



LESSONS LEARNED & TACTICS FOR INFLUENCING WITHOUT AUTHORITY IN THE WORKPLACE

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Lucie Wang, PMP, CSM, is currently a Technical Project Manager at Zoom. An active volunteer at PMI-Silicon Valley chapter and the President of Sunnyvale Speakeasies Toastmasters Club. She has more than five years of experience in the software project management and development. From communicating with customers to internal product programming and testing, from planning project releases to leading technical discussions, she has always been a strong, creative influencer and project leader on the teams. This will be her speech debut at a professional conference to share her project management experience.



My Story



Why you are here?

You are leading teams of project contributors who report to others in a matrix organization

You are tasked with leading a project within your organization, but in an unofficial capacity

You are asked to take part of the responsibilities of a managerial role in the team without the title

We all need to collaborate with others !

Leadership is a quality, rather than a job

- the particular skill of being able to guide and influence other people
- people must want to follow you



Authority

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- authority can only be assigned? It can be earned!
- influencing without authority can totally be done



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Quick Poll

What has been your biggest challenge when trying to influence without authority?



Meet Your Challenges

Team members who seem
to be difficult to work with



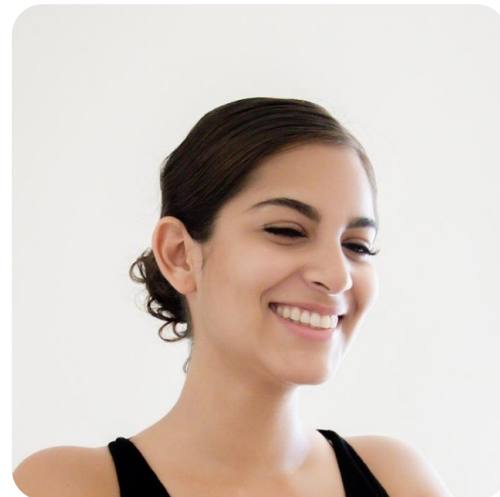
**Competing
Priorities**



**Time Zone/
Language/ Cultural
Differences**



**Lack of
Motivation**



**New Team/
Unfamiliar Field**

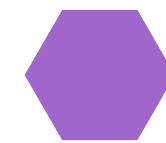


Misalignment

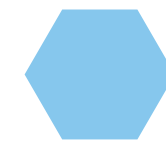


Indecisiveness

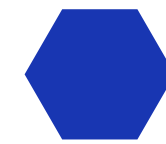
Expertise



Show your expertise while knowing when to listen and when to chime in



Keep learning the products and technologies at your organization



Continue with professional development to improve your skills

Lesson #1: Know what you are doing!

Lesson #2: It is all about PEOPLE!

Relationships



Get to know people, and form deeper connections and relationships



Build trust

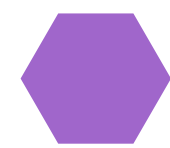


Help them help you - "DUET Principle"

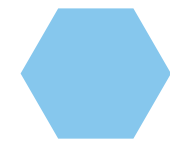


Adapt to the remote/ hybrid working environment

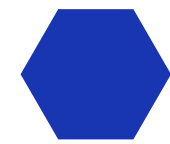
Information



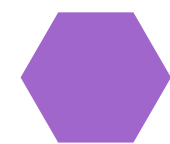
Identify the information and crowdsource



Do not forget to gather information and share what you already know



Share the right information at the right time



Come up with a plan to maintain the information

Lesson #3: Information is most powerful when shared.

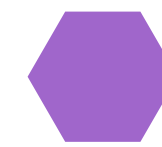
Lesson #4: Manage resources wisely.

Resources

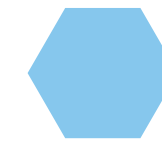
- Identify ALL the resources
- Connect people to the right resources
- Know your team



Communication



Organize the communication channels



Negotiate and persuade with a positive attitude




Know the people who you are communicating with & adjust



Consult to get people's buy-in before rushing to define steps

Lesson #5: Communicate, effectively

Lesson #6: Know how to get things done within the organization!



**DEEPEN
UNDERSTANDING**

Organizational Understanding

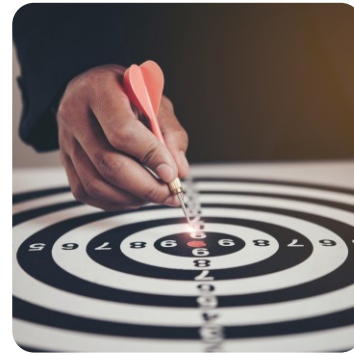
- Get to know teams, projects, processes even outside of your department or role
- Tie your project back to an important strategic initiative within your business if possible
- Keep the Mission, Vision, Values of the company in mind when making decisions

Lessons Learned

Which lessons learned resonate with you the most?

- Know what you are doing!
- It is all about people
- Information is most powerful when shared
- Manage resources wisely
- Communicate, effectively
- Know how to get things done within the organization

Servant Leadership Empowers the Team



Purpose



People




Process



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Before you go...

**Which tactic(s) do you plan to
try or explore more after
today's session?**





Q&A

The value of project managers is not in their position, but in their ability to make everyone else better.

Thank you

Let's connect online and
continue the conversation!



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