

# Leading with Limited Authority

You don't have to be a person of influence to be influential  
Scott Adams (Dilbert)

**For Americans for the Arts  
Gerald D. Yoshitomi  
MeaningMatters, LLC  
June 2007**

Ronald Heifetz Leading with Limited Authority in Leadership Without Easy Answers  
Michael Useem Leading Up  
Roger Fisher & Alan Sharp Getting it Done: How to Lead When You're Not in Charge  
Patrick Lencioni - The Five Dysfunctions of a Team & Death By Meeting  
Jerry Yoshitomi Is Knowledge in the Right Places?

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**Think about an intentional change you  
made in yourself, an organization or a  
project.**

**What were the indicators that change was necessary?**

**When was it?**

**What were the key factors that enabled the change?**

**Training/Skill**

**Opportunity**

**Resources/People**

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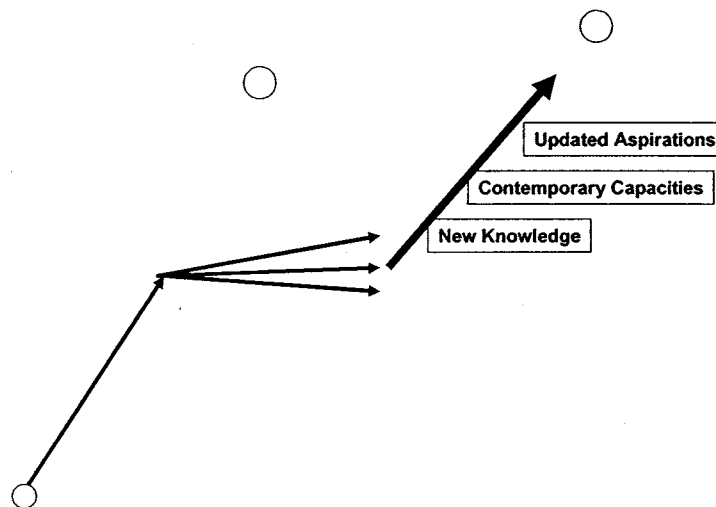
### Sources of Resistance to Innovation

- Values & Previous Mission
  - Social Norms
- Competitiveness
- Competency & Capacity
- Equilibrium
- Confidence

Many Don't Know What to Do!

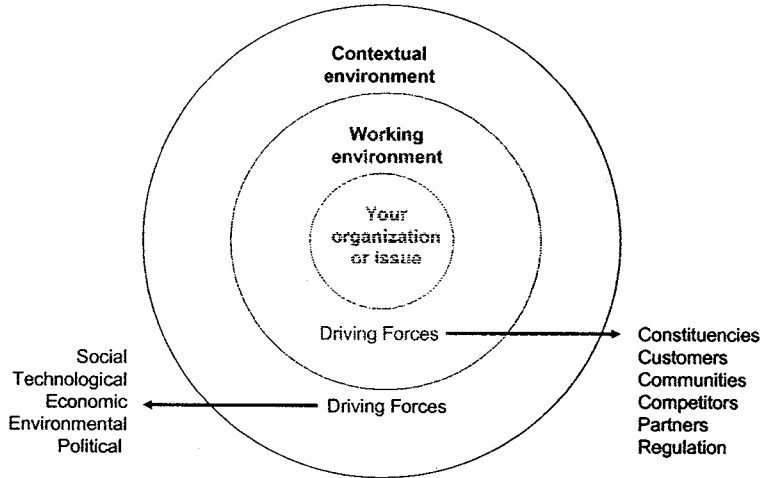
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### Systems Thinking – Counteracting Diminished Expectations (Senge)



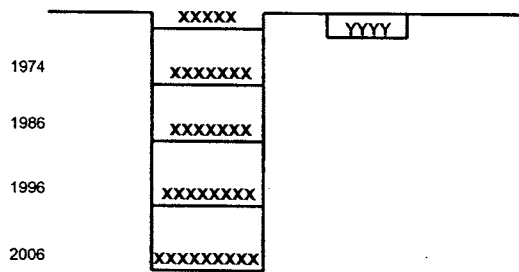
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A framework for outside-in thinking: The Art of Scenario Thinking for Nonprofits  
[http://www.musicandmedia.org/standard/pdf/what\\_if\\_1.pdf](http://www.musicandmedia.org/standard/pdf/what_if_1.pdf)



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### Lateral Thinking



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**What really counts is what you  
learn after you know it all.**

