

INFLUENCE WITHOUT  
AUTHORITY

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# Outline

- Introduction
- Influence without authority model
- What is influence ?
- Exchange
- Currency
- What has currency for you
- Acknowledgement
- Conclusion

# Introduction

- This model was proposed by Allen Cohen and David Bradford
- Influence is about give and take
- Whether we're conscious of it or not, we influence others and we're influenced by others every day all day long.
- Cohen and Bradford have created a roadmap for increasing our influence whether we have authority or have very little authority, whether we have what we call positional power like a CEO of a company or a doctor heading a clinic.
- Cohen and Bradford's model tells us that with a little bit of forethought, we can have greater influence on those around us.

## Influence without Authority Model



# Assume all are potential allies

**Assume all are potential allies**

**Approach each situation by considering the other person a potential ally.**



# Assume all are potential allies

- The first one tells us to think about other people as our allies
- What we mean by ally is someone who has our best interest at heart
- It costs us very little to think in that way.
- It's an attitude change and it increases our courage, our self-confidence and the chances of success when we approach another person, hoping we'll be able to influence their thinking, their actions or their values

# Clarify your goals

- It's being clear about what we want

**Clarify your goals and priorities**

**Establish why you are trying to include the other person.**

- What do you really want?
- If you thought of others as allies, what could be possible?
- Will the benefits of a victory be worth any risks you take?

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graph TD; A((Identify relevant currencies)) --- B((Diagnose the world of the other person)); B --- C((Clarify your goals and priorities)); C --- D((Assume all are potential allies)); D --- E((Deal well with relationships)); E --- A; C --- F((Influence via give and take));
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# Diagnose the world of the other person



- is to understand more about the other person.
- What do they care about?
- What are their needs?
- What are the pressures they are under?
- What are the expectations others have of them
- It means thinking about what they need in order to help you get what you need.



# Identify relevant currencies

## Identify relevant currencies

Identify what your potential ally truly values or needs in an exchange.

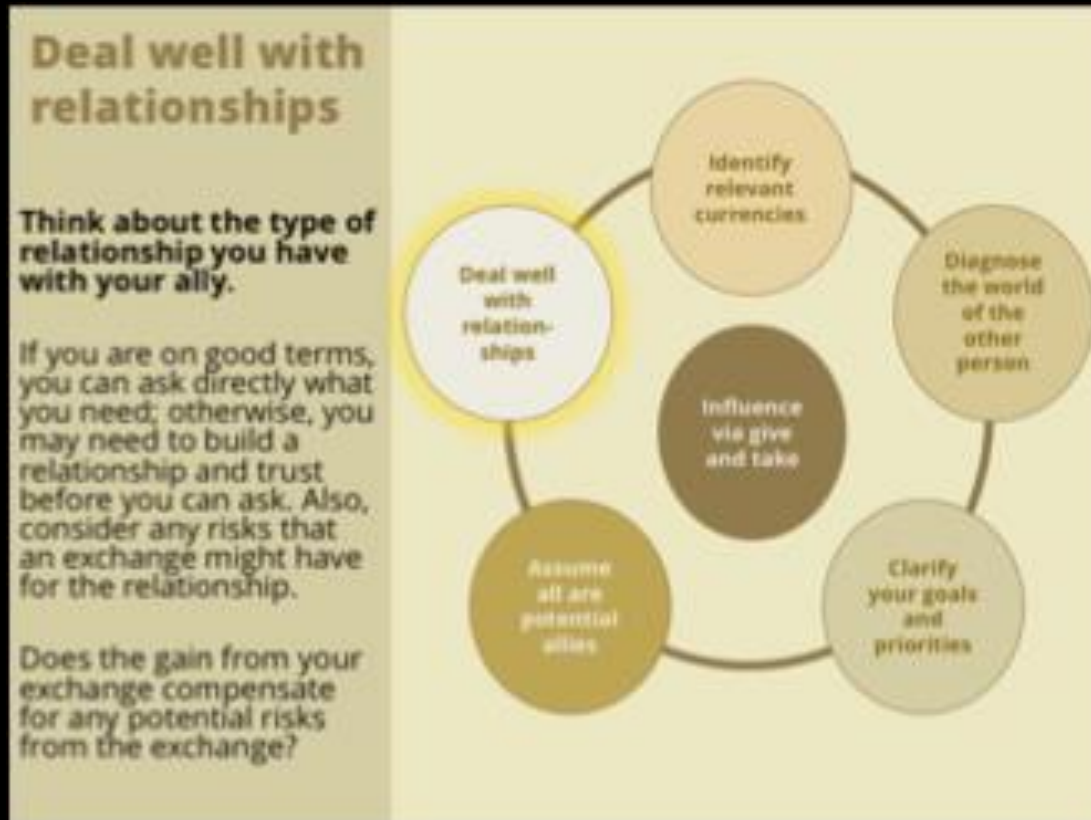
If they are above you in terms of authority and power, different things may have currency than those nearer to you in a hierarchy. Think about what those are for each person, whether above, below, or next to you in the power structure of work.

