



WARNING

This Presentation May Impact Your Future Success





Overview

- Today's Objectives
- Key Definitions
- Principles to Follow
- Examples of Leading without Authority
- How to Develop and Present Your Ideas
- Examples of Developing and Presenting Ideas
- Team Breakouts How to Sell Ideas
- Questions



Today's Objectives

 To improve your ability to lead or influence without authority.

 To improve your ability to develop and sell your ideas.

 To build your self-confidence to influence and lead.



Audience Poll

On a Scale From 1(low) to 5(High)

 What is your understanding of the concept of leading without authority?

 What is your confidence level in leading without authority?

 What is your confidence level in developing and presenting your ideas?



"Ninety-nine percent of all leadership occurs not from the top but from the middle of an organization."

John C. Maxwell, The 360° Leader

You may be able to grant someone a position, but you can not grant him real leadership. Influence must be earned."

John C. Maxwell, *The 360° Leader*

Definition of Leadership

Leadership is the ability to influence others or have others follow you with or without authority.



Lead / Influence Without Authority

Background

Situations

Key Definitions



Why The Need to Lead Without Authority?

- Flatter or more lateral structures
- Globalization
- Competition
- Cross-functional teams
- Complexity of problems
- Fewer middle managers



Situations The Need to Lead Without Authority

- You are heading a cross-functional team, but you can not get everyone to cooperate
- You are in the product development department of your company but can not get the marketing department to cooperate with you
- You have a great idea, but you are in a lower organizational position and can not get management to support your idea
- You are struggling to get the attention of your boss or peer on a particular issue

Your Situations

- Pushing a new product through development (why is this protocol best, why is this better than other ideas, what is market)
- <u>Customer Service Situation</u> customer needs something (free product, etc.) and manager is not available
- <u>Collaborative team is not working together</u>, person not pulling weight, therefore your work is not getting done. How to work through this, motivate/coach colleague?
- <u>Diplomacy</u> when product or protocol is failing, how do you tell people that nicely? Closely tied to Solution Provider (below)
- <u>Solution Provider</u> when something is not working, and you need to tell your boss, how do you come up with a plan of action before going to them? Better than just accepting defeat and asking them to solve problem for you.
- Active Listening is important in science, and to build rapport



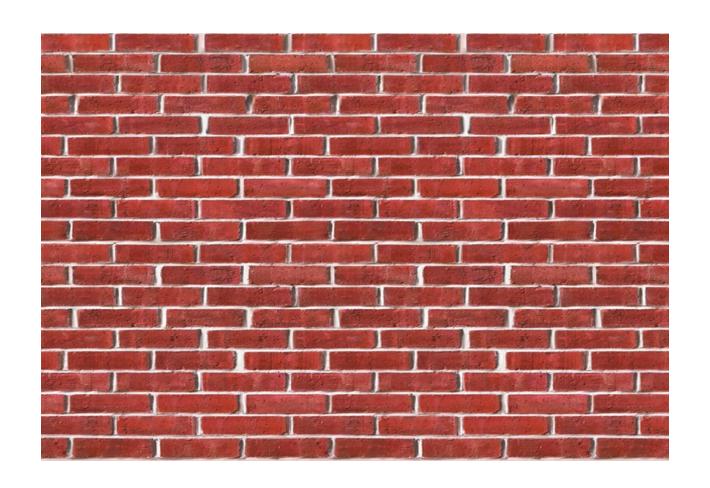
Lead or Influence Without Authority

Lead or Influence Without Authority

- To influence, or even improve, the performance of people without any formal control over them.
- To earn the trust and following of the people around you in all situations.
- To get others to do something because of the vision you have created and not your title.
- To strive to make the world around you better.



Barriers to Leading Without Authority





Barriers













Principles to Follow: Leading without Authority



Principles to Follow

Create a Act as a Collaborative Be Prepared **Facilitator** Environment Set objectives Know your les Leave egos at and measure audience the door along the way Have answers and examples Enthusiasm is Motivate and to combat contagious communicate questions If you fail to Form a single Avoid being plan, you plan body of overinvested to fail authority in outcomes



Example of Leading Without Authority

Research – Skill Gaps



Why do companies hire so many consultants?



