Influencing Without Authority

Power   Influence

Power vs. Influence

Power

- ✓ ability to act or produce an effect

Influence

- ✓ capacity to have an effect on the character, development, or behavior of someone or something

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PMBOK® Guide

Influence

A strategy of sharing power and relying on interpersonal skills to get others to cooperate towards common goals.

Robert Cialdini on Influence

*"**Influence means change...** creating change in some way. Change can be in an attitude; it can be in a perception; or a behavior. But in all instances, we can't lay claim to influence until we can demonstrate that we've changed someone."*

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Influence or Manipulation?

How would you differentiate *influence* from *manipulation*?
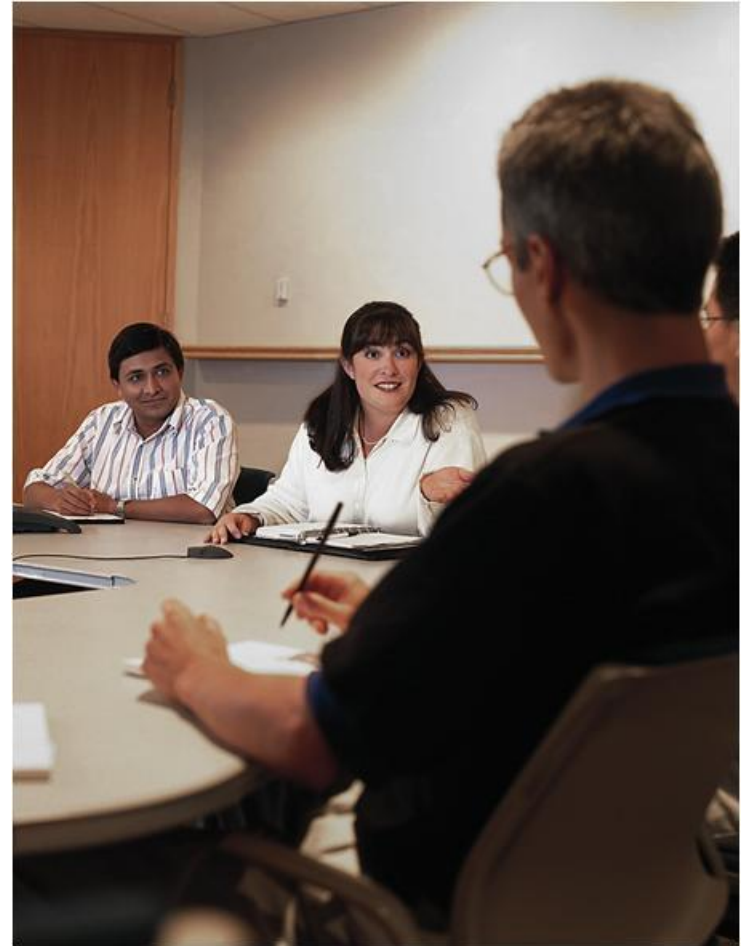
Influence or Manipulation?

Motivation

Self-seeking or mutual benefit?
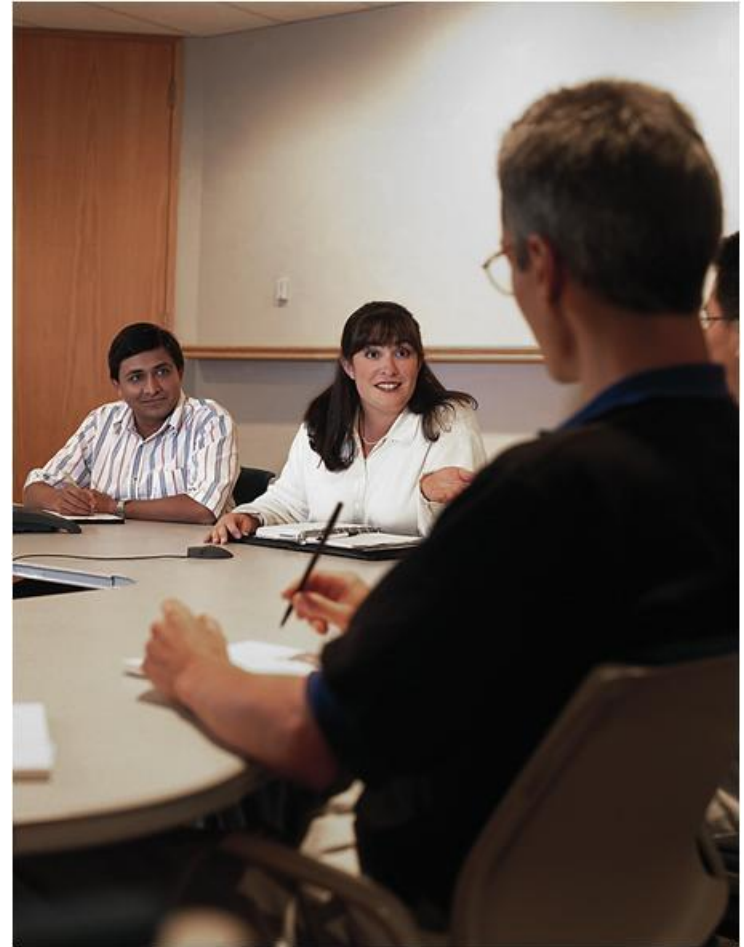
Who Do You Have to Influence?

- Who (by name or department) do you need to "change" (influence)?

- What are some specific desired results for each?

Who Do You Have to Influence?

In groups of 2-3 people, share:

- ✓ Who you are trying to influence
- ✓ A specific result you're trying to achieve

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What are some factors that make it difficult to influence someone?

