CSR Leadership: Getting Things Done with Soft Power

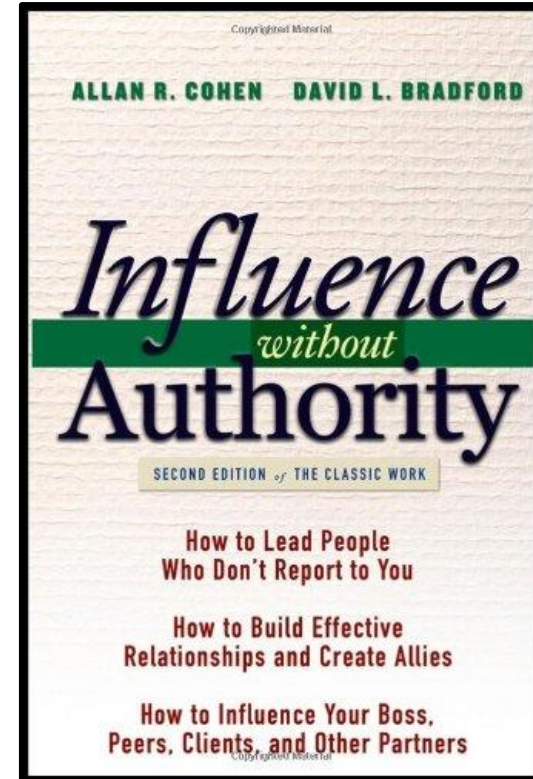Stewart Rassier

February 15, 2017

Where to Start?

Source: Dilbert. Business guru extraordinaire.

Influence Without Authority

1. Assume all are potential allies
2. Clarify your goals and priorities
3. Diagnose the world of the other person
4. Identify relevant currencies / resources – theirs and yours
5. Deal with relationships
6. Influence through give and take

ALLAN R. COHEN   DAVID L. BRADFORD

Influence without
Authority

SECOND EDITION *of* THE CLASSIC WORK

How to Lead People
Who Don't Report to You

How to Build Effective
Relationships and Create Allies

How to Influence Your Boss,
Peers, Clients, and Other Partners

Source: "Influence without Authority." Allan Cohen & David Bradford.

1. Assume All are Potential Allies

and Powerful Good Service, Too

- Might be competing for budget, resources, recognition.

- "Each get something you want in a specified, limited area."

- Think of them like a long-term customers.

Source: "Influence without Authority." Allan Cohen & David Bradford.

2. Clarify your Goals and Priorities

- **Task** or **relationship** goal?

- What is **most important**?

- **Change attitudes** but focusing on repeated behaviors and actions.

- **Narrow** requests

- **Pilot** projects

Source: "Influence without Authority." Allan Cohen & David Bradford.

- **Remember:** They do not care about the same things you do.

- **Instead:** Diagnose the problem from their perspective.

Source: "Influence without Authority." Allan Cohen & David Bradford.

BC CCC | BOSTON COLLEGE CENTER FOR CORPORATE CITIZENSHIP CARROLL SCHOOL *of* MANAGEMENT

Experience Map

1. Take 3 sticky notes.
2. Imagine yourself in the shoes of a senior leader or cross-functional peer.
3. From their perspective, describe or draw their experience:
   - **Before** the event / program.
   - **During** the event / program.
   - **After** the event / program.
4. Share in small groups (5 minutes).

What resources do you have that they want?

What resources do they have that you want?

4. Identify Their and Your Resources

- Time
- Money
- Expertise
- Access
- Involvement
- Respect
- Advocacy

- Meeting Agenda
- Volunteers
- Networks
- Vision / Purpose
- FTEs
- Brand Value
- Information

Purpose, Benefits, and Features

- **Purpose**– how engaging with the program or product contributes to understanding of self and aligns with values; intended to embed the program into everyday use or self-image.

- **Benefits** – what the person gets out of the program or product; intended to describe WIIFM.

- **Attributes/features** – basic details, factual, not intended to motivate.

