

How to Lead When You're Not in Charge:

Leveraging Influence When You Lack Authority

(Clay Scroggins)

Study Guide

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**How to Lead When You're Not in Charge:
Leveraging Influence When You Lack Authority**
Clay Scroggins

The purpose of this book is to show you how to cultivate the influence you need to lead when you're not in charge.

This guide contains:

- summary points
- discussion / reflection questions (use by yourself or with a group)
- exercises (use by yourself or with a group.)
- Bible verses (hyperlinked)
- appendix (tools not in the book that may be helpful)

Understanding Our Challenge

1-The Oddity of Leadership

- Believing the **lie** that authority is a prerequisite for leadership negatively affects your attitude and behavior.
- Waiting for the authority to lead slowly **erodes** your leadership gifts.
- Each of us has an opportunity to create an **oasis of excellence** right where we are.
- When someone pulls out the gun of **authority**, it means something is broken. (*Mat 20:25-27*)
- **Influence** always outpaces authority.
- Influence has always been, and will always be, the currency of leadership.

Discuss / Reflect: Influence Others

One popular definition of leadership is that leadership is influence. In what ways do you have opportunities to influence others?

2-Identity Crisis

- Your sense of identity directs you in every situation.
- How you see yourself affects your ability to follow others, lead others, and find the future God desires for you.
- If your identity is unstable, you'll pick an identity that pleases others at the moment.
- Hiding or pretending to be someone you are not is a spiritual issue (*Gen 3:10*).
- If you think of yourself too lowly, you won't believe you are worthy to lead. If you think of yourself too highly, you will overestimate your abilities (*Rom 12:3*).

5 Components of Identity

Your Past	Self-in-time
Your People	Self-in-relationships
Your Personality	Self-interior
Your Purpose	Self-agency
Your Priorities	Self-determination

Exercise: Past Highs and Lows

Make a timeline of your life. On it, put 5 highs and 5 lows that have shaped you.

Discuss / Reflect: People

What people are having a positive impact on your life right now?

Discuss / Reflect: Personality

What about your personality / temperament contributes to your current leadership role?

Discuss / Reflect: Purpose

How do you view your purpose in life?

The more clear you are about identity, the:

More consistent you'll be with others	Less concerned you'll be about others' opinions
More confident you'll be in what you do	Less confused you'll be by your emotions

*"Quit worrying about what you are not and focus on who I AM" (God, paraphrased, *Exo 3:11-14, Php 4:13*)*

- When you respond in fear, you miss an opportunity to lead. (*1John 4:18*).
- Don't allow thoughts of fear and inadequacy to fill up your mind, (*2Cor 10:4-5*).
- How you respond to trials shapes your future as a leader.

3-Reclaim Kibosh

Ambition = strong desire to make something or achieve something even if it takes great effort, focus, and determination.

- Believing you need a position of authority to exercise ambition is a lie.
- You will never find that magic place where you can lead without constraints.

- When God created us, one of the actions of purpose He gave us was to fill the earth and **subdue** it. (*Gen 1:28*)
- “Subdue it” is a mandate for leadership.
- The Hebrew word for subdue is kabash (subdue, cultivate, and organize something in such a way that it thrives, grows, and flourishes).

Two Types of Leaders

Kabash	Kibosh
cultivate, grow	stop, dispose
responsible stewardship, serve others, <i>Jas 4:6</i>	selfish negativity, <i>Mark 10:42</i>
God’s way	your own way
for God’s glory	for your own glory



Discuss / Reflect: Leader Type

- Why do you want to be a leader?
- Are you in the Kabash Zone?
 - ▶ If yes, what is one thing you can do to stay in the Kabash zone?
 - ▶ If no, what is one thing you can do to leave the kibosh and move to the Kabash zone?

The Four Behaviors

4-Lead Yourself

inalienable responsibility = all of us are responsible for the choices we make and are therefore each leaders, even if it’s only of ourselves

- You are in charge of your emotions, thoughts, actions, and decisions.
- Before others lead you, you must lead yourself.
- The small choices you make when only God is watching show Him how ready you are to lead others (*Luke 16:10*).

Self-Leadership Principles

1. Model Follower-ship: Model what it means to be a good follower (*Heb 13:17*).
2. Monitor Your Heart and Behavior: Check your motives and emotions (*Psa 26:2, Psa 119:9, Psa 139:23-24*) Get feedback from others on how they perceive your behaviors.
3. Make an Improvement Plan:
 - ▶ Where are you? Ask your boss if there’s anything you need to address before they would recommend you for a potential

promotion.

- ▶ Where do you want to go? What skill areas do you need to address to position yourself for the role God wants you to play?
- ▶ How will you hold yourself accountable for progress? Choose the method that works best for you (formal activity, group activity, self-monitoring and rewards).

Exercise: Personal Development Plan

Create your Personal Development Plan. [See the My Development Plan tool in the Appendix.]

Is it Time to Leave?

Before you leave, verify that you are doing it for the right reasons.

