

Figure 1.1

Summary of the Cohen-Bradford Model of Influence without Authority

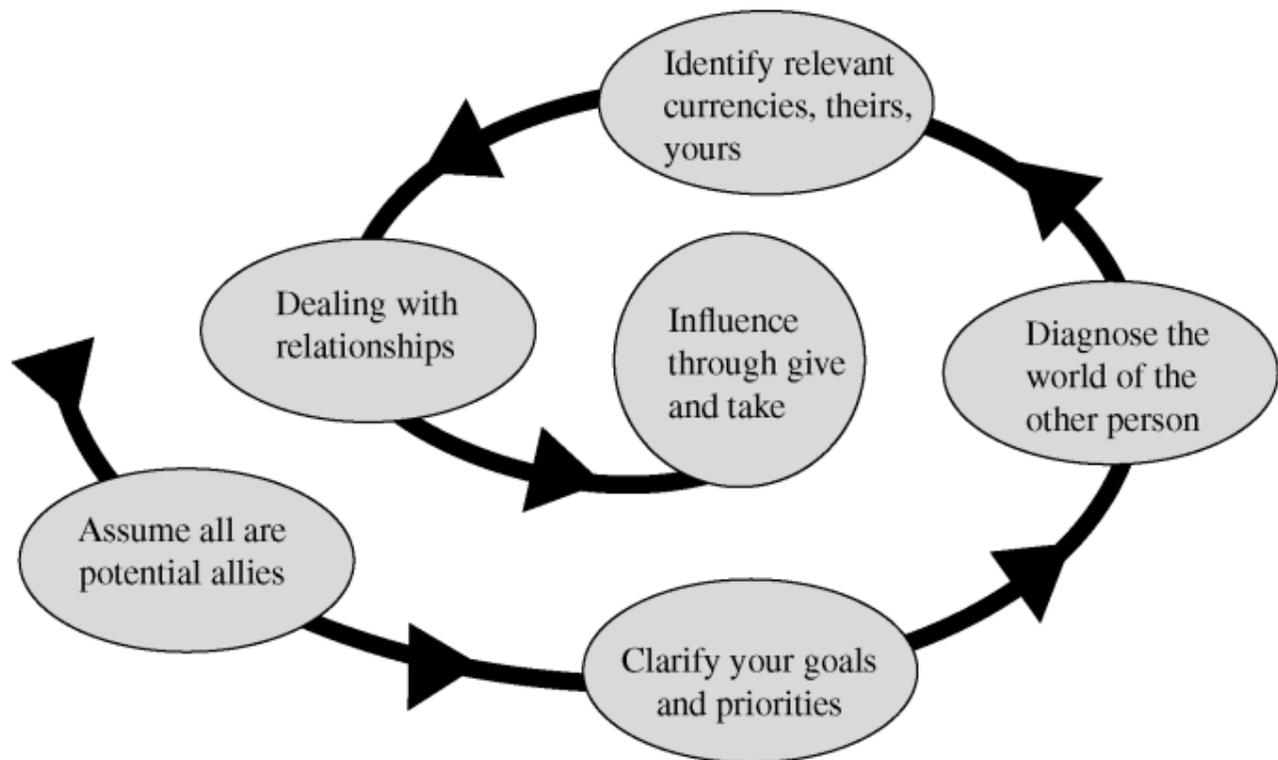


Table 1.3 Barriers to Influence

External

Power differential too big
Different goals, objectives, priorities
Incompatible measures and rewards
Rivalry, competitiveness, jealousy

Internal

Lack of knowledge about how to influence
Blinding attitudes
Fear of reactions
Fear of failing

Table 2.1 Examples of Reciprocity at Work

You Give

You Get

Work that job description calls for

Standard pay and benefits

Willingness to work on weekend to complete project

Boss praises you, mentions extra effort to higher-ups, suggests you extend vacation

Support for a colleague's project at a key meeting

Colleague gives you first shot at project results

A difficult analysis requested by colleague not in your area

Colleague tells your boss how terrific you are and/or goes out of her way when you need something