SCARF Model

NeuroLeadership Institute
www.NeuroLeadership.com

SCARF Model

- **S**tatus
- **C**ertainty
- **A**utonomy
- **R**elatedness
- **F**airness

SCARF Model

How might elements of this model impact your influence situation?

- **S**tatus
- **C**ertainty
- **A**utonomy
- **R**elatedness
- **F**airness

Raven and French Powers

- Reward
- Coercive
- Legitimate
- Referent
- Expert
- Informational
- Connectional

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You are a stakeholder on a large project being run by Bob. Bob often seems to be able to influence people through his charismatic personality. This is an example of:

1. Schmoozing
2. Referent power
3. Relationship power
4. Reward power
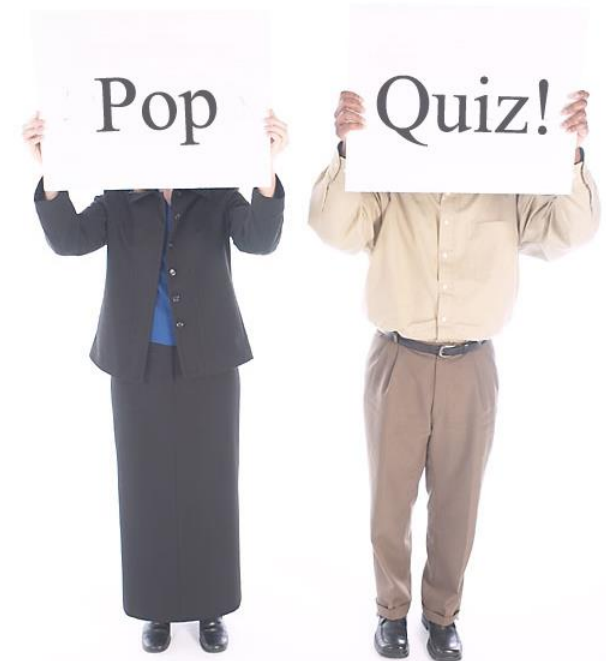
A critical path task is taking longer than expected and now delaying the project. The project manager receives an e-mail from the sponsor saying, "What is going on? I need an update now!" This is an example of:

1. Coercive power
2. Expert power
3. Referent power
4. Connectional power

Effectiveness

Reward ✓

👎 Coercive

👎 Legitimate

Referent ✓

Expert ✓

👎 Informational

Connectional
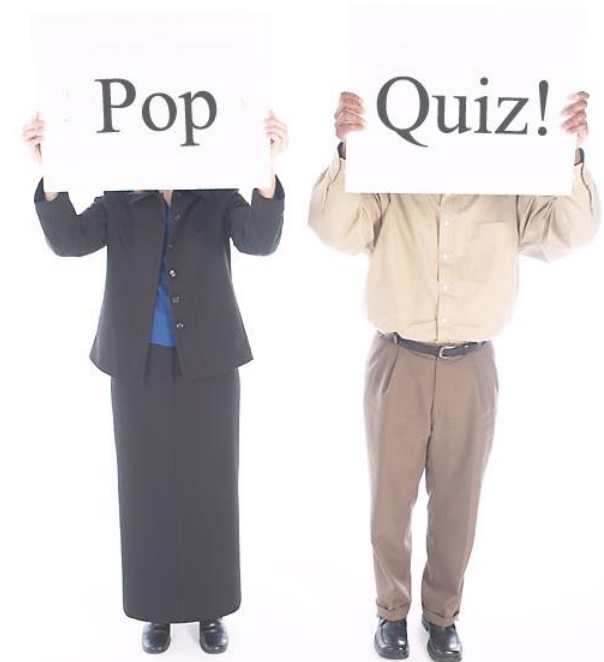
- Which of the Raven & French powers would you expect to be **least effective**, **most of the time**?

- **Most effective, most of the time**?

What are some specific actions you could take to strengthen the three most effective sources of power?

Ideas to Increase Your Influence
Reward Power

- Look for opportunities to
  - ✓ Recognize (compliment, praise) others
  - ✓ Provide favorable assignments
  - ✓ Provide additional resources
  - ✓ Respond favorably to requests
  - ✓ Use non-verbals, such as
    - ▪ Attention, open and non-aggressive gestures to show acceptance

