

The background of the image features a large, light blue, stylized logo of the United Nations, which is a world map composed of curved segments. Centered on this background is the acronym "NORDP" in a bold, dark blue, sans-serif font. The letter "O" is replaced by a dark blue icon of a globe with white latitude and longitude lines and a small satellite or probe orbiting it.

# NORDP

National Organization of  
Research Development Professionals



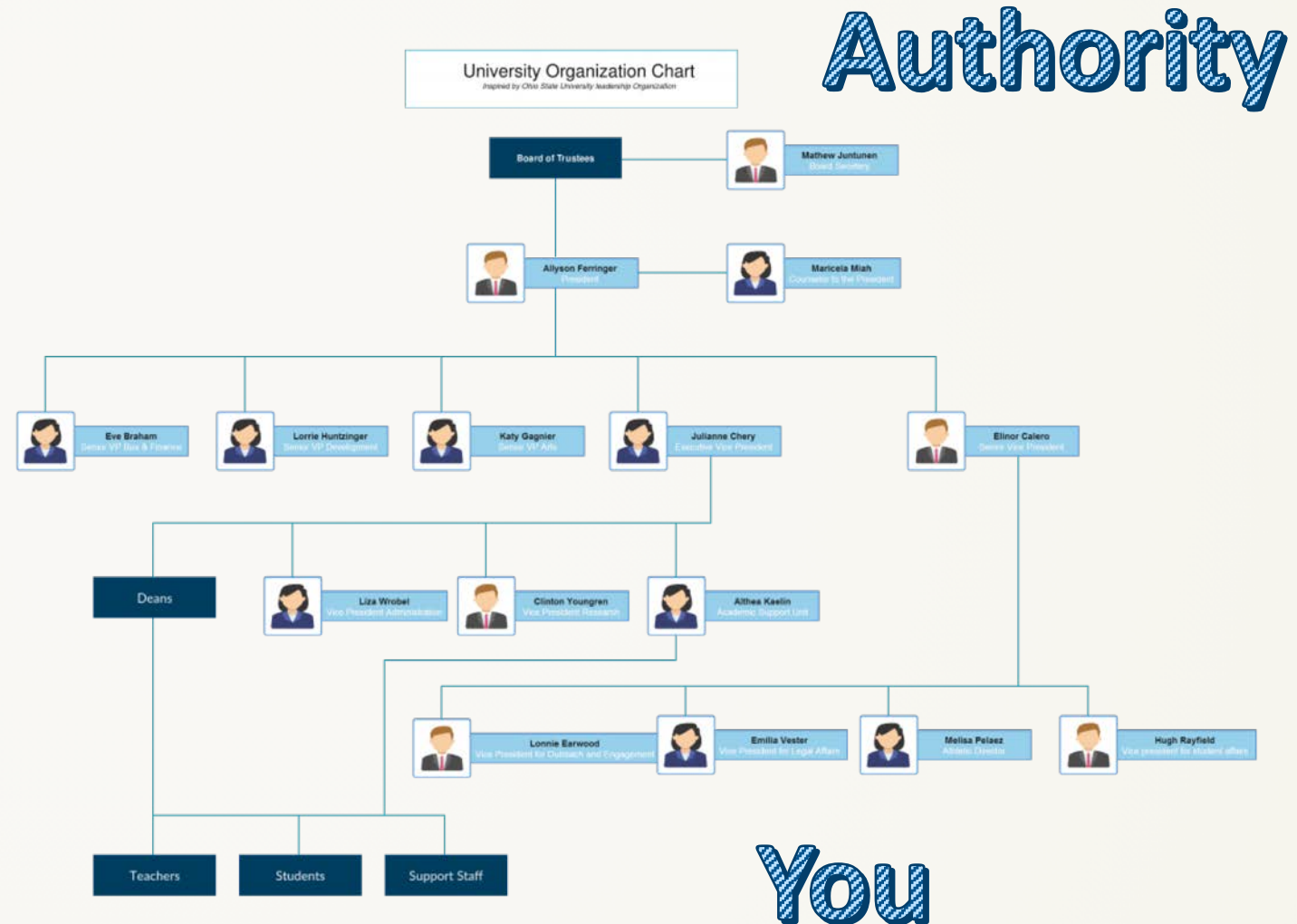
# **Leadership Without Authority**

How to get stuff done without being in charge

# Leading without Authority...

## Why should you care about it?

## Particularly relevant for academic institutions



# Learning Objectives

- Leave feeling empowered to lead from whatever your position is, both today and in future
- Recognize and employ both inclusion and diversity of thought in your leadership positions
- Have some tools that enable you to lead without authority in specific instances
- Have a list of resources for further exploration of this skill
- Recognize that you need to honor your own journey



# Who Are We?



**Brian Ten Eyck**

Chief of Staff,  
Office of the Provost  
University of Arizona



**Maliaca Oxnam**

Associate Librarian,  
Office of Digital Innovation  
and Stewardship  
University of Arizona



**[ 10 minutes ]**

# **Your Turn...**

**Select a leadership quote that resonates with you**

**Introduce yourself to the people sitting at your table  
(Name, Department/Unit, Role)**

**Share how or why it relates to or inspires you**

# What is Leadership, both with and without authority?

## Leadership without Authority

*from Developing Leaders – British Army Guide*

618. **General.** Leading without command authority can be difficult, not because there is some different form of leadership required, but **because those trying to achieve it will have to practise leadership *particularly* well.** These are not different skills but the leader will not be able to fall back on their command position or rank if things do not go to plan. **If you lead well, you will not need your rank.**

# An Example: Gen. Dwight D.

The key is securing cooperation...