**Tip!** Practice active listening to better understand what has currency for others.



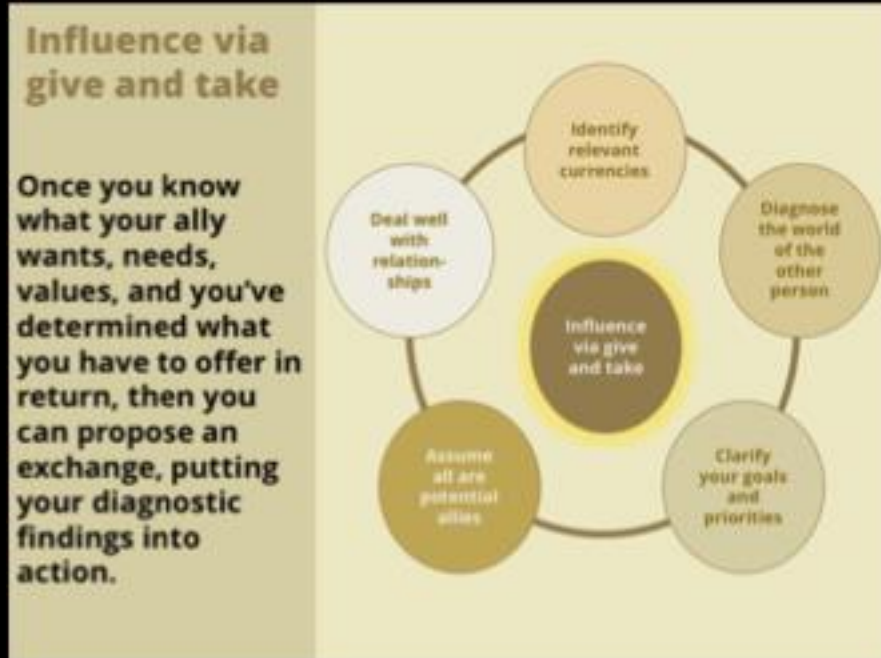
- we need to think about what has value to other people
- What has greatest value to them
- Is it reputation
- Once you know this, it can help you think about what the give and take might be when you approach them for an exchange or a negotiation
- This is also called identifying what currency is important to other people, what value or currency.

# Deal with relationships



- The fifth step in this model is to get along with people.
- It means that you need to keep a good balance of deposits against withdrawals in your relationships with other people
- it's a lot easier to ask for something from a person who already trusts you.

# Influence via give and take



- Influence relies totally upon offering something in return for what it is you're asking for.
- When we talk about give and take, we might be talking about a short-term give and take or return, or we might be talking about something much longer term.

# What is influence



- Bradford and Cohen define influence as the capacity to shape what happens next.

# Influence

**The Cohen/Bradford Model**  
suggests that *influence* almost always occurs in  
an environment of *reciprocity*.



- Reciprocity is just another word for give and take and this is basically the same ideas we covered when we talked about the emotional bank account.

# Influence

## Give and Take

### Give/Deposit:

- Understanding the other person
- Working overtime when needed
- Keeping commitments
- Showing support at a key meeting
- Helping someone out with a task
- Doing the work you're paid to do
- Providing constructive feedback
- Being dependable
- Apologizing

### Take/Withdrawal

- Losing your temper
- Being inconsistent
- Not keeping promises
- Showing disrespect
- Not listening
- Embarrassing someone in public
- Undermining decisions
- Gossiping