Ideas to Increase Your Influence
Referent Power

- Work on your people skills
  - ✓ Dale Carnegie principles such as being *others* focused
- Continue to increase your trust score
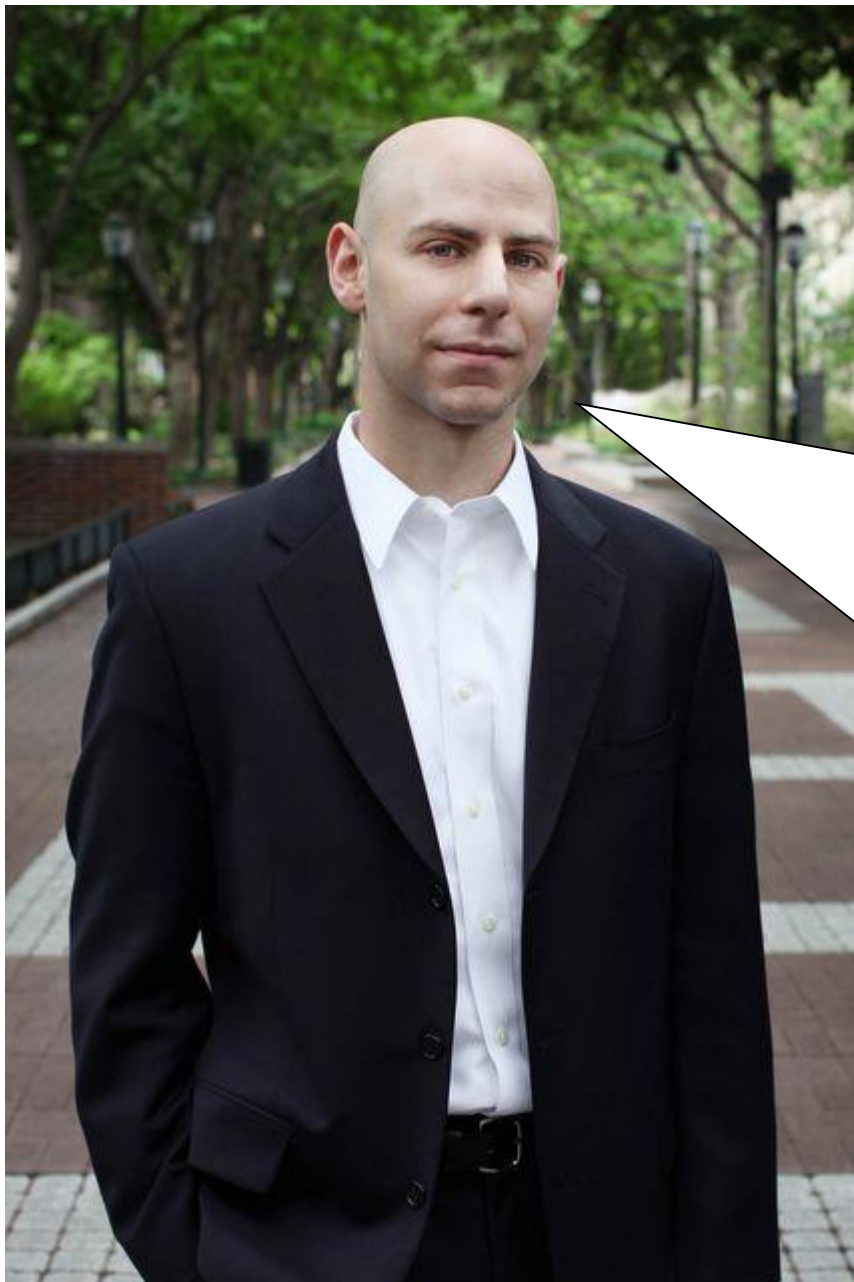 - ✓ Key factors: Competence, Intent, and Integrity
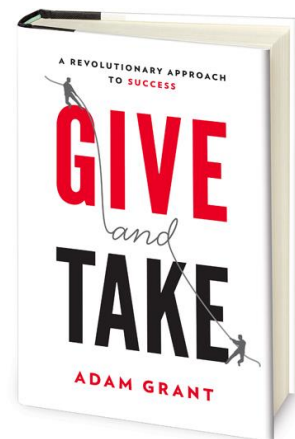
Ideas to Increase Your Influence
Expert Power

- Identify & develop what expertise is valued
  - ✓ Pursue certifications/degrees
  - ✓ Speak at conferences
  - ✓ Begin a blog, write a book
  - ✓ Read/share articles
  - ✓ Volunteer for projects
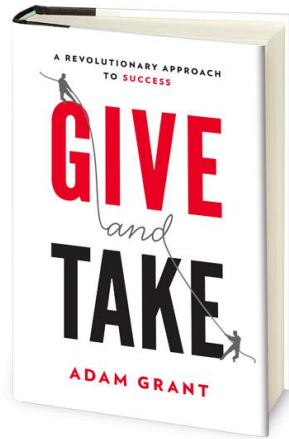- Become the "go to" person
- Use facts, quotes, references
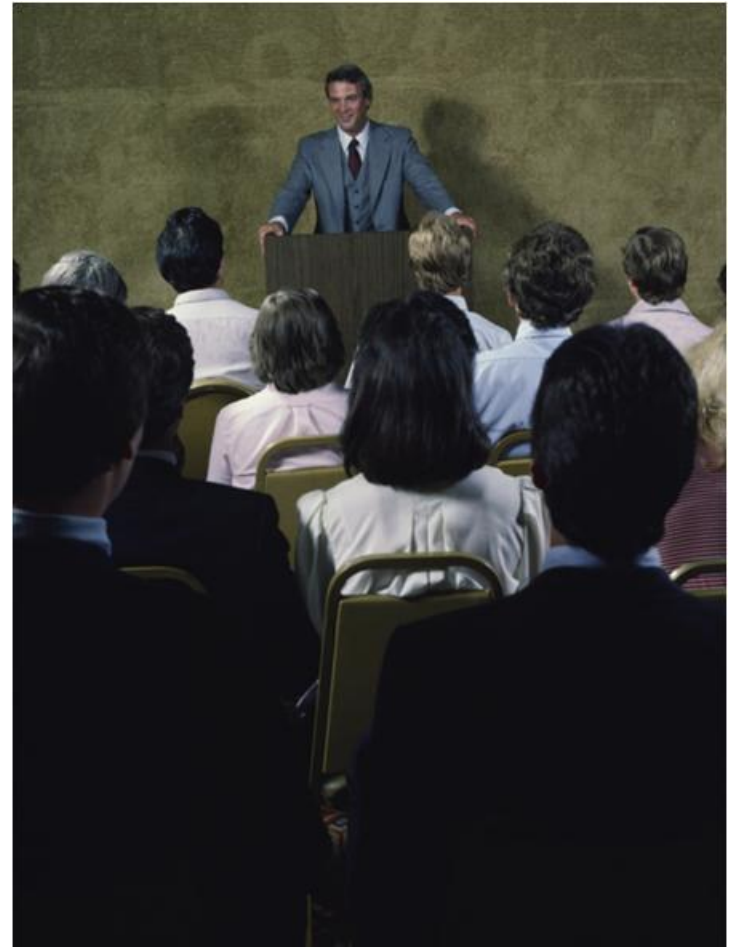
"Hi! I'm Dr. Adam Grant, Wharton professor and author of **Give and Take**!"