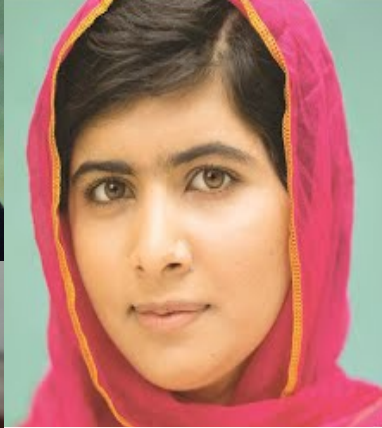
*"COOPERATION... implies such things as selflessness, devotion to common cause, generosity in attitude, and mutual confidence... Patience, tolerance, frankness, absolute honesty in all dealings, particularly with all persons of the opposite nationality, and firmness are absolutely essential... An Allied Commander in Chief... must be self-effacing, quick to give credit, ready to meet the other fellow more than half way, must seek and absorb advice and must learn to decentralise."*



You need people to  
**WANT** to work with you  
to achieve your goal

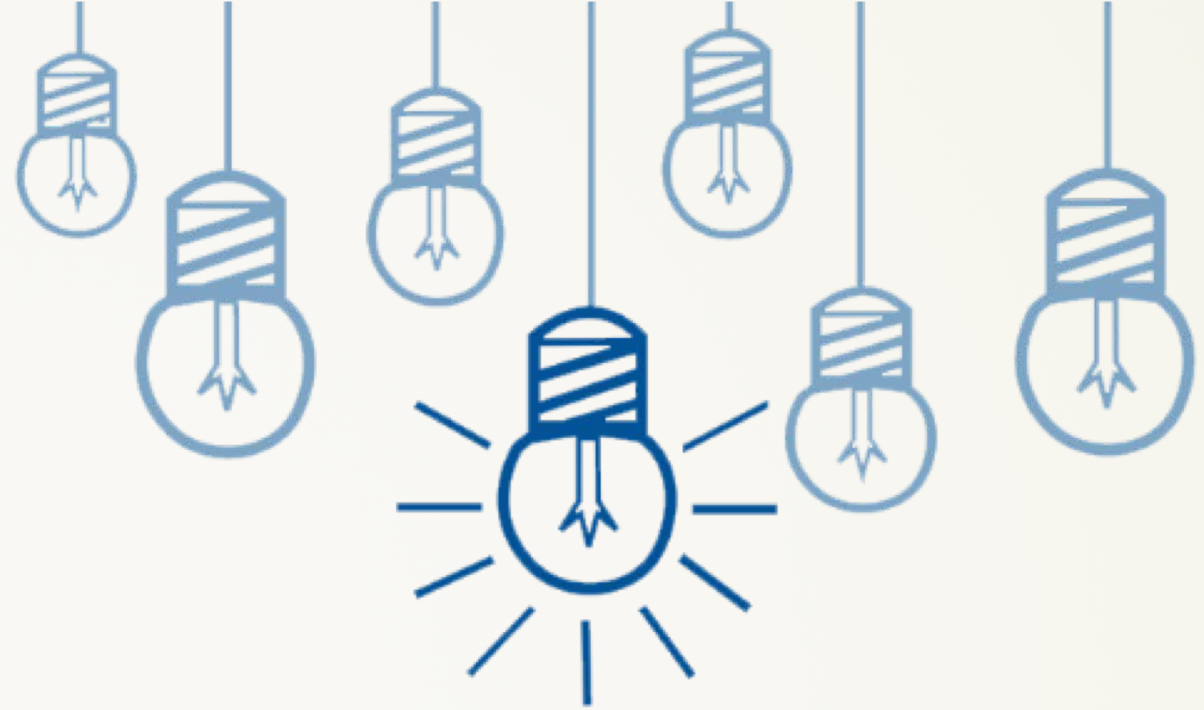


# Formal vs. Informal Power



# Real vs. Perceived Boundaries

- **Unconscious Bias**
- **Tradition, Institutional Culture, Institutional Inertia**
- **Decision Process/Bureaucracy**
- **Geographical**
- **Economic**
- **Technology**



*Are these barriers real or do you perceive them to be real?*

*How can you mitigate or remove these barriers for yourself or for others in your project?*



- 1. Identify a project or something you'd like to take on.**
- 2. Using the chart to the right, list advantages and barriers to achieving your goal**
- 3. Place an asterisk next to forces that may be perceived boundaries**

# Exercise: Personal vs. Environmental Forces

Project Goal:		
	Strengths	Barriers
Personal		
Environmental		

# **Leading without Authority is about *getting things done***

**So why would people want to do  
those things with you?**

**You have to ask them.**

(Remember, there is no chain of  
command. Also, tenure.)

