



SOCIETY OF ACTUARIES

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The Stepping Stone

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Influence Without Authority Presentation Summary

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Presentation by Terry Tuscula from 10/16/00 SOA Meeting

What is Influence?

- The act or power of producing an effect without apparent exertion of force or direct exercise of command
- Leadership, teaching, persuasion, control, constrain, communicate, conflict
- Used to achieve a goal
- Can be used for the greater good, but can also be used to manipulate
- Conflict can be good if used to determine root causes and implement change

The Power of Collaboration

- No one person has all the answers
- Build rapport and teamwork
- Communication and persuasion
- Working together to accomplish goal

Perception and Learning Type/Style

- Consider other person's perspective and motives in order to discover the key to influencing them
- Consider how other person learns and approach influence with that in mind
- Four learning styles: sensing perceptive (James Dean), sensing judgement (George Washington), intuitive thinking (Einstein), intuitive feeling (Ghandi)
- For more about learning styles, visit www.dougdean.com/learningstyles/
- Observe, and ask open ended questions to determine perspectives and style

Skills Needed to Influence

- Organizational skills
- Communication skills
- Conflict management skills

Five Elements of Getting Things Done

- Define the Purpose / Goal
- Plan
- Experiment
- Commitment
- Feedback and Support

Purpose / Goal

- Need to know what you're trying to achieve
- Break down into short-term, medium-term, and long-term goals
- Define goal measures and how to evaluate goal achievement
- Set timeframe and deliverables
- SMART Goals are Specific, Measurable, Achievable, Realistic, and Time-based
- Seek areas of commonality of purpose to help motivate others plan

- Define task, assign responsibilities, discuss how, propose next steps
- Report facts, seek clarification, brainstorm ideas, share concerns
- People appreciate a 'guide on the side, not a sage on the stage'

Experiment

- Look at big picture, place goal in context by assessing environment and data
- Determine underlying causes — what is missing?
- Where are we going? Set direction
- How do we get there? Determine next steps
- Watch for your own biases
- Look out for hidden traps
- Look, listen, and watch, but don't tell
- Be creative, think outside the box
- Who should be involved?
- How are they motivated to help?
- Lead by example

Commitment

- To get people involved, find their passion
- How are you motivated? Is that similar or different from others?
- Are tasks defined appropriately? Know the goals
- Recognize efforts of others with compliments and praise
- Provide feedback and seek feedback
- Stretch yourself
- Promote collaboration
- Support others, ask for support

Feedback and Support

- List tasks, processes, and responsibilities that can be shared
- Who should be involved?
- How can you support each other?
- Live by example by supporting others

Next Steps

- Determine skills, behaviors that you would like to improve
- How will you address those needs?
- Who can you go to for advice?
- What resources can you use?
- When will you address these needs?

Reference Texts

- *Getting it Done* by Fisher, Roger & Sharp
- *Influencing Others* by Nothstine

Answer to quiz on page 2: For the first time, the M&PD Section membership has exceeded 1,000. We currently have 1,020 members.