



COLLEGE of AMERICAN
PATHOLOGISTS

Practice Management Networking Community

Influence Without Authority

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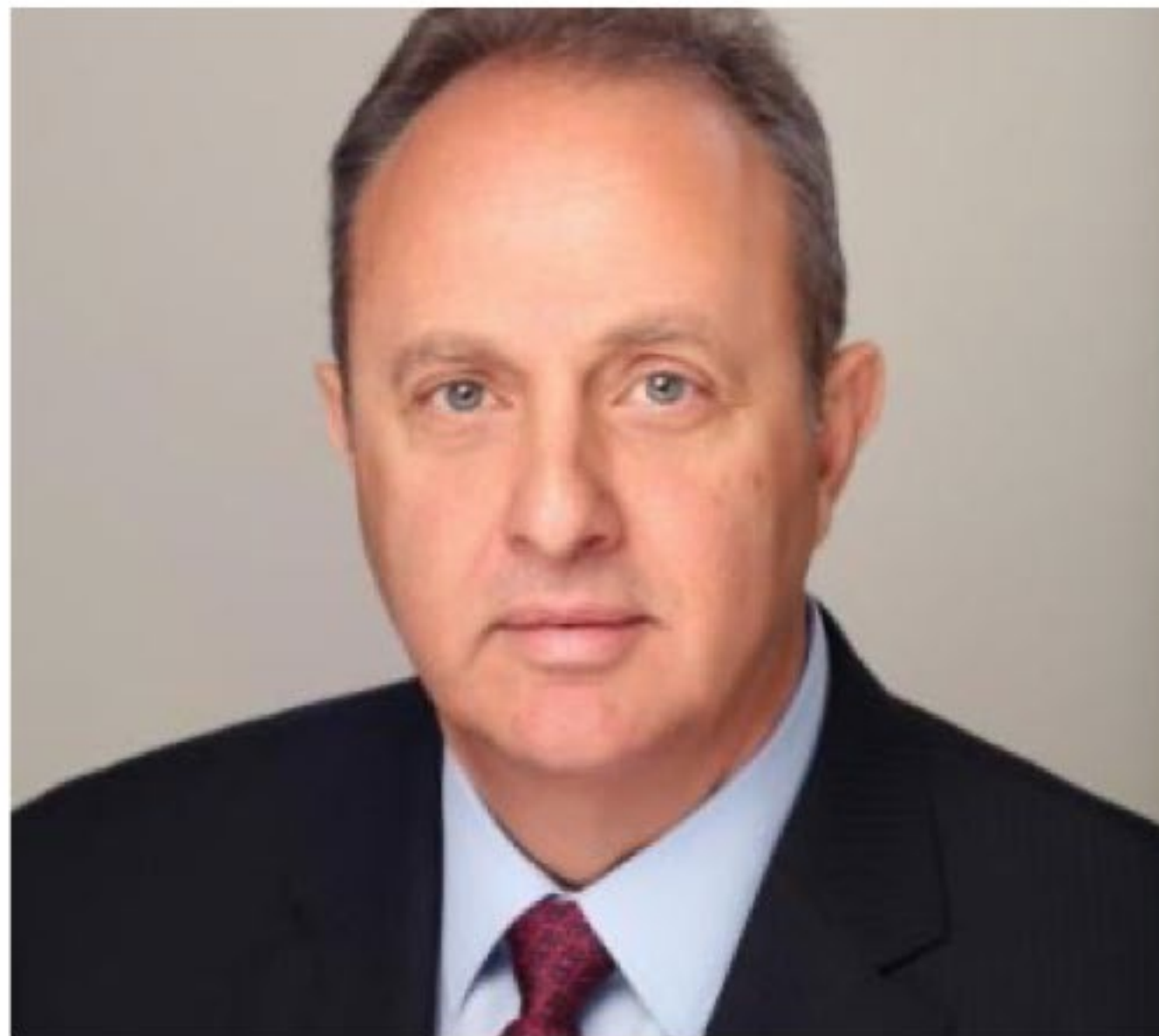
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Topic for Today's Open Discussion

- **What is the difference between authority and influence?**
- **Is your influence proportional to your level of authority?**
- **What are best practices to maximize influence at work?**
- **What is the end-goal of influence? Is it persuasion?**

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Basic “Ground Rules”

- Respect for diversity of participants
- Respect for privacy of confidential/privileged information
 - Do not share sensitive information deemed confidential or that reflect specific competitive strategies, trade secrets, market positions, etc.
 - Avoid streams of conversation that could be construed as potential legal advice

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Disclaimer

- The contents discussed are not intended to provide, and do not constitute professional, financial, billing, marketing, management, or legal advice. They do not represent the perspectives of the CAP, and do not reflect binding positions of participants.