**You have to have a mission.**

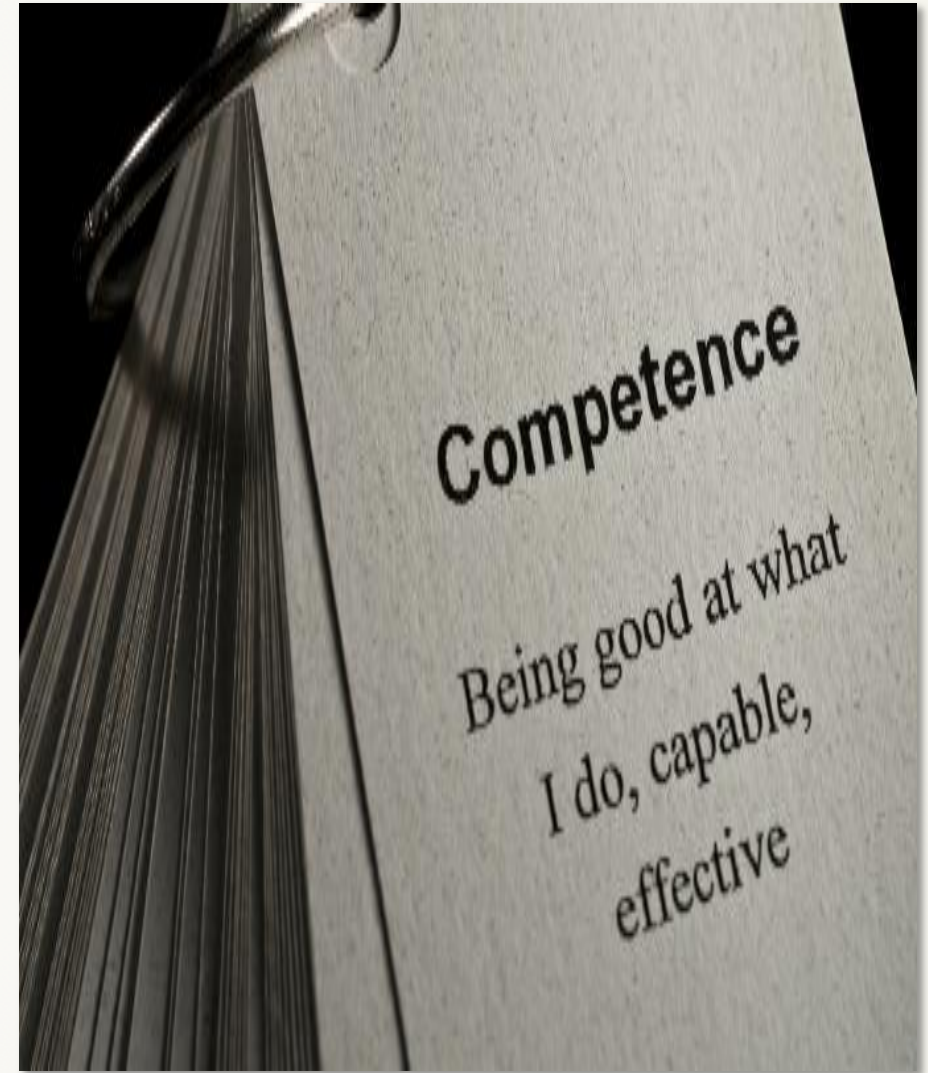
Something that engages their passion or  
professional interest;  
something that benefits the public good

**You have to have  
*Credibility.***

Competence, Integrity, Authenticity,  
Emotional Intelligence, and  
Executive Presence



- Obtain credentials
- Practice / Ask for feedback
- Ask smart questions in meetings
- **Read**
- Request high-visibility projects
- Serve on teams with influential people