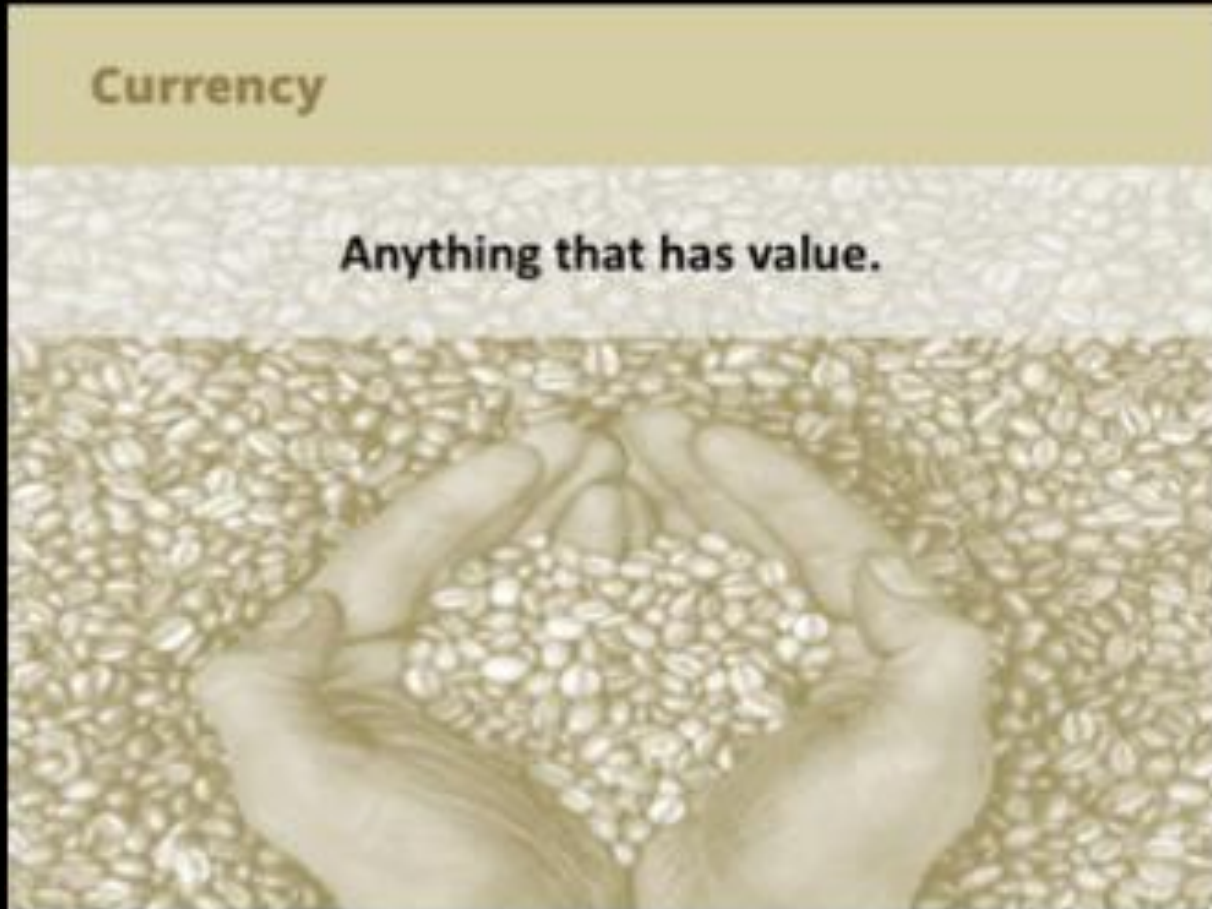
- These are examples of give and take and they encapsulate the idea of reciprocity in the Cohen and Bradford Model.

# Exchange



- Exchange means trading something of value for what you want.
- Like give and take, exchange can be both positive and negative.
- it's a lot better to have a bias towards positive exchange, just as it's best to have a bias towards making deposits in your emotional bank account and erring on the side of giving, as opposed to taking.

# Currency



- currency is something of value to other people
- It can range from fame and fortune, to getting help finishing a job
- The key to diagnosing what has currency for other people is simple, stop and think about what's important to other



# Types of currency



**Inspiration-related currency:  
value of excellence, ethical behavior,  
vision, and mission.**

- This refers to people for whom a vision or a dream or a mission has very high value.
- It's what motivates them and much of their life is devoted to achieving that dream
- People like Mandela and Martin Luther-King would be great examples of inspiration-related value or currency.

# Types of currency



**Task-related currency:**  
value of securing resources, rapid  
response, assisting others, being a  
source of information.

- This refers to people for whom getting the job done is highly important.
- They're looking for the resources, both financial and human, to get a job done under budget and on time.

# Types of currency



**Position-related currency:**  
value of being recognized, a good  
reputation, visibility, a sense of  
belonging, broad network and  
contacts.

- the type of currency important to politicians
- keeping a certain reputation
- having a large network or network of contacts, high recognition and high visibility
- If this is important to someone, your give and take is going to involve helping them achieve that or maintain that level of visibility, recognition and reputation.

# Types of currency



**Relationship-related currency:  
value of approval, acceptance and  
inclusion, feeling of understanding  
and being understood.**

- People for whom relationship-related currency is important are people who care very highly about being accepted by others, by being a part of the group.
- They care about inclusion and they care about approval of other people
- Knowing this can help you think about what exchange you might make with them as you try to influence that person.

# Types of currency



**Personal-related currency:  
value of comfort and peace,  
gratitude, personal ownership.**

- Personal-related currency refers to people for whom security might be of high value,
- peace, a lack of conflict, and maybe for people who value being recognized or thanked for the work that they do.

**What has currency for you?**

# What has currency for you?

- what has currency for you
- realizing that several of these things might have value for you at any one time.
- Or at different times in your life, certain things might be more important than they are at other times.
- So ask yourself what has currency for you
- what has currency for others,
- because this will be part of the exchange process that influence is based on.



**“The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn”**

*Alvin Toffler*



# Conclusion

- It is important to know yourself , as much as it is important to know your team members , stakeholders, receivers of your services
- The principle of influence without authority will make for a conducive work place and a better world
- **WHAT IS YOUR CURRENCY?**



For your attention.....

Thank  
you!

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Any  
Questions