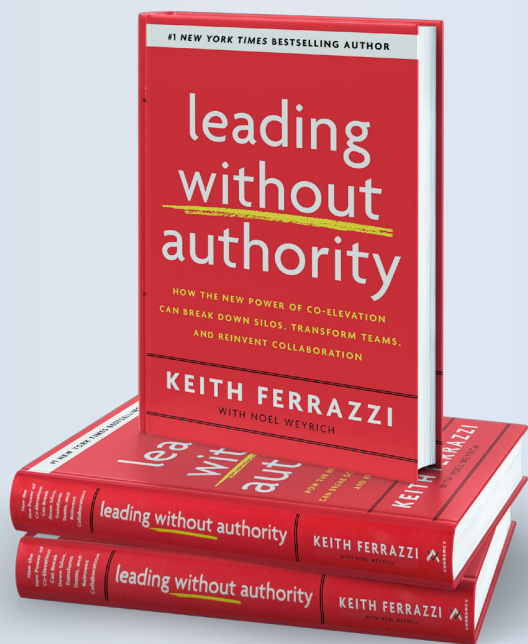


BOOK SNAPS™

Zooming In On Your Next Read



Leading Without Authority

by Keith Ferrazzi

Keith Ferrazzi is an American entrepreneur and recognized global thought leader in the relational and collaborative sciences. As Chairman of Ferrazzi Greenlight and its Research Institute, he works to identify behaviors that block global organizations from reaching their goals and to transform them by coaching new behaviors that increase growth and shareholder value. He is the #1 *New York Times* bestselling author of *Who's Got Your Back*, *Never Eat Alone*, and *Leading Without Authority*. He has contributed to *Harvard Business Review*, *Forbes*, *Fortune*, and *The Wall Street Journal*. His mission is to transform teams to help them transform the world. KeithFerrazzi.com

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Transform Teams; Transform the World

We are living in a dichotomous time with equally abundant amounts of opportunity and disruption. Technological innovations are springing up all around us that are designed to make work easier. Yet, workers at all levels in every type of organization are tired and overwhelmed in their roles. This “era of explosive change” has brought into focus the inherent flaws that exist in traditional organizational charts and leadership. Work relationships are getting less productive and the time to make fundamental changes to the way we work is long overdue.

Author Keith Ferrazzi has spent his career practicing what he calls “leading without authority.” He credits this way of working with catapulting him up the chain to an executive-level position followed by his becoming the youngest-ever partner at his first employer, Deloitte. In his next role as Chief Marketing Officer (CMO) for Starwood Hotels, he became the youngest CMO at any Fortune 500 company at the time. It was in this role that the principles of leading without authority revealed themselves to be critical not only to his own success, but to that of an organization as a whole.

Ferrazzi was a “natural” at leading without authority. He was afforded some authority of his own at Starwood so he “didn’t spend as much time building strong relationships as he had at Deloitte.” This ultimately led to him having no authority at all and his role was eventually eliminated. This was a professional defeat, no doubt, but it led Ferrazzi to write his first book, the huge hit, *Never Eat Alone*, and catalyzed his coaching and entrepreneurial career.

He has “decades of team coaching” under his belt and he has “come to see how many people are making the same mistakes he made at Starwood so many years ago.” Managers rely on title, budgetary control, and hierarchy to get things done instead of spending that energy on “leading others to collaborate and seek audacious new solutions.” Ferrazzi believes that people who are not given formal authority to lead are frequently sidelined, waiting for their turn when they could be jumping in “to get extraordinary things done.” Command-and-control decision making is out. Employers need team members who will take the initiative to achieve great things, building value for the company, with or without express authority to do so.



Leading without authority is becoming *the* 21st century organizational model. The problem is that most managers do not know how to implement it within their teams. Until now. *Leading Without Authority* is the manual for learning how to play this new organizational game. It is the first book that “gives readers a complete, holistic, and proven methodology for succeeding in a world in which the ability to lead without authority is an essential workplace competency.” Ferrazzi calls on readers to become awakened to this new mindset and begin working within the “operating system of co-elevation.” The concept of co-elevation and how anyone, regardless of title, can harness it like a superpower, are explained as a set of rules.

