

Influencing without Authority | 05.25.2017

Jeanne Hay

Chat Transcript

Elizabeth Hubbell: Please ask any questions you have here.

Gettysburg College 2: king

Sarah Capps: What should Daphne's next steps be?

MIT Libraries: Try to find an ally in Career Services

Rex Force: Identify an advocate who may assist with influence. Persuade with a well constructed proposal

MIT Libraries: What are other universities doing, bringing data

University of Calgary: Capture additional data to support proposal; talk to Career Services to provide insights

Indiana University: Research and provide information to articulate why aligning career services with her curriculum can cover a gap that possibly Career Services might not provide.

Diane: Assemble relevant research supporting the initiative.

Pauline: Discuss with other faculty members and get their opinion and approach the Dean as a group

Ken: Present the research, Discusses how this supports the institutions mission, Look for others who support your ideas.

Elizabeth Hubbell: bring in the data, esp if it ties to financial and enrollment/completion goals

Gettysburg College 2: Reflect on how she presented the argument and try to go back with a new approach ... maybe bring others along

MIT Libraries: document student's and parents interest

Indiana University: She might provide an argument outlining why this alignment would benefit the students.

MIT Libraries: making alumni connections

Diane: Propose small trial and track outcomes.

University of Houston: Collecting external and internal data that could be presented

Sarah Capps: Share an opportunity to influence up in your professional life.

Jeanne: I, as Dean, want to grow my influence with the new president of UNE.

Linda turcotte: take the president out for a beer...that is so canadian..LOL

Diane: Presenting at conferences.

University of Calgary: Being proactive about being visible; volunteering for an important committee, partnering with someone who does have influence

Diane: (Dalhousie University)

MIT Libraries: Being proactive and gather data to influence higher administration before a decision is made

Indiana University: Any meeting attended by an administrative heavy-hitter in which you're presenting an idea or expected to give professional suggestions, you should be prepared on the subject material and possibly be prepared to discuss any contingencies. Also, you should look sharp.

Gettysburg College 2: Trying to influence donors

MIT Libraries: :)

Rex Force: Executive Vice President/Provost and with the President....and with donors

Sarah Capps: What qualities does that individual have?

MIT Libraries: confidence

Indiana University: They are good communicators, and effective at problem solving.

Rex Force: great ideas, like-minded, productive, assertive, thoughtful

University of Houston: Get the job done

University of Pittsburgh: Patient, good listener

Diane: Honesty, engaging, trustworthy, responsible, intelligent, good judgment.

University of Houston: Great Integrity

UofT: knowledgeable and reliable

Elizabeth Hubbell: They have the poise as if they are already a leader. If someone who wasn't familiar with the organization walked in, he/she would assume that this person was in a position of influence (in a good way)

UofT: positive

University of Houston: Respectful of other ideas

University of Pittsburgh: Objective in their decision-making process

Linda turcotte: Hard working, kind, competent, sence of humor

University of Houston: Cares for other people

Indiana University: They find ways to implement strategies vs. just talking about what needs development.

MIT Libraries: active listening, empathy, expertise, can-do, open-minded, approachable, cheerful, trustworthy, consistent,

UofT: quick in making connections

University of Pittsburgh: Someone who can see value in considering multiple points of view

University of Calgary: collaborative, good networking skills, positive, respectful, energetic

University of Houston: Transparent

Indiana University: Willingness to help, quickness with solutions

Diane: Sees bigger picture, understands business needs, innovative, looking to improve things.

Gettysburg College 2: creative ideas, prepared, strong presentation skills, solutions, reliable

Ken: Inclusive, trustworthy, knowledgeable,

University of Calgary: initiative

University of Calgary: action oriented

Elizabeth Hubbell: We're going to send out the chat after the webcast.

Elizabeth Hubbell: These are wonderful ideas!

Sarah Capps: Should Roz try to coach Noel? How can she know if it will be well received?

Indiana University: Even though there are no guarantees, the longevity of their relationship suggests she can persuade Noel.

Rex Force: Yes, but requires positive framing and support - "if we work together...". Noel still may not receive it well, but if she presents it as a partnership it may go better...

Gettysburg College 2: Yes, she should try! She could lead with her belief in his ideas and make suggestions to present as a team

University of Calgary: She could seek to understand Noel's perspective first by asking how he felt about interactions in recent meetings to see if he is open to advise/support

Elizabeth Hubbell: I think she can be influential, but needs to tread carefully. something like, "I've noticed when you say things like X, he responds with Y. I wonder if there's a different way to broach that idea."

MIT Libraries: she could frame it as a collaborative strategy and how they can present the ideas, maybe Roz could make his case to the AD and be a role model and lead by example

Ken: It seems that trust is already established between Noel and Roz, so she is in a good position to coach. This is especially true if she believes in Noel's ideas. She needs to coach Noel on how to be more strategic with delivery.

Indiana University: Roz can suggest to Noel that in order to further his ideas, he needs to try a less aggressive approach.

University of Pittsburgh: There is no way to know for sure if it will be well received until Roz tries, but she could model the practice that she thinks will help Noel's ideas be better received. She should present it to him as a collaborative endeavor rather than asking him directly to change his behavior.

Diane: Maybe ... professional development along the lines of a 360 degree profile delivered via anonymous survey of peers. To enable sharing of honest feedback.

Diane: Noel ... although Roz probably doesn't influence here ...

Sarah Capps: Share your opportunities to influence down in your professional life

Jeanne: Dean vis a vis department chairs and the faculty senate

Rex Force: With Deans, Dept. Chairs to restructure organizational chart and reporting lines

University of Houston: Teaching Assistants

Linda Turcotte: creating safe spaces for employees and students to collaborate support direction of your department

Leaving a lasting mark on higher education

Indiana University: Any new hire or intern is highly susceptible to initial influence, and so presents a good opportunity to set the right tone.

Rex Force: VP

MIT Libraries: temporary staff

MIT Libraries: volunteers

Ken: District Dean with the staff at the colleges that do not report to me by asking for their expertise.

Indiana University: Any student interaction

Sarah Capps: What steps should Marty take?

Ken: Clarifying of expectations and clarifying the mission of the department/office for all staff

Diane: A period of consultation and listening before advancing change.

Indiana University: Marty might use an existing relationship to bolster his influence.

Elizabeth Hubbell: if it's the same chair who keeps challenging him, a conversation might help clarify. did he apply for the AD position? is there a history of not liking the last AD? what is the impetus?

MIT Libraries: acknowledging the situation and saying it in front of his constituents and asking to work on this together, openly declare the line, he needs to pick the right battle and have the right answer

Rex Force: one on one meetings with chairs to develop rapport

University of Calgary: meet with faculty individually and listen to their perspectives and concerns to demonstrate he values them. Also Marty to share his vision.

Indiana University: Marty can, over time, prove his competence issue by issue.

Linda turcotte: Get buy in from influencers within the department and work on building up his emotional bank

Indiana University: Maybe it's time for that beer...

Xavier University: Thank you!

Gettysburg College 2: Jeanne - do you consider many of the skills discussed are in the same area as "managing from the middle?"

Elizabeth Hubbell: Thank you everyone!