- Are your expectations of your boss reasonable?
- Have you committed to the job for a significant amount of time?
- Have you learned what God wants you to learn in this job? God may want to accomplish something IN you rather than through you. Be sure He has that opportunity.

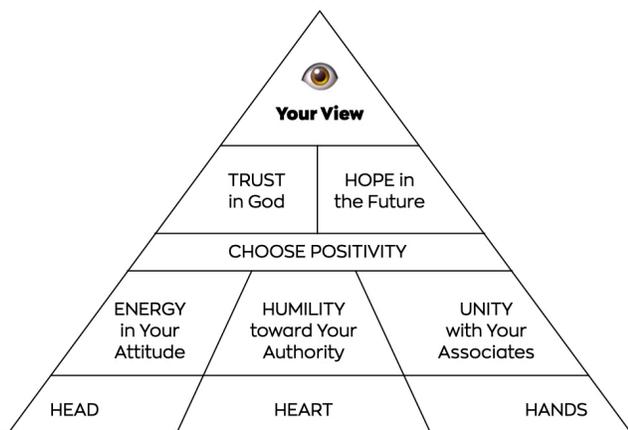
5-Choose Positivity

- How you see your world shapes your world.
- If you see the world with a panoptic lens, you see how things fit together:
 - ▶ how you fit into God’s big picture
 - ▶ how you fit into your organization’s big picture
- Satisfaction in your job is directly connected to your ability to see how you fit into the big picture.
- It is your responsibility to look for ways to connect what you do each day to overall goals and objectives.
- Remember, God is always working on something in you and you rarely see it while it’s happening.

Discuss / Reflect: How You Fit

How do you fit into your organization’s big picture?

Panoptic Pyramid



- In the midst of a dark situation, if you can see the bigger picture, you can maintain a positive perspective (*Php 1:12-13*).
- Don’t let the frustration over what you don’t have keep you from doing what you can do.
- The two pillars of a panoptic view are trust in God and hope in the future (*Php 1:20*).
- The by-products of a panoptic view are:
 - ▶ Energy in your attitude. This can change the team dynamic.
 - ▶ Humility toward your authority (*Rom 13:1*).
 - ▶ Unity with your associates. The focus becomes collective results.

- Focus on cultivating the panoptic view.

Exercise: Panoptic Brainstorm

Brainstorm a list of ways you can cultivate the panoptic view in yourself and others.

6-Think Critically

- The skill of thinking critically for the good of others is essential to leading when you are not in charge.
- Critical thinking includes:
 - ▶ Questioning things: Why do we...? What would happen if...?
 - ▶ Noticing things: Look for cause and effect. Listen, watch, and connect the dots.

Shifts to Improve Your Ability to Influence Others

1. Stop thinking like an employee. Start thinking like an owner.
 - ▶ An owner doesn’t walk past trash on the floor. He picks it up.
 - ▶ You are a child of God working for your Dad (*Rom 8:17*). All your work matters to God. He holds you accountable for it.
2. Stop stacking your meetings. Start scheduling thinking meetings.
 - ▶ To think critically, you need uninterrupted mental space. Pause long enough to look, observe, and connect dots.
 - ▶ On your calendar, block out short periods of time during the day to think.

3. Stop being critical. Start thinking critically.

Being Critical	Thinking Critically
want others to lose	want others to win
tear down	help strengthen
bring problems	bring solutions
want credit	want to make things better

4. Stop giving others a grade. Start lending them a hand.
 - ▶ Let the person know you want what’s best for them.
 - ▶ Present possible solutions to any problem you raise.

- ▶ Wait until you are calm before you discuss a problem.
- ▶ Deliver challenges in a sandwich: positive > challenge > positive. [*Caution: This can backfire if you do it frequently. The person will ignore the positive and worry about the challenge they know you'll drop on them next. Consider using an alternative such as the D.E.A.R. Model. See Appendix.*]

Power of the Towel

- Be known as a value-added problem solver.
- Never forget: the towel is the way God leads us. The towel is always more powerful than the clipboard (*John 13:4-5*).

7-Reject Passivity

- Take the initiative to find and solve problems.
- The best teammates are those who:
 - ▶ are willing to share ideas
 - ▶ are able to withstand their idea not being used
 - ▶ understand when they must sometimes accept a task outside their job description

- Instead of wasting time waiting:
 - ▶ Focus on learning a new skill.
 - ▶ Find a way to remove an obstacle to your team's performance.

CPR for Leadership Skills

Choosing: Find something that needs to change. Choose to own it. Come up with a realistic plan to fix it.

Planning: Never present your boss with just a problem. Always bring a plan for the solution.

Responding: Respond to what's important to your boss.

Discuss / Reflect: Important to Your Boss

- What is creating the most stress for your boss?
- What problems are recurring topics in staff meetings?
- What team accomplishment has most pleased your boss?

Challenging Authority

8-Challenging Up

Why is it difficult to challenge others well?