Givers

Matchers

Takers

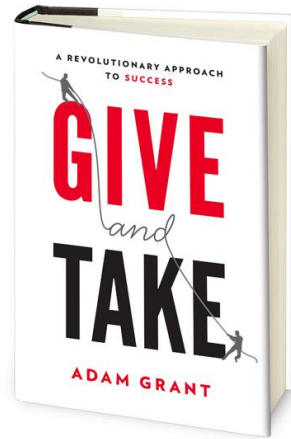Which style do you think ended up at the bottom of the ladder of success?

Givers

Matchers

Takers

GIVE
and
TAKE

A REVOLUTIONARY APPROACH TO SUCCESS

ADAM GRANT

How about the top?

Difference?

The Givers on the bottom were doormats.

The Givers on the top developed others.
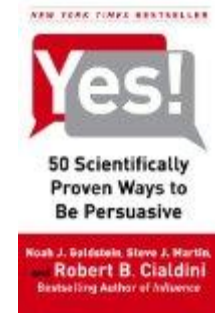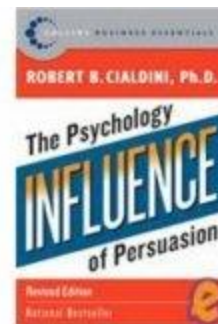
Through extensive research, identified six *weapons of influence*
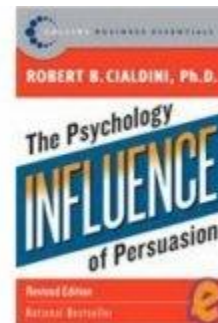
Reciprocation

- "Whatever you give is what you're going to get (and maybe more)"

- Extremely powerful

- Even applies to unwanted favors & concessions

- Variation: Rejection-then-retreat
    - ✓ Make an extreme request, then retreat to a smaller request

Commitment & Consistency

- "People are more likely to do what they commit to"

- Key: Securing initial commitment

- After taking a stand/position, people are more willing to agree with requests in keeping with it.

- Best: Active, public, and effortful

- Warning: Be careful about agreeing to trivial requests

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Social Proof

- "Everyone is doing it"
- Many people decide what to do or believe based on what others do

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If you would like to join millions of other customers in reducing water use, hang your towel and reuse it.

For fresh towels, please leave them on the floor.

Social Proof

- "Everyone is doing it"
- Many people decide what to do or believe based on what others do
- Most influential in
  - ✓ Uncertainty/ambiguity (I don't know what to do so I'll follow them)
  - ✓ Similarity (follow lead of people like me)
- Be careful about counterfeit evidence

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Liking

- "People prefer to say "Yes" to individuals they know and like."
- Evaluate the deal/offer/situation, not just the person

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Physical Attractiveness

- Greater advantage than once supposed
- "Halo effect" extends favorable impressions

Physical Attractiveness

- Greater advantage than once supposed
- "Halo effect" extends favorable impressions

Physical Attractiveness

The way we dress has been proven to impact our ability to get people to say "Yes"

Similarity

- We like people who are like us
- More willing to say "Yes" without much critical consideration
- We would do well to better learn & use the language of the business.

"Talk to the scrum master at tomorrow's standup to find out how many story points we can fit in the next sprint!"

Praise

- Generally speaking, compliments enhance *liking*

- Can back-fire if insincere

- Are you dishing out compliments as often as you could?

Be careful about faking it or over-doing it!

Increased Familiarity

- Repeated contact under positive circumstances
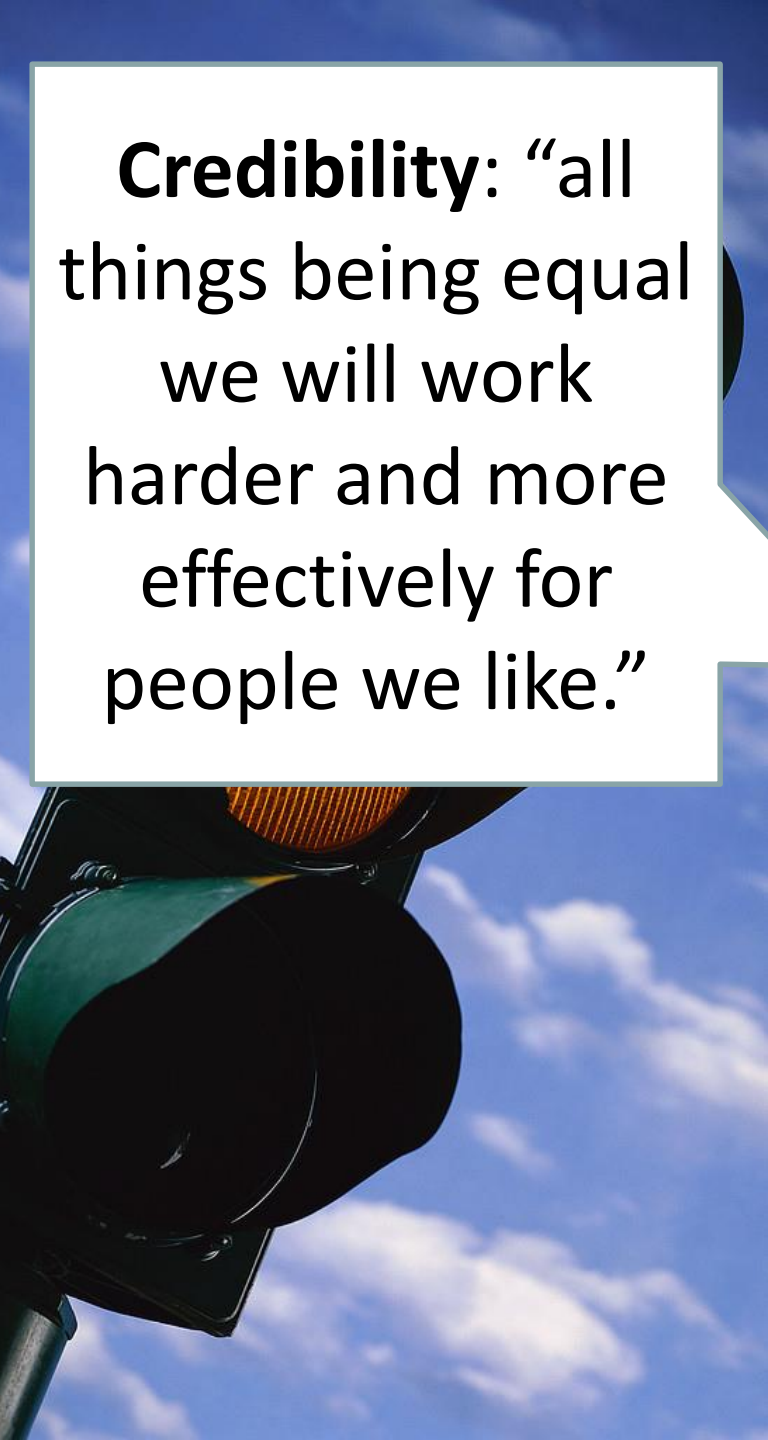- Consider the opposite!

