Influence Without Authority

How to get things done when:
- No one is in charge
- Everyone just says no

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Purpose

How do you get things done when you are not in charge?....

- And you really don't know who is!
Engineers’ Challenge

• Logic Rules!

\[(a + b)^2 = a^2 + 2ab + b^2\]

Or Does It  ???????

What to do when logic doesn’t rule

• Attack

• Run and Hide
Categories of Influence Tactics

- **Reason**: use of facts and data to support logical arguments

- **Hard Tactics**
  - Assertiveness
  - Higher Authority
  - Sanctions

- **Soft Tactics**
  - "Exchange"
  - Balance task and relationship

Bradford and Cohen: Influence Without Authority
Exchange

• Getting what you want and giving other what they need
• Law of reciprocity
  - Mutual benefit
  - Compensation for costs
  - “equivalent payment”
• Independent on hierarchical position

Clues

• Inspiration related
  - What are they passionate about?
• Task related
  - What do they like to do?
• Position related
  - How are they rewarded?
• Relationship related
  - What is their personality and culture
• Personal related
  - What do they value?
  - What gets them excited?
  - Verbal and non-verbal clues
Feel Clueless?

ASK!!!

Key Take-away

- Every person is unique
- What is important to me may have no value to whom I am trying to influence.
Development of Influence Strategy

Organization Needs and Values

My goals

My ally’s goals

Our relationship

Exchange

Relevant currencies

This For That

Process Steps

• Clarify your goals & priorities.
• See ‘other’ as a potential ally or partner.
• Diagnose ally’s world - goals/needs.
• Assess your resources relative to ‘allies’ needs/currencies.
• Plan exchange (content and process).

• Longer term
  - Engage additional allies.
  - Keep in reserve more direct and forceful means of influence.
  - Develop a well-cultivated network of allies/partners.
Other uses of Currencies/IWA

• Negotiation
• Organizational change

Currencies/IWA in Negotiation

• Focus on INTERESTS, Not Positions
Positions vs. Interests

Positions
- Often the 'what' of negotiations
  - Things you say you want
  - Demands
  - Things you say you will or will not do

Interests
- Underlying motivations
- Needs and concerns
- Fears and aspirations

Currencies

IWA/Currencies in Leading Innovation

- Vision
- Influence
- Courage
Competencies for Leading Innovation

- Sensing Needs and Opportunities
- Stimulating Breakthrough Ideas
- Communicating Inspiring Visions
- Enlisting Support: getting buy-in, building coalitions (Influence without authority)
- Developing the Dream: nurturing the team
- Persisting and Persevering
- Celebrating Accomplishment: making everyone a hero


Summary

- To get your job done, you need to influence those you can’t control.
- To accomplish your organizational goal you need to win hearts.
- To influence you need to identify others’ currencies.
  - Every person is unique
  - What is important to me may have no value to whom I am trying to influence.
- Consider ‘others’ as partners not adversaries.
- Plan the content and process of the exchange.
- Engage other stakeholders as allies to pave the way or close the deal.
- Just do it! It is a win/win for you, your ‘ally’ and your organization.