- When you hear an opinion that is different from the way you see things, you perceive it as rejection. When someone challenges you, it feels threatening because it calls for change.
- The more personally your boss relates to his job, the more personally he will take your challenge.
- People react to any challenge to the present system as criticism of past leadership. When you challenge what is, people experience it as criticism of who was.

How Great Leaders Challenge

- Great leaders challenge with the best motives.
 - When possible, they position their challenge as a step toward a solution to a problem the boss is looking to solve.
 - They keep their challenge related to core issues rather than peripheral ones.
 - They use a strategy to engage and communicate with the appropriate people.
- [*See the Check Before You Challenge tool in the Appendix.*]

Build Bridges Instead of Walls

The words you use when you share an idea are bricks that either build a bridge of relationship or a wall of distrust. Avoid the following:

- constantly comparing your organization to

- another one
- using definitive statements that invalidate the work or intentions of anyone
- blaming anyone
- obstinately making an ultimatum

Instead, include your boss in evaluating alternatives.

Worth the Risk

Challenging your boss can be risky. It's important to challenge well. It's worth the risk for your growth as a leader.

9-Breaking Down Challenging Up

Relationship: Unless you want what's best for your boss, spend time improving your relationship before bringing a challenge (*Php 2:3-8*).

- Be convinced that God put your boss in that position.
- To build trust, practice faithfulness. Do the consistent little things to earn trust (*Luke 16:10*).
- Wait until emotions are low before bringing up disagreements. [When things are going well, ask, "When I disagree with something I see, what's the best way to bring that up with you?"]
- Champion your boss publicly. Challenge privately.

Emotional Posture: The thoughts and feelings you allow yourself to have determine your emotional posture.

- Choose to trust your boss (*1Cor 13:7*).
- Admit to yourself and your boss that you may be missing some information.
- Observe from the balcony instead of letting your emotions control you.
- Prepare yourself to be okay with a no. Sometimes a no is a gift from God. You can take a no as a not yet.

Meaning: The most powerful reason for a challenge is to make something better.

- First, find the why. Be able to clearly show why this change will make things better for the organization.
- Hold tight to why and be loose with what. Be willing to modify the change as long as you can still address the why.

Approach: With the wrong approach, it won't work, even if you're right.

- Adjust your approach to fit your boss.
 - ▶ personality type?
 - ▶ concrete or abstract thinker?
 - ▶ preferred level of detail?
 - ▶ verbal or written?
- Declare your intentions.
 - ▶ I have a possible solution. May I share it?
 - ▶ I want your advice on something.
- Ask questions to engage your boss. This will help you learn, build trust, and save the embarrassment of overlooking something.

10-Your Next Chapter Starts Today

Reputation: Ask yourself what type of leader you want to be tomorrow and start becoming that type of leader today.

Totem Pole: Start leading in a way that all levels of the organization can respect.

Make Your Success Our Success: Create a team environment where everyone enjoys working with you (*Pro 29:2*).

- Teach and equip those around you (*Mat 10:6-10*).
- Make a Leadership List. Observe leaders around you. Make a list of Do and Don't.
- Lead like Jesus. Be a servant leader (*Php 2:3-8*). Love others (*John 13:35*).

Start Now: Choose to start leading today, whether you're in charge or not.

Appendix

D.E.A.R. Model

D	Describe the behavior or result that the other person demonstrates which causes problems for you.
E	Express how the behavior or result affects you.
A	Ask the person to help you identify an alternative behavior or result that would help you. Ask the other person to replace his/her current behavior or result with the alternative.
R	State what you think the positive result would be if the person is able to demonstrate the alternative behavior or produce the alternative result.

Example

D	I noticed you arrived late for our last three team work sessions.
E	When that happens, I feel frustrated and get the impression that you aren't fully committed to work with the team.
A	What can you do to help me overcome my concerns...
R	so that I will be able to rely on you for future lead assignments?

Check Before You Challenge

	Yes	No
Do you have the best motive for making this challenge?		
Is your challenge a possible step to solving a problem important to your boss?		
Is your challenge related to a core issue for your organization?		
Have you been engaging and communicating with the right people about the challenge?		

- If you can give a resounding **yes** to all four questions, proceed with your challenge.
- If you gave a **no** to a question, your challenge may not be advisable.

My Development Plan

Date: _____ My Name: _____

Instructions

Step 1	Identify 2 critical skills you need to develop. (Pick one that is technical/ task-related and one that is spiritual/ people-related.)
Step 2	<ul style="list-style-type: none"> • Identify 1-3 job-based projects or assignments that allow you to practice and/or build that skill. • Identify 1-2 ways you can leverage collaboration partners to better develop the skill • Identify at least one formal learning activity to support your development of the skill (class, structured book study) and who will serve as your learning partner or coach to apply your learnings.
Step 3	Discuss your plan with your coach. Refine if necessary.

<i>Skill to Develop</i>	<i>On the Job Assignments</i>	<i>Collaboration Partners and What I Will Ask Them</i>	<i>Formal Learning Activity</i>
			Activity: Learning Partner =
			Activity: Learning Partner =