



Influence Without Authority

Allan R. Cohen , David L. Bradford

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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.

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John says

Sorry, but I felt this was repetitive and presented a jaded view of the workplace. I couldn't finish it.

Sha Hafez says

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Shannon Mccarthy says

A required read for my MBA. Not a favorite from a management standpoint, but I've also certainly read worse. Okay for required reading but probably wouldn't pick it up off the shelf.

Bill says

For many, this book is simply a compendium of common sense and behavioral anecdotes. For others, I'm sure it is packed with new ways of thinking about their colleagues and organizations. Sorry to say, I'm in more of the first camp. Yet, I did read several chapters and skim the rest and am of the opinion that there is some good stuff, well presented. It just didn't break much new ground for me.

Shhhhh Ahhhhh says

A book worth reading several times over, though, as per the author's recommendation, probably most effectively used as a quick reference book.

My major takeaways from this book are as follows. In social interactions, we are always making trades, especially in business environments. Lack of awareness of currency preferences in these trades, your own and your trading partner's, leads to social and organizational friction. Getting disappointing results from offers that we believe are tempting, valuable, and/or serve the good of the organization or group that you both serve, can often lead to the formation of false conclusions about your trading partner's motives, character, or commitment to the work. These false conclusions are typically negative and are one of the ways that you can cut yourself off from trade opportunities. One of the ways to prevent this is to assume that someone is open to making a trade, rather than that they are entirely unwilling to engage. It is important to know your own currency preferences (time, being left alone, working on challenging projects, accolades,

growth opportunities, a specific job, more money, etc), what currencies you are able to provide others with (same + dedication of institutional resources or social credibility), and what currencies your trading partner desires (same + specific goals, looking good to their boss, alleviation of negative currencies, etc). Once you have that information, and enter the interaction with positive assumptions, you can see if trade is possible. That is to say that you can see if anything you can offer that other person will satisfy a need they have. People and companies also have different styles of relating. Some environments require more aggressive forms of currency, such as direct threats, in order to make trade possible.

Maciej Bliziński says

At some level this book is just common sense. Establish connections with people, do something they value, and they will be more likely to do something if you ask them. But... devil is in the details. I think the advice in the book is good, but the book could present the same information in half the size.

Greg says

Suggested Title:

How to Bark like a Corporate Dog

A Sociopath's guide to manipulating people with a smile

There seems to be a trend when I read personal development books like this. Every author has this tendency to reduce relationship down to the exchange of a currency. Books on relationships... trade love points. Books on Business trade favor points. It's the same thing every time. The only difference between each book seems to be the associated anthology of anecdotes which support how smart and qualified to write this book the author is.

Maybe I'm not cut out for this type of book. In my experience - just as soon as you start thinking about relationships in terms of currency exchange and behaving accordingly, you've just gone and revealed yourself to anyone with any real emotional or social intelligence as a 'phony'.

I can't endorse this book unless of course you're an AI trying to reverse engineer how real people with feelings appear to work in the context of human relations to achieve mutually beneficial end results.

Sunem Beaton-Garcia says

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.

V.C. Remus says

There were a few good tips, but it was otherwise a repetitive slog, especially toward the end. My advice: read up to the halfway mark--that's where all the good stuff ends.

Shari says

Some really great principles but written in a very dull, textbook manner. Personal takeaway: practice solid relational skills and build strong relationships in order to make way for influence.

Prasanna says

So this book took me a while to finish - it was referred to me by a friend as a way to think about the workplace interactions differently. This book sometimes feels repetitive but the ideas, or at least the core of the ideas are pretty spot on. It establishes a framework to think about the "politics" at work without really getting too caught up and flustered about it. In some ways it's really about understanding each other's currencies. Not everything will work immediately and the author doesn't present it as a silver bullet to handle all kinds of issues in modern workplaces, but it's definitely a good read to get a good handle on ever changing workplace dynamics.

Madhavan says

Skimmed through...

Mahesh Karthik says

I picked up this book based on a hunch that it would help me in my new role at work. I needed some words of wisdom in managing a cross functional team. But the book dealt in a more extensive manner encompassing all levels at work. Most of the things explained in the book is self evident - be nice and friendly to people around you, and they will in turn help you. What irked me the most is the author sees every relationship as "currencies" that can be bought, built up and used whenever you choose to.

When it came to influencing a cross functional team, there was only a single chapter but it gave a comprehensive coverage. I particularly liked how the author summed up the vital needs of influencing a cross functional team as Vision, Communication and Appreciation. The book only graces on influencing difficult people and when a person needs to stand ground. The closing lines were memorable - Don't fear war, but keep making peace.

Kimhu says

Excellent book on understanding and use of influencing currencies. Must read by anyone who doesn't know what is influence.

Irisli says

It opened a whole new world to me! Brilliant book!
