Influencing Others without Formal Authority

Faculty Presenters:
Dr. Dean Gualco
Dr. Henry Brashen
School of Management

Walden University Career Services Center
http://careercenter.waldenu.edu
The Career Services Center Team

Dina Bergren, M.A.
Associate Director

Lisa Cook, J.D.
Senior Director

Angie Lira, M.A.
Senior Career Advisor

Nicolle Skalski, M.M.
Senior Career Advisor

Denise Pranke, M.Ed.
Career Advisor
Dean Gualco, Ed.D.
Faculty, Human Resources

- Expertise: noted author and public speaker who has served as a municipality/city department director, organizational leader, university professor, and the owner of Torgun Consulting
- Research interests: extensive experience presenting seminars and workshops on career development/advancement, effective resume writing, and learning superior interview skills
- Author of seven books, including *The Great People of our Time* and *Making a Difference: Changing the World in Which You Live.*
Faculty Contributor

Henry Brashen, Ph.D.

• Program Director, M.S. in Leadership and MS/Human Resources, Walden University and educator for more than 30 years.

• Research Interests: Leadership, Cyberbullying in higher education, Stress in the online world, Intercultural communication, gender communication, conflict resolution, nonverbal communication.

• Founder of Clear and Effective Communications, a company that helps clients maximize productivity and morale by enhancing leadership performance and internal and external communications.

• Worked with various organizations to provide expertise in areas of leadership, succession planning, strategic human resource management, organizational development, executive coaching, research and design methodology, conflict and mediation, and facilitation and training.

• Ventriloquists, runner and long distance swimmer
Always look for the good along the road of life.
Agenda

• Authority, Power, and Influence
• Strategies to gain influence
• The Keys to Influence
  – Show the value reward of change
  – Have something someone wants
  – Superior communication skills
  – Be respected
  – Be likable
  – Be confident and inspiring
• Summary
Authority

• Authority is the right to influence someone/events
  – By virtue of your position, though usually within the limits of that position
  – Superior, manager, general, president

• Authority depends on person:
  – Understanding the order
  – Believing order is in company’s interest
  – Believing order is in own’s interest
  – Is mentally/physically able to comply

• Authority is easiest way to influence others: requires no effort, skill, or respect...on position
Power

- Power is the ability to influence someone or events
  - has great knowledge or skills, key connections to people in authority (related to, or friends with), significant money to wield influence, wildly popular in community, etc.
  - can be an expert (professor, scholar, researcher) or the person holds an esteemed position (Pope, presidential appointee, community board member, etc)…..

- Power is a more difficult form of influence: requires personal magnetism, skill, respect
  
  “some leaders need power to give purpose to their lives… others live for a purpose so compellingly strong that they crave power in order to advance that purpose”
Influence

• Influence is a change in your behavior that causes a change in others’ behavior

• The ability to influence others comes from 3 sources:
  – Something they want... (money, Jobs, etc.) and you have the influence To give;
  – Something they fear... and you have The influence to stop;
  – Something they like... who can Influence their actions through their advice/counsel

Leadership is about influencing others to do what you want
Strategies to Gain Influence

“The key to successful leadership is influence, not authority.”

Ken Blanchard
8 Portals of Influence

Jesse Lyn Stoner

• Character (lead by example)
• Expertise (knowledge/experience)
• Information (access to key data)
• Connectedness
  • build relationships with people
• Social intelligence
  • resolves work issues
• Network (know the right people)
• Collaboration (team player)
• Funding (access to money)
Influence through Lateral Leadership

Jay Conger, London Business School/USC

- Networking
  - Create broad network of relationships
- Constructive persuasion
  - Not manipulation
  - Work towards mutual benefit
- Consultation
  - Avoid rush to judgment
  - Ask others opinions
- Coalition building
  - Collectively advocating an ideal exert more influence than lone proponent
The Keys to Influence

by

Dean Gualco
The Keys to Influence

Dean Gualco

• Show the value/reward of change
• Have something someone wants
• Superior communication skills
• Be respected
• Be likeable
• Be confident and inspiring
  – Convince others it can be done!
  – Convince others you know what you’re doing
Change replaces the security of what is known for the insecurity of what is unknown
Show the Value/Reward of Change

• Change is a **natural part of life**
  – Insatiable quest to think, be, and act differently from others pervades/consumes our culture.

