



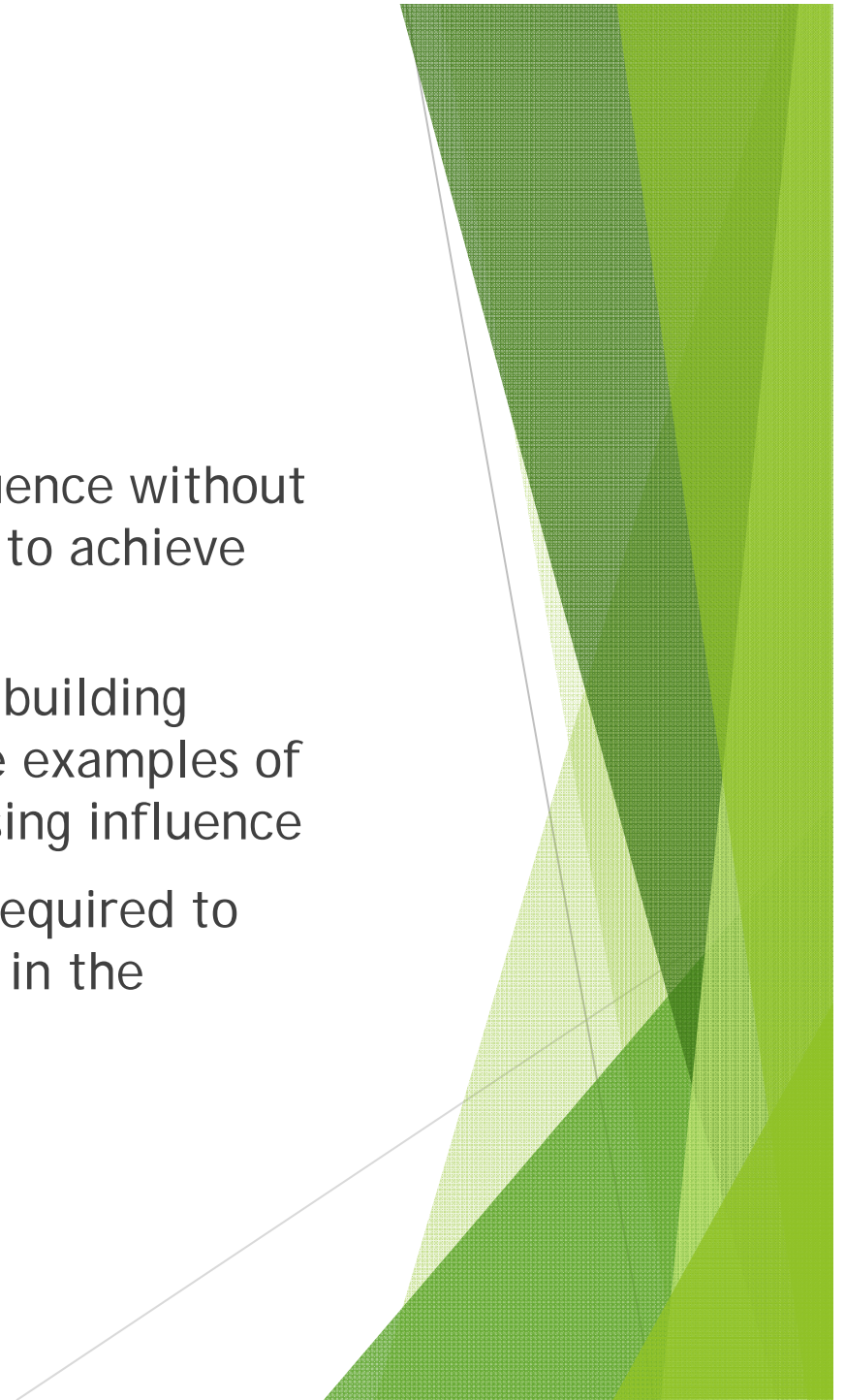
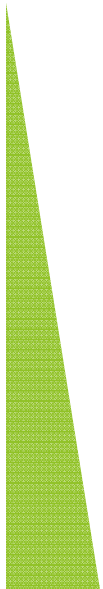
Getting Things Done: Influence without Authority

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- ▶ Project managers should acquire skills to identify, build, maintain, motivate, lead, and inspire project teams to achieve high team performance and to meet the project's objectives.

