

## INFLUENCING WITHOUT AUTHORITY

#AItraining



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### LEARNING OUTCOME

#### After participating...

...you will be able to use your relational capital to extend your influence with those who work "above," "beside," and "below" you in the organizational hierarchy.




## A TALE OF TWO LEADERS

**ELIZABETH** - Associate Professor, Dept. Chair

- Not overtly identified as a leader
- Quietly ran her department like a Swiss watch for 15 years
- Reputation for timeliness, precision, do whatever it takes to get the job done
- Professional, reasonable, positive, creative
- Willing to try new things
- Productive contributor to every conversation
- A "go-to" person among the faculty

**BENJAMIN** - Full Professor, Former Dept. Chair, Current VP of Integrated Initiatives

- New leadership title created for him
- Assumed control immediately
- Reputation for lack of transparency, making it "about him," and telling people what to do
- Appeared to consider himself "above" the faculty
- Never interested in the details of program implementation




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## A TALE OF TWO LEADERS

Who was widely considered the leader?

**ELIZABETH**


Today - Associate Dean for Curriculum and Assessment



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**AGENDA**

- Your “Professional Relationship Account”
- Difference between authority and influence
- Opportunities for influencing without authority
  - Influencing Up
  - Influencing Across
  - Influencing Down
- How to build relationships that grow your influence

 **ACADEMIC IMPRESSIONS** 5

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**YOUR “PROFESSIONAL RELATIONSHIP ACCOUNT”**

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## THE PROFESSIONAL RELATIONSHIP ACCOUNT:

A Framework for Growing your  
Influence Up, Across and Down



### PROFESSIONAL RELATIONSHIP ACCOUNT



#### DEFINITION:

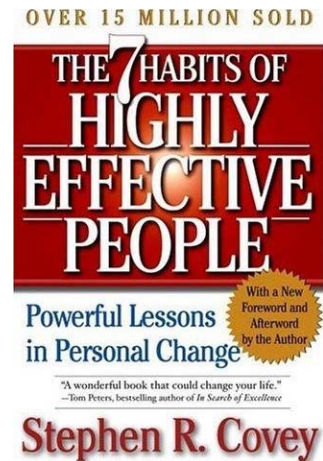
- The quality and quantity of positive interactions and productive problem-solving experiences you are participate in.

#### USING YOUR PRA:

- Your influence potential grows with the balance in your professional relationship account.



**BUILDING TRUST WITH  
"THE EMOTIONAL  
BANK ACCOUNT"**



1. Understand the Individual
2. Keep Commitments
3. Clarify Expectations
4. Attend to the Little Things
5. Show Personal Integrity
6. Apologize When We Make a Withdrawal

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**BUILDING  
YOUR BANK  
ACCOUNT**

**BUILDING INFLUENCE WITH YOUR  
"PROFESSIONAL RELATIONSHIP ACCOUNT"**

1. Produce high-quality work
2. Do your homework, be prepared
3. Exercise never-ending kindness
4. Exhibit professionalism in everything you do
5. Display curiosity - about people, ideas, possibilities
6. Volunteer and take initiative
7. Be a problem-solver
8. Carve out an area of expertise

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## AUTHORITY VS INFLUENCE



### AUTHORITY VS INFLUENCE



**Authority** derives from

- Position
- Credentials
- Title
- Decision-making responsibility
- The official right to give orders and expect them to be followed



**AUTHORITY  
VS  
INFLUENCE**



**Influence** is an act of *persuasion*

Influence derives from

- Respect
- Persuasive arguments
- Reputation
- Intelligence
- Creativity
- Fear\*

**THOSE WITHOUT AUTHORITY CAN INFLUENCE.  
THOSE WITH AUTHORITY CAN FAIL TO  
INFLUENCE.**



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## INFLUENCING UP



### TYPES OF INFLUENCE

#### INFLUENCING UP

The classic “influence without authority”

➤ *A subordinate gains influence with supervisors*

- “Influence without authority”
- Faculty → Dean
- Staff member → Director
- Dean → President
- Resident Advisor → VP of Student Affairs







**TYPES OF INFLUENCE**

**INFLUENCING UP**

What are the essential skills for influencing *up*?

1. **Impress** - influence outcomes with your charisma, style, professionalism, preparation, articulation, command of your material
2. **Persuade** -influence outcomes by the strength of your argument

 **ACADEMIC IMPRESSIONS** 17

 **CHAT**

Daphne is a faculty member at Seattle University with an idea for aligning career services with her department's curriculum. This could result in students learning the skills and knowledge employers expect of bachelor's degree graduates. She approaches the Dean with her idea, but it is quickly dismissed. The Dean feels that the faculty's role is to focus on the academic experience and that the employer connection should remain exclusively with career services.