Purpose

Benefits

Attributes
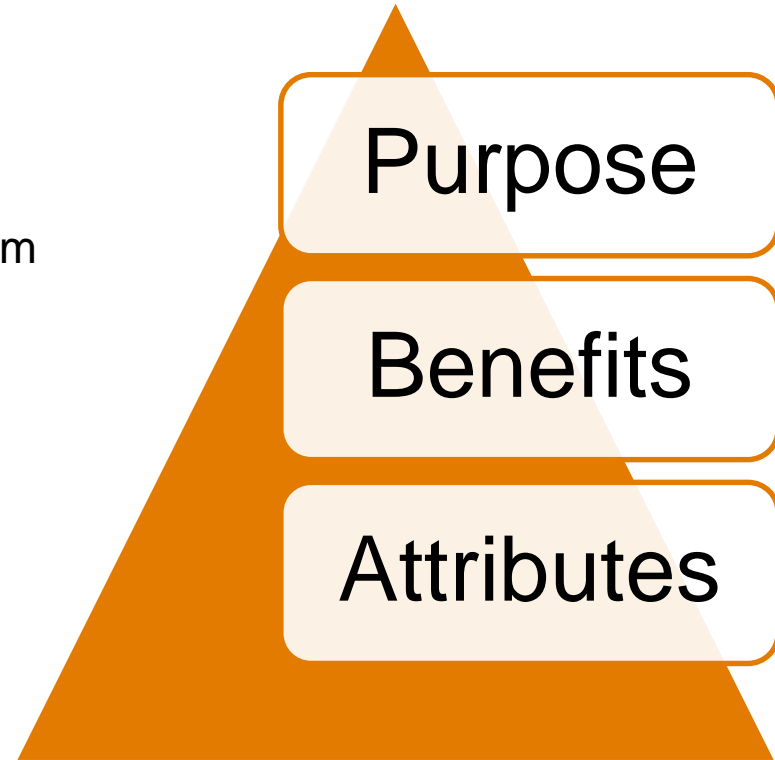
Purpose, Benefits, Features – Product Example

Purpose – What is valued by customers

- Freedom
- Empowerment
- Individualism
- Adventure
- Community of riders
- Rebellious, rugged

Customer benefits

- Easy to maneuver
- Stylish
- Updated technology
- More powerful ride
- Improved safety features

Attributes/features

- Horsepower
- Materials
- Technology
- Suspension
- Color
- Speed
- Seat
- Price

Why?
Why?
Why?
Why?

2016 Harley Davidson SuperLow

BC CCC | BOSTON COLLEGE CENTER FOR CORPORATE CITIZENSHIP CARROLL SCHOOL of MANAGEMENT

Your Employee Volunteer Program

Why?

Why?

Why?

Why?

Purpose

Benefits

Attributes / Features

Source: Stefan Michel, IMD "What Customers Really Want"

BC CCC
BOSTON COLLEGE CENTER FOR CORPORATE CITIZENSHIP
CARROLL SCHOOL of MANAGEMENT

Purpose, Benefits, Features – EVP Example

Why? **Why?** **Why?** **Why?**

Purpose

- Animal rights; social justice (cause-specific)
- Building connections to community, with colleagues
- Live values at work
- Leave a legacy

Benefits

- Connect with community
- Learn new skills
- Meet new people
- Grow personal network
- Personal growth
- Distinguish self
- Feel good
- Recognition
- Day off work

Attributes / Features

- Number of volunteer hours available (PTO)
- Process to recruit/sign up
- Forms to fill out
- Training available
- Time commitment

Company EVP Program

Remember:

- Each employee is different and will be motivated by different benefits and values
- Emphasize elements at different times

Source: Stefan Michel, IMD "What Customers Really Want"

BC CCC BOSTON COLLEGE CENTER FOR CORPORATE CITIZENSHIP CARROLL SCHOOL *of* MANAGEMENT

5. Deal with Relationships

1. What are you causing?

2. What are causes of other person's behaviors?

3. Alter your strategy for working on relationship or task.

Source: "Influence without Authority." Allan Cohen & David Bradford.

5. Deal with Relationships

Work style differences are common cause of friction and easier solution to building influence without authority.

- Focus on Problems v Focus on Success
- Divergent Thinking v Convergent Thinking
- Want Structure v Comfort with Ambiguity
- Analysis, then Action v Action before Analysis
- Big Picture v Details
- Logical v Intuitive
- Seek Risk v Avoid Risk

- Respect Authority v Discount Authority
- Relationship First v Task First
- Seek Conflict v Avoid Conflict
- Competitive v Collaborative
- Own Needs v Other Needs
- In Control v Others in Control
- Optimistic v Pessimistic
- Work Alone v Work with Others