Learning Objectives

- ▶ Explore the challenge of using influence without positional-based authority in order to achieve desired results
- ▶ Apply an Influence Model based on building relationships illustrated by real-life examples of how to routinely get things done using influence
- ▶ Practice techniques to build skills required to influence stakeholders at any level in the organization



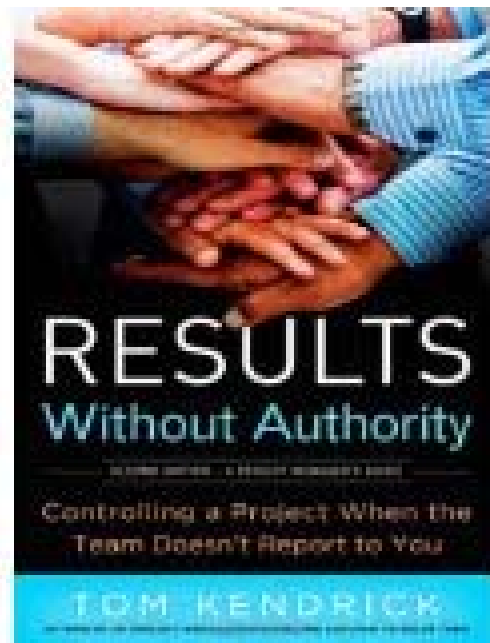
How Do We Get Anything Done?

- ▶ Use **Influence** rather than **Authority** to obtain
 - ▶ **Information** regarding the current state of a system, product, control or process;
 - ▶ **Commitment** on the project's scope and requirements;
 - ▶ **Consensus** as to the project's overall priority compared to other projects;
 - ▶ **Assignment** of the required resources and freeing up of their time to execute the project tasks; and
 - ▶ **Delivery** of the project deliverables in the required timeframe and within the agreed upon quality standards.

Building Influence

The fundamental basis for getting what you need will rely, as it always has, on exchange - giving something in return for something you have requested.

- Tom Kendrick



Building Influence



Prepare: Prepare Yourself

- ▶ Develop your emotional intelligence
 - ▶ Learn to focus
- ▶ Develop a reputation for adding value
 - ▶ “You own your character. Your reputation is owned by others.”
- ▶ “Fake it until you make it.”
 - ▶ First impressions matter
 - ▶ Evolve style over time

Prepare: Prepare Yourself

- ▶ Learn to focus...
 - ▶ Close your eyes
 - ▶ Listen to your own breathing
 - ▶ Tap once on the table for each breath and
 - ▶ Tap twice on the table for each 5th breath

Prepare: Build Relationships

- ▶ **Network! Network! Network!**
- ▶ Map Your Network
 - ▶ How central am I in my organization's informal network?
 - ▶ Do people come to me for work-related advice?
 - ▶ Do I have a cohesive or a bridging network?
 - ▶ Are my network contacts connected to one another?
 - ▶ Which influential fence-sitters and resisters am I close to?
 - ▶ Who in my network is ambivalent about a proposed change and who is strongly opposed to it?
- ▶ Ask mentor to help you determine the right balance

Prepare: Build Relationships

- ▶ Empathy triad for results
 - ▶ *Cognitive empathy* - the ability to understand another person's perspective
 - ▶ *Emotional empathy* - the ability to feel what someone else feels
 - ▶ *Empathic concern* - the ability to sense what another person needs from you

Prepare: Build Relationships

- ▶ Let's practice:
 - ▶ Get to know a colleague better by only asking questions.
 - ▶ No sentences allowed.

Conversation Starter:

What is something unique about you that I would not learn from your LinkedIn profile?

Prepare: Understand Organization

- ▶ Understand the relationship between your project and the big picture
 - ▶ What is the business benefit of your project?
 - ▶ What is your project's organizational priority?
- ▶ Learn the organization's social norms
 - ▶ How are decisions made?
 - ▶ Who makes decisions?
 - ▶ How is data used in decision-making?
 - ▶ What role do casual "hallway" conversations have vs. more formal communication?

