

Influencing without Authority



The Changing Organisational Landscape

- Less formal reporting structures
- Market information is most clear & compelling well below the decision maker level
- Constant change and the push for organisational agility
- The need to achieve more with less
- Prevalence of project work, virtual teams

“Authority is becoming more fluid and ill-defined in organisations.”



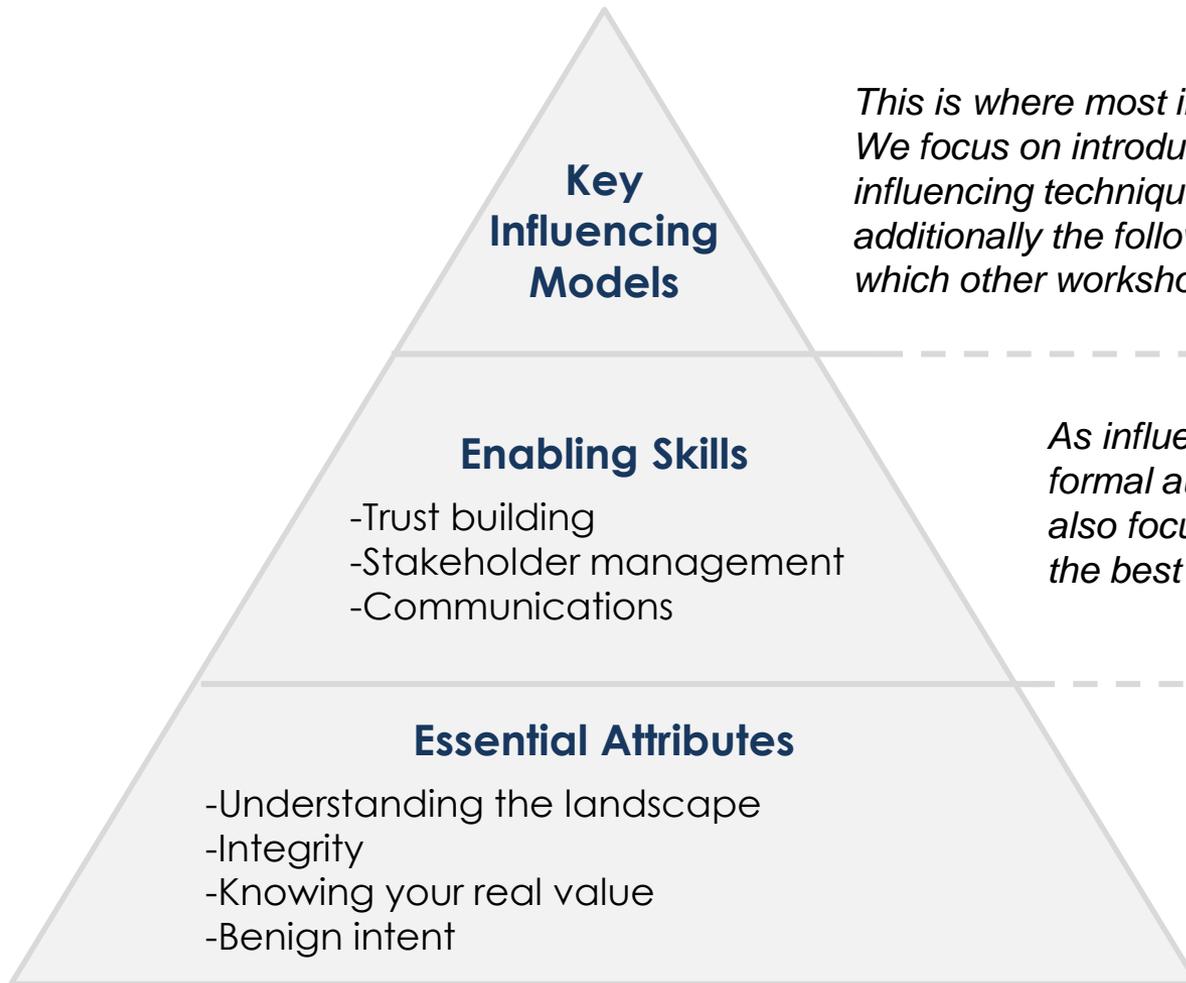
This Directly Impacts Managers:

- The need to operate even more effectively and efficiently but with less resources
- Having to work more strategically at senior levels due to diminishing management layers
- Communicating change they may not agree with which is often designed elsewhere
- Feeling powerless and disengaged to affect or influence policy or process due to constraints of workload and silo mentalities
- Restricted by red tape and unnecessary procedures and bureaucracy
- Having difficulties motivating and reenergising their teams without the traditional incentives of pay, bonus and promotion.

