

Influencing without Authority

Keynote address

October 2, 2021

Chris Pennington
Chief Customer Officer SugarCRM



My goal

Can I influence you?



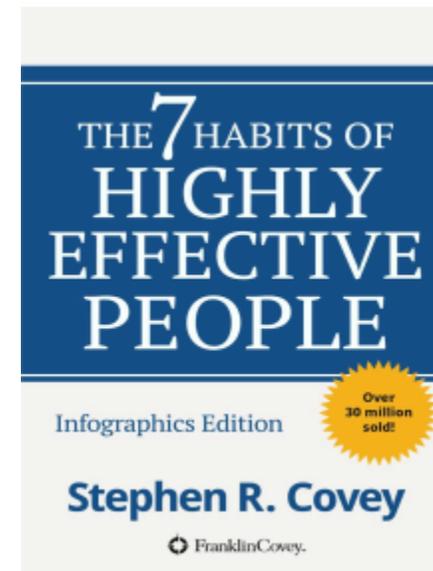
Approach



Point of view paradox



Stephen R. Covey



The five books



EARTH AND MOON

— to scale —

Speed of light in real-time
Surface-to-surface in 1.255 seconds



EARTH

MOON

Average distance
384,400 KM

James O'Donoghue / NASA imagery — T: @physicsJ IG: jameslikesspace

Humility

(don't take yourself too seriously)
(the more you learn; the less you know)

EARTH, MOON AND MARS

— All distances to scale; bodies x20 larger —

Speed of light in real-time
Earth-Mars oneway = 3min 2sec

EARTH

MOON

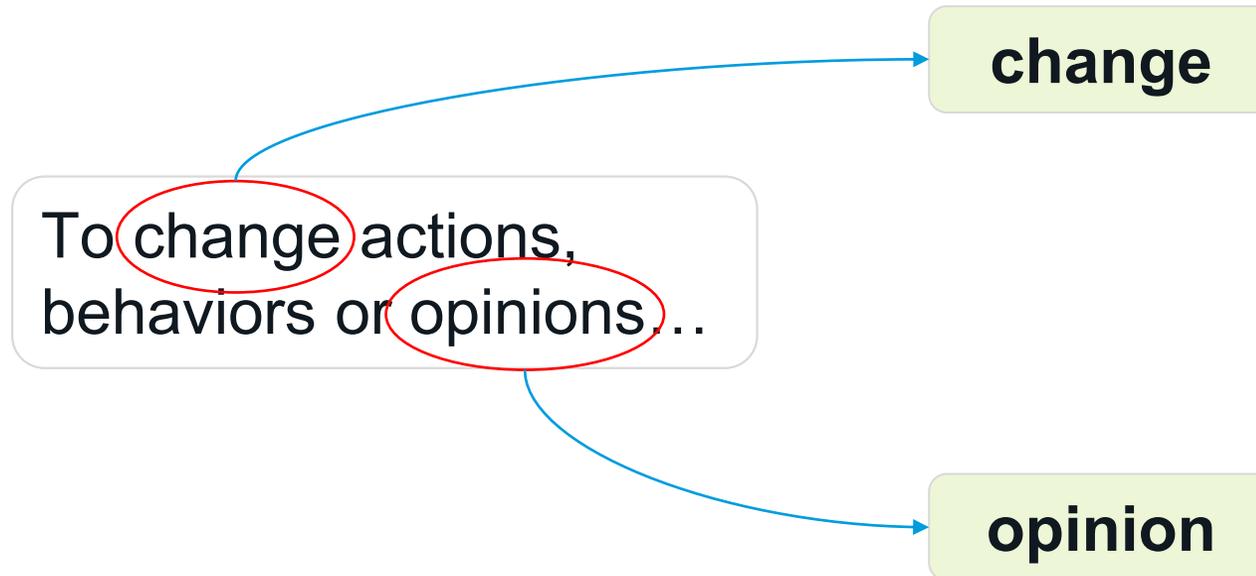
MARS

Closest approach
54.6 Million km

James O'Donoghue / NASA imagery — T: @physicsJ IG: jameslikesspace

in·flu·ence

/'ɪnflʊəns/



Neither of these things are easy or straight forward

Change encounters natural resistance
&
Opinions are set against a backdrop of multi-faceted experiences

Change

Resistance to change...

No movement without friction

The only constant is change

We cannot become what we want by remaining what we are

Hard at first, messy in the middle, gorgeous at the end



A great example of embracing change

Talking of change ...pause for thought





Authority

au·thor·i·ty

/ə' THôrədē/

au·thor·i·ty

a : power to influence or command thought, opinion, or behavior

b : freedom granted by one in authority



Perception vs reality

Authority can be
granted

[Formal]

Authority can
be **claimed**

[Informal]

“our bodies change our minds, our minds change our behavior, and behavior changes outcomes”



Amy Cuddy

Change the lens : what you do; not who you are





Be **compelled**
to do something

Do something you
want
to do



The power is in you

Greta Thunberg



Character

If you look to lead, invest at least 40% of your time managing yourself - your ethics, character, principles, purpose, motivation, and conduct. Invest at least 30% managing those with authority over you, and 15% managing your peers.

(Dee Hock)

IZQuotes

Dee Hock



The essence of leadership (not management)

BECC

Believe | Encourage | Challenge | Correct

Remember: “The business of following is voluntary ...”

Ask yourself...

“If my position, title, role or formal authority were removed would the people that I’m leading still gladly follow me”



Practical ingredients

A

B

Context

- Understanding
- Listening
- Empathy

Collaborate

- “Make them think it’s their idea”
- Facilitate
- Benefits

Passion

- Interest
- Encouragement
- Infectious
- Motivation

Accountability

- Commitment
- Follow-up
- Pledge



Embrace the shake



Are you
curious
?

Compendium

Topic	Reference
The five books	<ol style="list-style-type: none">1. “Walden”, Henry David Thoreau2. “The Republic”, Plato3. “Candide”, Voltaire4. “Emile”, Rousseau5. “The Rubaiyat of Omar Khayyam” <p>Postscript : “On Liberty”, John Stuart Mill</p>
Stephen R. Covey, 7 Habits of highly effective people	https://www.franklincovey.com/the-7-habits/
Phil Hansen, Embrace the Shake	https://www.ted.com/talks/phil_hansen_embrace_the_shake?language=en#t-92598
Amy Cuddy, Your body language may shape who you are	https://www.youtube.com/watch?v=Ks-_Mh1QhMc
Dee Hock, PhD in Leadership, Short Course	https://www.fastcompany.com/27454/dee-hock-management
Scott Williams, Leadership vs Management	https://www.youtube.com/watch?v=8ubRzzirRKs

Invest less than 10 mins

- 1. My assumption:**

You want to improve yourself. Participating is better than Spectating

- 2. Ask yourself:**

“Will I be better or worse off, if I invest 10mins to what this TED talk”?

- 3. Tell yourself:**

“I might enjoy this - I will set aside 10mins from my busy day to watch this TED talk

- 4. Commit yourself:**

Pick a day and a time. Visualize when you will do this task

Learning to be creative within the confines of our limitations



1

Learn to “Embrace the shake”

We need to first be limited in order
to become limitless



2

If you can only influence
others by “granted”
authority, your influence will
ultimately be limited

3

Seek to lead so that others
will follow. Invest time to
improve yourself so that you
can improve others

Thank you

cpennington@sugarcrm.com