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You Have More Power than You Think! Influence and Stakeholder Management

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The Genentech logo consists of the word 'Genentech' in a large, bold, blue, sans-serif font. Below it, the tagline 'IN BUSINESS FOR LIFE' is written in a smaller, all-caps, blue, sans-serif font.

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Organizational Evolution

- Traditional Hierarchy
 - Command-and-control
- Cross-functional teams
 - Little tolerance for unquestioned authority
 - What should I do? (Ability)
 - **Why should I do it? (Motivation)**



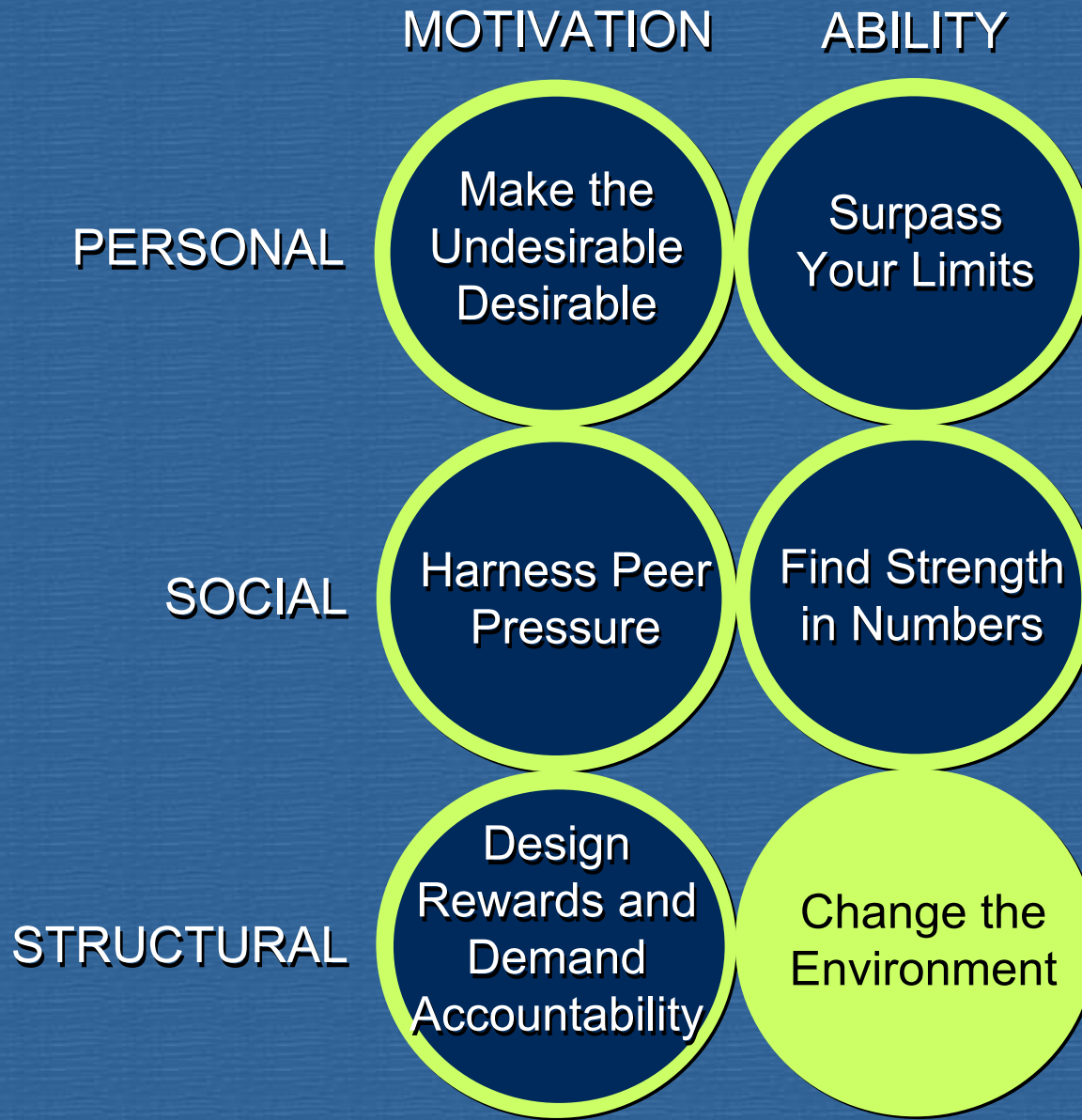


Project Managers rely on Influence in Pharma Organizations

- Accountable for the success of the project
- No direct authority over any of the team members
- How can they get work done?
 - Proficient influencers
 - Relationship engineers
 - Team members stretched thin