The key issue running through all of these, is the need to be able to effectively influence within an organisation, **without designated authority**



This Requires Capability at Three Levels:



*This is where most influencing workshops focus. We focus on introducing well understood, proven influencing techniques and approaches and additionally the following two **fundamental** aspects which other workshops miss.....*

As influencing is more difficult without formal authority, on our programmes we also focus on the skills needed to create the best environment to have influence.

There are some key attitudes and beliefs that need to be present in the individual in order to influence effectively. We surface & explore these as part of our programmes.



Enabling skills of an effective influencer

Trust - Gaining trust at all levels

Through your performance:

- Consistent performance
- Deliver on promises
- Authentic delegation
- Credibility
- Technical skills & knowledge

Through your interactions:

- Transparent Decision making
- Taking risks with staff
- Consistency in message
- Visible
- Reciprocity

Enabling skills of an effective influencer

Stakeholder Management

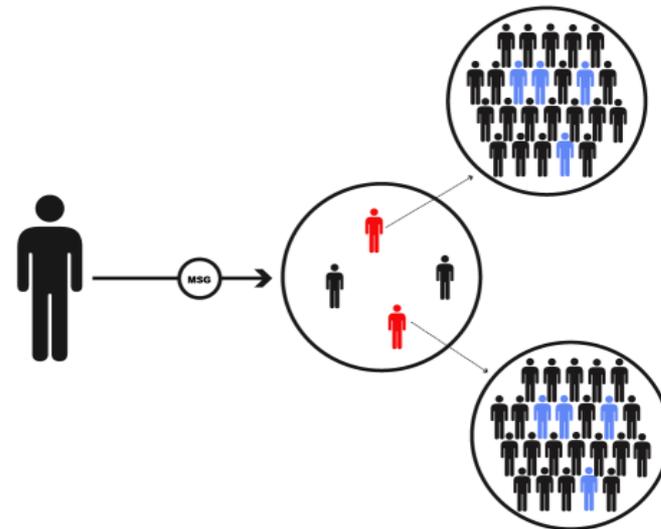
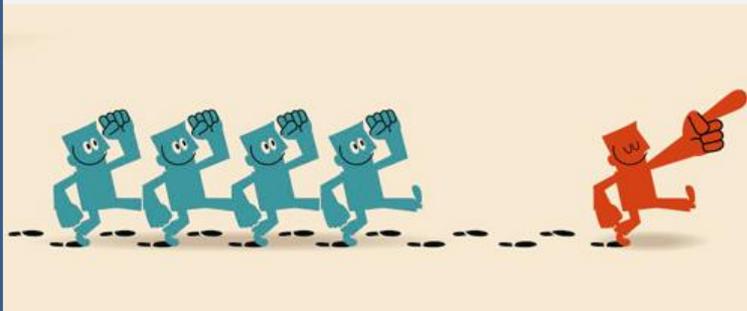
Identifying the blockers and enablers to having greater influence through:

- Being able to identify who their stakeholders are
- Objectively and logically assessing the quality of the relationship they have with their stakeholders
- Identifying the stakeholder relationships they need to improve in order to increase their influence and personal impact
- Being able to recognise the strengths within different relationships and why they have influence with certain people and not others (starting from a place of strength / what works to drive improvement)
- Understanding what drives their stakeholders

Communication

Using the right type of communication technique at the right time:

- Having the courage to have difficult conversations
- Understanding conflict and picking the appropriate conflict handling strategy
- Letting curiosity drive conversations
- Sharing information where possible- and being honest when you cannot
- Role modelling an appreciative enquiry approach
- Understanding when negotiation is appropriate and the motivations behind it
- Giving feedback- and being prepared to receive and ask for it
- Demonstrating Active Listening



Benefits of building these skills in your Middle Managers

Benefits to the Organisation

- Impact on customer - Middle Managers and frontline staff need to have the confidence to speak up when something is wrong, or a internal or external customer is not receiving the best service
- Top team get information from front line staff and have greater visibility of issues if people are able to speak up
- Individuals see their part in the bigger picture and as a result have greater buy in and accountability for the success of the organisation
- Change programmes are more effective as the communication and engagement of staff at all levels is improved



Benefits of building these skills in your Middle Managers

Benefits to the Team

- Building trust within the team by promoting a culture where opinions are listened to, and hierarchy is not a blocker to innovation
- Feel more empowered to speak up and speak out when things are not right, or when performance should be highlighted
- Giving the team a voice
- More adaptable to change if they feel they have a voice, less likely to encourage cynicism
- Breaks down silo working and hierarchy and encourages the sharing of best practice between teams/departments.