Business Issues

50% to 60% of new hires lack these soft skills

50% to 60% of existing workforce lack these soft skills

The skill-gaps continue and are getting wider

What's the Value Proposition to UMSL?

1

 UMSL is the #1 provider of graduates to the St. Louis workforce

2

Better prepare students for the workforce

3

 Branding as a leader in higher education – publish research

Project Results

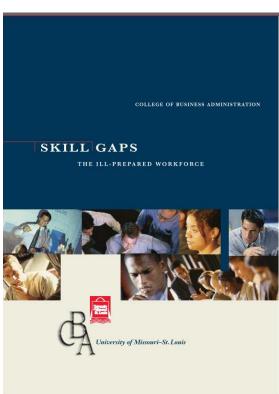
 Conducted and published research in 2008, 2010 and 2012

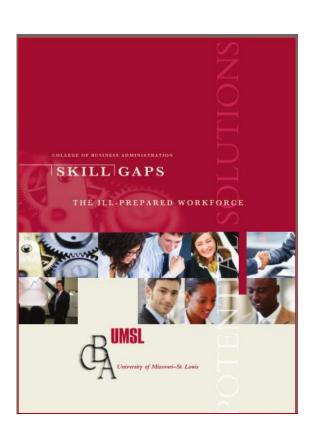
Added a new class – Project Execution



Skill Gap Story











2012 Results - Critical Skills & Skill Gaps

Critical Skills	Skill Gaps
1. Communication – Oral	1. Leadership
2. Communication – Written	2. Communication – Written
3. Active Listening	3. Mentoring
4. Teamwork/Collaboration	4. Strategic Planning / Strategic thinking
5.Time Management	★ 5. Critical/Analytical Thinking
6. Prioritization, Focus	★ 6. Active Listening
7. Customer Service / Relationship – External	7. Presentation Skills
8.Critical/Analytical Thinking	8. Creativity / Innovation
9. Decision Making	9. Customer Service / Relationship – Internal
10. Customer Service / Relationship – Internal	10. Decision Making



How to Develop and Present / Sell Your Ideas



Identify and Analyze the Issues

 "If I were given one hour to save the planet, I would spend 59 minutes defining the problem and one minute resolving it," - Albert Einstein

