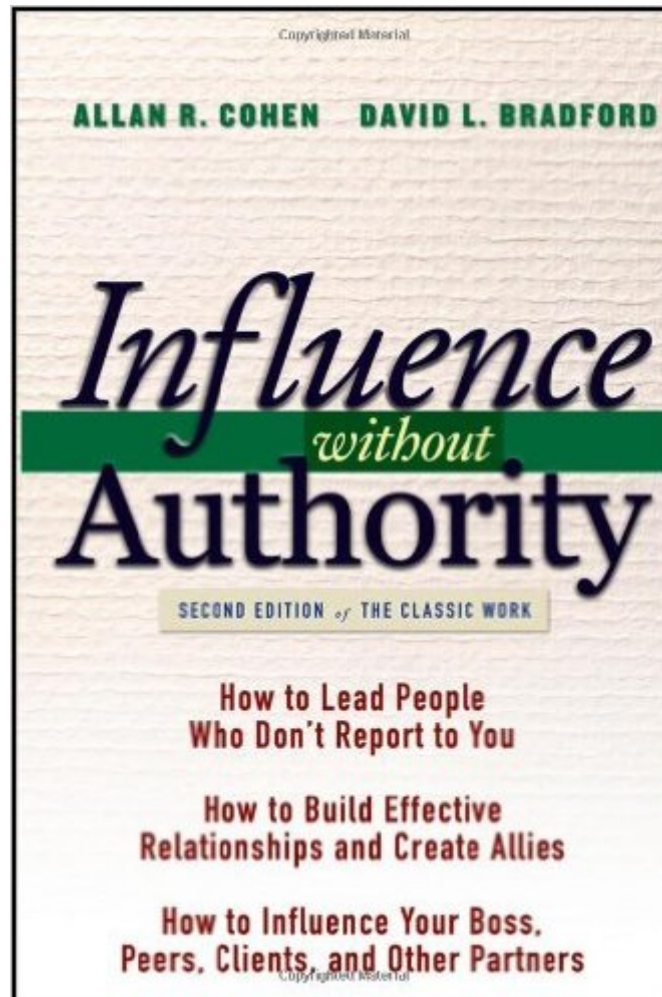


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# Influence Without Authority (2nd Edition)



## Synopsis

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.

## Book Information

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Average Customer Review: 4.2 out of 5 stars [See all reviews](#) (26 customer reviews)

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## Customer Reviews

I'm honored to have received a couple of books for review from Wiley publishing. Influence without Authority by Allan Cohen and David Bradford (second edition) is a classic. Between the covers of this book are not only ideas about the art of getting work done through people, but a host of useful case studies and resources. One of my first major change management projects, some 12 years ago now, led me to believe that there had to be a better way to accomplish the cross functional negotiations that need to happen in any major change initiative. Here, in this book, are the explanations for both what worked and what didn't work on that project. Many of the principles listed not only got my head nodding "yes!" but also help me to understand how the hard learned lessons over the past 12 years fit into the overall picture of influencing colleagues, clients, and their

employees. The Cohen-Bradford Model of Influence, while appearing simple, was a bit more difficult to really comprehend. It comprises six "steps" pictured as an inward spiral, and starts at the "outside" with "Assume all are potential allies." Then moves inward with "Clarify your goals and priorities," "Diagnose the world of the other person," "Identify relevant currencies, theirs, yours," "Dealing with relationships," and finally at the center "Influence through give and take." Essentially, this text deals with explaining how this model is applied in a practical manner. Most important is the concept that while for small things, we can and often do intuitively understand the give and take in a transaction, for large complex transactions we need to be more methodical and think through our process, goals, interests and those of our allies. Hence, the model.

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