Helen Hayes/John Wooden/Harry Truman

**If you always do what you've always done,  
you'll always be what you've always been.**

Anonymous

**You can't solve a problem with the  
same consciousness that created it.**

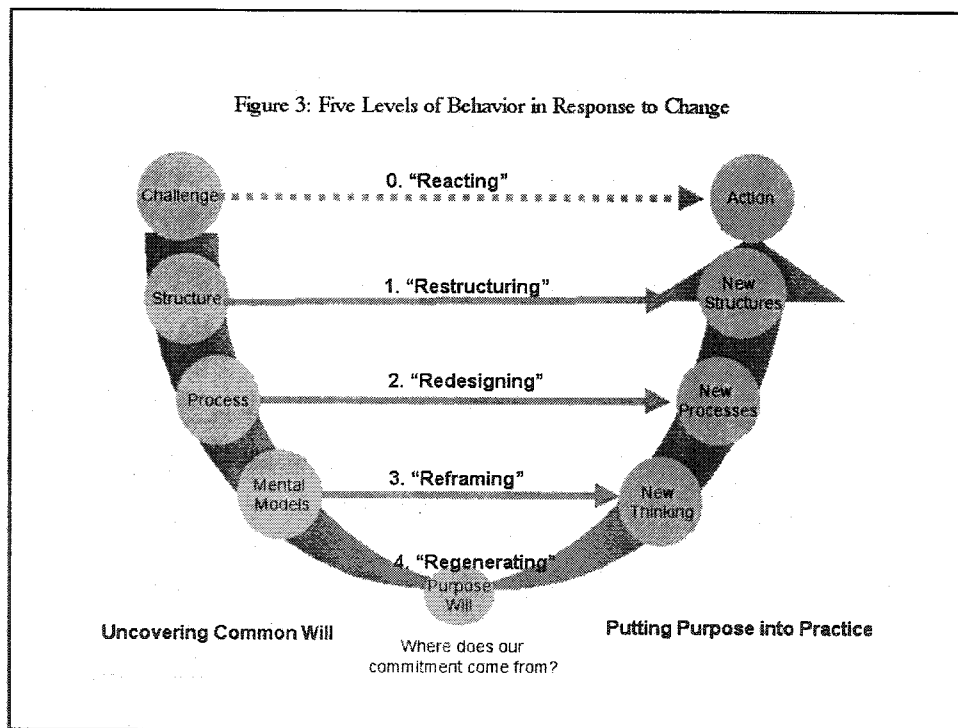
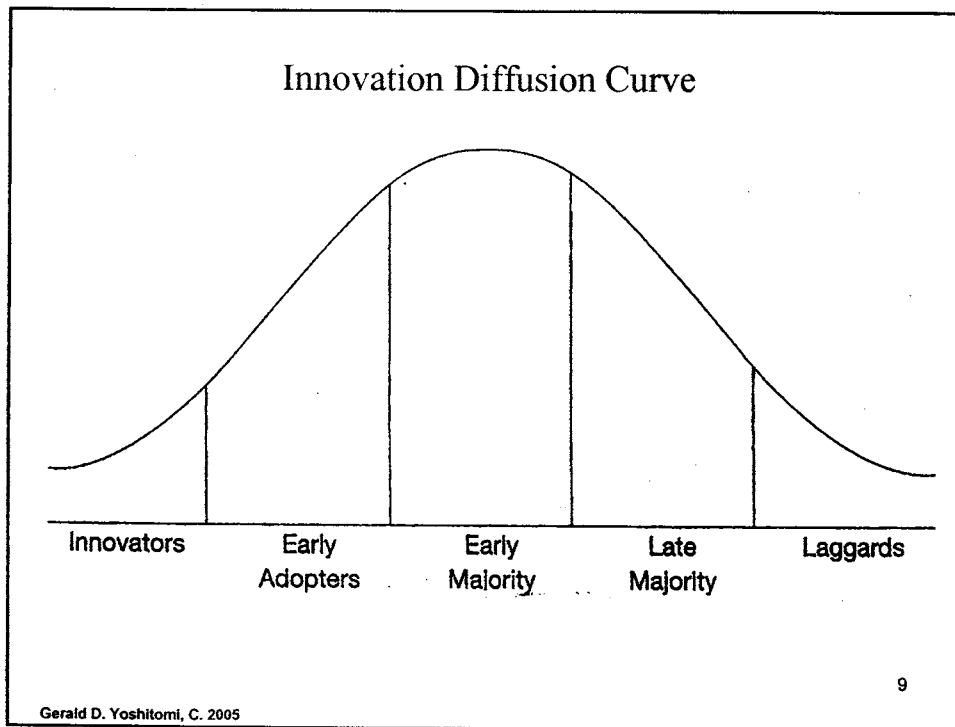
A. Einstein

