

# Influencing without Formal Authority

## Leading When You're Not the Boss

presented by

Beverly Y. Langford

President, LMA Communication

Clinical Assistant Professor, J. Mack Robinson College of Business

Georgia State University

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## The New World

- Flatter
- More Diverse
- Faster Paced

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## Why Do You Need to Develop the Ability to Influence without Authority?

- You need something, and you have no authority over the person who can give it to you. Examples?
- The other person may not want to help you. Why?
- You don't have a relationship with the person from whom you need help. Why not?
- You have a relationship, but it isn't good. Why?
- You have one opportunity to get this person to help you. Examples?

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### Positional Power

- Having control over rewards for others
- Having authority to assign tasks and responsibilities
- Being able to use coercive tactics
- Holding employees responsible for tasks and duties

### Personal Power

- Perceived as having control of useful information
- Having people like, respect and seek to identify with leader
- Using connections and relationships to achieve objectives

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## Developing Your Personal Power Two Factors

- Relationships: Do they like you?
- Expertise: Are you credible?

Source: Russel Horwitz, "9 Ways to Influence Without Authority" *People Talk*, June 11, 2013, Accessed May 16, 2017  
<http://www.hrvoice.org/9-ways-to-influence-without-authority>

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## Keys to Success

- Know what you want
- Know what your audience needs
- Know what the environment demands

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## Understand the Audience's Three Questions

- What has changed?
- How does it affect me?
- What do you want me to do?

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## What “Currencies” should you use?

- Inspiration
- Task
- Position
- Relationships

Source: Allan Cohen and David Bradford from their book, *Influence Without Authority*, 2<sup>nd</sup> Edition, John Wiley, 2005

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## Building Relationships

- Analyze your relationship with the other person: positive, negative, neutral, nonexistent?
- Understand the communication or personal style does he/she prefer.
- Model the behavior that you want from others.

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## Getting Acceptance for your Good Ideas

- Make sure that your idea reflects the organization's strategic initiatives.
- Have a clear plan to implement your idea.
- Get allies on board and be willing to share credit.
- Bring your ideas with confidence.

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## Understanding and Addressing Resistance

- Understand why people may resist.
- Handle objections preemptively.
- Box it in., and ask what it would take to convince your receiver.
- Stress benefits to the audience.

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## Remember the Four Magic Words

- I need your help

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## Strategies for Influencing Your Boss

- Do your homework before you say anything.
- Balance problems with possible solutions.
- Be willing to answer questions and deal with cross-examination.
- Consider your manager's communication style.

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## Strategies for Influencing Your Boss

- Know what you want well enough to state it in a single sentence.
- Know the difference between features and benefits.
- Remember to include both personal and organizational benefits
- Make your message easy to follow.

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## Unconscious Mistakes that Undermine your Success

- Couching proposals as questions
- Using minimizing language (kind of, sort of, just)
- Hedging
  - There might just be a few insignificant problems we need to address. (adjective)
  - I'm not an expert but you might want to try restarting your computer. (clause)
  - That's false, *isn't it?* (tag question clause)
  - That's a great idea, *don't you think?*

Source: Article posted by Sarah Baicker, June 16, 2011. Accessed May 22, 2017 <https://www.wef.org/articles/10-unconscious-mistakes-women-make-that-sabotage-their-careers>

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## Body Language Mistakes to Overcome

- Slouching
- Nonexistent or Aggressive eye contact
- Making yourself too small or too large
- [http://www.ted.com/talks/amy\\_cuddy\\_your\\_body\\_language\\_shapes\\_who\\_you\\_are](http://www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are)
- Mismatching verbal and nonverbal communication

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## General Points to Remember

- Inspire others with your passion.
- Use data to make your points.
- Recognize the accomplishments of others.
- Build consensus as you influence.

Source: Felicia Davis, "Tips for Influencing without Authority."

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## Personal Benefits

- You get what you want.
- You build a strong reputation and gain credibility.
- You make a positive difference for organizations and individuals.
- You succeed in the new environment.

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## Summary Tips for Influencing without Formal Authority

- Know what you want.
- Determine your trading approach-currencies.
- Inspire cooperation to overcome resistance.
- Go in to win with a position that addresses the needs of others and the organization.
- Learn from each encounter.