Influencing Without Authority
February 2020
Agenda

• Defining Influence
• Setting the Stage: How to Become Increasingly Influential
• Considering Specific Influence Situations
• Engaging Resistance
• Action Planning
• Wrap Up and Q&A
Learning objectives

By the end of this webinar, participants will be able to:

• Define influence and highlight the importance of it in today’s workplace

• Implement influence strategies that can maintain and build relationships

• Create personalized, individual action plans
What do we mean by “influence?”

**influence** (noun, verb)

**Definition of influence**

*Noun*
1: The power or capacity of causing an effect in indirect or intangible ways: SWAY
2a: the act or power of producing an effect without apparent exertion of force or direct exercise of command

*Transitive verb*
1: to affect or alter by indirect or intangible means
   // She attempted to influence his decision.
Influence in the workplace

- Beliefs
- Attitudes
- Behaviors
Influence in the workplace: Mini case study

Influencing beliefs and attitudes

In this case, you seek to:

- Motivate, inspire, and energize
- Reframe perceptions
Influence in the workplace: Mini case study

Influencing behaviors

In this case, you seek to ensure that:

- Tasks are completed on time
- The agreed upon project plan is adhered to
How have you had to influence others in the workplace?
Influence in the workplace

Tufts Health Plan places a premium on integrity and long-term working relationships.
Setting the Stage: How to Become Increasingly Influential
Setting the stage: How to become increasingly influential

• Develop your power bases
  • Define power base
  • Describe the seven (7) types of power bases
  • Identify how to increase your power over time

• Develop strong, genuine relationships
  • Explore how to build trust
  • Highlight the importance of vulnerability, humility, and selflessness
Develop your power bases

**Power:** “The ability to act or produce an effect”

**Power bases:** Sources from which your power comes from

<table>
<thead>
<tr>
<th>Power Bases</th>
<th>Positional</th>
<th>Personal</th>
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# Develop your power bases

## Power Bases

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Develop your power bases

Referent Power

<table>
<thead>
<tr>
<th>Description</th>
<th>How to increase this power base</th>
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| People do what the person wants out of respect, liking, or wanting to be liked | • Demonstrate a genuine interest in your colleagues’ well-being  
• Assist others when they’re in need (e.g., out of office)  
• Be friendly – in person and over email |

## Develop your power bases

### Connection Power

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| Belief the person knows, and has the ear of, other powerful people in the organization | • Review organizational charts and determine who you want to build connections with  
• Join committees and participate in events  
• Stay in touch with colleagues from previous positions |

### Informational Power

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<tbody>
<tr>
<td>Belief the person has useful systemic/process knowledge not available elsewhere</td>
<td>• Be curious and ask questions</td>
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<td></td>
<td>• Get involved in new initiatives and projects</td>
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<td>• Sign up for newsletters related to your field</td>
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## Develop your power bases

**Expert Power**

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<tr>
<td>Belief the person has special knowledge or skills and is trustworthy</td>
<td>• Commit yourself to ongoing learning</td>
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<td>• Volunteer for projects that challenge and develop your skills</td>
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<td>• Become a mentor or mentee</td>
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Develop your power bases

**Power:** “The ability to act or produce an effect”

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Develop your power bases: Wrap up

1. Actively consider and develop your power bases in order to become increasingly influential over time

2. Don’t underestimate the power of your personal power sources

3. Your power is heavily dependent on others’ perceptions of you

4. The amount of power you have may change depending on the context you are working in
Setting the stage: How to become increasingly influential

• Develop your power bases
  • Define power base
  • Describe the seven (7) types of power bases
  • Identify how to increase your power over time

• Develop strong, genuine relationships
  • Explore how to build trust
  • Highlight the importance of vulnerability, humility, and selflessness
Develop strong, genuine relationships

• Assess your current relationships
• Consider how others perceive you, and the level of trust they have in you
• Consider: **Character, Competence, Consistency**
Develop strong, genuine relationships

Reflection Questions

• What are my personal values and what do I want to be known for? How does my behavior reflect this aspiration?

• Are others aware of my skills and abilities? If not, how might I demonstrate/communicate them (while remaining humble)?

• Am I aware of the areas in which I need to improve? Do I have an action plan in place to meet these goals?
  • If not, what might I begin to do in the short (60-90 days) and long term (90+ days)?
  • Who can support me?

• Do my colleagues know what to expect from me?
Develop strong, genuine relationships

- Recognize the role of vulnerability in building trust
- Demonstrate humility
- Act selflessly

Authenticity is key!
Setting the stage: How to become increasingly influential

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Considering Specific Influence Situations
Considering specific influence situations

• Identify key stakeholders
• Determine what your stakeholders care about
• Develop a communication strategy
  • Determine who you need to engage and in what order
  • Frame key messages
  • Ensure consistency

Preparation is key!
Identify key stakeholders

Brainstorm a list of key stakeholders – individuals who may *impact* your proposed course of action, or who will be *impacted by* it

- **Upstream**: Who may determine your success? Who has the authority/ability to approve activities or resources?

- **Downstream**: Who will be impacted the most by the change or decision you are working to influence? Who needs to use/market/sell/support it?
Identify key stakeholders

Potential stakeholders to consider:

- Executives
- Sales/Marketing
- Operations/IT
- Finance
- Procurement
- Consultants
- Clinical leadership
- Patients and advocacy groups

Who else might you engage to influence your key stakeholders?