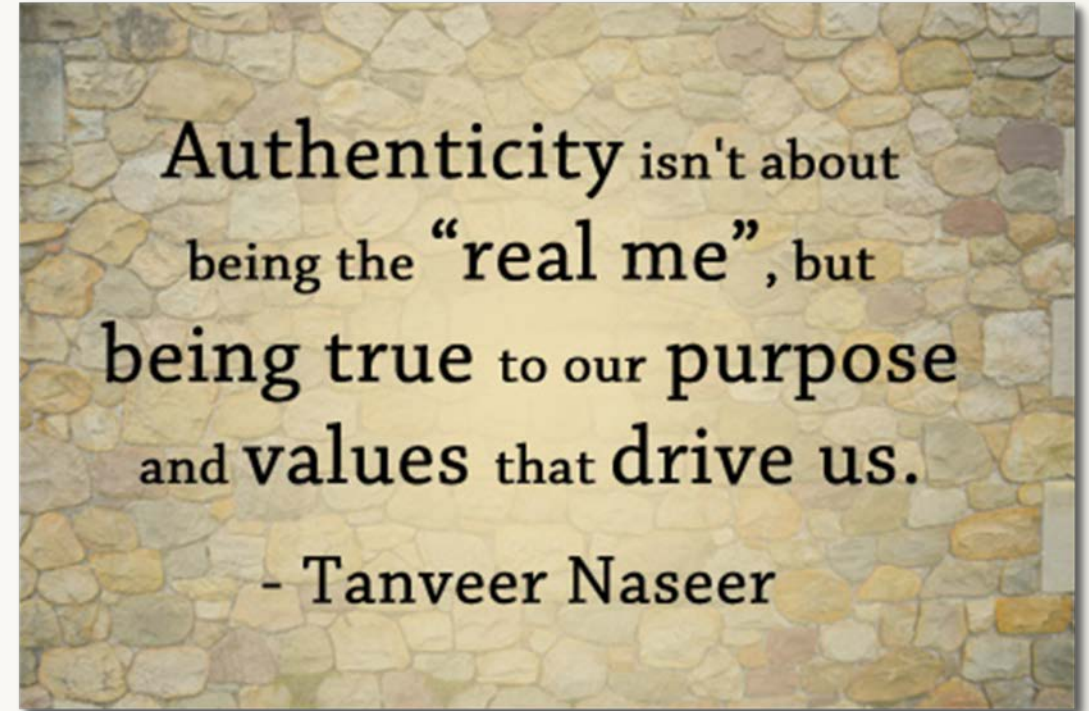




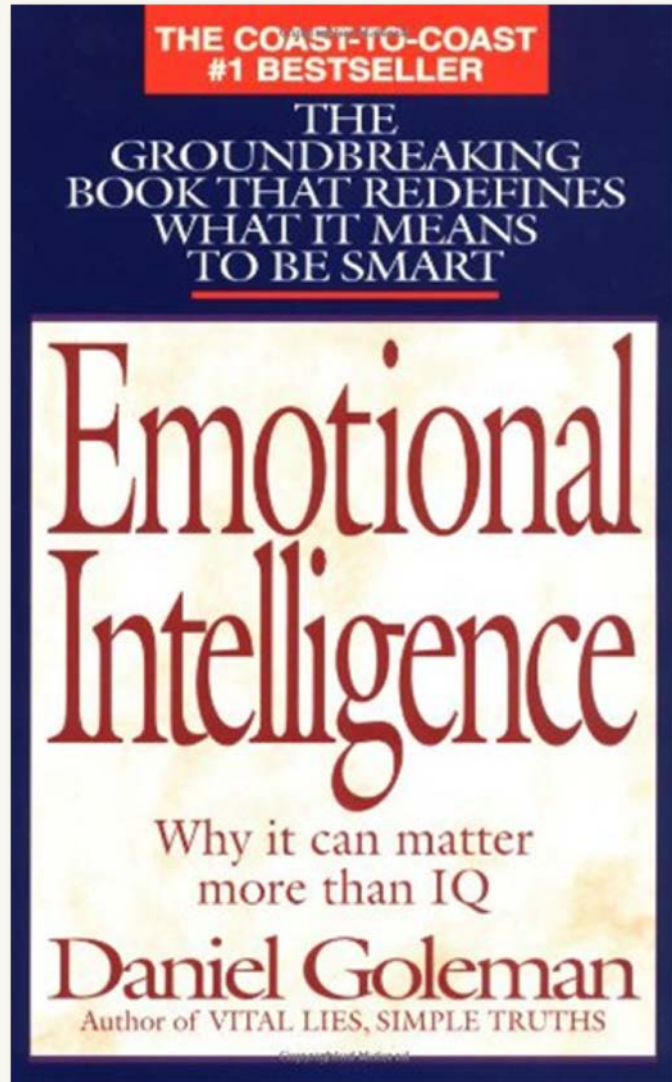


- **Tell the truth**
- **Explain why you have made a decision, or changed your mind**
- **Admit your mistakes**
- **Give credit to others**

- **Being true to yourself**
- **Being honest with others**
- **A willingness to be vulnerable**
- **A willingness to set boundaries**
- **An intentional collection of choices that define you**







- **Listen**
- **Express interest in and concern for others**
- **Seek to understand other people's point of view**
- **Express appreciation in private and in public**
- **Express optimism**

**Gravitas—including  
confidence, decisiveness**

**Concise, persuasive  
communication**

**Appearance—a filter of how  
others view us**



# Executive Presence

- How you comport yourself
- Dress to fit in, vs establish credibility
- Always consider objective and audience
- How you dress needs to be authentic—both to who you are, and how you make yourself accessible to others