**What should Daphne's next steps be?**

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CHAT

Share an opportunity to influence *up* in your professional life.



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INFLUENCING ACROSS




**TYPES OF INFLUENCE**

**INFLUENCING ACROSS**

A peer gains influence with others at the same level in the institutional hierarchy

Within your own unit

- Registrar staff member within the office
- A new associate dean → long-timers
- Faculty member → Faculty Senate




**TYPES OF INFLUENCE**

**INFLUENCING ACROSS**

In similar-level units across campus

- Department chair in Business School → Education School chairs
- A Budget Office staffer → staff in Facilities and Operations
- Department administrative assistant → AAs across the university





**TYPES OF INFLUENCE**

**INFLUENCING ACROSS**

What are the essential skills for influencing *across*?


1. Persuade
2. Impress
3. **Role-model** - your influence derives from the examples you set in behavior and ideas
4. **Lead** - your influence derives from the fact that others choose to follow you

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 **CHAT**

Think of someone you see as a leader, but who has no formal leadership title.

**What qualities does that individual have? (Share with the group)**

 **ACADEMIC IMPRESSIONS** 24



## CHAT

Noel and Roz are Directors of two different departments and have worked closely together over several years. Both report to a new Associate Dean who recently joined the institution. Roz observes that Noel often openly challenges their new supervisor and causes friction in meetings. While Noel's ideas are innovative and strong, his delivery often dooms them before they can be considered.

Roz has never said anything, feeling that it might harm their relationship. Yet she believes that, with coaching, Noel could present his ideas successfully. She wants to step in before Noel's reputation is damaged with the new Associate Dean.

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

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## INFLUENCING DOWN

■ TYPES OF INFLUENCE

**INFLUENCING DOWN**

“Authority without influence”  
Individual with institutional authority grows influence among subordinates

- Provost → deans defy her directives
- Department chair → faculty who don't recognize the chair's authority
- Associate Dean → Department Chairs ignore his emails
- New Director of Residence Life → entrenched culture in the unit



■ TYPES OF INFLUENCE

**INFLUENCING DOWN**

What are the essential skills for influencing *down*?

1. Impress
2. Persuade
3. Role-model
4. Lead
5. Establish authority - influence through communicating *who's boss*
6. Manage - influence by planning, organizing and *directing a team towards a goal*

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## CHAT

Marty is a new Associate Dean. He moved up quickly and landed this position relatively early in his career. He begins to realize that his constituents don't seem to recognize him as their leader, especially the older faculty who have been at the University for decades. Some department chairs openly challenge him during meetings.

Marty knows that he needs to address this issue before it becomes the norm and before his authority is questioned further.

**What steps should Marty take?**

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## POLL

**Which type of influence do you most seek to grow?**



## ACTIVITY

### WRITING EXERCISE

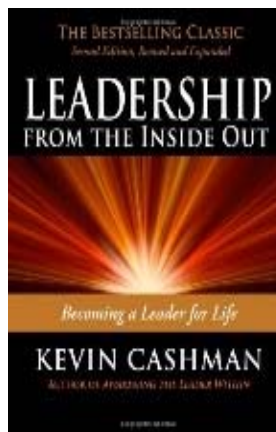
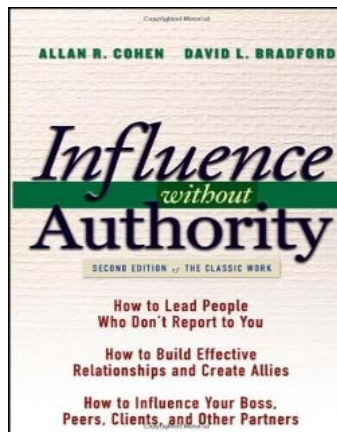
Action items for the coming weeks and months:

1. How can I grow my professional relationship account?  
 “The quality and quantity of positive interactions and productive problem-solving experiences you are participate in.”
2. Where and with whom do I want to grow my influence?
3. What are my first steps?
4. Is there anyone in my professional life I should talk with?

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## RESOURCE



**ai** ACADEMIC IMPRESSIONS 32





## TAKEAWAYS

- Use your professional relationship account to grow you influence.
- Your professional relationship account grows according to the number and quality of the *positive interactions* you have with colleagues.
- Individuals at all levels of an institution's hierarchy can exercise leadership and influence.
- Influencing relies on your ability to *impress, persuade, role-model, lead, establish authority and manage.*



## QUESTIONS





## EVALUATION

### Thank you!

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