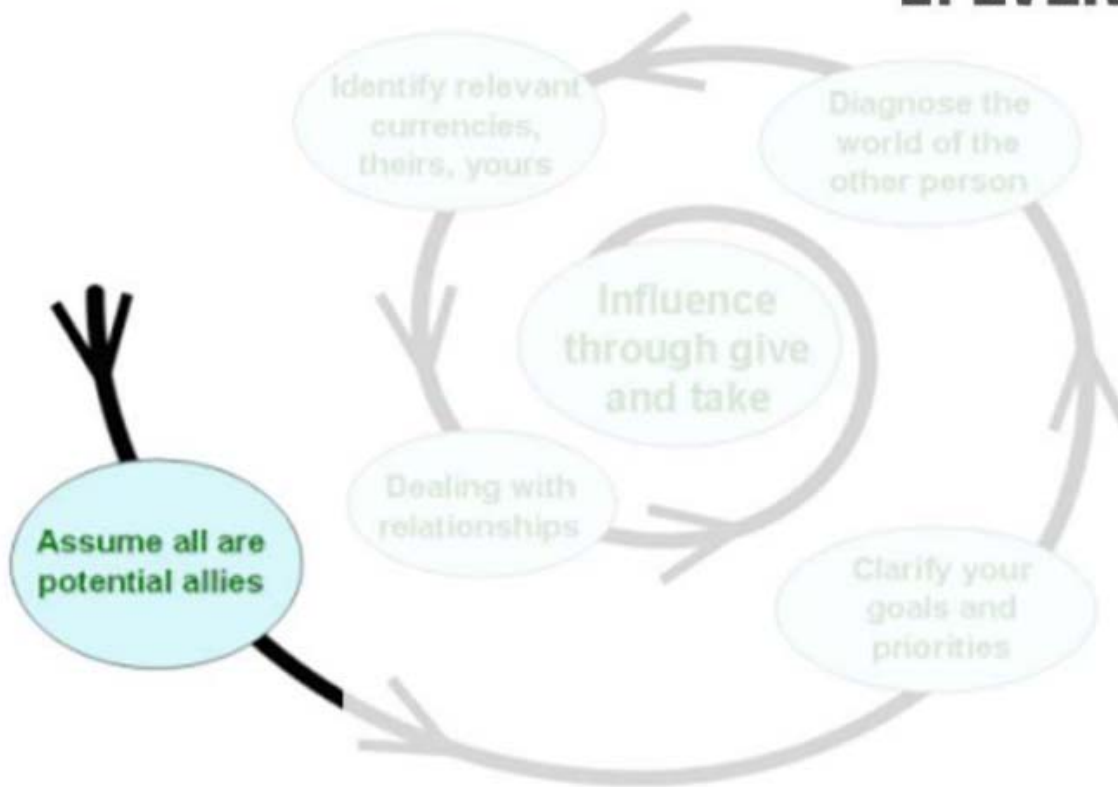
Assume all are potential allies

1. EVERYONE IS A POTENTIAL ALLY

MISPERCEPTIONS, STEREOTYPES, AND MISCOMMUNICATION CAN ALL STAND IN THE WAY OF REALIZING THAT EVERYONE IS A POTENTIAL ALLY

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Clarify your goals and priorities