Patterson *et al.*'s
Six Sources of Influence



Understanding Influence

- Another definition
 - Power to get your work done
 - Ability to move people to position they do not currently hold
- Traditional views
 - “Hard sell”
 - Manipulation
- Framing
 - Shared solution



Four Elements of influence

1. Credibility
2. Power
3. Relationships
4. Thoughtful preparation
 - Thorough understanding
 - Goals, situation, currencies
 - Appropriate framing
 - Presentation of evidence
 - Flexible style



Credibility

“Credibility is the cornerstone of effective persuasion”²

- Knowledge
 - Crucial to understand your project
 - Not just technical
 - How the organization works
 - How to get things done within confines
 - Politically savvy
- Leadership aura
 - Presence, charisma
 - Respect
 - “Likeability” factor
 - Interpersonal skills



Power

- Negative connotations
- “The sole advantage of power is the ability to do more good”
- Positional power
 - Formal authority from organizational hierarchy
 - Those without assume they are powerless
 - Many other forms to draw from to be a leader



Other Sources of Power

- No positional power (hierarchical)
- Legitimate power from other sources (leadership):
 - Relevance
 - Visibility
 - Personal
 - Reputation
 - Relationship



Power

- Power = Having currencies or having access to valued currencies
 - Currencies = things that others value
 - Being influential = reciprocity
 - What might you have that others value?
 - Example
- Perception

“Power PERCEIVED is power ACHIEVED”



Relationships

- Must have good working relationships
 - Sincerity
 - Example
 - Credibility
 - Interpersonal skills
 - Positive trades
 - Steer clear of negative trades
 - Example



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Thoughtful Preparation



Clarify goals and priorities

- What is your desired outcome?
- What is your BATNA?

Best

Alternative

To

Non

Agreement



Situation Assessment

- Imagine how conversation may go
- Anticipate sticking points
 - Plan for how to get “unstuck”
- Understand their perspective
 - Close study and observation
 - Understand the issues that matter and their position
- Self-discovery



Identify currencies

- Two sets: Theirs & Yours
- Know what currencies you have to offer
- Know what “influencee” values
 - If you do not know what THEY value, you cannot deal effectively with them
 - If you do not have at your disposal currencies that THEY value, you will be unable to influence
- Types of currencies



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**Examples of
TASK CURRENCIES:**