Figure 2.1

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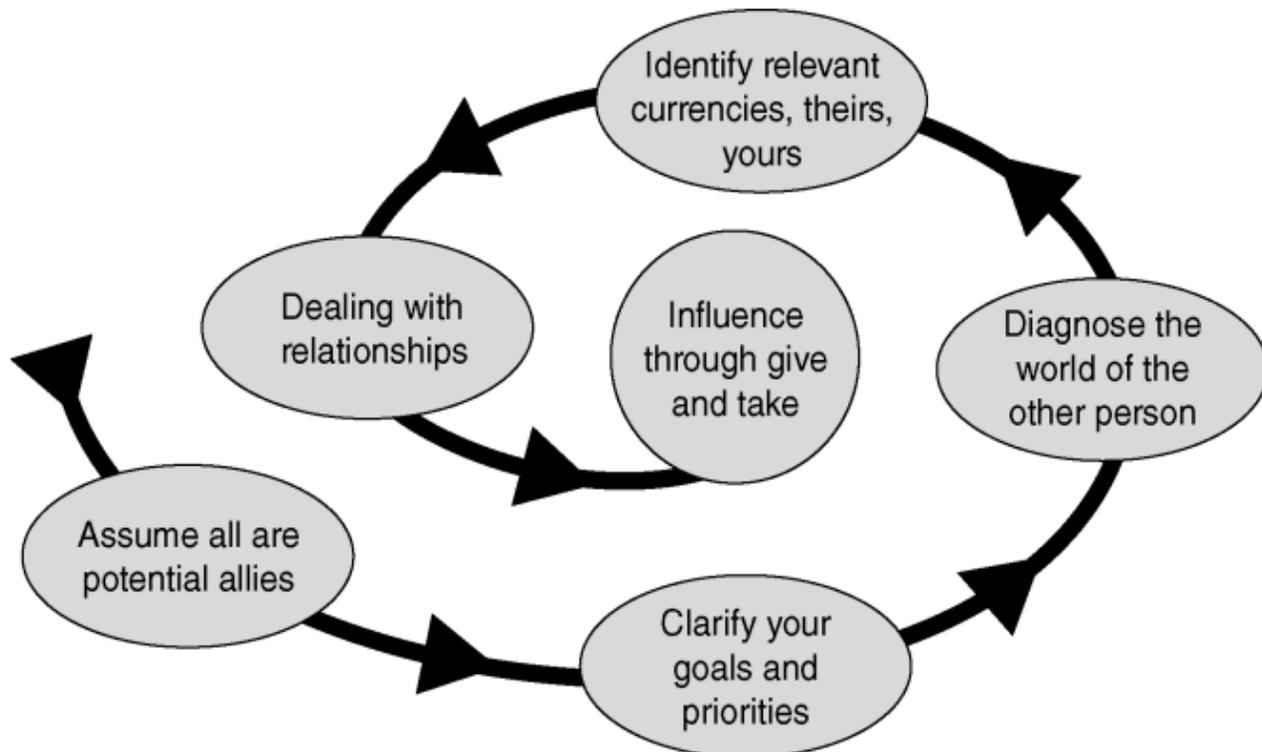


Table 2.2 Sources of Currencies

<i>Sources</i>	<i>Examples</i>
Organizationally determined	Performance, how to behave, reward system
Job determined	Meeting measures, doing required work well
Personally determined	Preferred style, reputation

Table 3.1 Currencies Frequently Valued in Organizations

Inspiration-Related Currencies

Vision	Working on a task with larger significance for unit, organization, customers, or society
Excellence	Having a chance to do important things really well
Mentoring, teaching	Help others grow and learn; passing along wisdom
Moral/ethical correctness	Doing what is “right” by a higher standard than efficiency

Task-Related Currencies

New resources	Obtaining money, budget increases, personnel, space, and so forth
Challenge/learning	Doing tasks that increase skills and abilities
Assistance	Receiving help with existing projects or unwanted tasks
Organizational support	Receiving overt or subtle backing or direct assistance with implementation
Rapid response	Getting something more quickly
Information	Obtaining access to organizational or technical knowledge

Position-Related Currencies

Recognition	Acknowledgment of effort, accomplishments, or abilities
Visibility	The chance to be known by higher-ups or significant people in the organization
Reputation	Being seen as competent, committed
Insiderness/importance	A sense of centrality, of belonging
Contacts	Opportunities for linking with others

Relationship-Related Currencies

Understanding	Having concerns and issues listened to
Inclusion/personal connection	Feeling closeness and friendship
Personal support	Receiving personal and emotional backing

Personal-Related Currencies

Gratitude	Appreciation or expression of indebtedness
Ownership/involvement	Ownership of and influence over important tasks
Self-concept	Affirmation of values, self-esteem, and identity
Comfort	Avoidance of hassles

Checklist for Avoiding Currency Traps

Don't underestimate what you have to offer. What do your training and experience give you?

