1. What does Managing without Authority mean to me? What authority do I need and want? What would I be able to do if I had it?

- 
- 
- 

2. My biggest challenges related to managing without authority are:

- 
- 
- 
- 

3. My objectives/needs for attending this course are:

- 
- 
- 
- 

My “Managing Without Authority” Personal Case Study

- What situation do I want to focus on during this course?

- What are my goals? What do I want to accomplish?

- My are my challenges? What’s getting in the way?

- What’s currently working?
What external factors are most influencing my organization? This can include: Economic, legal/Regulatory, political, industry, technology, completion, or others?

What’s happening within my organization that could most impact my ability to influence others? This can include any SEF misalignments impact how I influence others?

Who do I know who possesses organizational skills that I might learn from?

Reading the Context: Networks

How robust, vigorous, and strong are my networks to help me influence others? Strong  Medium  Weak

Where do I see the greatest need to improve my networks to increase my ability to influence others?
Who are my key dependencies in terms of getting something done? (This can include people whose cooperation or compliance I need.)

Whose opposition would keep me from accomplishing my work?

(Choose one key dependency.) What can I do to understand or cultivate the relationship further?

**Reading the Context:**

How am I perceived by others?

<table>
<thead>
<tr>
<th>3-4 key strengths?</th>
<th>2-3 key weaknesses?</th>
</tr>
</thead>
</table>

If I were starting a new job/project, what would I do to ensure a good beginning?
<table>
<thead>
<tr>
<th>Strategies</th>
<th>Ideas for applying this strategy to my Personal Case Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liking</td>
<td></td>
</tr>
<tr>
<td>Reciprocity</td>
<td></td>
</tr>
<tr>
<td>Social Proof</td>
<td></td>
</tr>
<tr>
<td>Consistency</td>
<td></td>
</tr>
<tr>
<td>Expertise</td>
<td></td>
</tr>
<tr>
<td>Scarcity</td>
<td></td>
</tr>
</tbody>
</table>
**Directions:**
1. Based on my Personal Case Study, who are 1-2 key people I need to influence in order to make my goals a reality?
2. For each person, how would I rate my Competence and Trust with them based on each element on the charts below (1= low, 5 = high)?

### Person #1:

<table>
<thead>
<tr>
<th>Competence:</th>
<th></th>
<th>Overall Competence: ______</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical:</td>
<td></td>
<td>______</td>
</tr>
<tr>
<td>Operational:</td>
<td></td>
<td>______</td>
</tr>
<tr>
<td>Political:</td>
<td></td>
<td>______</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Trust:</th>
<th></th>
<th>Overall Trust: ______</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value Work:</td>
<td></td>
<td>______</td>
</tr>
<tr>
<td>Value People:</td>
<td></td>
<td>______</td>
</tr>
<tr>
<td>Dependable:</td>
<td></td>
<td>______</td>
</tr>
</tbody>
</table>

### Person #2:

<table>
<thead>
<tr>
<th>Competence:</th>
<th></th>
<th>Overall Competence: ______</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical:</td>
<td></td>
<td>______</td>
</tr>
<tr>
<td>Operational:</td>
<td></td>
<td>______</td>
</tr>
<tr>
<td>Political:</td>
<td></td>
<td>______</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Trust:</th>
<th></th>
<th>Overall Trust: ______</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value Work:</td>
<td></td>
<td>______</td>
</tr>
<tr>
<td>Value People:</td>
<td></td>
<td>______</td>
</tr>
<tr>
<td>Dependable:</td>
<td></td>
<td>______</td>
</tr>
</tbody>
</table>
3. How would I plot my relationship with each person on the Credibility Grid below?

The Credibility Grid

4. For the person with whom I have the biggest credibility issues, which of the following behaviors should I use first to improve the situation? (Circle all that apply).

<table>
<thead>
<tr>
<th>Trust-Based</th>
<th>Competence-Based</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Talk straight</td>
<td>6. Deliver results</td>
</tr>
<tr>
<td>2. Demonstrate respect</td>
<td>7. Get better</td>
</tr>
<tr>
<td>3. Create transparency</td>
<td>8. Confront reality</td>
</tr>
<tr>
<td>4. Right wrongs</td>
<td>9. Clarify expectations</td>
</tr>
<tr>
<td>5. Show loyalty</td>
<td>10. Practice accountability</td>
</tr>
</tbody>
</table>

**Trust & Competence Behaviors**

11. Listen first
12. Keep commitments
13. Extend trust
Step 1:
On the chart below, how does my Political Style compare with the political environment in my organization? (Circle the answer.)

![Political Style Comparison Chart](Image)


Step 2:
What conclusions can I draw from Step 1? Is there a match or a mismatch? Do I need to move to a different style? Do I need to become a more skilled political player as a result?
Step 3:
Using the “Being A More Skilled Player” model below, what are my current political skills in each area? High, medium, or low?

1 - Political Intuition

2 - Political Insight

3 - Advance Work

4 - Positive Politics

Step 4:
What is the area where I most need to improve?

What are 2-3 actions I can take to improve in that area?
Directions:
1. Using the worksheet below, what does my Strategic Network look like?