Consider:

- Expertise
- Hierarchical status
- Reputation
- Relationships
Mini case study

Influence Goal: Roll out a new process for managing projects

**Possible Influencers**
- Subject matter experts, or individuals within the organization using a similar process

**Upstream**
- Manager
- Departmental leads

**Downstream**
- Team members who will have to abide by the new process
- Internal customers
Determine what your stakeholders care about

Why is it important to understand your stakeholders?

1. Get a sense for whether they will be receptive to your proposed course of action

2. Opportunity to refine your proposal, and increase your chance of gaining buy in

3. Communicate your messages more persuasively
Determine what your stakeholders care about

- Individual
- Department/Team
- Organization
Determine what your stakeholders care about

Consider:
- Internal and external pressures
- Budget
- Competing priorities
- Organizational culture
Determine what your stakeholders care about

Consider:
- Department/team culture
- Priorities and goals
- Relationships with other departments/teams
Determine what your stakeholders care about

Consider:
- Personal interests
- Motivations
- Communication preferences and styles
Determine what your stakeholders care about

Get curious and remember to engage in active listening!
Mini case study

Influence Goal: Roll out a new process for managing projects
Mini case study: What does the manager care about?

**Consider:**
- Internal and external pressures
- Budget
- Competing priorities
- Organizational culture

**Possible interests:**
- Promote ownership and accountability within the team
- Share innovative ideas with senior leaders that are supported by robust plans (including possible risks and how to manage them)
- Increase efficiency and reduce costs
Mini case study: What does the manager care about?

Consider:
- Department/team culture
- Priorities and goals
- Relationships with other departments/teams

Possible interests:
- Lead a team that serves as an example to others
- Improve relationships with internal customers
Mini case study: What does the manager care about?

Consider:
- Personal interests
- Motivations
- Communication preferences and styles

Possible interests:
- Career advancement
- Acknowledgement from senior leaders
- Improve the status quo
- Strengthen team’s reputation
Mini case study

**Organization**
- Promote ownership and accountability within the team
- Share innovative ideas with senior leaders that are supported by robust plans
- Increase efficiency and reduce costs

**Department/Team**
- Lead a team that serves as an example to others
- Improve relationships with internal customers

**Individual**
- Career advancement
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Considering specific influence situations

• Identify key stakeholders
• Determine what your stakeholders care about
• Develop a communication strategy
  • Determine who you need to engage and in what order
  • Frame key messages
  • Ensure consistency

Preparation is key!
Develop a communication strategy

Determine who you need to engage, and in what order

• Which stakeholders do you need to speak with?
  • What information would be useful for you to gather? What do you want to ask?
  • What do you want to share?

• Consider the relationships between and among stakeholders, and determine the order in which you should engage them
Develop a communication strategy

Frame key messages

• Identify the main points that you want to share with your stakeholders

• Tailor your message(s) to address what the stakeholder cares about

• Leverage data and evidence to support your request

• Consider how you might incorporate stories and real-life examples
Develop a communication strategy

Ensure consistency
Engaging Resistance
By engaging resistance, we have an opportunity to:

1. Check our assumptions
2. Surface unknown concerns/challenges/risks
3. Allow others to feel heard and respected
Advice

• Engage stakeholders – including expected resisters – early on

• Ask questions and actively listen to responses. Acknowledge your stakeholder’s concerns and demonstrate empathy.

• Strive to remain open minded

• Determine whether you can adjust your proposal to help mitigate some of their concerns, or use logical persuasion/storytelling to help alleviate them
Action Planning
## Action planning

### Setting the Stage: How to Become Increasingly Influential

Use this table to assess your current power sources and how you might continue to increase/maintain them over time.

<table>
<thead>
<tr>
<th>Power Base and Description</th>
<th>Please rate yourself on a scale from 1-5: 1 = You have not yet built this power base; 5 = You have built a very strong power base.</th>
<th>How might you continue to increase (if you scored 1-3) or maintain (if you scored 4-5) this power base in the short (60-90 days) and long term (2017)?</th>
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What are the benefits of building and leveraging your power bases? Why is this important to you?

Setting the Stage: How to Become Increasingly Influential

Develop strong, genuine relationships

Please take a few minutes to reflect on the following questions:

1. What are my personal values and what do I want to be known for? How does my behavior reflect this aspiration?

2. Are others aware of my skills and abilities? If not, how might I demonstrate/communicate them (while remaining humble)?

3. Am I aware of the areas in which I need to improve? Do I have an action plan in place to meet these goals?
   - If not, what might I begin to do in the short (10-30 days) and long term (30+ days)?
   - Who can support me?

4. Do my colleagues know what to expect from me? (This refers to demonstrating reliability, as well as effectively regulating emotions in the workplace.)
### Action planning

#### Considering Specific Influence Situations

**Action Plan for Specific Influence Situations**

Use this tool to begin brainstorming a list of stakeholders and what they care about.

**Upstream**

<table>
<thead>
<tr>
<th>Name</th>
<th>What do they care about?</th>
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**Downstream**

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**Other Possible Influences:**
Consider expertise, hierarchical status, reputation, and relationships.

Consider how and when you engage these individuals:
1. Should you hold one-on-one conversations, or meet in small or large groups?
2. Do any of these individuals defer to one another as a result of their working relationships (hierarchy and hierarchy) or areas of expertise? How might you leverage this?

**Key messages to communicate**

**Data and evidence to share**

**Stories and real-life examples to share**
Wrap Up
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