Your Resources

- Technical
- Organization information
- Customer knowledge
- Political information

Who Would Value the Resource?

What do you control that requires no permission to spend?

- Reputation
- Appreciation
- Visibility
- Gratitude
- Recognition
- Respect
- Your personal help on tasks

Pay in what the other person values, not what you value.

- Fit with what you know about the person.
- Fit with the way the person likes to be approached.
- Give what the other person wants, even if you don't like it.

Are you willing to do more than is required?

- Go beyond job description.

Don't exaggerate or lie.

- Can you deliver what you promise?

Figure 4.1

Contextual Forces That Shape Behavior along with Personality



Figure 4.2
Inquiry Map

Areas of Inquiry	What I Know	Certainty Scale	Best Sources to Confirm
Key responsibilities		High Low 	
Priority tasks			
How the person is measured			
How the person measures others			
Primary departments and people the person interacts with			
Career aspirations			
Work and communications styles			
Worries, areas of uncertainty, or work pressures			
Previous work			

Figure 4.3
The Negative Attribution Cycle

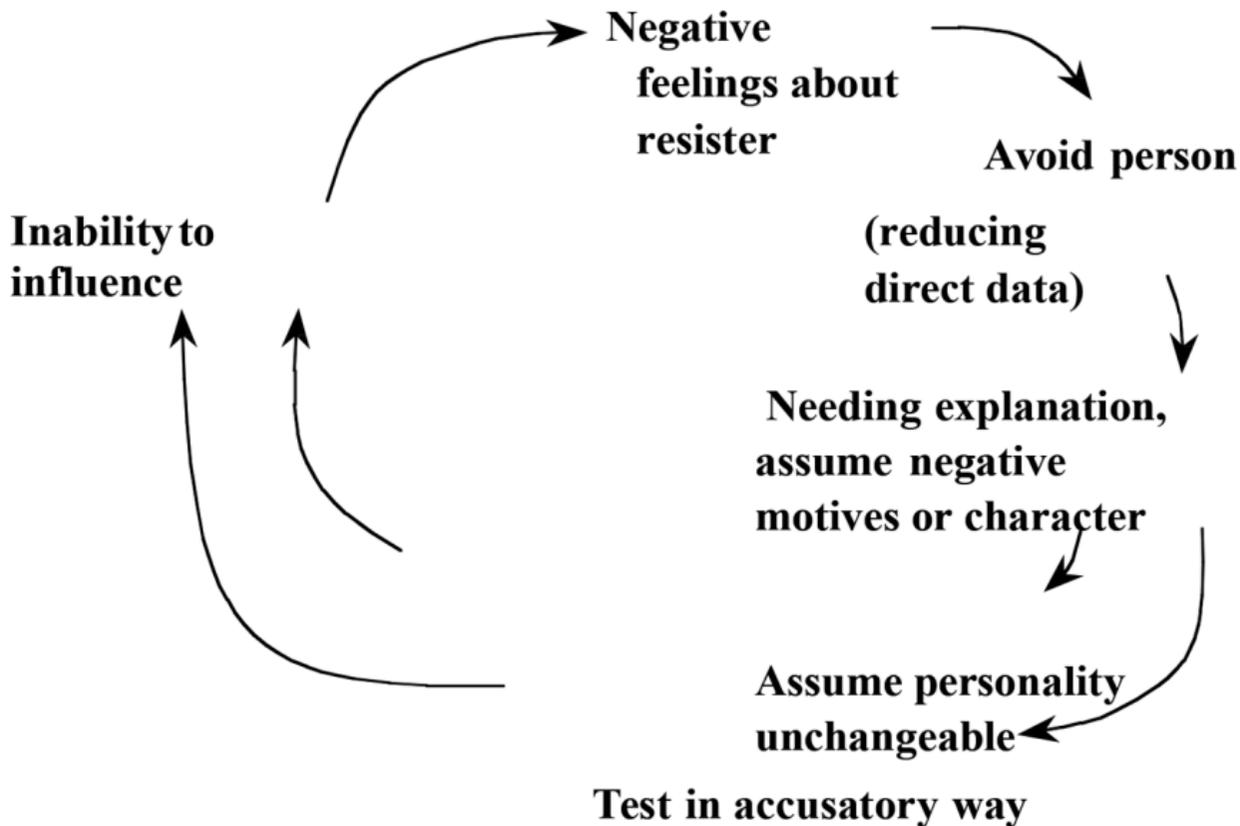


Table 6.1 Work Style Differences

Focus on problems [glass as half-empty, what hasn't been accomplished, what failed]	Focus on successes [what has been accomplished]
Divergent thinking [explores new options; expands what is being considered]	Convergent thinking [reduces options; pushes quickly to solutions]
Want structure [likes rules and routines; predictability, not surprises]	Comfortable with ambiguity [few rules and regulations]
Analysis, then action [studies options before acting]	Action before analysis [acts quickly; collects data from results, modifies]
Focus on the big picture	Focus on the details
Logical/rational [wants facts/data, does not trust intuition in self or others]	Intuitive [relies heavily on hunches, own "gut"—places less reliance on facts/data]
Seek risks [likes to take chances, willing to fail, try new approaches]	Avoid risks [tends to be very careful, prefers the "tried and true"]
Respect authority [supports established authority, may defer and not push back]	Discount authority [disagrees, pushes back on authority]