Rule One: Who’s Your Team?

Most managers see their “team” as the list of their direct reports as stipulated within the org chart. In order to lead without authority, this idea must be banished. As Ferrazzi explains, “Your team is made up of everyone who is critical to helping you achieve your mission and goals.” Managers need to get behind the idea that the team is actually made up of a much broader group of people than what is defined as those people whom they supervise. Managers need to be able to “inspire commitment and performance among people over whom they have no official authority.” It is a shift in mindset and is the very first step toward leading without authority.

Teams need to be loosely organized and cross-functional. Leaders must be fully committed to every one of those team members, whether they report directly to that leader or not. The leader of this broader team must “extend the same degree of care, concern, commitment, and camaraderie to all of the new team members.” As a leader, assume that there are people on this newly imagined team that have ideas that are better than yours. This is the path to achieving extraordinary results. To lead without authority is to “lead a team of your own creation.”

Rule Two: Accept That It’s All on You

Organizations and companies with hierarchical cultures need leadership transformation desperately. These cultures get bogged down in “the way we do things here” even when those ways are rigid and filled with inefficiencies. Dramatic impacts can be accomplished in these hierarchies by people who are willing to lead without authority.

The fundamental message behind the second rule of leading without authority is that “when we think and act like co-elevating leaders, our potential as leaders will get recognized—sooner rather than later.”

Regardless of someone’s status within the organization, they can become a leader by starting to lead... now. Ferrazzi advises, “Do the job before you have the job.” That’s your choice. All you have to do is accept that “it’s all on you.” You cannot wait for others to recognize your value. You have to step up and create it. It is about inviting and encouraging others to do things in a new way. Successful leaders without authority genuinely care about other people’s success and take on problems mutually, so

that everyone learns and grows. When people feel genuinely cared for and connected to their leader, collaboration naturally follows.

Rule Three: Earn Permission to Lead

Leading without authority requires us to bring people into our work and personal lives in bold and deep ways. After all, we are inviting them to make valuable and important contributions to our mission, whatever it may be. The connection has to run deep, which requires us to give “even more than we ever expect to receive in return.” We have to “earn the trust and faith necessary to lead” in order to “engage and enlist others in this way.” This engagement requires the leader to be direct, vulnerable, personal, and generous from the very beginning.

This can be shocking to the person you are inviting into your team. If you want a perfect stranger to enter into “a co-elevating relationship that will take you higher together” you first have to “earn permission” to do so. Leaders need to become well-versed in opening themselves up to their teammates as well as opening up all teammates to the mission at hand. This is hard work and requires the leader to let go of ego and defensiveness. The effort must include “sharing their time, energy, resources, and knowledge.” Ferrazzi adds that “this ability to enlist team members and sustain their commitment is perhaps the most undervalued competency among leaders attempting to achieve transformational change.”

Rule Four: Co-Elevating Collaboration

Radical transformation creates what Ferrazzi sees as “impossible situations that require impossible solutions.” For Ferrazzi, the solution lies in a deeper kind of collaboration among cross-departmental teams that he calls “co-elevating collaboration.” He has a simple formula:

Transformative Outcomes = Radical Inclusion + Bold Input + Agility

Radial Inclusion calls for a complete commitment “to true diversity of voices and inputs in the collaborative process.” People from engineering, legal, art, design, marketing, and more are all brought together from the very beginning to weigh in and provide input. This will result in gathering opinions and points of view from the “widest possible range of departments and areas of expertise.”

Bold Input is what a leader gets when you ask for “candid and courageous feedback” from this wildly inclusive team of collaborators. All ideas are thrown into the ring and debated in an open dialogue among the team members.

Agility refers to the short project cycle that requires frequent check-ins and resulting pivots that “drive the pace of change forward.” Co-elevating collaboration leads to “authentic co-creation” which results in far better outcomes.