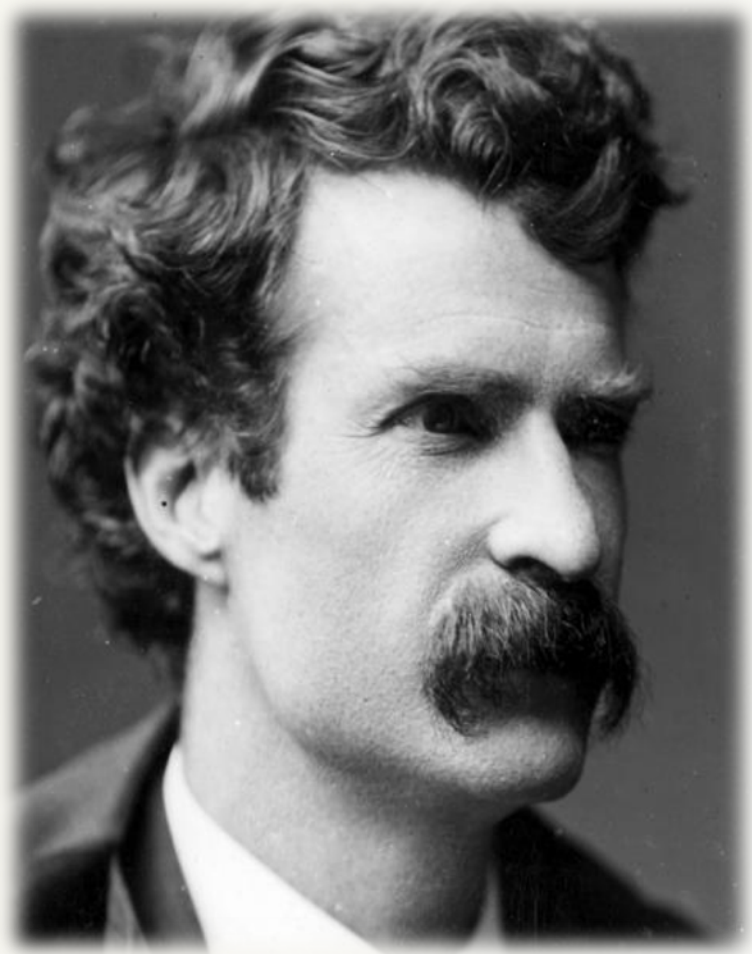


Photo: Rischgitz/Getty

*“Clothes make the man.  
Naked people have little  
or no influence on  
society.”*

Mark Twain

# Mentorship vs. Sponsorship

**Mentorship is a series of (2-way) exchanges over time...**

**Sponsorship is an act,  
during a moment in time  
...**

Example of Sponsorship in action:  
When you only know one person at a party...

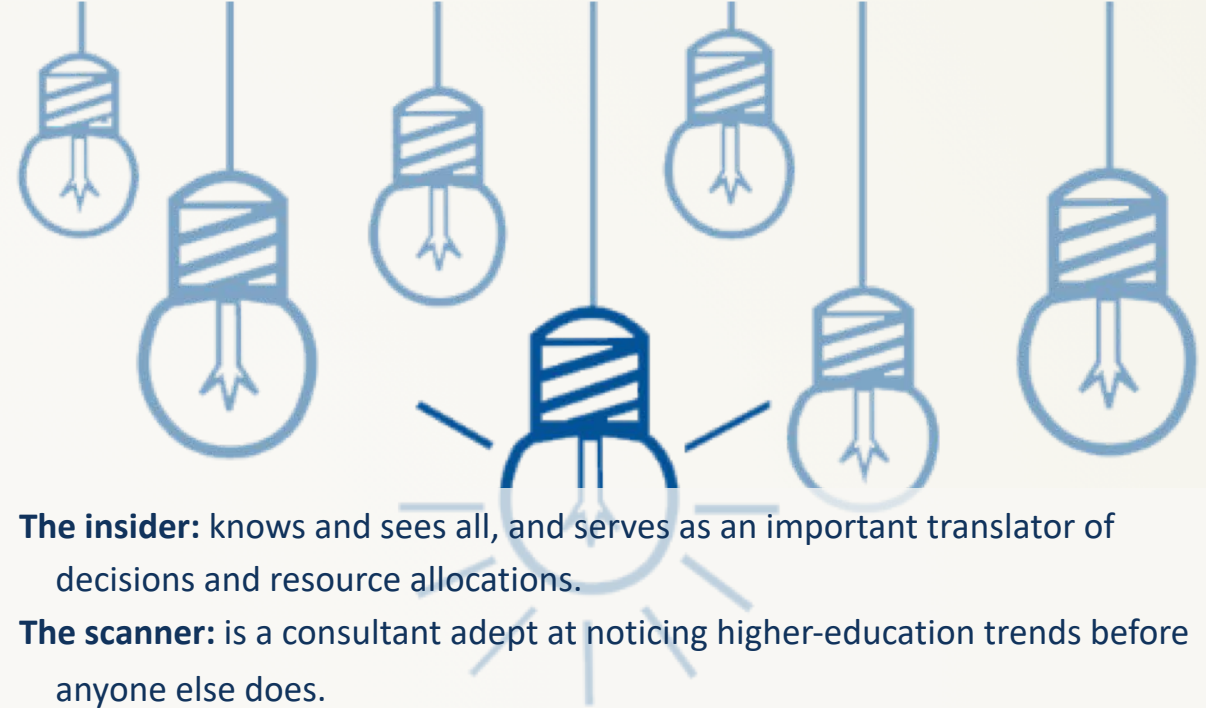
# Personal Board of Advisors

**We can all benefit from a dedicated brain trust to:**

- **offer us advice**
- **help us wrestle with ethical dilemmas**
- **interpret events**
- **share perspectives on our current challenges**
- **critique our decisions, and**
- **position us to move forward with greater confidence**