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**25 years as a healthcare learning,
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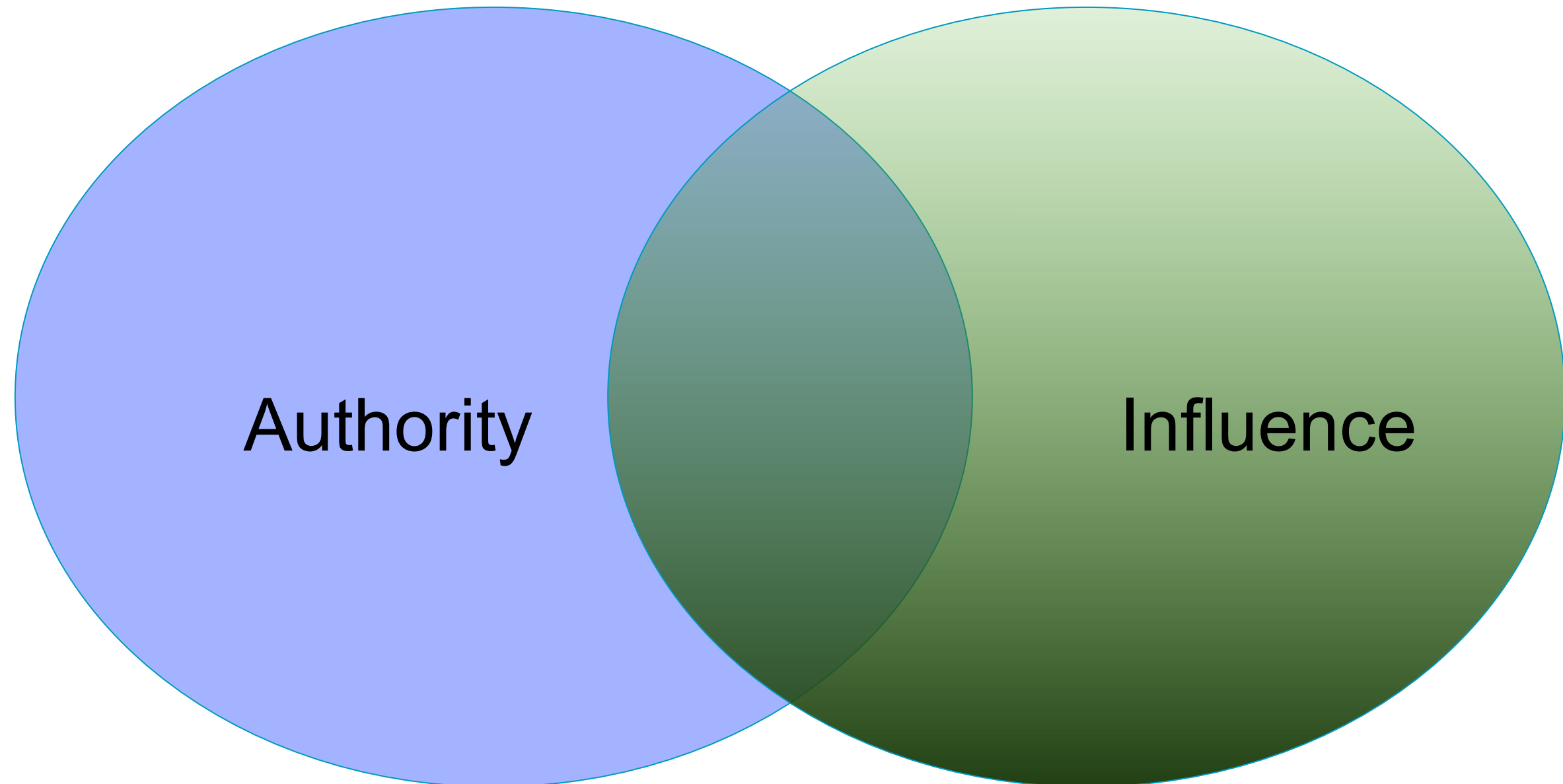


Polling Question 1

What percentage of your job do you get done through your formal authority?

- **Less than 10%**
- **10 - 25%**
- **25 - 50%**
- **More than 50%**
- **I don't know**

A continuum ...



Polling Question 2

What is your understanding of how to best influence other people in the workplace? (check all that applies):

- **Persuade them to give me what I need**
- **Come to agreement on a mutually beneficial solution**
- **Carefully and politely explain to them how to do it my way**
- **Connect with them to understand their needs and aspirations**

Scenario 1

Robert is an outstanding pathologist in a tertiary care facility. Due to his good reputation at another facility, he was recruited to become chair of this large department. He is very excited and has big plans for his lab. During his first week on the job as chairman, he attends the hospital medical executive committee and says: From now on, we are going to expect pathology department participation and sign off before any new infectious control policy is implemented at this institution - Thank you!

Polling Question 3

Is Robert trying to use his authority or his influence in making his request to the medical executive committee?

