



Esther Derby & Don Gray

Expand Your Influence

A blue-tinted photograph of a busy Nashville street at night, likely Broadway. The scene is filled with neon signs for various businesses, including "Robert's Western World Home of Handmade Cowboy Boot Heaven", "JACKS BAR-B-QUE", "THE STAGE ON BROADWAY", "BIG TIME BOOTS", and "Raw". A white bus is visible in the middle ground, and several cars are on the street. The overall atmosphere is vibrant and urban.

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NASHVILLE

What comes up when
you hear the term
influence ?

How we define *influence*:

“The power or capacity of causing an effect in indirect or intangible ways.”

Agenda

- Sources of Influence
- Map Your Influence Landscape
- Analyze Roles
- Find Mutual Purpose
- Exchange and Reciprocity

Where does influence come from?

Where does influence come from?

- legitimate authority (e.g., a management role)
- recognized expertise
- information
- relationships
- charisma
- bending or breaking rules
- control of funding
- control of formal or informal rewards
- reciprocity
- support, encouragement, attention

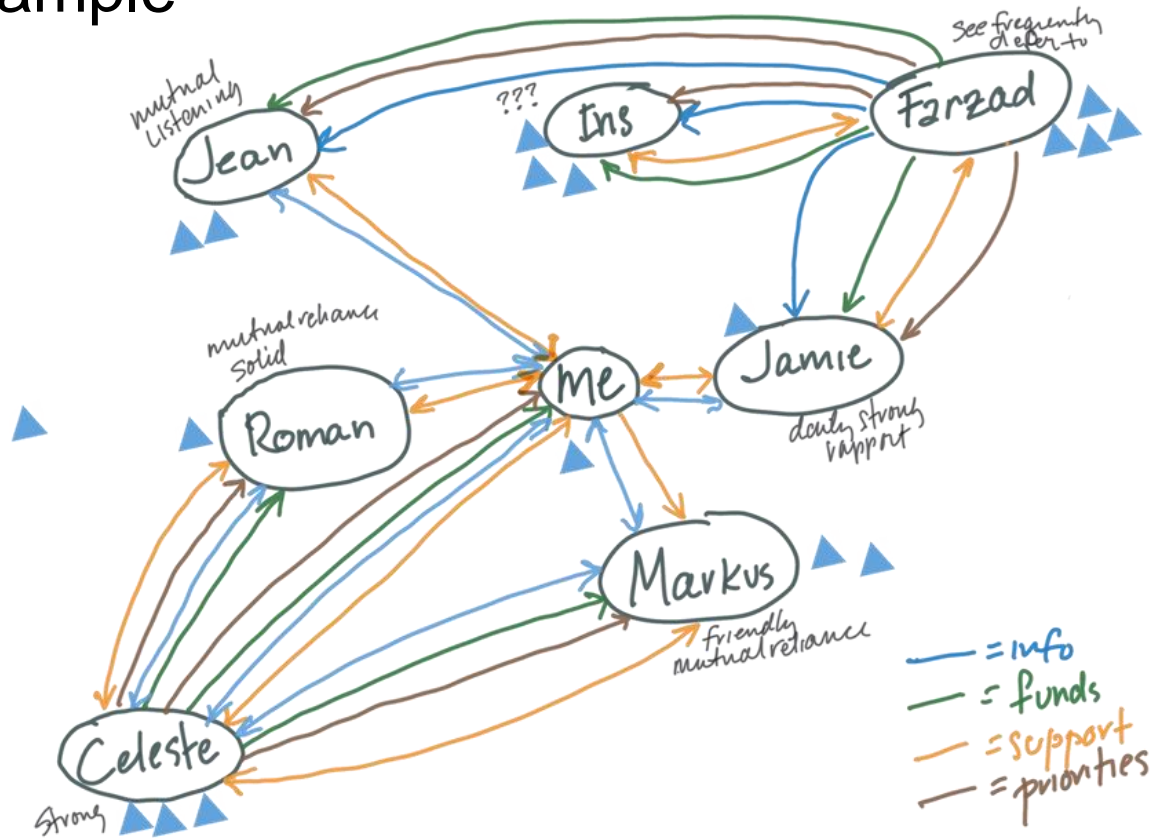
Map Your Influence Landscape

1. Use a large sheet of paper. Represent yourself in the center of the page.
2. Add other people who are potentially influential or impacted by the change. Use the space on the page to indicate proximity to you.
4. Indicate with arrows what flows from one person to another. If it is an exchange, use a double headed arrow. Consider:
 - a. Information
 - b. Advice
 - c. Funding
 - d. Support
 - e. Priorities

Choose some symbol (e.g. a triangle) to indicate who has influence—*in relationship to the issue you are trying to influence*.