Define the Problem

Define the Need Define the Options Evaluate the Options

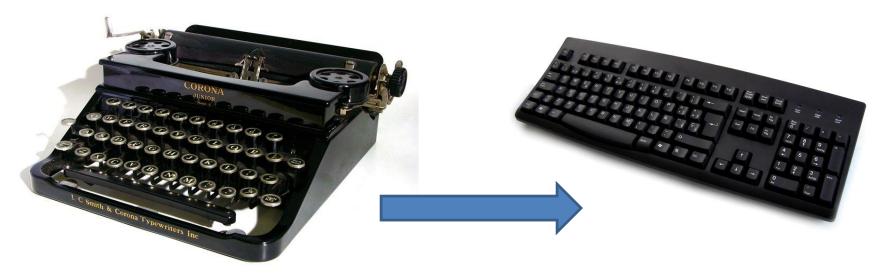
Present Recommen dation



The Qwerty vs Dvorak Keyboard Acceptability / Degree of Change

Qwerty Keyboard

Qwerty Keyboard



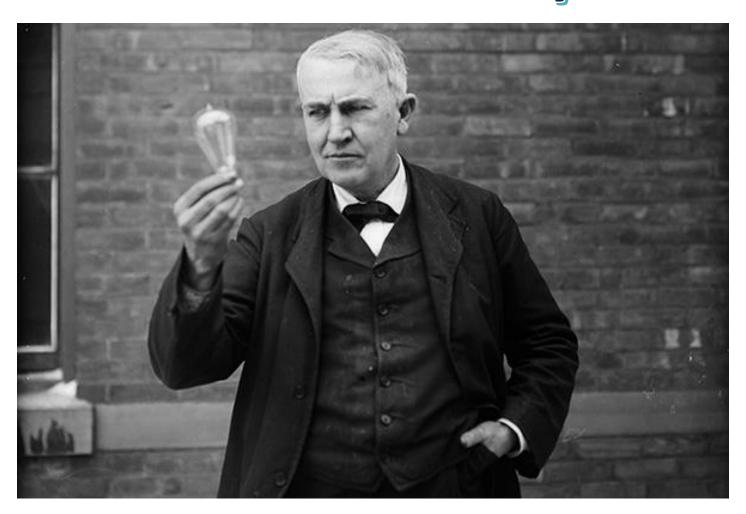


Dvorak proponents claim the Dvorak layout uses less finger motion, increases typing rate, and reduces errors compared to the standard Qwerty keyboard.

Wikipedia

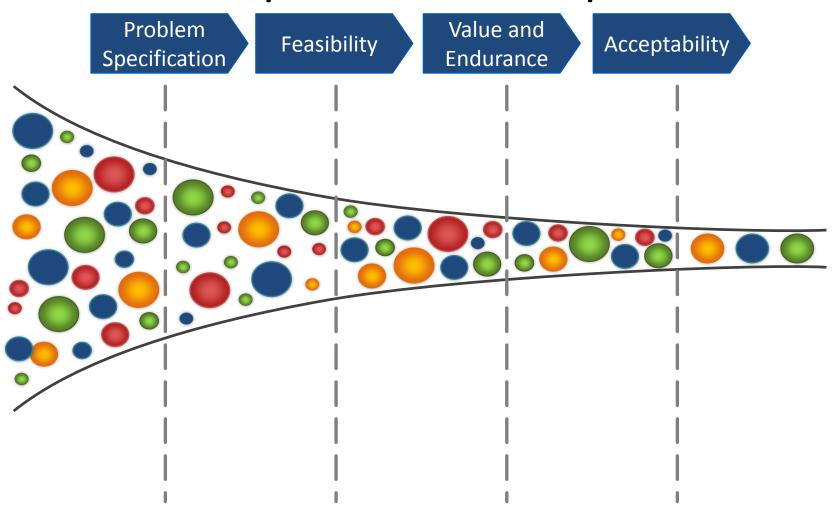


Edison and Electric Lamps Reversibility





Stage Gate Process Develop and Assess Options





Present and Follow Through

Define Objective

- Clearly state the problem or issue
- Reach a common understanding

Develop Alternatives

- Do nothing option
- What are the 3 or 4 best options?

Evaluate Alternatives

- What are the Pros and Cons for each?
- What are the financials cost and benefits?

Make Recommendation

- Review the analysis of the options,
- What is the #1 recommendation? Include the implementation plan

Decision/Approval

- Make presentation to management
- Recommendation approved



PROCESS – SELLING AN IDEA EXAMPLE TEAM BREAKOUTS



Define Objectives - Current Situation

Issue: In order to get to work for my new job, I need a means of transportation as I live 30 miles away

Objective: To find a cost-effective, and time-efficient solution to my transportation needs in order to get to work for my new job



Alternatives

- Alternative 1 Do Nothing
- Alternative 2 Use public transportation
- Alternative 3 Buy a new car
- Alternative 4 Lease a car

Alternative 5 – Buy a used car



Alternative 1 – Do Nothing

Pro's

- Save on money
- May be able to work from home
- Save time spent on the road

- May lose my job
- Tough to coordinate with people at work from home
- Haven't found a means to travel to other places



Alternative 2 – Use Public Transportation

Pro's

- Keep my job
- Save on money on costs associated with a car

- Restricted by the timing of public transportation
- Can not travel to all places with public transportation



Alternative 3 – Buy a New Car

Pro's

- Keep my job
- Investment in a new car
- Can travel to work and other places
- Don't have to worry about issues with car maintenance

- Car loans Large, 60 months
- Affordability
- Have to travel 30 miles each way
- Other costs gas, insurance, etc.