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Leadership with Limited Authority/Catalytic Leadership

New outcome measures to evaluate programs  
Identify the problem (with other sources, 3<sup>rd</sup> parties).  
Draw attention to issues without drawing too much  
attention to myself  
Identify solutions or others solving similar problems  
Invite/Gather the Guiding Coalition  
Identify resources for Experiments - Facilitate Action  
Understand boss's dilemma & the pains of change,  
choose tactics accordingly. Don't blame or attack.  
Look at the situation from his/her point of view  
Short attention span -30 seconds? Use time wisely.  
Make interventions simple, intelligible & relevant

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YOUR ROLE AS THE LEADER OF ORGANIZATIONAL CHANGE<sup>[1]</sup>

- **Establish a sense of urgency** to sustain the social values/mission critical to your organization
- **Build a powerful guiding coalition** to ensure you have others who feel a sense of ownership for the change as well.
- **Create a compelling vision** of what the future can be for your organization.
- **Communicate the vision** by demonstrating your determination and commitment to making the vision work.
- **Empower others to act on the vision by transferring ownership to a working team.** Remove obstacles that impede success. Get others to take responsibility/credit for successful implementation.
- **Plan for and create short-term wins** so others will remain optimistic and see evidence that your vision for change is possible to achieve.
- **Integrate improvement into the day-to-day actions of the organization** so the organization can see the benefits of the change as the effort continues.
- **Institutionalize new approaches** - model new behavior needed with the changes.
- **Tune into the environment** - assess what is and is not working in your quest
- **Challenge the prevailing organizational wisdom** by demonstrating the value business skills bring when looking for opportunities to create social change.
- **Learn to persevere.** Perseverance is something that comes naturally to you. Help others see what happens when they stick with the vision and see a change effort through to completion.
- **Make everyone a hero.** Recognize! reward! celebrate! the implementation of the vision.

<sup>[1]</sup> Wingfield, Betty Henderson, *Managing Organizational Change* in Dees, Emerson & Economy, "Strategic Tools for Social Entrepreneurs," p. 286, Kanter, Rosabeth Moss, "The Enduring Skills of Change Leaders," Kotter, John, "Leading Change"

Readiness assessment: From Evolve, by Rosabeth Moss Kanter

	Clear Yes	Qualified Yes	Not Sure	No
1. Do I feel strongly about the need for this?	3	2	1	0
2. Does it fit my long-held beliefs, values & convictions?	3	2	1	0
3. Have I thought about something like this for a long time, hoped for something like this?	3	2	1	0
4. Do I think that it is vital for the future of my organization and people I care about?	3	2	1	0
5. Do I get excited when I think about it, and convey excitement when I talk about it?	3	2	1	0
6. Am I convinced that this can be accomplished?	3	2	1	0
7. Am I willing to put my credibility on the line to promise action on it?	3	2	1	0
8. Am I willing to sell it to other people who might not "get" it right away?	3	2	1	0
9. Am I willing to make this a major focus of my own activities?	3	2	1	0
10. Am I willing to put in my own personal time, above & beyond organizational time, to see that this happens?	3	2	1	0
11. Am I committed to seeing this through, over the long haul?	3	2	1	0

**Reciprocity** - Obligated to give back those who've given to us

**Consensus** - Decide what's appropriate by examining what others do – social identity theory

**Authority** - Rely on superior knowledge for guidance

**Consistency** - Once making choice/stand, personal & interpersonal pressure to be consistent with that commitment.

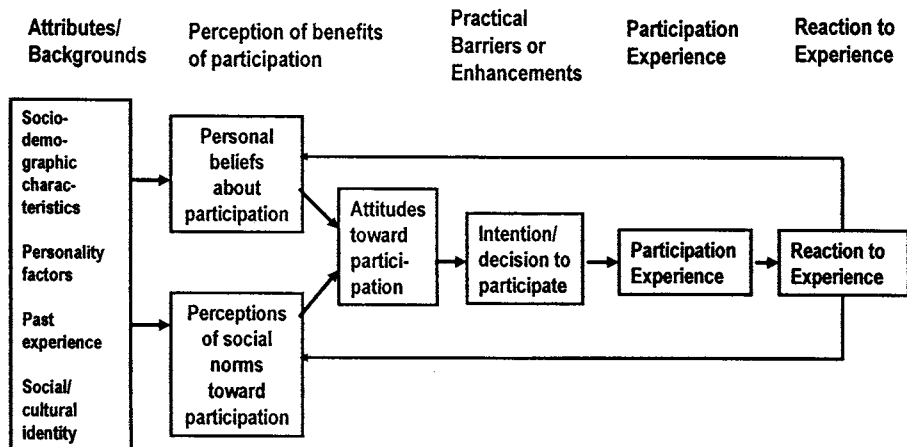
**Scarcity** – Opportunities appear more valuable when less available