Increased Familiarity

- Repeated contact under positive circumstances
- Consider the opposite!
- Increase contact outside the heat of battle

"Liking"

- A little more care on how we look
- Building bridges to build similarity
- More generous with compliments
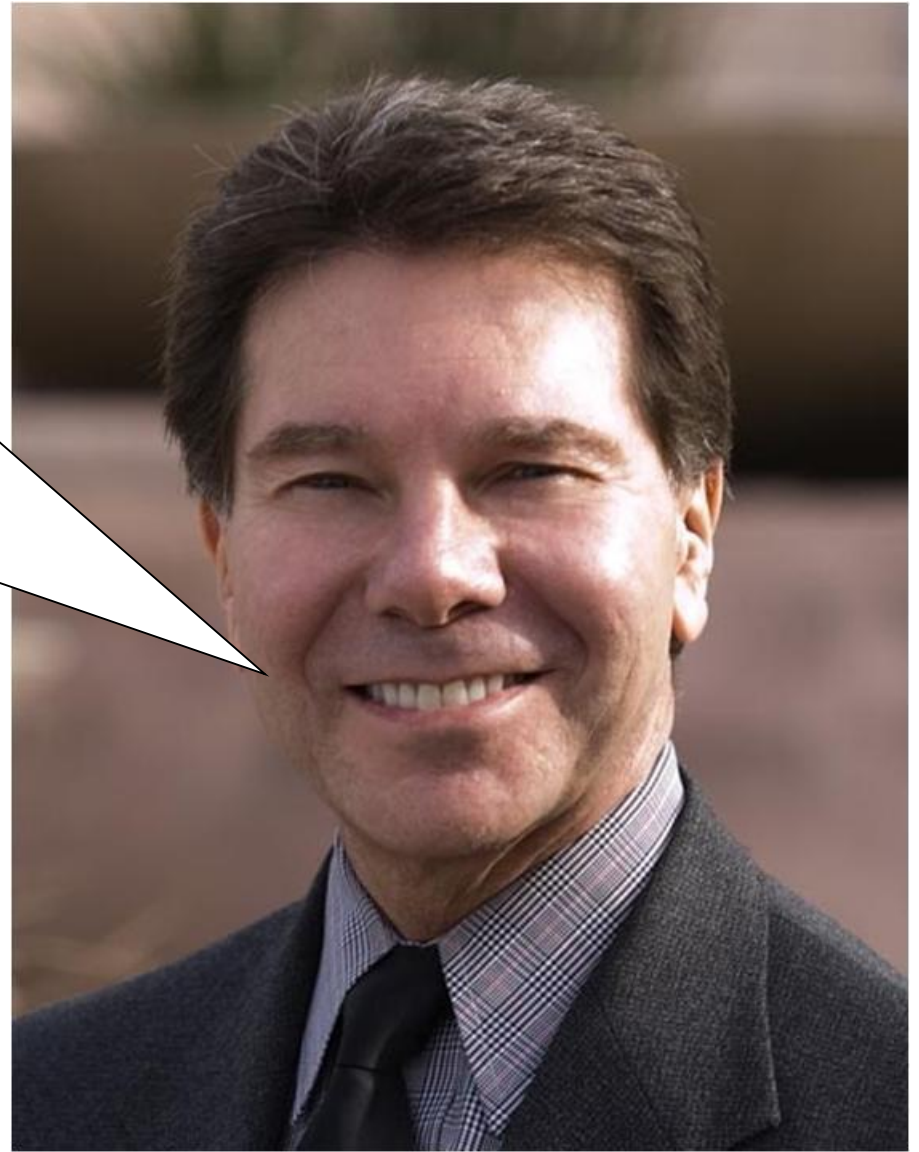- More contact in positive situations

Do these things and you'll be more influential

DISCLAIMER #1

**Credibility**: "all things being equal we will work harder and more effectively for people we like."

- Dangerous to be overly focused on being liked!
- Leadership is not a popularity contest
- Valuable asset: People who
  - ✓Like you
  - ✓Trust you
  - ✓Respect you

Authority

- "People are more likely to heed the advice of experts"

- Three symbols particularly effective:
  - ✓ Title (Dr., V.P., certifications, etc.)
  - ✓ Dress (uniform, business suit)
  - ✓ Trappings (automobile, accessories)
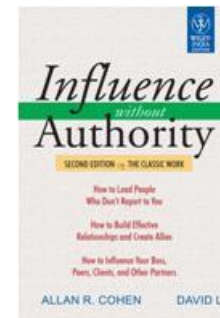
- Ask
  - ✓ Is this person really an expert?

