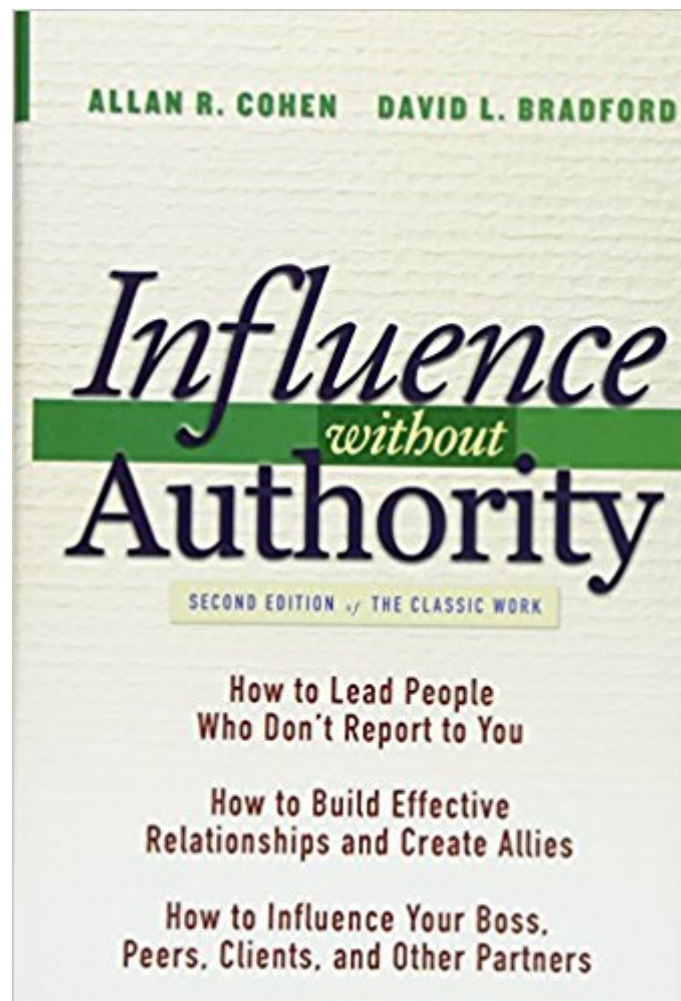




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# Influence Without Authority (2nd Edition)



## Synopsis

In organizations today, getting work done requires political and collaborative skills. That's why the first edition of this book has been widely adopted as a guide for consultants, project leaders, staff experts, and anyone else who does not have direct authority but who is nevertheless accountable for results. In this revised edition, leadership gurus Allan Cohen and David Bradford explain how to get cooperation from those over whom you have no official authority by offering them help in the form of the "currencies" they value. This classic work, now revised and updated, gives you powerful techniques for cutting through interpersonal and interdepartmental barriers, and motivating people to lend you their support, time, and resources.

## Book Information

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## Customer Reviews

At some point, almost all of us will find ourselves in the same bind at work: we know what needs to be done and how to do it, but we can't get the right people on board. The risk is allowing frustration to become resignation—or unproductive retaliation. Fortunately, the new and improved *Influence Without Authority, Second Edition* offers a proven, effective model for breaking through the impasse and building an environment of collaboration, mutual assistance, and real achievement. Leadership gurus Allan Cohen and David Bradford explain how to coax cooperation from the people who control the resources, information, or support you need to succeed. You'll learn how to get past your restrictive assumptions, figure out the interests and needs of potential partners, and negotiate mutually beneficial exchanges that help you both achieve your goals. It's a powerful and proven way

to cut through interpersonal and interdepartmental barriers to turn coworkers and competitors into allies. This new Second Edition adds clarity, depth, and insight with new chapters on applying the Exchange Model to entire organizations, making it even more useful for team leaders and managers. It includes many more practical applications such as working cross-functionally, leading major change initiatives, using direct influence, and overcoming organizational politics. No matter what your organizational position, or what kinds of clients and customers you deal with, part of your success depends on being able to influence people over whom you have no formal control. *Influence Without Authority, Second Edition* presents a clear model and effective, practical strategies for convincing and influencing those around you in order to accomplish important workplace goals; to the benefit of you, your colleagues, and your organization.

The Classic Guide to Influence Now Fully Revised & Updated! "If you want to be a successful leader at any level, you must learn the mastery of managers and groups without using formal authority. You need the ideas and skills this book delivers." —Ram Charan, author of the bestselling books *Execution* and *Confronting Reality* "This book manages to do the near impossible...It draws on the wisdom of good leadership studies to provide tools to influence people and events at work regardless of the positions we hold." —Professor Jeffrey Sonnenfeld, Associate Dean Yale School of Management "In its first edition, *Influence Without Authority* established itself as a useful guidebook to modern organization practice. With the added content of this new edition it becomes a 'bible'!" —Len Schlesinger, Vice Chairman and COO Limited Brands Even more relevant now than it was when it was first published more than a decade ago, *Influence Without Authority, Second Edition* is the classic guide to getting things done with colleagues, customers, and management; any situation in which you are not in charge, but must get results. This new edition also includes guidelines for applying the powerful Exchange Model to: — Influencing a team, task force, or committee — Influencing departments and divisions — Initiating or leading major change — Using Indirect influence — Overcoming organizational politics — Playing hardball; when you can no longer catch flies with honey *Influence Without Authority, Second Edition* offers a reliable, time-tested plan for getting cooperation from those who command the resources, information, or support you need. The authors show you how to negotiate using the currencies people value most in their own day-to-day work life, so you can turn anyone into an ally. With powerful techniques for cutting through interpersonal and interdepartmental barriers, this business classic shows you how to achieve your goals by motivating people over whom you have no authority.

This book is excellent in content. There are so many pressures that cause people to behave certain ways in organizations. Everyone has their expectations and currency (teeth in the game) that drives their working relationships with others. After reading this book, I understood the behaviors of others I've worked with. Culture, expectations of the boss, possible promotions, etc. really do influence behaviors of others in organizations. If you really take time to prepare and look at the stakeholders in a particular situation, and try to figure out what currencies people expect, it is easier to come to a consensus. So many organizations today are consensus driven, it is important to understand the drivers. Sometimes these drivers, like company culture and decisions based on consensus, can cause harmful situations like "Group think" - that happened during the Challenger disaster and the defective "o" rings. Perhaps that disaster could have been diverted if the stakeholders had prepared and understood the currencies involved.

I liked this book. I used it for my class in college believe it or not. Make sure to get the kindle version it is updated and has more information. Turns out the kindle version was the one I needed for my class in the first place. Has great information that you will use in the work place and in real life can't go wrong with real world information.

This was okay. It was fairly academic and made me wonder if the author had as much insight and experience as needed to truly address the subject. It's not an in depth treatment of the subject, but it's a good start. Title does not equate to influence, and the author does a fairly decent job of describing how to build influence in your environment.

LOVE this book which helped with higher education.

Good read. Mostly common sense but good nonetheless

Format of the book has been greatly improved over the first edition. Very informative!!!

It was a good read and served as a refresher of already learned ideas.

This book was a surpiser for me. didn't expect all the great stuff in it from the blurb on it but was hoping it was going to be as good as it is. It really spoke to me. Things have change for the better

with me at work since I read this book.

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