**Liking** - Say "yes" to those we know/like (or who like us)

**The Contrast Phenomenon**

**Timing**

Behavioral Model of Participation (by McCarthy & Jinnett -RAND)

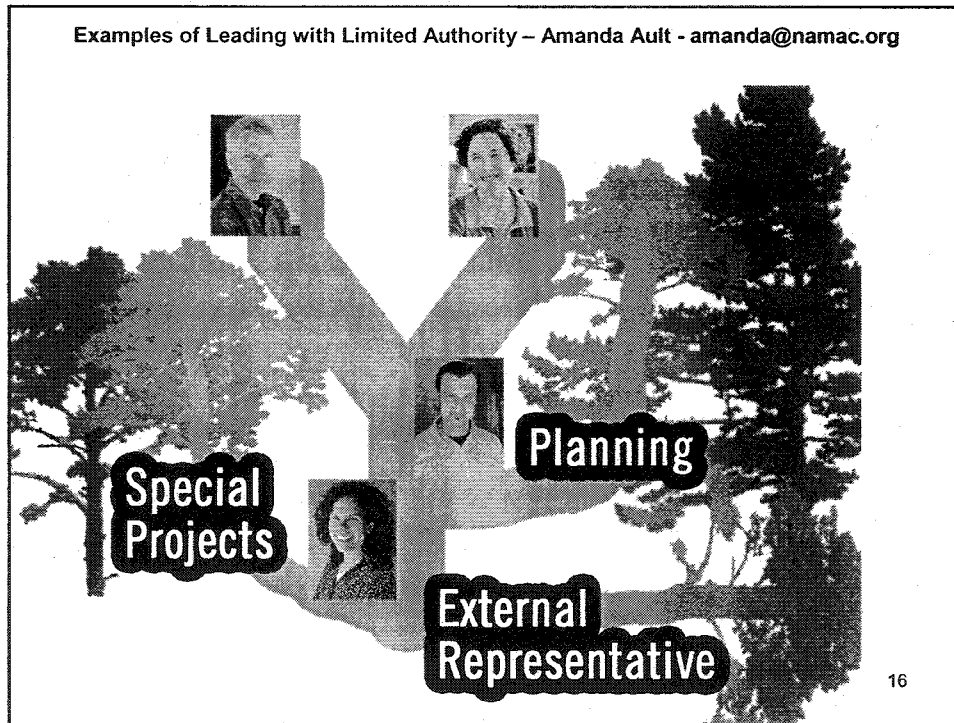


Easier to communicate what we do that aligns with people's existing values or goals vs. changing their values or goals to align with ours.

Examples of Leading with Limited Authority – Amanda Ault - amanda@namac.org



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## **What has been achieved?**

### **For me:**

- **Increased responsibilities**
- **A new job description, title & salary**
- **A sense of growth & development**

### **For the organization:**

- **Renewed commitments & staff stability**
- **Positive vision and high productivity**



The mission of The National Black Arts Festival (NBAF) is to engage, cultivate & educate diverse audiences about the arts & culture of the African Diaspora & provide opportunities for artistic & creative expression.

Over 18 years, artists & attendees alike have come to expect emerging & renowned artists to grace stages & exhibition spaces; collectors look eagerly to the Artists' Market for their next opportunity to buy from some of the best artists in the country; film fans flock to screenings of known & unknown work; concert halls are filled with the voices and instruments of those considered to be the standard bearers in jazz, gospel & everything in-between; the masters of stage & screen have joined us; & the writers who have preserved the voices of the African Diaspora in literature have blessed us with their presence.

Examples of Leading with Limited Authority – Leslie Ito



The premier Asian Pacific American media arts center in the U.S. Having survived every imaginable artistic & administrative challenge, VC earned its reputation as a most respected AP institution. We promote intercultural understanding through presentation, preservation and support of media works by and about Asian Pacific Americans.

- Fertile developing ground for filmmakers, video artists & photographers;
  - Historical photographic and moving image collections;
  - Training youth and senior citizens in digital storytelling;
    - Exhibition, Program Packaging and Distribution

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Next Steps (to be done in small groups)

Think about a superior/colleague. What are their values or goals? How might you frame your messages to gain their resources to implement some of your ideas?

What key thing did I learn today that I can put into practice tomorrow?

What will be the first three steps that I'll take?

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