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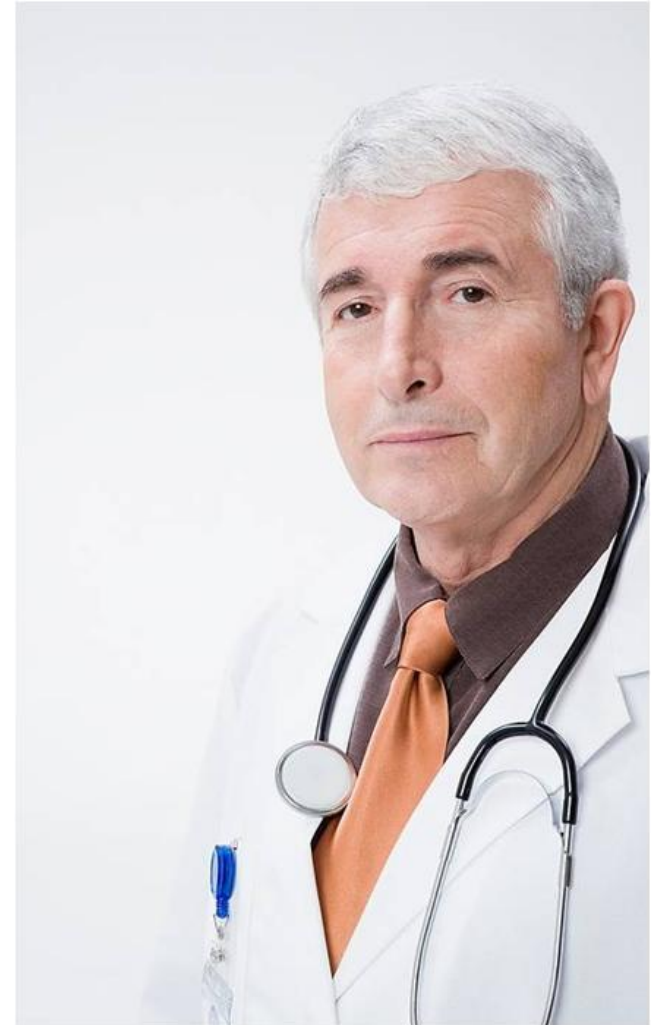
Scarcity

- "People want more of what they can't have"
- Most powerful when
  - ✓ Scarce items are newly scarce (or recently restricted)
  - ✓ When we compete with others
- Focus on the merits, not the urgency
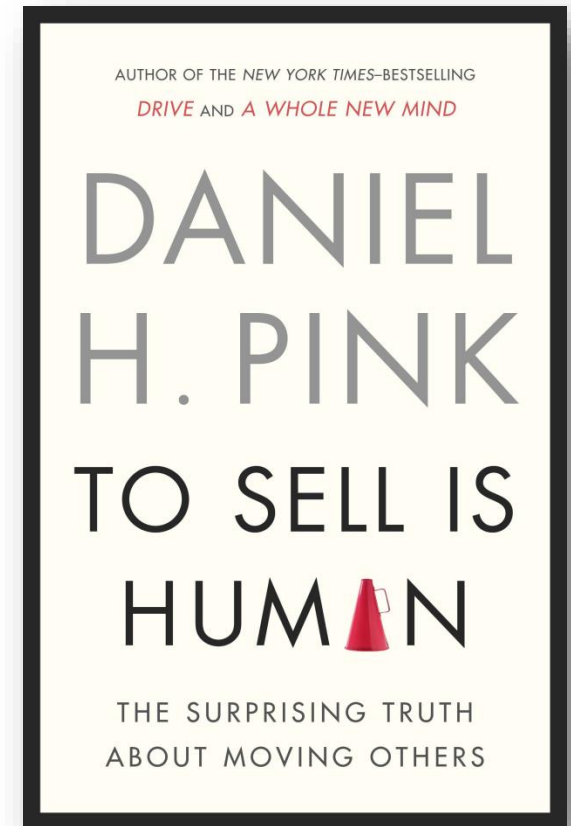
Cohen-Bradford Influence Model

Biggest Barriers to Influencing without Authority

- Trying to influence at the point when you need it instead of building up currency ahead of time.
  - ✓ Look for ways to be helpful. To make their lives better.
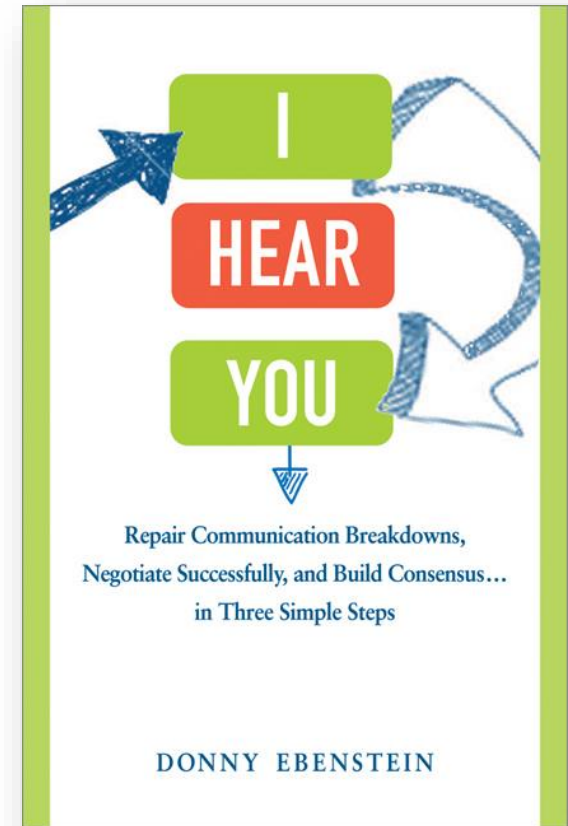- Behaving in a way that builds a self-serving relationship. It can't become "it's all about me."