Alternative 4 – Lease a Car

Pro's

- Keep my job
- Can travel to work and other places
- Don't have to worry about issues with car maintenance

- Affordability
- Have to travel 30 miles each way
- Other costs gas, insurance, etc.



Alternative 5 – Buy a Used Car

Pro's

- Keep my job
- Can travel to work and other places
- Investment in a used car

Con's

- Car loans Small, 24 months
- Affordability
- Have to travel 30 miles each way
- Other costs gas, insurance, etc.
- Maintenance Costs



Alternatives Analysis - Summary

Alternatives

	1	2	3	4	5			
Evaluation Criteria								
	1 to 5							
Cost	5	4	1	1	3			
Affordability	5	4	2	2	3			
Convenience	1	2	4	4	4			
How well it addresses the issue	1	2	5	5	5			
Timing of Option	2	4	4	4	4			
Ranking	12	16	16	16	19			



Alternative # - Financials Example

	Sur	nmary	- E	Busi	nes	ss Ca	se Template
		Tang	gible	•			Comments/Desription
				Benefit			
D	Total	Yr 1		Yr 2		/r 3	
Benefits							
One Time Benefits							
Revenue	200	120)	50		30	
xx	200		- 5	50		30	
xx	200 200			50 50		30 30	
xx							
Total One Time Benefits	\$ 800	\$ 480	\$	200 800	\$	120	
Ongoing Benefits							
	200	120		50		20	
Revenue xx	200 200			50 50		30 30	
xx	200		- 5	50		30	
xx	200	120)	50		30	
Total Ongoing Benefits	\$ 800	\$ 480	\$	200	\$	120	
Total Benefits	\$ 1,600	\$ 960	\$	400	\$	240	
•	Total						
Costs							
One-Time Costs							
Costs	100	20)	50		30	
xx	100			50		30	
xx	100			50		30	
xx	100	20		50		30	
Total One Time Costs	\$ 400	\$ 80	\$	200	\$	120	
Ongoing Costs							
Costs	100	20		50		30	
Costs	100			50 50		30	
xx	100			50		30	
xx	100			50		30	
Total Ongoing Costs	\$ 400	\$ 80	\$	200	\$	120	
Total Costs		\$ 160	\$	400	\$	240	
		•					
Net Benefits	\$ 800	\$ 800	\$	-	\$	-	
Comments:			+				
Net Present Value							
Payback							



Recommendation – Alternative #5

Address Needs

- I now have a way of getting to work for my new job and also other places
- I do not risk losing my job

Cost/Affordability

A used car is not as expensive as a new car

Convenience

It is convenient as I do not have to rely on others

Timing

 I can get the car within 30 days which is before I start my new job

Other Benefits

I can sell the car in the future



30/60/90 Day Plan - Recommendation

	30/60/90 Day Plan							
			August					
Ref#	Project/Action Steps	Responsibility	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 1
1	Research various used car	Me						
	dealerships							
2	Determine 2- 5 cars to look at	Me						
3	Visit dealers to test drive cars	Me						
4	Decide on one car to buy	Me						
5	Finalize deal	Me						
6	Check financing	Me						
7	Get insurance	Me						
8	Start work	Me					9/1	



Team Breakouts – Preparing a Presentation to Sell an Idea

40 minutes



Team Break-Outs – 40 Minutes

- 1. Break into teams: 6 to 10 each
- Teams share their individual ideas to sell
- 3. Each team selects 1 idea from the group for the exercise
- 4. Each team prepares a presentation to present their idea
 - 1. Using wall charts provided
 - 2. Each team will have: Facilitator, Scribe, Presenter
- 5. Each team will make their presentation
- 6. Group discussion on lessons learned
- 7. Each individual completes start, stop and continue



Wall Charts

1.→Define-ObjectiveCurrent-Situation¶	
Issue:-	1
Objective: ¶	1
	ı
	ı
	ı
2.→Alternatives.—·3·to·5·Alternatives¶ ¶	
•→ Alternative·1··Do·Nothing¶ ¶	
•→ Alternative·2·─·¶ ¶	
Alternative·3·¶	
¶	
•→ Alternative·4··¶ ¶	
•→ Alternative·5·–¶	