**Consider where you have gaps that, if filled, might help you lead from the middle**

**But remember: *you have to ask***



**The insider:** knows and sees all, and serves as an important translator of decisions and resource allocations.

**The scanner:** is a consultant adept at noticing higher-education trends before anyone else does.

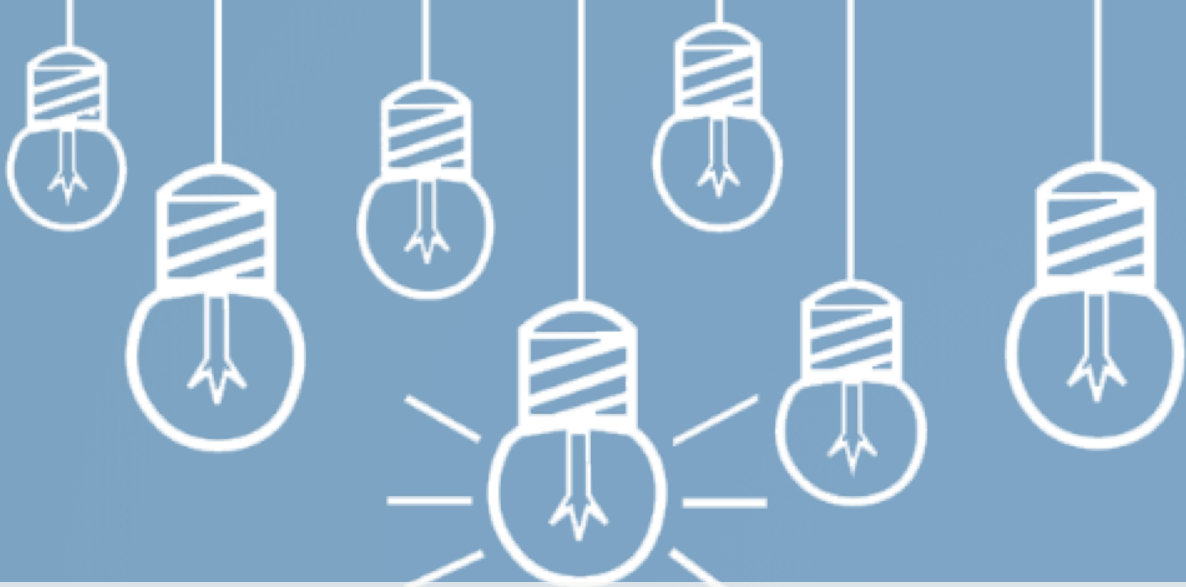
**The business guru:** has deep expertise in corporate life and is my go-to source on ethical dilemmas.

**The career coach:** is a search firm consultant who knows what it takes to be successful in higher education.

**The connector:** knows everyone in my city and is always willing to make an introduction.

**The pop culture expert:** alerts me to memes, movies, TV trends, and celebrity news that I can incorporate into cocktail party conversations, writing, and presentations.

