



INFLUENCE WITHOUT AUTHORITY

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Overview

How do you influence someone when you have no authority? How do you persuade your boss to change their behaviors? What if you're powerless in an organization? Garner your allies, avoid rocking the boat, and most importantly understand everyone's currencies! While some people want cash, most want status, prestige, credit, or information. When you have no authority, determine what currencies you *do* have. Work your way up by cleverly exchanging currencies, and learn how to influence without authority!

"Influence is about what you have to do to get cooperation, not about imposing your values on others."

Chapter 1. Why Influence: What You Will Get from This Book

You don't always have the authority to control a situation, but by influencing the people involved, you can control the outcome. Influence is a skill few hone, yet can make all the difference in our fast-paced, technology-driven world. The basic model of influence is based on reciprocity: you offer something in hopes of getting something in return, thus influencing their behavior. For example, framing your actions as beneficial for the organization will bring colleagues on board with your ideas. Barriers to influence can be external (e.g. different values) or internal (e.g. mental blocks that prevent objectivity, like fear of failure).

Chapter 2. The Influence Model: Trading What They Want for What You've Got

"If other people consider you too calculating or interested in influence for personal benefit rather than organizational work, they will be wary, resist, or go underground to retaliate later."

Nearly everyone believes people should be reciprocated for their actions – whether good or bad –

with some form of "currency." If someone doesn't perceive a benefit from interacting with you, they have no reason to follow your guidance. To attain influence:

1. Assume everyone is a potential ally. Viewing others adversely can create a self-fulfilling prophecy by spurring miscommunication.
2. Clarify your own goals and priorities. Differentiate between "must-haves" and "nice-to-haves."
3. Analyze the other person's inner workings. Determine what they care about most and how they define success. Instead of assuming bad behavior signals bad character, uncover the underlying logic.
4. Identify suitable "currencies". Discover what they value and offer it as payment for helping you.
5. Make the exchange. Request what you want and demonstrate that it is also in their best interest. Compensate with a currency, promise of future compensation, or cash in on debts they owe you.

Enter negotiations with the hope of a win-win result – if you threaten them for failing to cooperate, they may become resistant to your requests. Barriers include:

- Letting emotions trump logic.
- Always taking rejection personally.
- Failing to clarify your priorities and how your goals fit the goals of the organization.
- Poorly evaluating someone else's currencies.
- Not considering all the resources at your disposal.
- Failing to acknowledge how your relationship will affect your success.

In an organization, actions perceived as self-interested breed mistrust. Emphasize mutual benefits and build positive relationships – no one wants to help you if you're only nice when you need something.

Chapter 3. Goods and Services: The Currencies of Exchange

Everyone has different values; find currencies to fit the particular circumstances. Common currencies include:

