

# Influence Without Authority Workbook

## I. Setting the Stage

- a. **What if?** You had the ability, in your existing position, to drive the change you want to make in the world? What if your colleagues, leaders and partners prioritized and supported your initiatives? What if your colleagues listened to you and came to you for advice? How would it make you feel? What impact would you have?

- b. **What is?** A common work situation where you need influence to get the results you want?

- c. **Benefits of influence?** What impact would having better influencing skills have on your job? On the world? On how you feel at work?



## II. Personal Leadership Traits for Being Influential

a. Think of a person at work, not someone who has authority over you, that you would do anything for and whose advice you seek. Write down their name.

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b. What about that person makes you feel this way?

c. Check the box for one personal leadership trait you will work on for next 30 days:

- Reliability
- Credibility: competence, knowledge
- Likability: common ground, compliments, cooperation to shared goal, caring
- Curiosity mindset: questions instead of answers, curiosity instead of judgment, listening instead of talking
- Managing emotions

What 1-3 actions will you take to improve this trait? Where and when will you commit to practice these?

What might get in your way and how will you prepare for that?

### Coach Jess Tip #1

You are more likely to create a new habit if you commit to a time and a place where you will act. See [Atomic Habits by James Clear](#) for more details.



Coach Jess Tip #2

Feedback is a gift. There's often a gap between self-perception and how others view us. How others perceive you is critical to your ability to influence. For more info on how to get and use feedback, see [Insight by Tasha Eurich](#).

Who will give you feedback on your improvement? This person should be someone you trust who also observes you in action. It is best to ask them for feedback in the moment i.e. ask them how you did in the meeting you both just participated in.

III. Strategic Influence

a. Invest in your assets

You have more assets than you may be aware of and these can fill capability gaps of those you wish to influence. Check one from the list you will invest in growing for the next 30 days:

- Knowledge/Expertise/Law of Authority
- Validation/Law of Consensus
- Networks – internal (across divisions and up and down organization) and external (key stakeholders)
- Other Technical Skills
- Other resources you may have control of, or that your organization (or part of the organization) can provide

What 1-3 actions will you commit to taking to develop this asset?

When and where will you take these actions?



b. Clarify your change goal. What is one specific thing you intend to influence through your work (your change goal) in one sentence:

*(ex. I intend drive an end to ocean plastic pollution, I intend to drive a safety culture within my organization, I intend to drive literacy among middle-schoolers in my neighborhood)*

Write a one paragraph story in present tense about what you have changed through your strategic influence. Draw a picture to illustrate the story. The story should include:

- What specifically has changed
- Where, geographically, this is changed
- Whose lives have been changed as a result of the work and in what way?
- Who else worked with you to make this change?
- When did the change occur?

**Coach Jess Tip #3**

Stories are powerful tools to re-wire the brain for the outcomes you want. For more information, see [NLP The Essential Guide by Tom Hoobyar et al.](#) [Storytelling and visualization](#) are also used in design thinking to unlock creativity and imagination.



**c. Comprehend and leverage motivations, capabilities, and shared purpose as you collaborate**

Think about a recent team project or voluntary collaboration that energized you, one where you went above and beyond what was required. What motivated you to work so hard?

For the influence goal you noted in section III.b. what's your why?

For the influence goal you wrote down in section III.b. fill out table below:

Who do you want to influence?		What motivates them?	What are their capabilities? (WRT your ask)
Name and Organization			

For the people you listed in the table above, fill out the table below:

Name	How will you add value through your assets?	How will you leverage their motivation?	What is your shared purpose?

d. **Choose your influence mode.** For the most important stakeholder you listed above, which two influence modes from the list below will you employ?

- |  |  |                                       |
|--|--|---------------------------------------|
| <input type="checkbox"/> Reasoning     | <input type="checkbox"/> Appraisal       | <input type="checkbox"/> Coalition    |
| <input type="checkbox"/> Collaborating | <input type="checkbox"/> Personal appeal | <input type="checkbox"/> Pressure     |
| <input type="checkbox"/> Inspiring     | <input type="checkbox"/> Exchange        | <input type="checkbox"/> Legitimizing |
| <input type="checkbox"/> Consulting    | <input type="checkbox"/> Recognizing     |                                       |

How would you pitch your influence goal using the inspiring mode?

Write out how you would customize your pitch to the social context of the person you are trying to influence? **Remember to use the shared value language of “we, our, us”**

### Coach Jess Tip #3

For the complex, adaptive challenges you’re tackling, a shared vision provides the fuel for co-creating solutions. To create shared value and vision, we need to revisit a critical personal leadership trait: questions instead of answers, curiosity instead of judgment, listening instead of talking. Humility is also valuable here. You’ve got to hold a strong vision while at the same time being open to it changing based on others’ perspectives. See [Peter Senge’s seminal work, The Fifth Discipline](#) for more details. It still holds today.



#### IV. How Will You Use This Training?

What 1-3 actions will you try, based on this training?

When and where will you try them?

Who will you be your accountability buddy? *Pair up with someone who you commit to checking in with on your progress and who you can get support from if needed.*