• Change **viewed as advantageous** is welcome

• Change favors those who **adapt**
  – Different future is inevitable; avoiding/hindering change seldom results in a steadier/safer future

• Change favors those who **think differently**
  – Imagination/originality are defining traits of good companies/wealthy employees; those with **natural curiosity** (explorers/inventors) rule the world......greatness seldom follows the same path

• Change favors those who **control** their destiny
  – Accept responsibility for your life; control the trajectory of its course, and Be the victor, not victim, of change.

**Change may be inevitable, but failure is not**
Have something someone wants

• Influence comes from having something that someone wants or having access to something that someone wants:
  – It must be viewed as valuable
  – It must be scarce; the fewer that possess it, the more influential those that possess it can become
  – Not-substitutable....cannot be replicated

• Nearly impossible to influence if they don’t want what you have or benefit from your interaction
Superior Communication Skills

• Clearly convey the issue, challenges, opportunities
• Use every communication tool possible
  – Email, Twitter, Facebook, Videos, Snapchat, Meetings
• Listen first, talk second, write last
  – Control your ego (no one knows it all); ask questions to show interest; in the end, convert talk to words to ensure clarity
• Clearly convey where you are going
• Clearly convey how you are going to get there
• Be deliberate/methodical
  – Think before you talk
  – Never rush to judgment to
Be Respected

• People listen to/are influenced by those they respect
• Be a hard worker
  – Very few become successful without working hard
  – Work hard, but remember results matter
  – Work hard at work worth doing
• Be talented
  – Sports hero, movie star, artist, keynote presenter
• Be smarter, more educated, most awarded
  – Doctor, lawyer, teacher, “most valuable”
• Hold an esteemed position
  – Priest/preacher, organization chairperson, community leader, elected official, city official, philanthropist...
Your worth is not determined by what you bring to the table; your worth is determined by what you do once you are at the table.
Be Likeable

• We enjoy watching, listening, conversing with people we like. It makes us feel good. Never underestimate the power of being “likeable” to gain influence in our world.

• How can one be likeable? By being a good person
  – Unbelievably friendly and kind (hello, how are you?)
    • You put others above yourself; you would never do anything to move ahead if it causes others to fall back
  – Control destructive human emotions (ego, jealousy, selfishness)
  – You tell the truth
  – You do what’s right...which always improves the human condition
In the dawn of life, we strive to make a living; in the dawn of life, we strive to make a difference.
Be Confident and Inspiring

- Convince others you know what you’re doing
  - Convince others it can be done!
- Be happy. Always look for the good along the road of life
  - Do want you love/have a reason to get up in the morning
  - Eliminate negative people and circumstances
    - Two types of people: those that applaud your efforts and those that applaud your failure; look for those that applaud your efforts.
  - Learn to forgive and forget; everything passes in time
  - A smile goes a long way to genuine happiness in life
Concluding Thoughts

• Influence gained from authority is limited to those you control; influence gained from power is not limited to any place or people.
• Greater influence is achieve by WHO you are than by WHAT you have to offer.
• People are influenced by people they respect and like
  – People are attracted to a good, decent and honorable person
Career Center Website

http://careercenter.waldenu.edu
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How do I obtain a letter of reference from an online MPH program?

Maurice Sanders, MD, MPH
Public Health Professional
Top Contributor

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Denise Barrow Hi Maurice, contact your instructors. I have done it several times. They were willing to help.
5 days ago

Lisa Cook Thanks for posting these terrific suggestions.
5 hours ago

Maurice Sanders, MD, MPH Thank you all for your helpful suggestions.
5 hours ago

Did you know that Career Services has a new YouTube Channel?

Dina Bergren, M.A.
Senior Career Services Advisor at Walden University

Our Channel features doctoral student success stories filmed by our advising team at residencies. Check it out here: https://www.youtube.com/user/waldencareerservices
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Final Thought

“The happy are those who remember that no one has everything, but everyone has something”

Ernest Fitzgerald