Building Influence



Ask

- ▶ Know what you need and ask for it
- ▶ Ask the **right person** at the **right time**
- ▶ Be respectful of others...
 - ▶ Time
 - ▶ Communication style
 - ▶ Schedule
 - ▶ Personal "spot"
- ▶ Avoid fire drills
 - ▶ "Lack of preparation on your part does not constitute an emergency on mine."

Ask: Tactics

- ▶ Tailor your pitch
(*Cognitive empathy* - understand another person's perspective)
- ▶ Frame the issue
(*Empathic concern* - sense what another person needs from you)
 - ▶ Understand project's priority
 - ▶ Focus on business benefit/opportunity
 - ▶ Link to other issues
- ▶ Manage emotions on both sides
(*Emotional empathy* - feel what someone else feels)
 - ▶ Remember to manage your own emotions
- ▶ Involve others
(*Cognitive empathy* - understand another person's perspective)
- ▶ Suggest solutions
(*Empathic concern* - sense what another person needs from you)

Ask

- ▶ Let's practice:

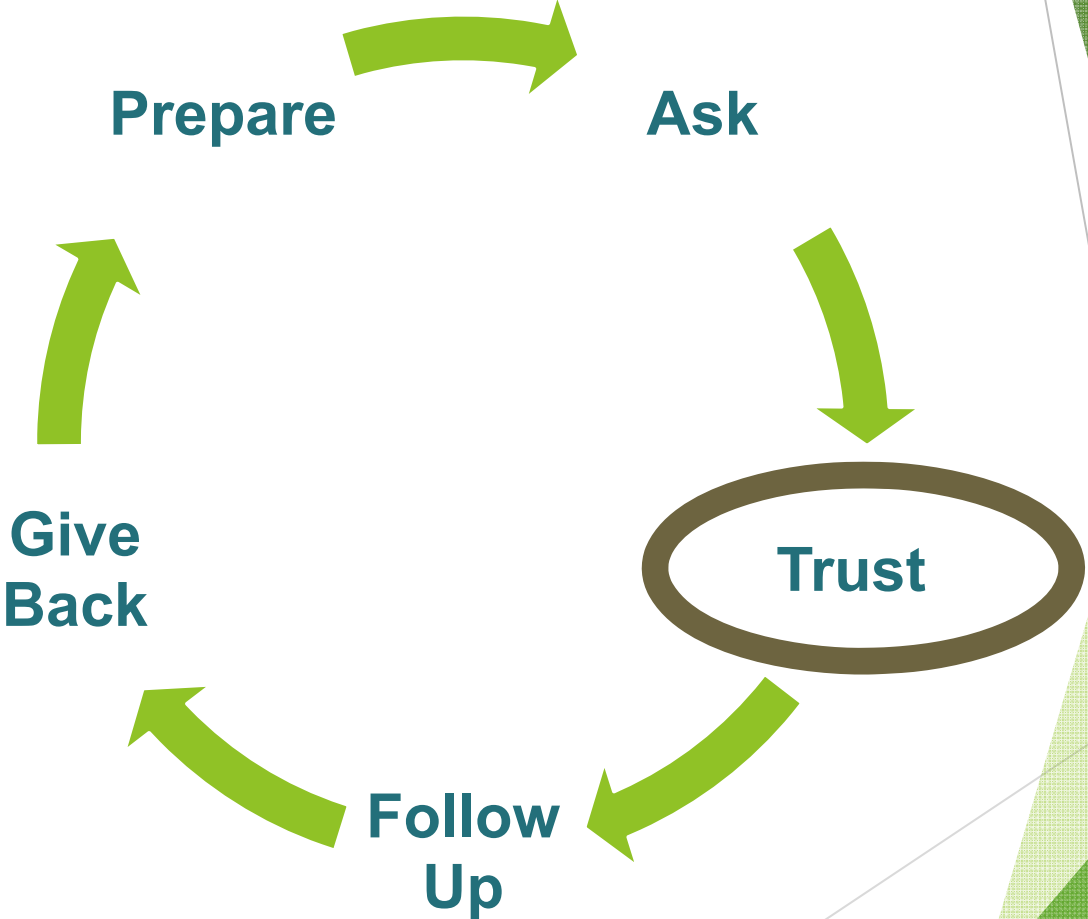
Discuss with a colleague how you would ask a person in your firm for something which will remove an obstacle for your project or project team using the Ask tactics.