4.→ Alternative · Analysis - · Summary ¶

	Alternatives¶							
101	1¤	2¤	3¤	4¤	5¤			
Evaluation-Criteria Define · 3 · to · 5 ¤	1-5¤	1-5¤	1-5¤	1-5¤	1-5¤			
1.¤	121	101	121	m	n			
2.¤	n	m	n	n	n			
3. ^m	101	101	131	n	n			
4.¤	n	x	x	n	n			
5.¤	131	x	x	n	n			
Total¤	n	121	ш	n	m			

5.→Recommendation-–-3-to-5-Reasons-------Alternative-

```
•→ Reason·1·—·¶

¶

•→ Reason·2·—·¶

¶

•→ Reason·3·—·¶

¶

•→ Reason·4·—·¶

¶

•→ Reason·5·—•¶

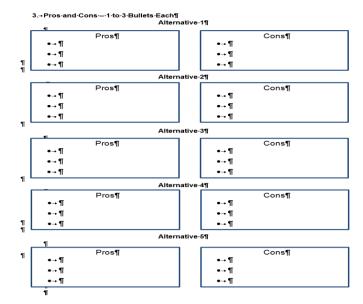
¶

¶

•→ Reason·5·—•¶

¶

¶
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6.→30/60-Day-Plan---Recommendation¶

	Alternative _											
		30/60 Day	Plan									
		I			Augus	t				Sept		
Ref#	Project/Action Steps	Responsibility	Wk 1	Wk 2	Wk 3	Wk 4	Wk5	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5
1												
2												
3												
4												
5												
6												
7												
8												
9												
10												

Other-Comments¶



Resistance Checklist

Criteria for Resistance to Change	Ideal Setting	Your Idea
Compatibility – Ability to work with pre-existing technologies	High	High/Med/Low
Reversibility – Ability to go back to pre-existing technologies upon introduction	High	High/Med/Low
Risk – The dangers associated with it	Low	High/Med/Low
Complexity – Intricacy of the idea	Low	High/Med/Low
Marketability – Ability to sell the idea to the public	High	High/Med/Low
Relative Advantage vs. Disadvantage – Pros vs. Cons	High	High/Med/Low
Realization – Ability of the idea to be executed	High	High/Med/Low
Acceptability – How much the public will like the idea	High	High/Med/Low
Perceived Need – How well it addresses the issue	High	High/Med/Low
Continuity – Ability to conform to pre-existing habits	High	High/Med/Low
Temporary Fad – Long-term future of the idea	Low	High/Med/Low ₄₅



Start, Stop and Continue

Start	Stop	Continue



Audience Poll

On a Scale From 1(low) to 5(High)

 What is your understanding of the concept of leading without authority?

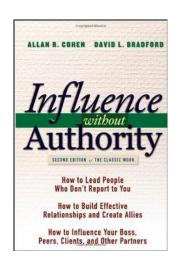
 What is your confidence level in leading without authority?

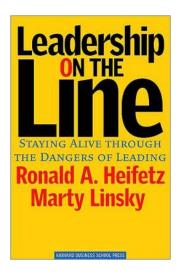
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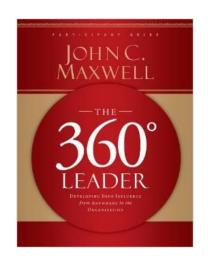


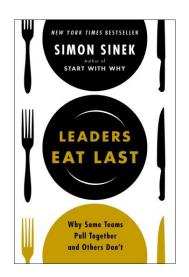


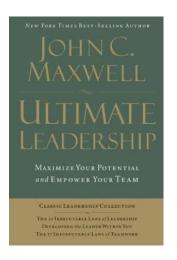
Reference Material

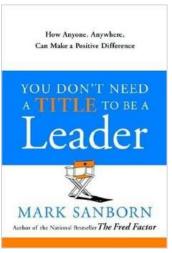














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