**The technologist:** keeps me up-to-date on social media, software programs, and emerging technologies.



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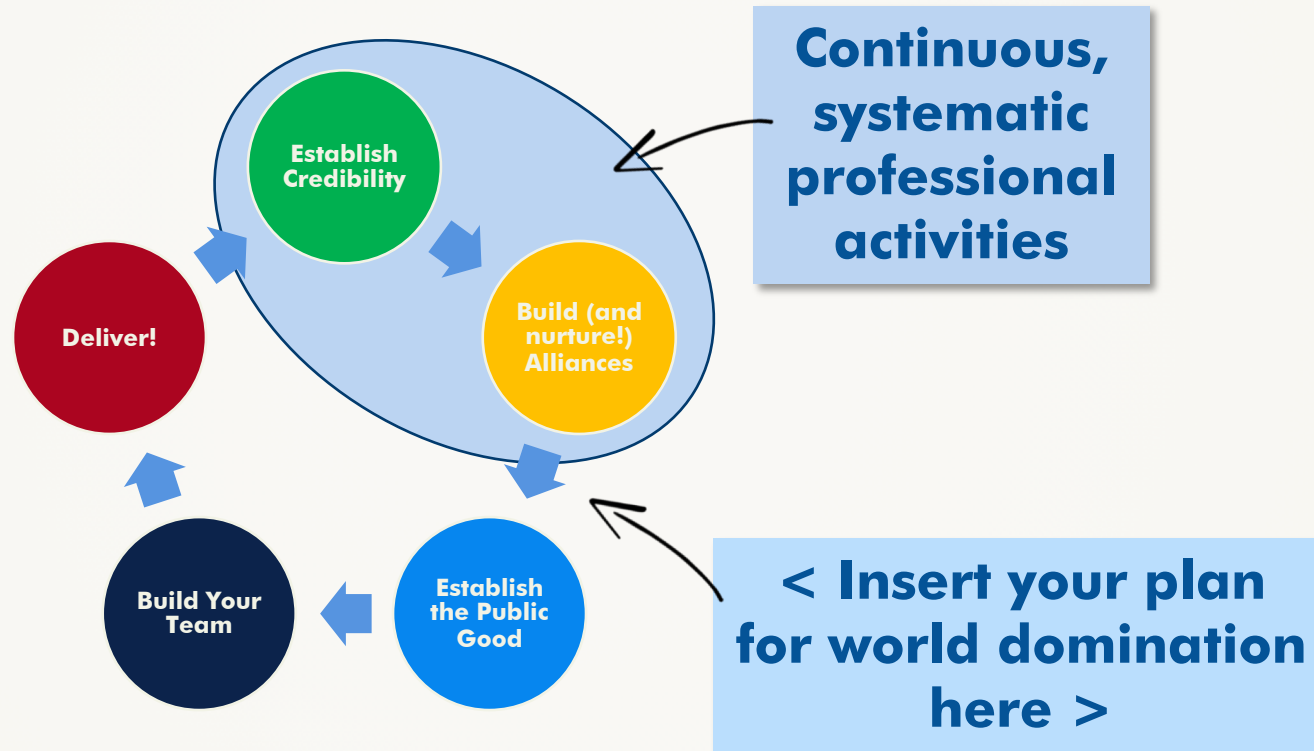
# Exercise: Who is Your Board of Advisors?

[ 5 minutes ]

## *Create Your Board of Advisors*

- Who do you need to ask?
- What purpose does each person serve?
- Think about how/where and how often you will interact with the members of your Board.

# Tying it all Together







**Consider *Diversity of Thought*  
as different life experiences  
versus “affirmative action”**

# On Building Inclusive Teams

**“Decades of research by organizational scientists, psychologists, sociologists, economists and demographers show that socially diverse groups (that is, those with a diversity of race, ethnicity, gender and sexual orientation) are more innovative than homogeneous groups.**

**“It seems obvious that a group of people with diverse individual expertise would be better than a homogeneous group at solving complex, nonroutine problems. It is less obvious that social diversity should work in the same way—yet the science shows that it does.**

**“This is not only because people with different backgrounds bring new information. Simply interacting with individuals who are different forces group members to prepare better, to anticipate alternative viewpoints and to expect that reaching consensus will**

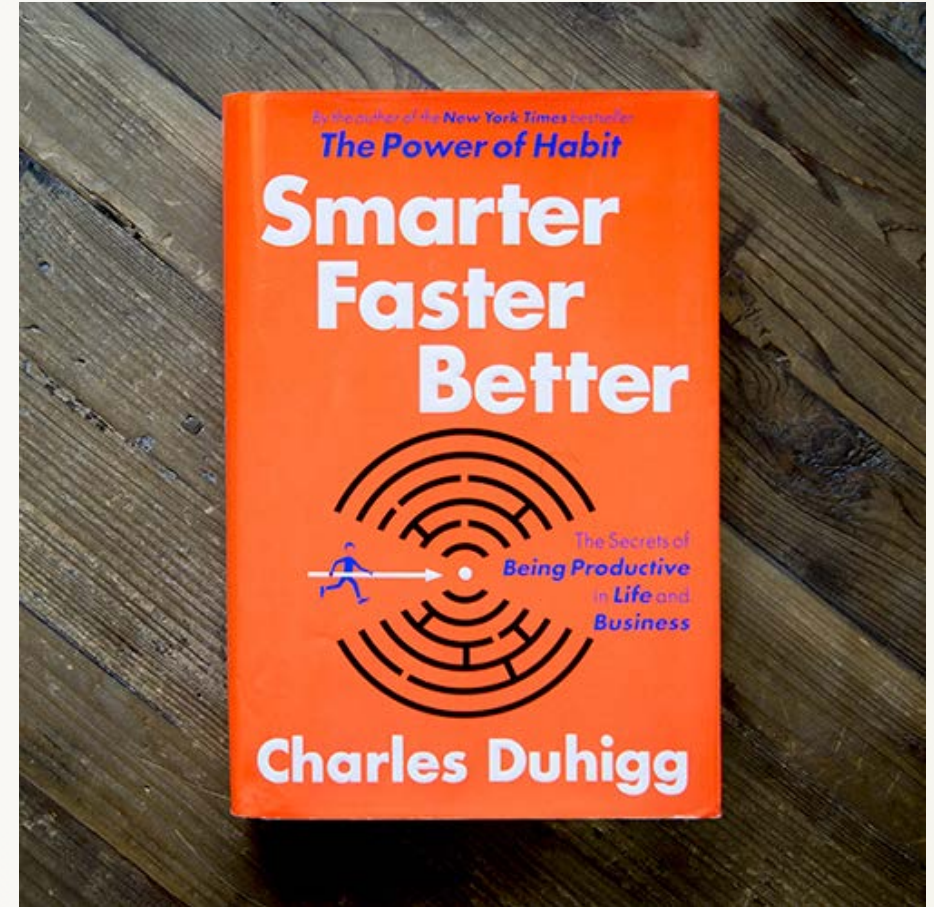
From Katherine Phillips “How Diversity Makes Us Smarter” article in *Scientific American*, October 1, 2014.  
<https://www.scientificamerican.com/article/how-diversity-makes-us-smarter/>