Selling Skills

- Beware: "There's an inverse relationship between power and perspective-taking"

- Repeat back their words

- Mirroring

- "Listen for the offer"

AUTHOR OF THE *NEW YORK TIMES*–BESTSELLING
DRIVE AND *A WHOLE NEW MIND*

DANIEL H. PINK

TO SELL IS HUMAN

THE SURPRISING TRUTH
ABOUT MOVING OTHERS

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Influence through Empathy

- We *know about* people, but we don't *know* people.

- Take the time to really listen to people, to learn their story

- Be careful when the story you're telling has the other person as the villain and you're the victim or hero....

I HEAR YOU

Repair Communication Breakdowns, Negotiate Successfully, and Build Consensus... in Three Simple Steps

DONNY EBENSTEIN

Institute *for* Leadership Excellence *&* Development, Inc.

Everything is a Performance

- Every interaction is a performance (scenes, characters, plots, motivations)

- The *Becoming Principle™* vs. The *Knowing Paradigm*

- Be genuinely curious

- Every difficult conversation is an opportunity to learn, grow, and develop relationships.
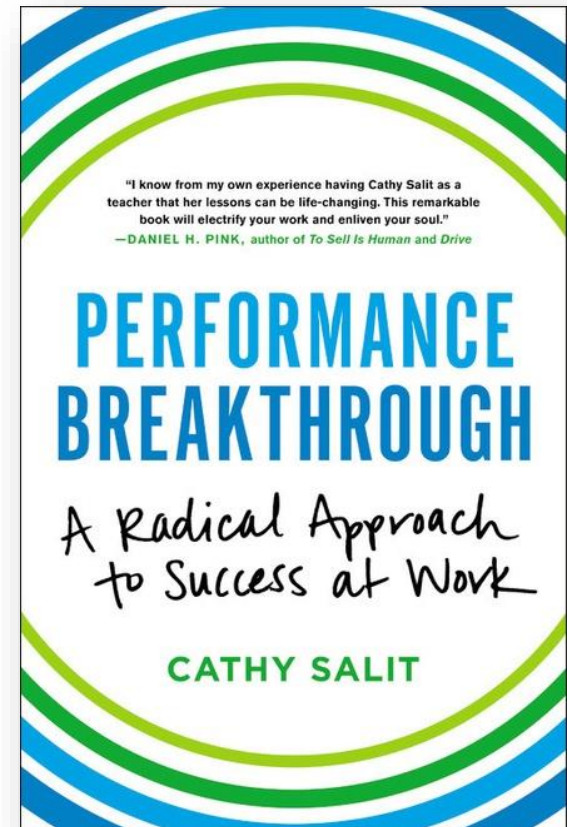
A project manager is trying to influence a stakeholder to participate in defining requirements. They say, "I'd hate for you to miss out on the opportunity to help define the future." This is an example of which technique?

1. Social proof
2. Coercive power
3. Referent power
4. Scarcity
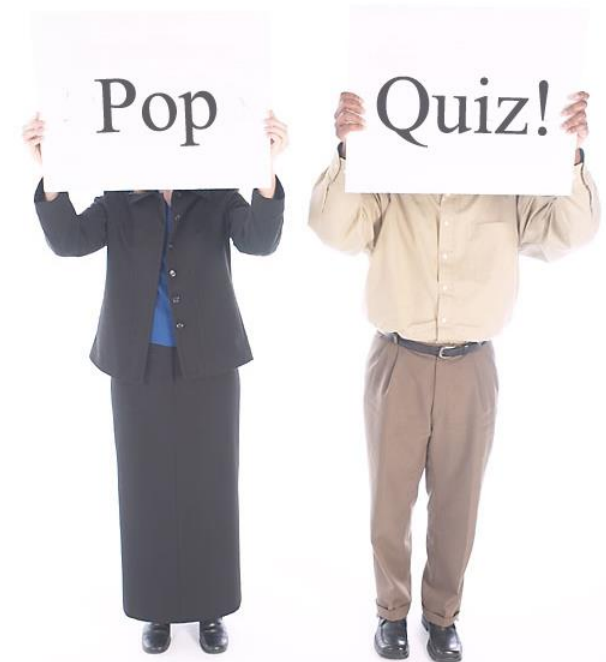
A project manager is trying to influence a sponsor to sign off on a document. They say, "All the other stakeholders have signed off on this." This is an example of which technique?

