

CUTTINGS

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Compiled and edited by Geof Cox

Getting Results Without Authority

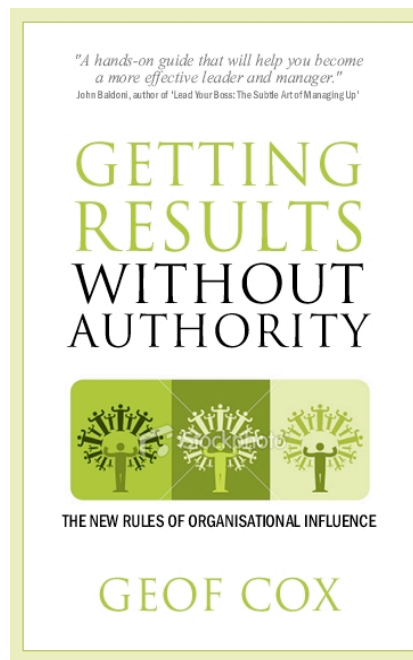
This edition of Cuttings is a temporary suspension of my usual editorial policy to not self-promote, in order to launch my new book which is published this month.

Getting Results Without Authority is aimed at helping people to increase their influence – the process by which one person gets another to do something – which is becoming increasingly important in the new structures and relationships of today's organisations.

As the business environment changes we have to get quicker results and get things done through others. We have to get commitment for projects and deadlines for which we are responsible. We need to get the agreement and cooperation of people who do not work directly for us, but whose outputs are critical to our success. Matrix and project based organisation structures distort working relationships. We often find we do not have the authority to get things done.

But just getting things done is not enough. Today's workforce does not respond positively to anything that is remotely autocratic or authoritarian in style. So even where you do have authority to tell people what to do, you cannot use it without regard to the longer term impact. And in situations where you do not have authority, you cannot afford to upset the other parties, as you will need their continued cooperation on this or future projects. So, you need to develop skills which will not only get what you want, but also build or at least maintain a positive working relationship with

the other parties. You need to develop positive influencing skills that have the effect that people do things because they "want to" rather than because they "have to."



No-one consciously takes on a new activity with the intention of sabotaging it, and no-one deliberately sets out to put barriers in their route to success. Yet our presentations don't succeed, our partners get upset and hold grudges against us, and relationships worsen rather than improve when we try to intervene. This book is about understanding why this happens and gives you the skills to get a different result.

What people need is a process and set of tools that will help them to be more successful in getting the results they need from their interpersonal relationships. Too many people do not strike the right balance between task completion and relationship

building: they either focus too much on the task objective and put the long term relationship at risk, or spend too much effort on ensuring a good relationship and not achieve the task.

For many, the current pressures of work cause us to focus too much on getting the job done at all costs – and very often the cost is in the continued ability to work effectively with others. One recent client reported an increase in aggressive and bullying behaviour by managers who were under increasing pressure to achieve more with less. This was affecting the relationships inside their teams which, in turn, was having an impact on their customers.

People also need to have a flexible approach to be able to meet the myriad of different situations and people with whom they need to interact. The book outlines different styles that one can adopt with practical exercises and case studies taken from real life situations to help develop the competence and confidence to use those styles.

Anyone who needs to get results in situations where they do not have the positional power of authority – including project managers, project team members, those working in matrix organisations, technical staff, internal consultants, and professional staff – will benefit, along with those who do have a position of authority, but do not want to use that authority to tell people what to do.

Getting Results Without Authority by Geof Cox, BookShaker ISBN 978-1-907498-30-5. **Buy now at the special price of £10.00 including p&p through the website.**

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Snippets

A bumper collection of thought provokers and quotations...