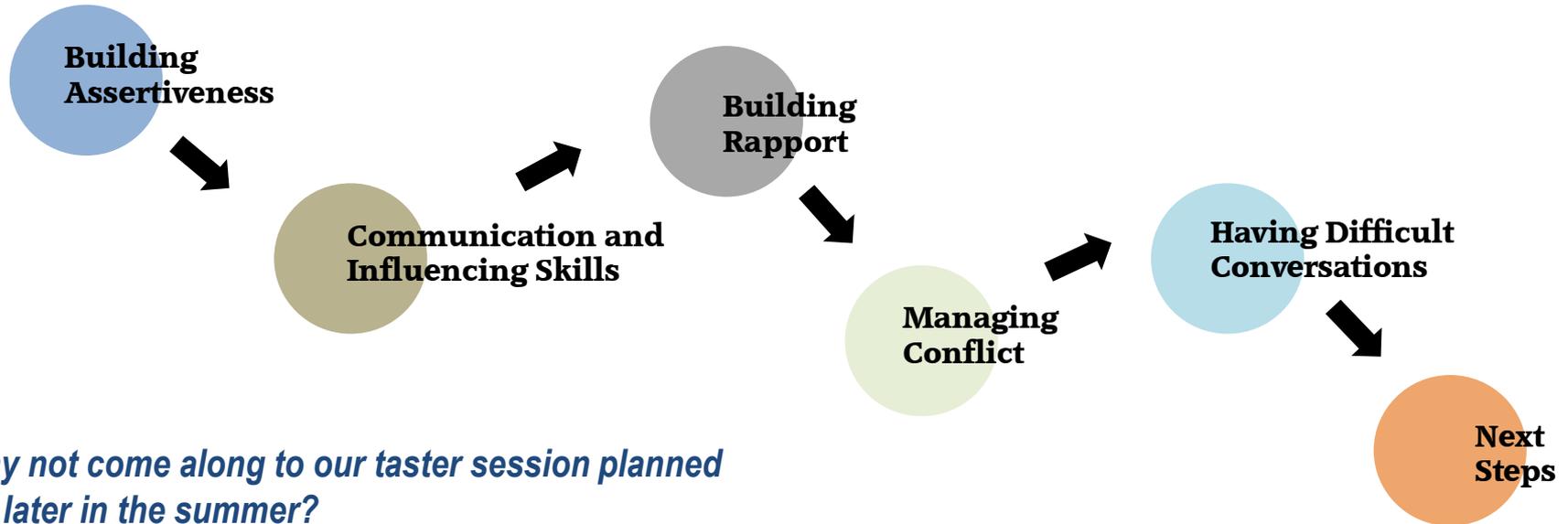
Benefits for the Individual

- Builds capability and confidence in their ability to influence at all levels
- Becomes more aware of business critical issues & how to affect them
- Empowered and more effective



Our one day Influencing without Authority Workshop

We would always seek to tailor any workshop to the individuals needs of the client, however here is an indicative idea of what could be involved....



Why not come along to our taster session planned for later in the summer?

If you are interested in our taster session or if you would like to discuss middle management training further please feel free to call either Natalie Henville or Nicola Baines our specialists in this field.



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Our work in this area

Over the last 20 years working with first line managers and middle managers we have developed an experiential, work based approach to development. We offer a supportive environment balanced with challenge, encouraging peer feedback and intervention from facilitators when necessary to maintain structure and relevance back to the participants learning objectives.

We have worked in highly sensitive environments such as hospitals, investment banks, nuclear regulatory bodies and prisons, where every day, life or death situations arise where human error and personal motivation can lead to serious consequences. It is imperative in these instances for middle managers to feel confident and competent to have difficult conversations, challenge decisions and engage with stakeholders at senior levels to make their voices heard.



The programme has been a highly effective instrument in supporting our middle managers through times of immense change.

The programme has enabled participants to consider how they can function effectively as leaders and managers in the changing world of NOMS and to consider their own strengths and development needs to move forward on a personal and professional level.

NOMS Leadership and Talent Development Officer