1. Social proof
2. Coercive power
3. Connectional power
4. Scarcity
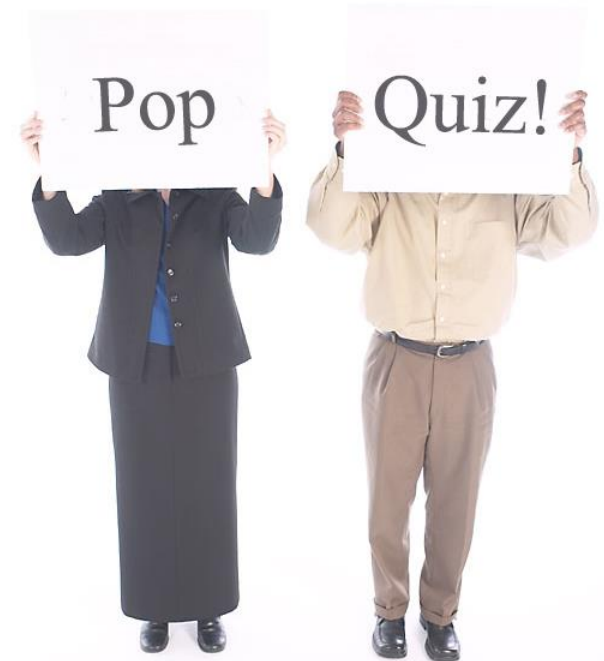
A meeting facilitator named Chris just seems to be able to talk people into doing things. This is an example of which technique?

1. Social proof
2. Referent power
3. Connectional power
4. Reward power
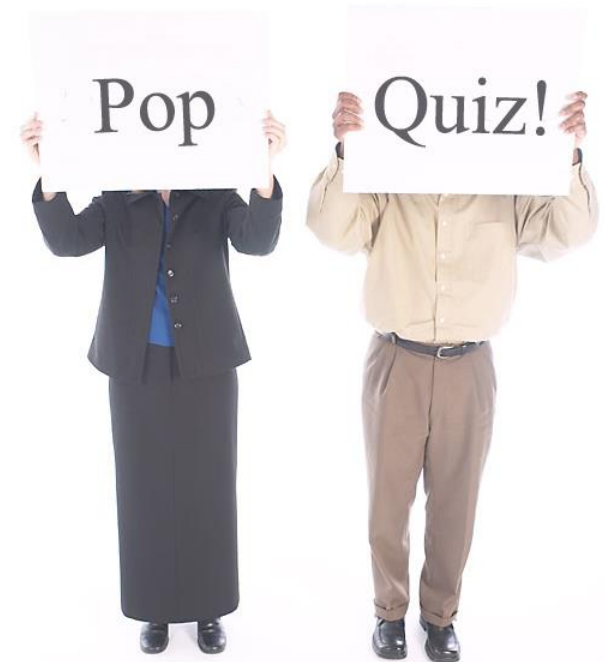
Roberto is having trouble getting a team member to meet the committed timeframes. Which of the following influence techniques would be BEST to use?

1. Coercive power
2. Reward power
3. Informational power
4. Connectional power
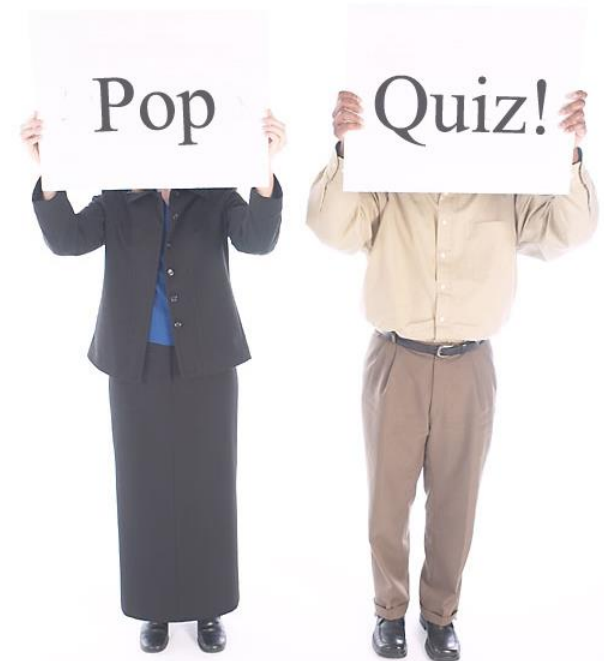
Influence Scenario

Who has a situation where you're trying to influence someone?

- **SCARF**
  - ✓ Status
  - ✓ Certainty
  - ✓ Autonomy
  - ✓ Relatedness
  - ✓ Fairness

- **Raven & French**
  - ✓ Reward & Coercive
  - ✓ Referent & Legitimate
  - ✓ Expert & Informational
  - ✓ Connectional

- **Cialdini's *Weapons of Influence***
  - ✓ Reciprocation
  - ✓ Commitment & Consistency
  - ✓ Social Proof
  - ✓ Liking
  - ✓ Authority
  - ✓ Scarcity

- **Adam Grant**
  - ✓ Be a Giver
  - ✓ Invest in people

Assume all are potential allies → Clarify your goals and priorities → Diagnose the world of the other person → Identify relevant currencies: theirs and yours → Dealing with relationships → Influence through give and take

- **Dan Pink**
  - ✓ Get their perspective
  - ✓ Repeat their words
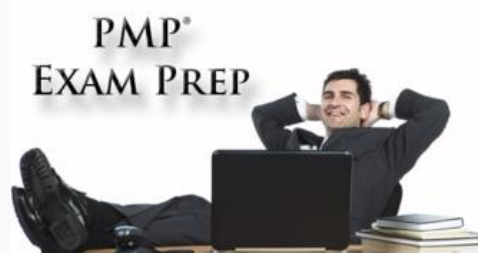 - ✓ Mirroring
  - ✓ "Listen for the offer"

- **Donny Ebenstein**
  - ✓ Listen to demonstrate empathy

- **Cathy Salit**
  - ✓ *Perform* to *become*
  - ✓ Be genuinely curious
  - ✓ Opportunity for better relationship

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courses.i-leadonline.com

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Taking Action

- Watch for these techniques being used

- Try some on!

- Share these ideas with some colleagues

- Consider listening to the interviews

- Let me know how it goes!

  andy@i-leadonline.com