- ▶ Ask Tactics (to jog your memory)
 - ▶ Tailor your pitch
 - ▶ Frame the issue
 - ▶ Manage emotions on both sides
 - ▶ Involve others
 - ▶ Suggest solutions

Ask

- ▶ Obtain agreement
- ▶ Establish relevant tracking metrics
- ▶ Document agreement in writing (email is OK)

Building Influence



Trust

- ▶ Trust the **right people** want to do the **right thing** at the **right time**
- ▶ Two Types of Trust
 - ▶ Cognitive Trust
 - ▶ Confidence you feel in someone's accomplishments, skills and reliability.
 - ▶ Comes from the head.
 - ▶ Affective Trust
 - ▶ Feelings of emotional closeness, empathy or friendship.
 - ▶ Comes from the heart.

Trust: The Five Dysfunctions of a Team



Trust: Warmth

- ▶ **Warmth** facilitates trust, communication, and absorption of ideas
- ▶ Cultivate warmth by:
 - ▶ Speaking in a lower tone and volume rather than increased volume or amp'ed up enthusiasm
 - ▶ Listening to and agree with/acknowledge others concerns (Remember empathy triad)
 - ▶ Smiling sincerely

Trust

- ▶ How do you build trust?

Trust is all about ***vulnerability***...
People who aren't afraid to admit the truth and expose self to others.

Building Influence



Follow Up



Micromanagement

Follow Up

- ▶ Hold individuals accountable for previously agreed upon deliverables and tracking metrics
- ▶ Ask the right questions
 - ▶ What did you really accomplish?
 - ▶ What needs to occur in order for it to be finished?
 - ▶ When will it be done?
 - ▶ How can I help?
 - ▶ Avoid % complete
- ▶ Focus on the activity rather than the person

Follow Up

- ▶ Remove obstacles
- ▶ Identify vital behavior to change
 - ▶ What behaviors people need to change in order to obtain desired results
 - ▶ Spot crucial moments
 - ▶ Learn from positive deviants (person who should have problem and does not)
 - ▶ Collect stories to understand the norms
 - ▶ Only need to change a couple - focus on the top two
- ▶ Have hard conversations; escalate as appropriate

Grenny, Joseph, Patterson, Kerry, Maxfield, David, McMillan, Ron, Switzler, Al. *Influencer: The New Science of Leading Change. Second Edition. McGraw Hill: New York. 2013.*

Follow Up

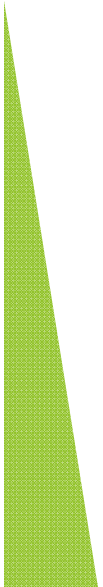
- ▶ Think about a situation where a person was behind on the tracking metrics or failed to complete the deliverable on time.
 - ▶ How would removing obstacles changed the situation?
 - ▶ How would identifying the vital behaviors and addressing those changed the situation?
 - ▶ How would escalating to the appropriate party and negotiating a solution changed the situation?

Building Influence



Give Back

- ▶ **Celebrate Success!**
- ▶ Pay it forward
- ▶ Recognize and reward the contribution of others



