

Influence without Authority[™]

Influencing Others to Champion Quality

The company's five quality directors were each assigned to a different division, but they encountered many of the same obstacles while trying to implement total quality management (TQM).

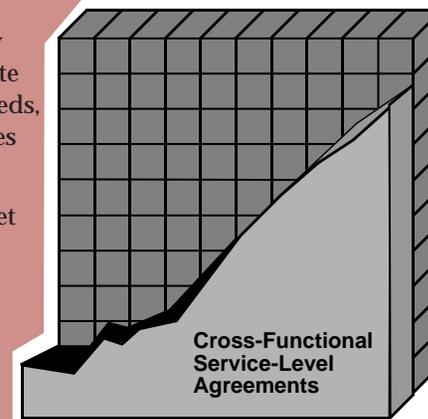
"None of us had won the consistent, active support we needed from our executives," one director recalls. "We were also stymied by turf issues. The different parts of our company just wouldn't buy into a single, coordinated TQM game plan." He adds, "We couldn't order our executives and line managers to get on board. We had to find another way."

The quality directors decided to participate as a group in ODI's *Influence without Authority* program. "We were already using several other ODI total quality programs to good effect, and we saw that this program might help us all become more effective—individually and as a team," the director says. *Influence without Authority* taught the quality directors how to identify and understand the legitimate needs of executives and line managers, how to connect TQM to those needs, and how to convince key players to invest the time, energy, and resources required to carry out the TQM implementation plan.

"We came out of the training with a whole new perspective on how to get things done," the director reports. "What's more, we saw that influence skills were essential not just for us, but for all our managers, since they were sure to encounter the same kinds of implementation roadblocks. *Influence without Authority* is now a standard component of our company's total quality management training."

After completing the *Influence without Authority* training, the quality directors

- Gained strong senior-management support for, and involvement in, their TQM implementation plans
- Persuaded executives to convene and personally lead ten cross-functional process management teams
- Facilitated the negotiation of more than 500 written cross-functional service-level agreements



Most of your company's key work processes span more than one department, function, or work group. Therefore, continuous process improvement depends heavily on organization-wide teamwork and cross-functional cooperation.

The problem is, the people who drive total quality at the grass-roots level—managers, project leaders, quality coordinators, trainers, and team leaders—often lack the formal authority required to break through the organizational and interpersonal barriers they encounter when implementing TQM.

The result? Delays. Dead ends. Frustration. And, ultimately, alienation from the total quality process.

Influence without Authority®

ODI's *Influence without Authority* program, based on Allan R. Cohen and David L. Bradford's book by the same name, prepares your managers, professionals, team leaders, and project managers to be successful champions of quality who move comfortably across functional lines, rally others behind their ideas, and exercise influence—even in situations in which they have no formal authority.

At the heart of *Influence without Authority* is the concept of influence through exchange. Participants learn how to influence others through a win-win process in which they and those they influence receive value through their interaction.

Specifically, *Influence without Authority* shows participants how to

- Persuade key players to invest the time, energy, and resources required to move total quality projects ahead
- Establish cohesive, highly functional quality action teams
- Link different groups, functions, and departments in coordinated process improvement efforts
- Build support for total quality upward (with bosses) and downward (with employees)
- Achieve consensus on total quality goals and success criteria

Program Materials and Services

The following *Influence without Authority* program materials and services are available:

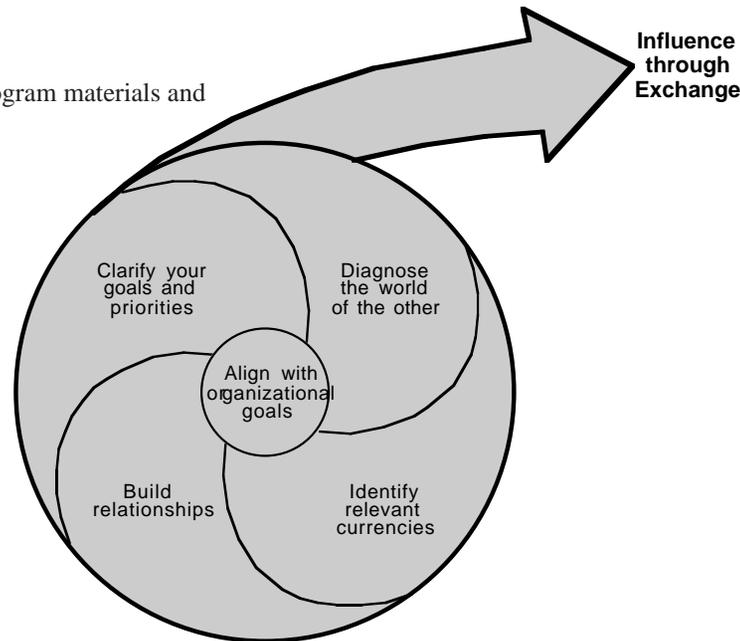
Set of four videocassettes
Participant Workbooks
Feedback surveys
Facilitator Manuals
Facilitator workshops
Implementation consulting
Influence without Authority book

The program is composed of five main modules and a feedback module.

