**DISCUSSION QUESTIONS: INFLUENCE WITHOUT AUTHORITY**

1. Discuss the difference between influence and manipulation.

2. You’ve designed a new performance appraisal form and you need legal to review it, but the corporate attorney is booked for months. You know this attorney personally, the two of you have children in the same school, and you know that her driving need is actualization. How might you approach her and speak with her in order to get the project through legal? Why did you take the route you took?

3. How would your approach to a person driven by the need for adventure differ from your approach to a person driven by the need for security?

4. A new director of quality control has developed four new procedures that are really minimizing your efficiency. From talking with people in the quality control department, you discover that this director seems to be a rewards driven person. How might you approach this person to deal with this situation? What is the first question you might ask, and how will you then move towards a resolution?

5. Think about a few employees with whom you work most closely. Can you diagnose each of their driving needs? Are they different? How might you go about communicating a similar situation with each of them.

6. If you have a situation for which you need the help of both Cathy, who has a lot of influence but is not really supportive of your project and is driven by the need for power, and Becky, who has very little influence but a lot of support for your project and is driven by the need for achievement:
   a) Who do you consult with first?
   b) What “type” of influencer is she?
   c) Why would you first go to this person?
   d) How do you communicate the situation to her?
   e) What “type” of influencer is the other person?
   f) How do you then approach and deal with her?

7. Think about people you work with frequently, particularly people that you often need in order to do your job successfully. Are any of these people typically champions? Helpers? Antagonists? Hecklers? How might you go about finding out what type of influencer he/she is? How might you now go about dealing with these people differently?

8. What is the Cardinal Rule of Influence? Why?