Repeat the symbol to represent their degree of influence. So, no influence, no triangle. Minor influence, 1 triangle, etc. Go as high as you need to go.

An Example



Questions you might ask about your map

- For those with high influence, what is the source of their influence?
- For those who have roughly equal influence, what happens when they disagree?
- For those who have roughly equal influence, does their influence come from the same or different sources?
- What are your relationships with people who have influence?
- What are the relationships between the people on the map?
- What else do you notice about your map?

Analyze Roles

Empathy Map Canvas

Designed for: _____ Designed by: _____ Date: _____ Version: _____

1 WHO are we empathizing with?
Who is the person we want to understand?
What is the situation they are in?
What is their role in the situation?

GOAL

2 What do they need to DO?
What do they need to do differently?
What job(s) do they want or need to get done?
What decision(s) do they need to make?
How will we know they were successful?

3 What do they SEE?
What do they see in the marketplace?
What do they see in their immediate environment?
What do they see others saying and doing?
What are they watching and reading?

4 What do they SAY?
What have we heard them say?
What can we imagine them saying?

5 What do they DO?
What do they do today?
What behavior have we observed?
What can we imagine them doing?

6 What do they HEAR?
What are they hearing others say?
What are they hearing from friends?
What are they hearing from colleagues?
What are they hearing second-hand?

7 What do they THINK and FEEL?
PAINS
What are their fears, frustrations, and anxieties?
GAINS
What are their wants, needs, hopes and dreams?

What other thoughts and feelings might motivate their behavior?

Last updated on 16 July 2017. Download a copy of this canvas at <http://gamestorming.com/empathy-map/>

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Find Mutual Purpose

1. Review the previous exercises, with an eye to where you need to influence.
2. Complete the table for each person you want to influence. Complete the columns as numbered (not from left to right).

An Example

1	2	5	4	3	
What you care about	How you talk about your goals/interests	Language that describes <i>your</i> goals in terms <i>they</i> care about	How they talk about their goals/interests	What they care about	[Name]
<i>DevOps</i>	<i>Collaboration, continuous delivery, reducing hand offs, dev-ops.</i>	<i>Reliability, in terms of revenue. Reduced cycle time in terms of customer value.</i>	<i>System down time costs \$\$\$, customers want new features.</i>	<i>Revenue, profitability, customer retention.</i>	<i>Example person, VP of a business unit.</i>

What happens when
you don't have a
mutual purpose?

Currencies can be ...

- Inspiration Related
- Task Related
- Position Related
- Relationship Related
- Personal Related

Inspiration-Related Currencies

Vision	Working on a task with larger significance for unit, organization, customers, or society
Excellence	Having a chance to do important things really well
Mentoring, teaching	Help others grow and learn; passing along wisdom
Moral/ethical correctness	Doing what is “right” by a higher standard than efficiency

Task-Related Currencies

New resources	Obtaining money, budget increases, personnel, space, and so forth
Challenge/learning	Doing tasks that increase skills and abilities
Assistance	Receiving help with existing projects or unwanted tasks
Organizational support	Receiving overt or subtle backing or direct assistance with implementation
Rapid response	Getting something more quickly
Information	Obtaining access to organizational or technical knowledge

Position-Related Currencies

Recognition	Acknowledgment of effort, accomplishments, or abilities
Visibility	The chance to be known by higher-ups or significant people in the organization
Reputation	Being seen as competent, committed
Insiderness/importance	A sense of centrality, of belonging
Contacts	Opportunities for linking with others

Relationship-Related Currencies

Understanding	Having concerns and issues listened to
Inclusion/personal connection	Feeling closeness and friendship
Personal support	Receiving personal and emotional backing

Personal-Related Currencies

Gratitude	Appreciation or expression of indebtedness
Ownership/involvement	Ownership of and influence over important tasks
Self-concept	Affirmation of values, self-esteem, and identity
Comfort	Avoidance of hassles

Givers

Takers

Matchers

Final Thoughts

Thanks for Attending Our Session!

Stay in Touch



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Resources

- **GIVE and Take, Why Helping Others Drives Our Success**
Adam Grant, ©2013, PENGUIN BOOKS
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