2. CLARIFY YOUR GOALS AND PRIORITIES
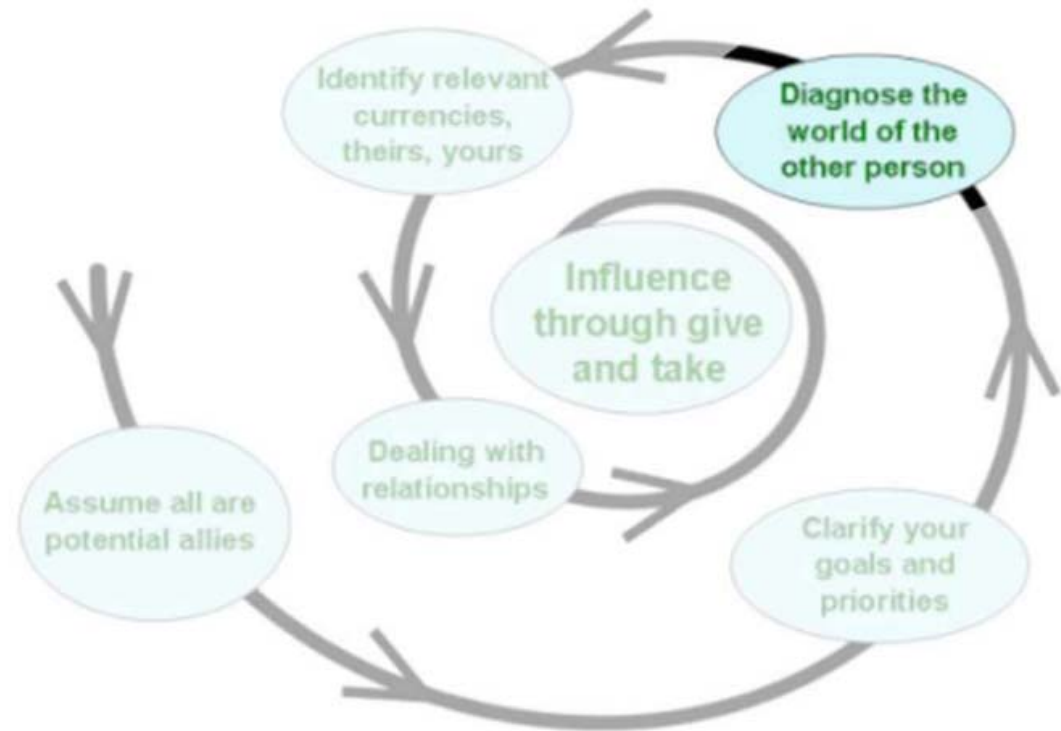
WHAT ARE MY PRIMARY GOALS?
ARE THEY SHORT-TERM OR LONG-TERM OBJECTIVES?
ARE THEY "MUST-HAVE" NEEDS OR "NICE-TO HAVES"?

Clarify your goals and priorities

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Diagnose the world of the other person

3. DIAGNOSE THE WORLD OF THE OTHER PERSON

FOR EXAMPLE, HOW THAT PERSON IS MEASURED AND REWARDED, AND WHERE THAT PERSON IS IN HIS CAREER. WHAT HE WANTS OR NEEDS IN EXCHANGE FOR COOPERATION.

Identify relevant currencies, theirs, yours

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Identify relevant currencies, theirs and yours

4. IDENTIFY THE RELEVANT CURRENCIES

THERE ARE FIVE COMMON CURRENCIES:
1. INSPIRATION
2. TASK
3. POSITION
4. RELATIONSHIP
5. PERSONAL MATTERS

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Dealing with relationships

5. DEALING WITH RELATIONSHIPS

THE MOST IMPORTANT ASPECT OF INFLUENCE IS RELATIONSHIPS

WHAT IS THE NATURE OF YOUR RELATIONSHIP?

HOW DOES THAT PERSON WANT YOU TO RELATE TO HIM OR HER?

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Influence through give and take

6. INFLUENCE THROUGH GIVE AND TAKE

ONCE YOU HAVE TAKEN THE FIRST FIVE STEPS, YOU ARE READY FOR THE FINAL STEP: THERE ARE SIX FACTORS THAT WILL SHAPE YOUR APPROACH TO MAKING YOUR OFFER:

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Influence through give and take

6. INFLUENCE THROUGH GIVE AND TAKE

FIRST - THE ATTRACTIVENESS OF YOUR RESOURCES

SECOND - THE ALLY'S NEED FOR WHAT YOU HAVE

THIRD - YOUR DESIRE FOR WHAT THE ALLY HAS

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6. INFLUENCE THROUGH
GIVE AND TAKE

FOURTH - YOUR ORGANIZATION'S
UNWRITTEN RULES ABOUT
HOW EXPLICITLY PEOPLE
CAN GIVE AND TAKE

FIFTH - YOUR PRIOR RELATIONSHIP
AND STYLE WITH THE ALLY

SIXTH - YOUR WILLINGNESS TO TAKE
CHANCES TO PURSUE WHAT YOU WANT

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Scenario Exercise

❑ *Relationships Matter*

  ■ Develop an action plan to look at your relationships and stakeholders

Influence approach for two common situations project leaders face

- **Leading Major Change**

- **Leading a cross functional team**

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Influence Tips
Leading Major Change

- ☐ Set the Vision
- ☐ Manage Tension
- ☐ Identify Key Stakeholders Who Must Be Influenced
- ☐ Identify What You Have to Offer
- ☐ Diagnose and Enhance the Relationship
- ☐ Develop Your Exchange Strategy
- ☐ Utilize Different-Size Groups
- ☐ Planning versus Calculation

Influence Tips
Leading a Cross Functional Team

- Gain Commitment
- Leverage relationships to select members
- Understand What Matters to Members
- Increase the Attractiveness of the Project
- Use Vision, a Valuable Common Currency
- Review Your Management Style
- Sell Solutions before Formally Presenting Them

Works Cited

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