Relationships first [sometimes willing to sacrifice task quality for good feelings]	Task first [greater emphasis on task success than on good relationships]
Seek/value/encourage conflict [and disagreements]	Avoid/suppress conflict [and disagreements]
Competitive [likes to compete, turns situations into personal win-lose tests]	Collaborative [prefers to collaborate; seeks win-win outcomes]
Respond primarily to own needs [and concerns]	Take account first of others [needs and concerns]
Like to be in control [determines direction, nature of activities, wants to approve all decisions]	Like others to take control [determine direction, nature of activities, accept decisions]
Optimistic [about how things will turn out; sees probability of success]	Pessimistic [about how things will turn out; sees likelihood of failure]
Like working alone [on projects]	Prefer working with others

Table 6.2 Improving Relationships through Task or Relationship Approach

Start with Working on Task

Start with Repairing Relationship

Animosity is mild.

Animosity is strong.

Task can be accomplished even with animosities.

Bad feelings block task success.

Task success likely to improve feelings.

Even with task success, feelings won't improve.

Culture represses being explicit.

Culture supports being explicit.

Ally can't handle directness.

Ally welcomes directness.

Your style not suited to directness.

Your style suited to directness.

Task failure would hurt both.

Task failure won't harm the other person.

Table 7.1 Trading Strategies and When to Use Each

<i>Strategy</i>	<i>Conditions to Use It</i>
Straightforward trades (free-market trades)	Each has something other wants Roughly equal value Good existing relationships
Show how cooperation helps achieve ally's goals	Your interests match
Uncover hidden value	You can find unexpected benefits
Compensate for costs	You don't have desired resources. But you know costs and can pay in some other currency

Figure 7.1
Strategies That Fit Your Power Relative to Your Ally

		Dependence on Your Ally	
		High	Low
Your Power Relative to Your Ally	High	Mutual Exchange	Isolate
	Low	Plead, Get Help	Ignore (Pleasantly)

