



## Influence Without Authority

How to get things done when:

- No one is in charge
- Everyone just says no

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May 19, 2009

## Purpose



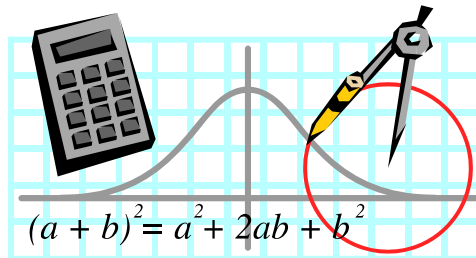
How do you get things done when you are not in charge?....

- And you really don't know who is!



## Engineers' Challenge

- **Logic Rules!**



**Or Does It ??????**

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## What to do when logic doesn't rule

- Attack



- Run and Hide



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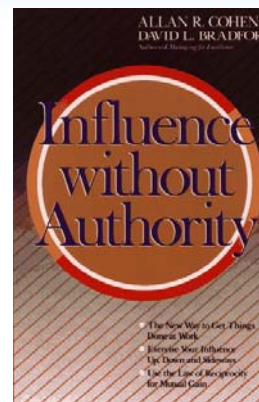
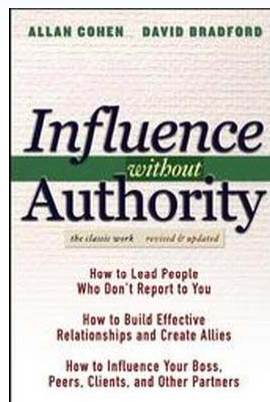
## Categories of Influence Tactics

- **Reason:** use of facts and data to support logical arguments
- **Hard Tactics**
  - Assertiveness
  - Higher Authority
  - Sanctions
- **Soft Tactics**
  - “Exchange”
  - Balance task and relationship

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## Bradford and Cohen: Influence Without Authority



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## 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



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## 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

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## Feel Clueless?

ASK!!!

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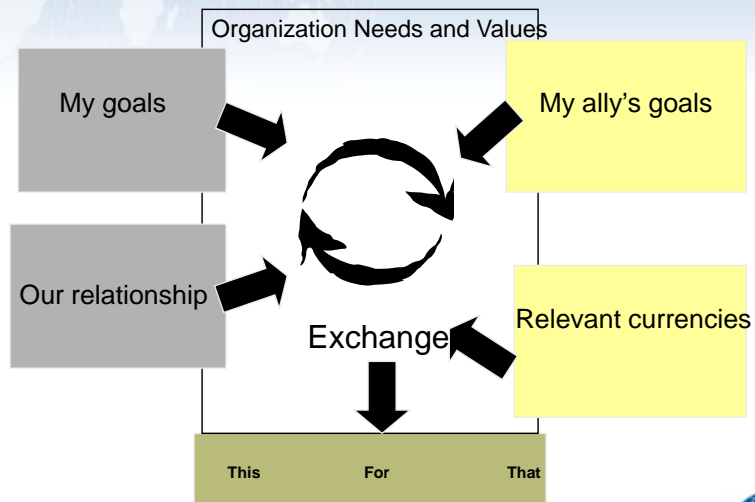
## Key Take-away

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

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## Development of Influence Strategy



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## 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.

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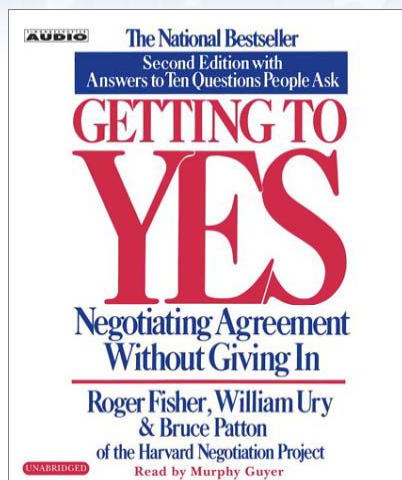
## Other uses of Currencies/IWA

- Negotiation
- Organizational change

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## Currencies/IWA in Negotiation



- Focus on *INTERESTS*, Not Positions

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## 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***

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## IWA/Currencies in Leading Innovation

- Vision
- Influence
- Courage

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## 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

Source: Rosabeth Moss Kanter, "Leadership for Change: Enduring Skills for Change Masters", Harvard Business School Publishing, 9-304-062 (2005)

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## 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.

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