- ✂ “The invariable mark of wisdom is to see the miraculous in the common.” *Ralph Waldo Emerson*
- ✂ “You can't fake caring. If you really understand why leaders fail, it's because they are unable to care.” *Len Roberts*
- ✂ “The final test of a leader is that he leaves behind him in other men the conviction and the will to carry on.” *Walter Lippmann*
- ✂ “When the heart and the body are not peaceful and together, the mouth must stay shut.” *American Indian Proverb*
- ✂ “A happy life consists not in the absence, but in the mastery of hardships.” *Helen Keller*
- ✂ “A leader is a dealer in hope.” *Napoléon Bonaparte*
- ✂ “A successful individual typically sets his next goal somewhat but not too much above his last achievement. In this way he steadily raises his level of aspiration.” *Kurt Lewin*
- ✂ “As we look ahead into this new century, leaders will be those who empower others.” *Bill Gates*
- ✂ *Bill Tolbert* points out that “If you're not part of the solution, you're part of the problem” is less useful than the alternative formulation: “If you're not part of the problem, you can't be part of the solution”
- ✂ “Imagination is the living power and prime agent of all human perception.” *Samuel Taylor Coleridge*
- ✂ “You cannot escape the responsibility of tomorrow by evading it today.” *Abraham Lincoln*
- ✂ “If you want to faster, go alone. If you want to go further, go together.” *African Proverb*
- ✂ “You cannot raise a man up by calling him down.” *William Boetcker*
- ✂ “You just have to decide if you're a Tigger or an Eeyore.” *Randy Pausch*

Book review Beyond Crisis

This new book is penned by my colleagues Gill Ringland, Oliver Sparrow and Tricia Lustig of SAMI Consulting.

Experts in future proofing for organisations, the authors take a very detailed look at all of the trends and underlying drivers of the current economic crisis and propose a new direction for organisations who wish to not only survive, but thrive in the new reality.

The next decade will present organisational challenges on an unprecedented scale. As the book cover so clearly states “There will be no return to business as usual.” What *Beyond Crisis* shows is how organisations can survive and succeed in the midst of this chaos.

The authors introduce the concept of a ‘purposefully self-renewing organisation’ to deal with this situation. This has, for me, some of the attributes of Arie de Geus’ *Living Company* which is not surprising as both Arie and SAMI were at the birth of scenario planning in Shell.

Initially, the book graphically depicts the scale of the financial and economic crisis and how it has blighted organisations in every sector. The comparison graphs and pie charts are sobering, and they underline why there will be no business as usual, or even an easy return to any form of normality.

The ‘purposefully self-renewing organisation’ outlined by the authors seeks to provide a framework and a range of tools for diagnosing the situation and for creating solutions. They seek to redress the imbalance between the focus on the short term operating machinery of organisations and the more forward and longer range thinking which develops insight into the operating environment that then creates options for portfolio development.

Anyone organisation wishing to ride out and benefit from the current crisis will benefit from considering the models and using the tools provided in this book.

Beyond Crisis, Gill Ringland, Oliver Sparrow & Patricia Lustig, Wiley, ISBN 978-0-470-68577-8

Upgrade to Motivation3.0

In the words of Dan Pink in his book *Drive: The Surprising Truth About What Motivates Us*, different motivational operating systems, or sets of assumptions and protocols about how the world works and how humans behave, run beneath our laws, economics, and business practices.

In Motivation 1.0 humans are biological creatures, struggling for survival. It has been in operation since humans first lived on Earth. In Motivation 1.0 we ‘have to’.

Motivation 2.0 presumes that humans also respond to rewards and punishments in their environment. This developed as humans developed more complex societies – we ‘get to’.

Motivation 3.0, the upgrade we now need, presumes that humans also have a third drive: to learn, to create, and to better the world – we ‘want to’.

We all operate at all three levels, but the higher you move up a motivational operating system version, the more self-motivated and committed you are to doing. Try this simple self-reflection exercise: List the things you “Have to do” or “Get to do” or “Want to do.” Now reflect on your different levels of commitment.

MORE INFORMATION

Cuttings is published by New Directions and distributed through an international network of consultants and trainers who work together to learn, research, design and provide consulting and training in individual, management, and organisation development.

On our websites you will find downloadable copies of all past issues of **Cuttings** plus a discussion blog, articles and information on our network and services, plus links to partners’ websites and services.

To discuss any ideas and to access the network, please call me direct:

Geof Cox

New Directions Ltd,
26a Downleaze, Bristol BS9 1LZ, UK
phone: +44 (0)117 968 1451
mobile: +44 (0)7753 626284
email: geofcox@newdirections.uk.com
web: www.newdirections.uk.com
www.gettingresultswithoutauthority.com
www.learningconsortium.eu