Figure 9.1

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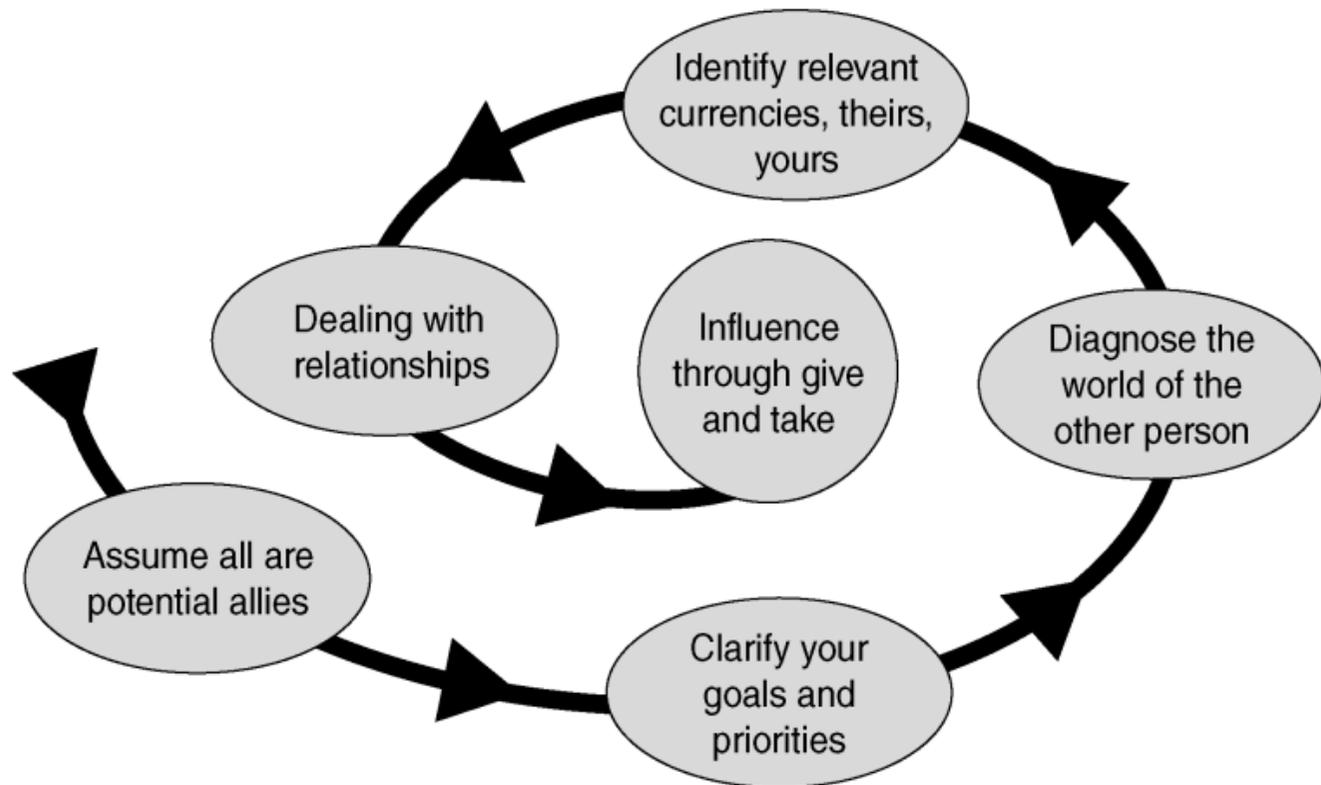


Table 10.1 Percentage of Commitment between Home Assignment and New Grouping

(Home Group:New Team %)

Committees	Matrix Teams	Task Forces, Cross-Functional Teams
70:30	50:50	30:70

Table 11.1 Mini-Translation Guide

Management Development Says

Finance Says

Developing coaching skills

Enhancing return on investment

Building trust

Reducing trading friction

Team building

Maximizing collective returns

Increasing management skills

Raising economic rents

Figure 13.1

Reciprocal Role Relationship

Your behavior causes me to react in a way that causes you to do more of the behavior, causing me to react, and so on . . .



Table 16.1 Drawing the Line between Influence and Manipulation

<i>Is it manipulation to:</i>	<i>Answer</i>
Be aware of what you are doing to gain influence?	No
Fit your arguments and language to the other party's interests?	No
Not mention your ultimate goal if not asked?	No
Exaggerate your costs to make the trade seem better?	No
Push yourself to become interested in and concerned for the other person?	No
Do a favor you wouldn't do for everyone?	No
Paint the most favorable picture of the benefits?	No
Fake caring and interest for the other?	Yes
Lie about your intentions?	Yes
Lie about your costs?	Yes
Lie about the benefits?	Yes
Commit to a payment you do not (intend to) make?	Yes
Seek weakness and vulnerability in others to get them indebted in ways that violate their integrity?	Yes