Give Back

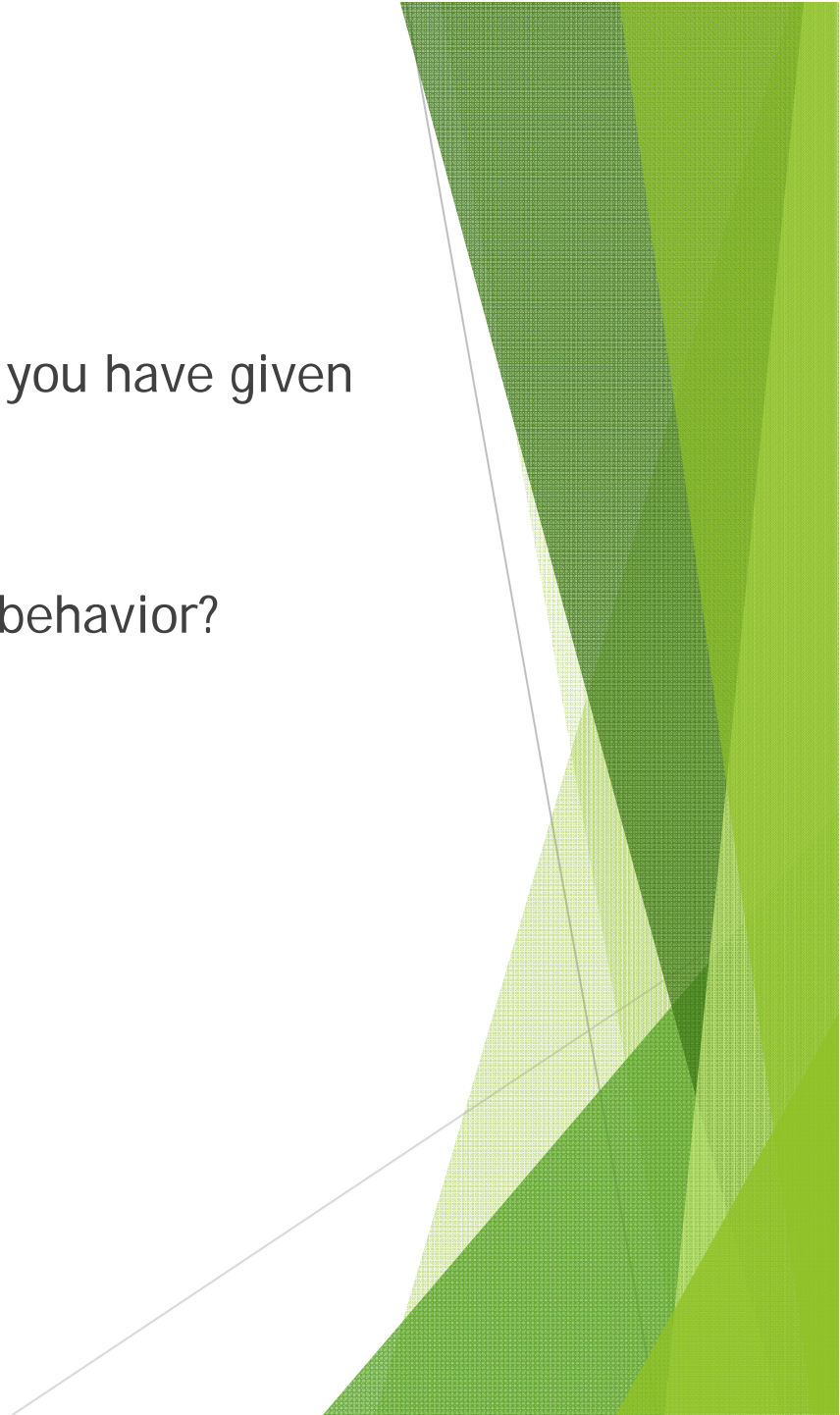
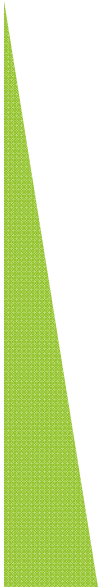
- ▶ Contingent or if/then rewards
 - ▶ Result in decreased productivity long-term
 - ▶ Narrows person's focus and diminishes creativity
 - ▶ Makes "fun" become "work" (intrinsic vs. extrinsic motivation)
 - ▶ Potential of unethical approach to achieve the desired results
 - ▶ Bonus becomes status quo
- ▶ Non-contingent or "now that" rewards
 - ▶ Recommended
 - ▶ Should be unexpected
 - ▶ Intangible best; offer praise and feedback

Give Back

- ▶ **Tell the whole world about their contribution!**
- ▶ Non-contingent or “now that” reward suggestions
 - ▶ Recognize at staff meetings
 - ▶ Handwrite thank you notes
 - ▶ Tell their managers via in email
 - ▶ Bake homemade cookies
 - ▶ Remember birthdays

Give Back

- ▶ What are the most successful ways you have given back to your project team?
- ▶ When do you give those rewards?
- ▶ How have those rewards impacted behavior?



How Do We Get Anything Done?

