

Leading Without Formal Authority

Build Credibility

- Develop relationships throughout organization
- Show up on time with a positive attitude
- Follow through on your commitments
- Be generous with your strengths
- Find a mentor

Discuss:

- How have you built your credibility at JMU?

Offer Expertise

- Listen mindfully and find ways to add value
- Inspire with vivid detail, not dull instruction
- Speak strategically with boss and tactically with peers and subordinates
- Always be learning
- Be a mentor

Discuss:

- When do you share your expertise with others?

Lead to Grow

- Offer to lead so you can develop professionally
- Learn to provide emotional support
- Lead up—bring strategic ideas to boss; they take them to their boss
- Give others credit
- Practice brainstorming

Discuss:

- Which groups or teams are you leading?



Closing – Leading Without Formal Authority

"The goal of leadership without authority is to get others to willingly cooperate and engage, rather than following directives because you're the boss..."

This new style of leadership is a blending of personal and interpersonal skills that form the basis of a leader's ability to impact, influence, and inspire others."

-Carol Kinsey Goman



Resources: Leading Without Authority

LinkedIn Learning

- Build Trust (~ 3 minutes) <https://www.linkedin.com/learning/leading-without-formal-authority/build-trust?u=50844473>
- You Need Help (~2 minutes) <https://www.linkedin.com/learning/leading-without-formal-authority/you-need-help?u=50844473>
- Influencing Without Authority (~ 3 minutes) <https://www.linkedin.com/learning/product-management-tips/influencing-without-authority?u=50844473>
- Lead Through Challenges (~ 3 minutes) <https://www.linkedin.com/learning/leading-without-formal-authority/lead-through-challenges?u=50844473>
- Shape a Culture of Collaboration (~ 3 minutes) <https://www.linkedin.com/learning/leading-without-formal-authority/shape-a-culture-of-collaboration?u=50844473>

Online Sources

- 3 Crucial Skills For Leading Without Authority <https://www.forbes.com/sites/carolkinseygoman/2017/05/21/3-crucial-skills-for-leading-without-authority/?sh=1f01c94a8092>



More Resources: Leading Without Authority

More Online Sources

- Five Strategies to Help You Manage Well Without Authority
<https://www.inc.com/melissa-lamson/five-strategies-to-help-you-manage-well-without-authority.html>
- Leading When You Don't Have Formal Authority
<https://hbr.org/2009/05/leading-when-you-dont-have-for.html>
- How to Influence Without Authority in the Workplace
<https://online.hbs.edu/blog/post/influence-without-authority>

JMU Talent Development Resource Collection Books

- *Leading Without Power: Finding Hope in Serving Community* ©2003 by Max De Pree
- *Let's Stop Meeting Like This: Tools to Save Time and Get More Done* ©2014 by Dick and Emily Axelrod
- *How to Succeed With People* ©2013 by Paul McGee
- *The Leader Habit: Master the Skills You Need to Lead - In Just Minutes a Day* ©2017 by Martin Lanik
- *How to Grow Leaders: The Seven Key Principles of Effective Development* ©2009 by John Adair

