Managing Without Authority

Course Introduction
Our “rules of engagement”

- Honor time and attendance commitments
- Prepare for each session
- Reduce distractions
- Participate actively
- Listen to others
- Ask questions, be curious
- Have fun!
Course Objectives

- Identify what it means to manage without authority and **what you can do** to be successful
- Learn to read the larger context in which you wish to manage without authority
- Employ strategies and tools to build your influence within your organization
- Apply what you’ve learned to a series of specific situations where managing without authority is most required
What Is “Managing Without Authority?”

- Managing without authority is about influencing people in ways that make them more productive.
- Influencing is about the behaviors/skills, not your personality.
- Influencing involves asking, requesting, kidding, cajoling, nudging, and persuading—almost anything but issuing direct orders.
- Learning to read the dynamics in an organization.
- Growing one’s own power and influence in order to manage key interdependencies and relationships.
- Rising above a distaste for “politics”.

**ENVIRONMENT**
What larger outside forces are shaping the organization?

**ORGANIZATION**
To what degree is the organization aligned for strategic execution?

**NETWORKS**
How large, vigorous and varied are they?

**RELATIONSHIPS**
On whom do I depend to get things done?

**PERSONAL BEHAVIOR**
How am I perceived by others?
Course map

Reading the Context
- Frank Mason Case Study
- MWA Context Model

Being Influential
- Influence Strategies
- Building Credibility
- Understanding Organizational Politics

Influence in Action
- Building and Maintaining Networks
- Persuading Others
- Handling Difficult Interactions
- Influencing Up

Putting It All Together
- Influence in Action Exercise
- Elizabeth Best Case Study