# Leading Teams

Establishing “psychological safety” for teams

Google showed that this is the most critical factor for success of teams

All team members speak, contribute



# UA Defense and Security Research

## Prime Mover: Grow Research

- **Smaller than expected defense research portfolio**
- **Range of faculty interested in diversifying**
- **No focused institutional support for pursuing DoD activities—relationships were one-off**

## The Creation Process

- 1. We had street cred and networks**
- 2. Met with targeted, strategic players, including Deans, SVPs, Provost, President**
- 3. Established a Faculty Advisory Council comprised of all faculty interested in Defense work (30-40 strong)**

## Why Defense Research at UA?

- **Aerospace and defense is a major industry in Arizona**
- **University is co-located with several major military and defense installations**
- **Congressional delegation featured 5 members of congress on Armed Services Committees**

## Key Outcomes

- **Inclusion of Defense and Security into UA's strategic plan—now spun out as the UA Applied Research Corp.**
- **Space Situational Awareness Initiative**
- **Hypersonics Initiative**
- **Quantum Initiative**
- **Cyberoperations BAS degrees**
- **Human Performance Initiative**





# Exercise: Employing Diversity of Thought

[ 10-12 minutes ]

- 1. Restate your project idea in 2 sentences:**  
*What is the idea/project; and what is the public good it serves*
- 2. Hand the worksheet to your neighbor. They will take 3-4 minutes to make the idea better in two different ways. There are no ideas that are off-limits... Repeat with another neighbor.**
- 3. You now have 4 additional ideas. What do those ideas tell you about:**
  - What other stakeholder groups should be consulted?*
  - What key considerations you may have overlooked*
  - What are pitfalls /landmines?*
  - What great ideas enhance your original ideas?*



# Recap: Learning Objectives

- Leave feeling *empowered* to lead from whatever your position is, both today and in future
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- Have some *tools* that enable you to lead without authority in specific instances
- Have a *list of resources* for further exploration of this skill
- Recognize that you need to *honor your own journey*

# Additional Resources on Leadership and Personal Development

[The Power Paradox: How We Gain and Lose Influence](#), by Dacher Keltner

[The Power of Moments: Why Certain Experiences Have Extraordinary Impact](#), by Chip and Dan Heath

[The Ideal Team Player: How to Recognize and Cultivate the Three Essential Virtues](#), by Patrick Lencioni

[Pre-Suasion: A Revolutionary Way to Influence and Persuade](#), by Robert Cialdini

[The Agenda Mover: When Your Good Idea is Not Enough](#), by Samuel Bacharach

[Start with Why: How Great Leaders Inspire Everyone to Take Action](#), by Simon Sinek

[Executive Presence: The Missing Link Between Merit and Success](#), by Sylvia Ann Hewlett

[Compelling People: The Hidden Qualities that Make Us Influential](#), by John Neffinger and Matthew Kohut

[A Sense of Urgency](#), by John P. Kotter

[Leadership Without Easy Answers](#), by Ronald A. Heifetz

[Red Team: How to Succeed by Thinking Like the Enemy](#), by Micah Zenko

[Radical Candor: Be a Kick-Ass Boss without Losing Your Humanity](#), by Kim Scott

[Dare to Lead](#), by Brené Brown

[Better, Smarter, Faster: The Transformative Power of Real Productivity](#), by Charles Duhigg

[The Power of Habit: Why We Do What We Do in Life and Business](#), by Charles Duhigg

[Deep Work: Rules for Focused Success in a Distracted World](#), by Cal Newport

[Give and Take: Why Helping Others Drives Our Success](#), by Adam Grant

[Good to Great: Why Some Companies Make the Leap ... And Others Don't](#), by Jim Collins

[Emotional Intelligence: Why It Can Matter More than IQ](#), by Daniel Goleman

[The Five Dysfunctions of a Team](#), by Patrick Lencioni

[The Three Laws of Performance: Rewriting the Future of Your Organization](#), by Steve Zaffron and Dave Logan

[Switch: How to Change When Change is Hard](#), by Chip and Dan Heath

[Ego Is the Enemy](#), by Ryan Holiday

[Extreme Ownership: How US Navy SEALs Lead and Win](#), by Jocko Willink and Leif Babin

[Relentless: From Good to Great to Unstoppable](#), by Tim S. Grover