- **Authority**
- **Influence**
- **Both**
- **I don't know**

Polling Question 4

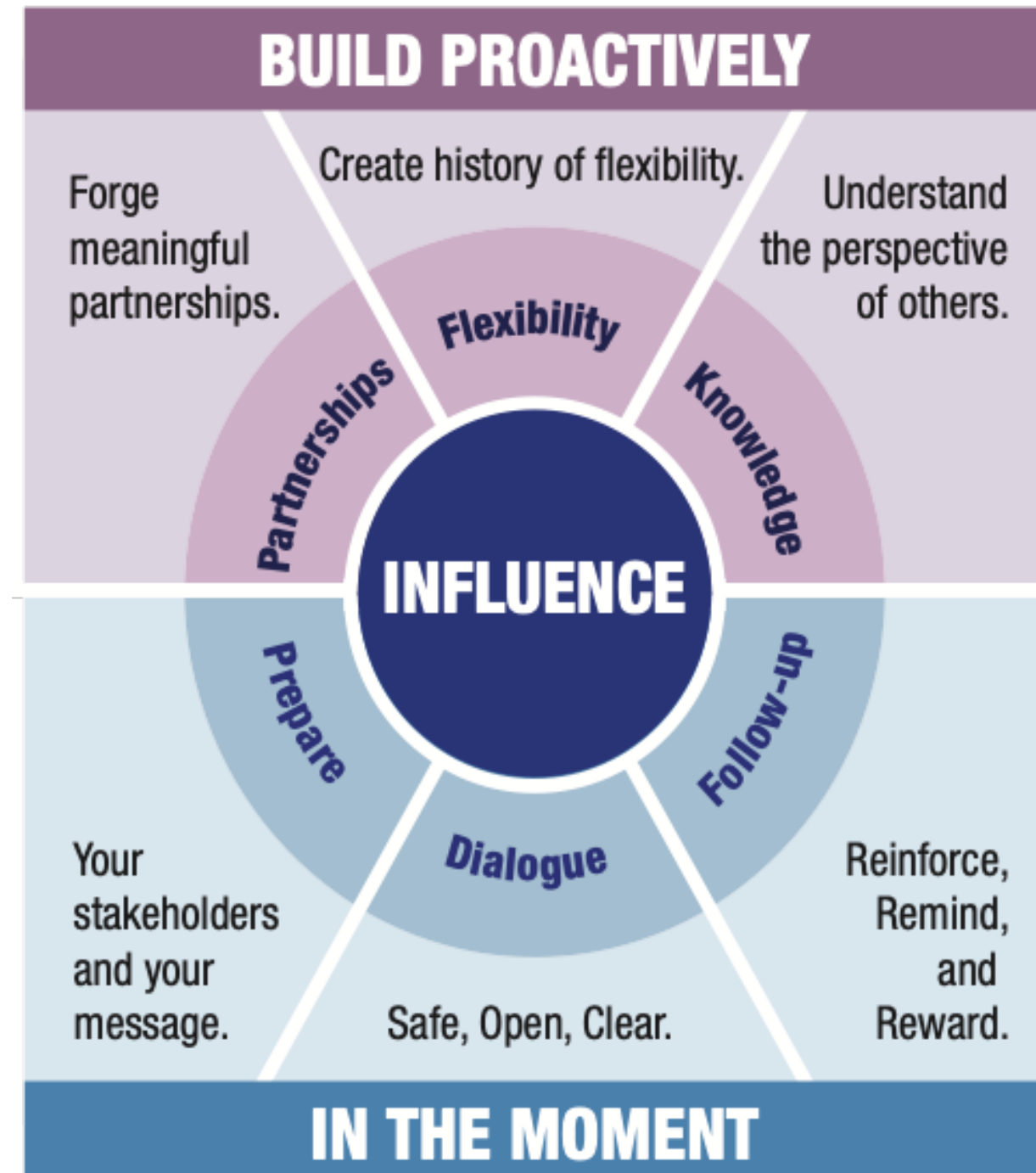
Do you believe that Robert's approach will get him the results he is seeking from his peers?

- **Yes**
- **No**
- **Not sure**

Scenario 2

Lisa is a medical technologist in the microbiology section of the lab. She has been working at the bench for the last 10 years. She knows almost everybody in the lab and in other departments served by her section. In addition to her hard work in the lab, she has participated in multiple cross-departmental committees and has established good relationships of mutual respect with her peers. She often goes out of her way to bring nurses and other care providers up to speed with microbiology matters somewhat esoteric for them to grasp, but important for the overall infectious disease policies of the institution.

Cross-Functional Influence Best Practices



How to Build Partnership

- Don't wait for them
- May require a new perspective about the other (i.e., they are worthy of partnership)

7 Investments to make to build partnerships:

Trust Them
Be trustworthy
Set/reset communication
Clean up conflicts
Follow the help-me-help-you rules
Advocate
Include



Based on the Finerty Consulting book,
*Cross-Functional Influence: Getting Things
Done Across the Organization*

Polling Question #5

Based on today's dialogue, do you have new ideas about how to be a better influencer (with or without authority)?

- Yes
- No

Additional Resources

**“Cross-functional Influence: Getting Things Done Across the Organization,”
by Susan Z. Finerty**

**“Master the Matrix: 7 Essentials for getting Things Done in Complex
Organizations,” by Susan Z. Finerty**

Membership

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Visit us at cap.org to renew your membership or email us at membership@cap.org.

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- **Next session**
 - **October 12, 2021 – 2nd Tuesday of the month**
 - **Topic:** Changing Landscape of Pathology Practice, Part 2: Q&A
- **Two requests**
 - **Please complete survey**
 - **Consider volunteering to lead a future session and share your experience**



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