



## Managing Up: Influence Without Authority



SWPTA Mid Year Training

June 2017

Participant's Guide



MARLYN GROUP



## Managing Up: Influence Without Authority

### Feeling & Doing Exercise

Before we go further, let's complete a simple exercise to raise awareness on how emotions can play a role with how we prioritize and complete our work. On screen, you will see displayed a set of seven words one at a time. When each word is revealed, write it in the first column below. Next to it, based on your first thought toward the word in terms of how it would motivate you to prioritizing it, score it with a 1, 2 or 3.

When asked to complete a task, if you felt it was going to be...	Would you list it as a first, second or third priority?
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.
7.	7.

### DISC Exercise

Within each row on the next page, place a 4 next to the item you most resemble within a work environment and a 1 next to the item which you least resemble. Then the 2 & 3 in remaining columns. Total up each column once complete.

enthusiastic	friendly	conscientious	bold
expressive	considerate	diplomatic	restless
attractive	good natured	logical	outspoken
high spirited	amiable	accurate	vigorous
outgoing	agreeable	careful	daring
appealing	kind	reserved	direct
charming	sympathetic	tactful	strong-willed
sociable	easy-going	controlled	dominate
talkative	gentle	well-disciplined	pioneering
good mixer	even-tempered	thorough	competitive
optimist	steady worker	intuitive	initiates change
disorganized	possessive	sensitive	decisive
emotional	resists change	perfectionist	takes charge
entertaining	dependable	analytical	impatient
ignores details	detail-oriented	high standards	determined
I	S	C	D

Now that we've reviewed common characteristics of each factor, list next to each DISC letter, your Personal Profile's Self Image high (H) or low (L) and a few descriptions that reflect each DISC aspect as it relates to your profile. Use the Descriptor Graphic on the next page to help you with different adjectives that apply when completing your Profile. Please be prepared to discuss either in a small group or with the rest of the participants.

### Your DISC Profile

<p><b>Dominant</b></p> <p>Is your profile a High or Low D?</p> <ul style="list-style-type: none"> <li>•</li> </ul> <p>List below a few words that best describe your High or Low D</p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<p><b>Influence</b></p> <p>Is your profile a High or Low I?</p> <ul style="list-style-type: none"> <li>•</li> </ul> <p>List below a few words that best describe your High or Low I</p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
<p><b>Steadiness</b></p> <p>Is your profile a High or Low S?</p> <ul style="list-style-type: none"> <li>•</li> </ul> <p>List below a few words that best describe your High or Low S</p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<p><b>Compliance</b></p> <p>Is your profile a High or Low C?</p> <ul style="list-style-type: none"> <li>•</li> </ul> <p>List below a few words that best describe your High or Low C</p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>

### Influence Without Authority Self Assessment

For each statement listed below, circle the rating that best represents your agreement.

1 = Never	2 = Occasionally	3 = Sometimes	4 = Usually	5 = Always
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Statement	1	2	3	4	5
1. I try to network with as many colleagues as possible.					
2. I have mostly positive relationships at work.					
3. I think about the other person's personality before I engage.					
4. I take time to visit with people to get to know them.					
5. I believe I can catch more flies with honey than vinegar.					
6. I ask people to talk about the idea I am selling.					
7. I ask people to talk about obstacles to my ideas.					
8. I am patient with others viewpoints, even when they differ from mine.					
9. I am comfortable discussing an idea, even if I know the other person is not in favor of the idea.					
10. I ask people whose approval I need their ideas and concerns.					
11. I think about possible coalitions – who do I need buy-in from.					
12. I am told that I have tact when talking to others.					
13. I can change how I think things need to get done, based on others input.					
14. I always give recognition to everyone who was involved in an accomplishment.					

**Total Score:** \_\_\_\_\_

**Your DISC Profile**

## Influencing Others Where You Work

Think about a recent or current situation at your workplace that you would like to change. Answer the below questions with this situation in mind.

1. Describe the issue.
2. What do you want to have happen?
3. Why is this a good idea?
4. What are the arguments against?
5. What are the costs? What are the benefits?
6. What important factors must be considered?
7. What would success look like?
8. Who do you need to influence to achieve your goal? (Decision maker?, who can help?, who may stand in your way?)
9. What do you think their DISC profile is, and based on this, what are a few ways you may choose to approach the situation with him or her?
10. What is your currency in this situation?