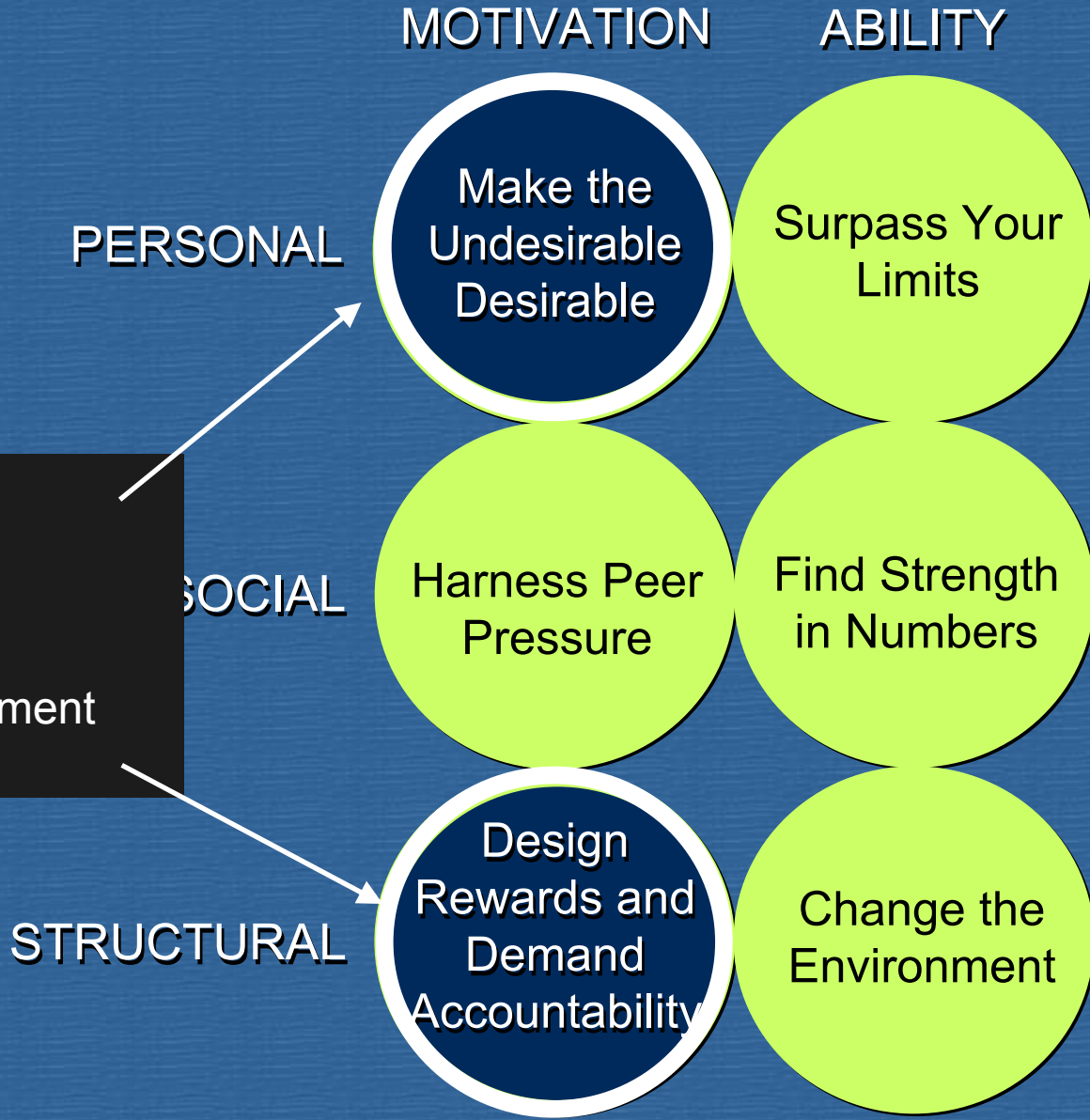
- ❖ Information
- ❖ Quick turnaround
- ❖ Challenge



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**Examples of
POSITION
CURRENCIES:**

- ❖ Recognition
- ❖ Acknowledgement
- ❖ Visibility



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**Examples of
RELATIONSHIP
CURRENCIES:**

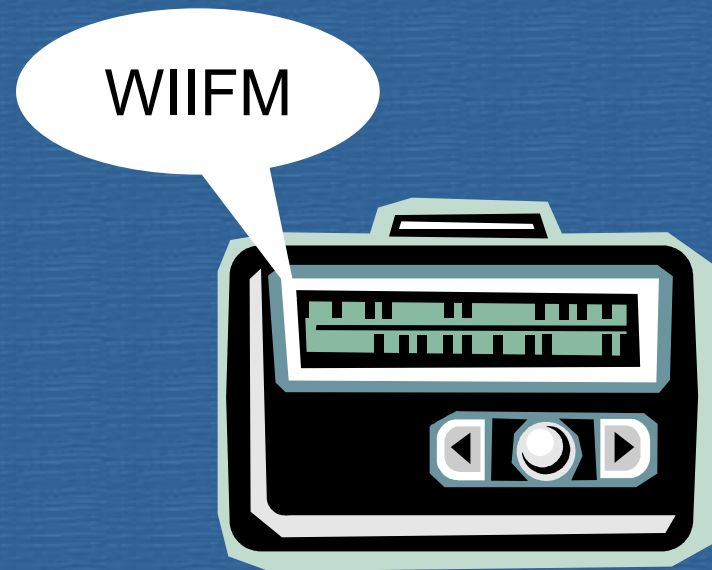
- ❖ Understanding
- ❖ Acceptance
- ❖ Inclusion
- ❖ Emotional Support
- ❖ Empathy

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Appropriate Framing

- Appeal to “influencee”
- Describe situation to highlight the advantages
 - Truthful
 - Sincere
 - WIIFM Principle
 - What’s In It For Me?
 - Shared benefits
 - Example



Presentation of Evidence

- Present information to appeal to “influencee”
 - Style
 - Data
 - Examples
 - Analogies
- Connect emotionally
 - Delicate balance
 - Example
 - Audience specific



Key to making an
emotional impression



Flexible style

- Tailor your approach to the influencee
 - Solid understanding
 - Mode of communication
 - How to open conversation
 - Communication style
 - Currencies
 - Framing
 - Evidence



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Get out there & influence for the
greater good!

You have more power

than you think!



References

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Thank You!

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