<table>
<thead>
<tr>
<th>Contact name</th>
<th>Quality of relationship</th>
<th>Importance of relationship</th>
<th>Who introduced us?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 2 3</td>
<td>1 2 3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1 2 3</td>
<td>1 2 3</td>
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<tr>
<td></td>
<td>1 2 3</td>
<td>1 2 3</td>
<td></td>
</tr>
</tbody>
</table>

2. Discussion questions to share with a “sounding board” partner:
   - What is the primary purpose of my network: Obtain information? Connect work to organization? Form coalitions around common goals? Provide ethical advice?
   - How well does my network deliver private information, diverse skill sets, power?
   - Am I limiting myself by either the Proximity or the Self-similarity principle?
   - Any Super Connectors in my network?
   - Who should I add to my network?
### Am I Persuasive? Worksheet

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do I know how to make my views interesting to other people?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>When I am attempting to persuade someone, do I adapt my manner of speaking to the task and to the type of person with whom I’m dealing?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do I have a good sense of how high to set my goals when I am trying to influence someone’s thoughts or actions?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Can I sense the best time to attempt to change someone’s mind on an issue that’s important to me?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>When I’ve been persuaded of something, do I know what strategies were used?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>When an important conversation goes off track, do I know how to turn it to my favor?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>When conflict occurs, can I handle it in ways that advance my cause?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Am I conscious of my word choices when attempting to persuade someone?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Can I make my most important comments and actions memorable to others?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Can I support my ideas with reasons that others find compelling?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do I know how to say no gracefully?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do I know how to use gestures and expressiveness to increase my persuasiveness?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Give 10 points for every **Yes** answer.  

**Final Score: ____________**
What do I need to be aware of to improve my ability to persuade others?

My Personal Case Study: How can I apply what I learned in this Module to persuade others to follow my proposed course of action?
Prepare

Assess the gravity and the severity of the situation
What is the difficult situation I’m dealing with?

What is the gravity and intensity of the situation?

Consider the options
Stay and do nothing  Vote with my feet  Decide to engage

Intensity/Aggressiveness
Low
High

Positivity
Low
High

Wish they were never born
Set them straight for their benefit
Retaliate
Rerume more positively
Reframe negatively
Rebuke
Restate
Silent eye contact
Let it pass
Give them a chance to do the right thing

What assumptions am I making?
What do I know about the other person?
What currencies might be important to them?
Engage

Create Safety
Where and when will we have a conversation?

How will I state my positive intention?

Have the conversation
How will I describe the issue briefly, objectively, non-judgmentally, and in terms of specific behaviors?

What open question(s) can I ask to encourage the other person to provide their perspective?

Evaluate “Doing a Preliminary Diagnosis”

If it’s an external obstacle, Should I:
Brainstorm ways to remove or reduce?
Redefine job parameters?
Get outside help?
Other?

If it’s a skill issue, how might I motivate them:
Provide training?
Provide a mentor or coach?
Other?

If it’s a willingness issue, how can I:
Connect desired behavior to what motivates them?
Offer or remind of currencies?

If it is a point of view question, how can I:
Understand their focus and intent?
Apply appropriate tactics?
Taking Stock of the Relationship

How do I see the relationship with my boss? What is working? Not working?

Where are my biggest knowledge gaps in terms of understanding my boss?

Which behaviors on my own part do I feel are most limiting the relationship?

Which behaviors on my own part do I feel are most limiting the relationship?

Where do I most need to improve?
Learning More About My Boss

Background
1. What is this person’s background? (For example, what is his/her education, experience, expertise, history with organization, etc?)
2. How does this person’s background influence his/her interactions with me?

My Thoughts:

Priorities and Concerns
3. What are the program and strategic priorities that are most important to this individual?
4. How do my issues fit into these priorities?
5. What are the “hot topics” to discuss or avoid discussing with this person?

My Thoughts:

Currencies
6. Which currency does this individual most value?
7. Which of these can I provide?
8. Which currencies can my boss provide to me?

My Thoughts:

Decision Making
9. What level of involvement does this person usually want in decisions?
10. What kinds of decisions does this person especially want to be involved in? (For example, does he/she particularly want to be involved in issues involving budgets, customers, deadlines, quality, or key people?)

My Thoughts
Contact Methods

11. What are the program and strategic priorities that are most important to this individual?
12. How do my issues fit into these priorities?
13. When is the best time of day to call, e-mail, or meet with this person?

My Thoughts:

Frequency of Contact

14. How often does this person expect me to brief him/her?
15. How much detail does he/she want me to provide? In what format?

My Thoughts:

Information Sharing

16. Do discussions or written summaries work better for this person?
17. In discussions, does he/she want to brainstorm and build ideas together or does he/she want me to provide a concise briefing?

My Thoughts:

Personal Factors

18. What outside interests do the two of us share? (For example, family similarities, hobbies, sports, culture, personal background?)
19. What is this person’s communication style? How does this style relate to mine?
21. What are this person’s long term career goals? Where do they want to go from here?

Key Thoughts:
Revisiting My Personal Case Study

What were the insights, ideas, and techniques from the course that were most applicable to my Personal Case Study?

What are the immediate next steps I can take on the job to build my power to influence others?