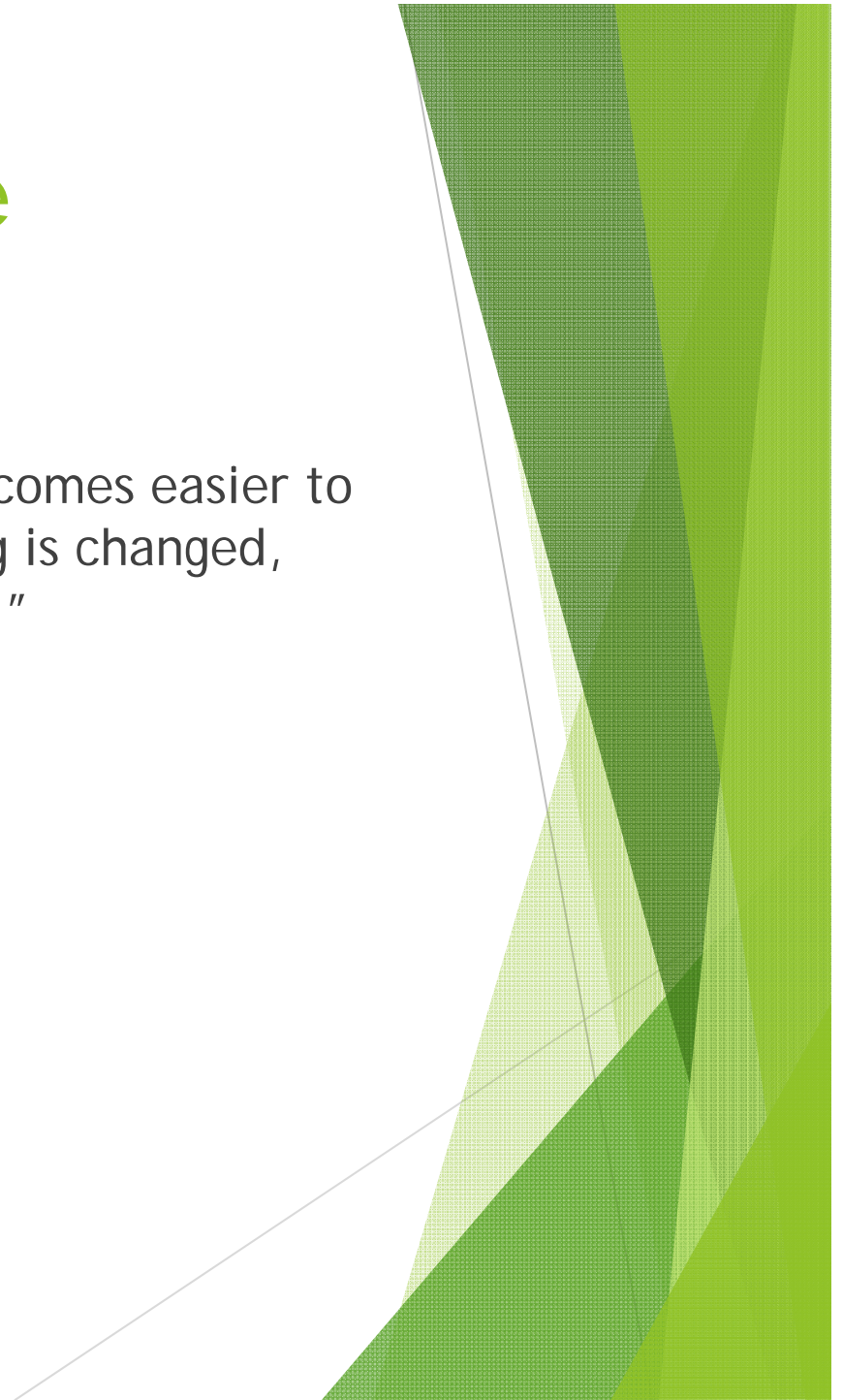
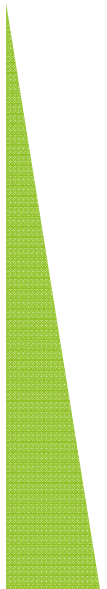


Working Together Again

- ▶ At Wipro, a **50%** increase in team familiarity was followed by a **19%** decrease in defects and a **30%** decrease in deviations from budget.
- ▶ On audit and consulting teams, high familiarity yielded a **10%** improvement in performance as judged by clients.

Continuously Improve Influence Skills

- ▶ “That which we persist in doing becomes easier to do, not that the nature of the thing is changed, but our power to do it is increased.”



Thank you!

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