Rule Five: Co-Development

Ferrazzi lets readers in on a universal success secret. The key



‘Never doubt that a small group of thoughtful, committed citizens can change the world: indeed, it’s the only thing that ever has.’ *Margaret Mead*

to “transformational performance” is having every person on the team committed to a “shared mission” where everyone has each other’s back, coaches each other, and helps one another “grow and develop.” This way forward not only accomplishes the goal, it also makes everyone on the team happier and more fulfilled.

When people are engaged in open, honest discussions where they express themselves completely, they are part of a “highly supportive coaching culture” that exceeds performance expectations. Unfortunately, most businesses do not have this kind of coaching culture. Ferrazzi points out that this “coaching vacuum” is a ripe opportunity for anyone to step up and provide feedback, support, and leadership, whether it is officially in their job description or not.

Peer-to-peer co-development is at the heart of leading without authority, according to Ferrazzi. This idea gets more pushback from Ferrazzi’s students than any of the other rules. People find it difficult to deliver feedback tied to a colleague’s job skills. They would rather be nice and play it safe. Ferrazzi points out that even though these conversations are difficult, they demonstrate a leader’s commitment to the mission and to the teammate, who is struggling and needs support.

Rule Six: Praise and Celebrate

A little praise goes a long way. Small doses of “focused, positive energy” can create ripple effects throughout an entire organization. Ferrazzi writes that leadership without authority relies on championing and cheerleading as one of the leader’s “highest-leverage responsibilities.”

Praise and celebration go hand-in-hand with care and accountability. They act as “accelerants” to opening people up to radical transformation. Praise and celebration delivered regularly makes it much easier to deal with challenge and hardship when they inevitably come. As a bonus, being the leader who is behind all this positive energy lifts the leader up right alongside the team members. This feel-good energy impacts us in endless positive ways, including job performance.

Rule Seven: Co-Elevate the TribeQA

The leader, Ferrazzi points out, is responsible for the energy and engagement levels of the team, and the quality of the outcome is directly tied to the cohesion of the team. Leaders without authority are tasked with creating a “culture of co-elevation.” This is accomplished with the help of others in the “tribe.” The leader first gains support with a limited number of trusted team members who they know they can recruit to get on board. They

begin co-elevating the energy of each other and each become leaders without authority themselves, enlisting still others in the cause. This spreads to a wider group of team members until, finally, the entire culture is on a shared mission.

Ferrazzi calls this “leveraging the tribe for the tribe.” The leader without authority calls on everyone to commit to co-elevation. They go on to “initiate their own co-elevating relationships and ultimately share the responsibility for promoting a co-elevating culture.” At this point, all of the teams are working toward the same mission, speaking the same language as a “tribe of people” co-elevating and co-developing, together. It all starts with the leader without authority asking the question from rule number one, “Who’s my team?”

Rule Eight: Join the Movement

The world is changing, quickly and continually. Ferrazzi believes that co-elevation “will become a core human competency” in an increasingly diverse, always evolving, “interdependent world.” The “simple practices” taught in his book have the power to “bring about real cultural transformation” at work and in the “world at large.” Those who practice the habit of co-elevation will see their professional and personal lives transform in incredibly positive ways.

Inevitably, this transformation will spill out into the lives of those around the leader without authority. Ferrazzi implores readers to move the focus outward. He has taught readers how to change their behaviors, co-elevate with others, and enjoy greater success together. He doesn’t want readers to stop there. He challenges leaders without authority to spread the message and contribute to starting a movement that positively impacts people beyond the workplace.

Ferrazzi points to a quote from renowned anthropologist, Margaret Mead: “Never doubt that a small group of thoughtful, committed citizens can change the world: indeed, it’s the only thing that ever has.” That message is made clear throughout *Leading Without Authority*. Heady “idealistic visions” take hold, movements begin, and society changes into a new normal. Ferrazzi believes that a “radically interdependent and transparent world” is in our future. He dreams of the time when the value of “co-creation among a diverse set of perspectives” is fully embraced as the best way to find solutions to problems of any kind.

Those who have a hard time dreaming big will find Ferrazzi’s goals too lofty, but for those who dare to manifest and believe in the power of “we,” co-elevation delivers just the right medicine at just the right time.