Article from:

The Stepping Stone

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Influence Without Authority Presentation Summary

Outlined by Christopher Ruckman

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.