

**Influencing Without Authority: Strategies for
Effective Leadership in Transportation**
APTA Early Career Program, Class of 2016



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The Importance of Influence

Definition: in·flu·ence (n) the capacity to have an effect on the character, development, or behavior of someone or something, or the effect itself.

Synonyms: effect, impact

Especially relevant to APTA ECP members, as we all range in supervisory responsibilities, but all play an important role in our organizations, and intend to lead in the future

Determines our efficacy and our ability to deliver results

Even in traditional “command and control” environments (i.e. military, government, transportation), individual leadership preferences have an effect on interactions and a leader’s ability to motivate others, leading to a culture of “engage and create”

Understanding Your Own Leadership Profile

We control of our own actions, thoughts and emotions, which ultimately influence how others act. Therefore, we need to understand ourselves before we can motivate others appropriately and effectively. The most effective leaders have a good grasp of their:

Self-Awareness

- **Emotional Awareness (EQ) - Accurate Self-Assessment, Self-confidence**
- **Self-Regulation -Self-Control, Trustworthiness, Conscientiousness
Adaptability, Innovation**
- **Motivation - Achievement Drive, Commitment, Initiative
Optimism**
- **Passion**
- **SME**

Understanding Your Own Leadership Profile

- Improved self-awareness leads to more effective leadership- after all, who doesn't have something that they can improve on?
- Many personality tests exist, and can help you determine your leadership style:

Myers-Briggs (www.myersbriggs.org)

DISC (www.discprofile.com)

Hogan Assessments (www.HoganAssessments.com)

StrengthFinder 2.0 (www.strengthsquest.com)

Social Styles (www.tracomcorp.com)

True Colors (www.true-colors.com)

Predictive Index (www.augurinc.com)

Understanding Your Own Leadership Profile

- **Accurate self-assessment leads to more effective self-regulation and mitigation**
- **Essential to recognize that all personality types bring value to an organization, none is better than another**
- **Other tools exist, such as the “Giver and Taker” quiz by Wharton Professor Adam Grant (<http://www.adamgrant.net/#!/selfgivertaker/c10x3>), which offers both self-assessments and 360 assessments**

Strategies for Influence

Robert Cialdini suggests these influencing behaviors

- **The Principle of Liking**
 - Find similarities, offer genuine praise, “charms and disarms”
 - Create bonds and build trustworthiness
- **The Principle of Reciprocity**
 - Model the behavior you want to see in others
 - Actions are more memorable than promises
- **The Principle of Social Proof**
 - We rely on those around us for social cues
 - When asked to change, we are more receptive to feedback from peers than we are to feedback from a supervisor, manager or other leader

Strategies for Influence

The Principle of Consistency

- **We want to be viewed by others as consistent**
- **More likely to follow through when committed out loud or in writing**

The Principle of Authority

- **We naturally refer to experts to help us make decisions**
- **Before attempting to influence others, establish your expertise to demonstrate capability and trustworthiness**

The Principle of Scarcity

- **Offering exclusive information builds enthusiasm**
- **Should only be used when the intention is genuine**

Dale Carnegie outlines these influencing behaviors

Fundamentals

- **Don't criticize, condemn or complain**
- **Give honest and sincere appreciation**
- **Amuse in the other person an eager want**

Making Others Like You

- **Become genuinely interested in other people**
- **Smile**
- **Remember that a person's name is that that person the sweetest and most important sound in any language**
- **Be a good listener. Encourage others to talk about themselves**
- **Talk in terms of the other person's interests**
- **Make the other person feel important, and do it sincerely**

Dale Carnegie outlines these influencing behaviors

Win Others to Your Way of Thinking

- **Avoid an argument “A man convinced against his will is of the same opinion still”**
- **Show respect for the other person’s opinions**
- **If you are wrong, admit it quickly and empathically**
- **Begin in a friendly way**
- **Get the other person saying “yes, yes” immediately**
- **Let the other person do a great deal of the talking**
- **Let the other person feel that the idea is his or hers**
- **Try honestly to see things from the other person’s point of view**
- **Be sympathetic to the other person’s ideas and desires**
- **Appeal to the nobler motives**
- **Dramatize your ideas**
- **Throw down a challenge**

Dale Carnegie outlines these influencing behaviors

Be a Leader

- **Begin with praise and honest appreciation**
- **Call attention to people's mistakes indirectly**
- **Talk about your own mistakes before criticizing the other person**
- **Ask questions instead of giving direct orders**
- **Let the other person save face**
- **Praise the slightest improvement and praise every improvement. Be "hearty in your approbation and lavish in your praise"**
- **Give the other person a fine reputation to live up to**
- **Use encouragement. Make the fault seem easy to correct**
- **Make the other person happy about doing the thing you suggest**

**Effective influence is entirely dependent on your foundation
of relationships**

- **Assessing your existing relationships should be the next step after completing personality assessment**
- **Self-assessment may add insights regarding past interpersonal difficulties, and allow you to re-examine your own response**
- **Repairing past damage is the first step to building influence.**

Developing an Influence Strategy

We are able to better manage relationships by building empathy and social skills

- **Seek out opportunities to improve these skills**
- **Ask friends and relatives for feedback on areas of improvement**
 - **You must receive feedback earnestly or it will quickly cease**
 - **Identify key behaviors to target within the next 6 months**

Map out informal leaders who will be critical in your organization

- **Key influencers may not be at the highest points on the organization chart**
- **Ask influencers for feedback whenever appropriate**

Developing an Influence Strategy

Build a network

- **Identify new connections, and offer to help them reach their goals (Adam Rifkin suggests using a 5 Minute Favor to create this connection)**
- **Create a personal goal for the connections within your network**
 - **Creating X new connections each week**
 - **Deepening X existing connections each week**
 - **Selectively weaken connections with “Takers”**
 - **Identify the 5 people that you have spent the most time with in the last six months... are you happy with their influence on you?**

Developing an Influence Strategy

- **The more time is invested in your network, the more it will yield**
 - **Connect two people who do not know each other but ought to**
 - **Ask for introductions to those who can help with your challenges**
 - **Imagine you got laid off from your job today. Who are the 10 people you'd email for advice? Don't wait- invest in those relationships now**
- **Review your social interactions on a weekly basis, and identify what strategies worked for you, and which strategies may have been ineffective**

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