 "Influence in Today's Organization"—explains the critical role that influence skills play in work success and presents a simple yet effective model for expanding one's influence through strategic, mutually beneficial alliances

 "Influencing across Your Organization"—presents specific tools that help participants understand the world of those they wish to influence, thus avoiding false assumptions that could limit their ability to gain cross-functional support for total quality initiatives

 "Getting Work Done with Difficult Colleagues"—prepares participants to turn unproductive work relationships into constructive partnerships that advance quality improvement



"Influence and Your Boss"—teaches participants skills for influencing superiors, including how to speak their boss's language and how to move projects ahead by linking their own quality improvement goals and projects to their boss's priorities



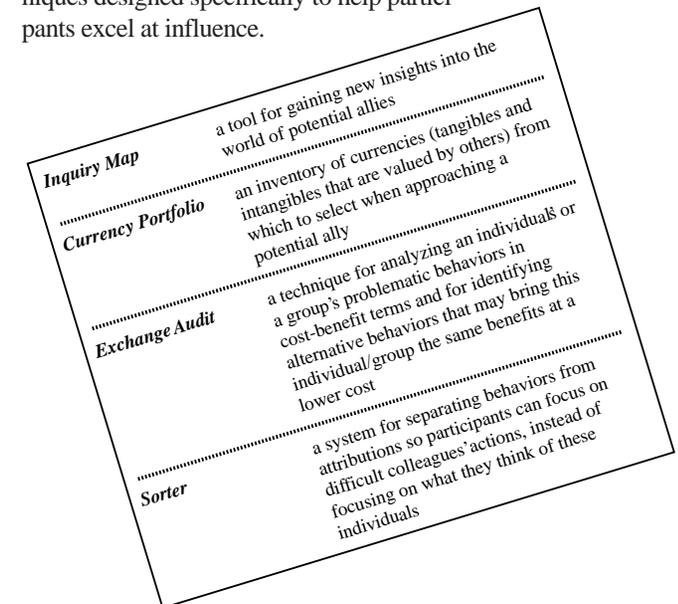
"Building Your Influence Strategy"—prepares participants to apply their newly acquired skills back in the workplace and build a personal strategy for using influence to advance a specific quality improvement task or project



"Your Influence Skills"—helps participants gather feedback they can use to assess their own influence skills, analyze the role of influence in the work groups or quality action teams they lead, and determine how they and their teams can best exercise influence across functional boundaries

Influence Tools

Influence without Authority emphasizes the practical application of influence skills and provides proven tools and techniques designed specifically to help participants excel at influence.



Facilitator Certification

ODI will certify individuals from your organization to serve as facilitators of *Influence without Authority*. Facilitator certification prepares your people to train their colleagues in *Influence without Authority* concepts and skills. We also prepare your in-house facilitators to become active and effective champions of total quality, even after their training duties have been fulfilled.

There are several reasons why your organization may want to consider facilitator certification. Many participants find it easier to accept and assimilate new concepts and approaches when they are presented by someone from inside their organization. Your trained facilitators can help sustain total quality commitment over the long term by encouraging involvement and by providing timely and expert assistance to all your employees. Finally, facilitator certification is often the most cost-effective way to deliver *Influence without Authority* training.

ODI can provide facilitator training through a five-day public certification workshop or a private on-site certification workshop. Each of your facilitators receives an *Influence without Authority* Facilitator Manual, which includes all the program materials provided to participants, supplemented with detailed facilitator notes on conducting and coordinating training sessions.

Benefits

Influence without Authority prepares managers, professionals, team leaders, and project managers to overcome the organizational and interpersonal barriers they encounter when implementing total quality management. Participants learn and apply influence skills and approaches in their own work groups to gain support for total quality from their bosses and employees. They also build win-win alliances with colleagues in other departments to advance cross-functional process improvement.

About Organizational Dynamics, Inc.

Organizational Dynamics, Inc. (ODI) is a global management consulting, research, and training company that has been helping organizations manage change, improve quality and productivity, and enhance customer satisfaction since 1970. ODI is headquartered in Boston, London, and Singapore, with offices in major cities throughout the United States and the world.

More than 150 experienced professionals stand behind ODI's consulting services and training programs, which have been used by more than 2,000 organizations and over 250 medical centers and hospitals around the world. ODI works with many of the top 100 Fortune companies and other leading business, government, and healthcare organizations. Our clients include ABB, AirTouch Communications, BellSouth, British Airways, Caltex, CIBA-GEIGY, Columbia HCA, Citizens Utilities, Cox Communications, DOD, Electrolux, EPA, Eveready, Federal Express, General Electric, Gillette, the Hong Leong Group, Hybritech, Lufthansa, NASA, Nestlé, Overlook Hospital, Philips Electronics, Procter & Gamble, Saudi Aramco, SKF, TCI, Union Carbide, UNUM, the U.S. Coast Guard, the United States Postal Service, and Volkswagen.

Cohen and
Bradford

Every participant in the program receives a copy of *Influence without Authority* (John Wiley & Sons, 1990). In their book, co-authors Allan R. Cohen and David L. Bradford tell their readers, "You can be influential without being antagonistic." They then explain why influence skills are so important.

"When everyone is skilled in the forming of alliances and in creating exchanges where they can acquire influence, organizations can be fast, flexible, focused, and fit to their environments."

"We consider all transactions in organizations as exchanges between people. The exchanges can support the organization's goals, or undermine them."

"You can do your share to make your organization more effective—and help yourself in the process—if you accept that there is no escaping exchange, and put your energy into doing it well on behalf of your department and overall organization."



ODI

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