Source: "Influence without Authority." Allan Cohen & David Bradford.
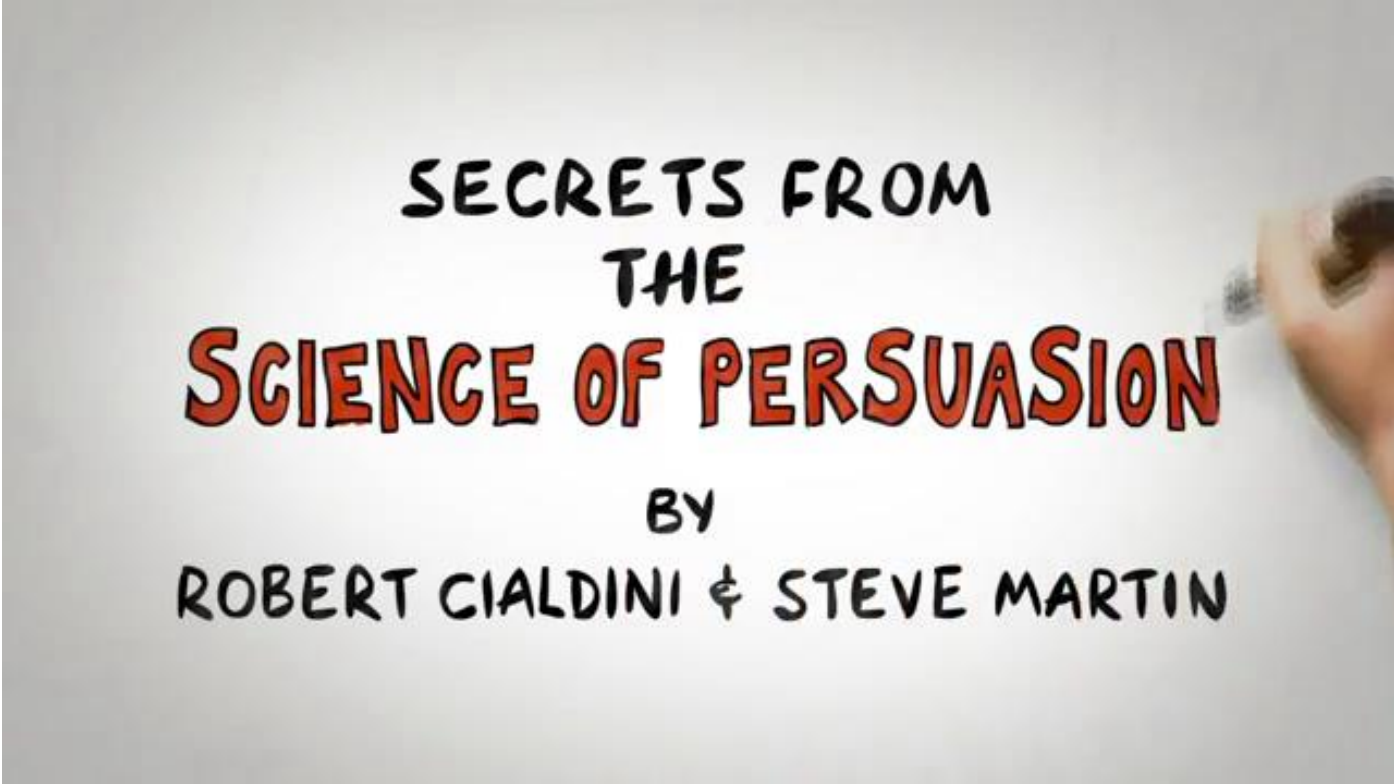
6. Influence Through Give and Take

Strategy	Conditions to Use
Straight – Forward Trades	• Each has something the other wants • Roughly equal value • Good existing relationship
Cooperation Helps Ally Achieve Goals	• Your interest match
Uncover Hidden Value	• You can find unexpected benefits
Compensate for Costs	• You can't find unexpected benefits • You don't have desired resources • You know costs and can pay in some currency

Source: "Influence without Authority." Allan Cohen & David Bradford.

Persuasion and Influence

Cialdini's Principles of Persuasion

SECRETS FROM
THE
SCIENCE OF PERSUASION
BY
ROBERT CIALDINI & STEVE MARTIN

Cialdini's Principles of Persuasion

Reciprocity
We aim to return favors, pay back debts, and treat others as they treat us. According to the idea of reciprocity, this can lead us to feel obliged to offer concessions or discounts to others if they have offered them to us. This is because we're uncomfortable with feeling indebted to them.

Commitment (and Consistency)
We have a deep desire to be consistent. For this reason, once we've committed to something, we're then more inclined to go through with it. For instance, you'd probably be more likely to support a colleague's project proposal if you had shown interest when he first talked to you about his ideas. Tapping into values accesses the commitment lever.

Social Proof
This principle relies on people's sense of safety in numbers. For example, we're more likely to work late if others in our team are doing the same, put a tip in a jar if it already contains money, or eat in a restaurant if it's busy. We're particularly susceptible to this when we're feeling uncertain, and we're even more likely to be influenced if the people we see seem to be similar to us.

Cialdini's Principles of Persuasion

Liking

Liking says that we're more likely to be influenced by people we like. Likability comes in many forms – people might be similar or familiar to us, they might give us compliments, or we may just simply trust them.

Authority or status

We feel a sense of duty or obligation to people in positions of authority. This is why most of us will do most things that are asked by authority figures. Job titles, uniforms, and even accessories like cars or gadgets can lend an air of authority, and can persuade us to accept what these people say.

Scarcity or urgency

This principle says that things are more attractive when their availability is limited, or when we stand to lose the opportunity to acquire them on favorable terms. For instance, we might buy something immediately if we're told that it's the last one, or that a special offer will soon expire.

Applying Influence Without Authority

At your table groups, chose an audience or cross-functional project to apply Cialdini's Principles or other concepts discussed today to influence:

- Boss
- Senior leader in your Department
- Senior leader outside of your department
- Peer outside of your department

- CSR Report Committee
- Foundation Board
- Satellite Giving Committee
- Regional / Industry Collaboration Project
- Non-Profit Partner

Thank You.

Contact Info:
Stewart.Rassier@bc.edu
@bcccc
@stewartrassier