Authority is a social, political and business structure that grants an individual rights to make decisions and give orders. It is the basis for government and many businesses, families, etc.

Influence is an equally common and powerful phenomenon that relies on nothing more than words and relationships. It is the ability to affect ideas and actions.

Directions: Read the definitions in the box above and discuss instances in your career when you have used authority and influence. Also, discuss when colleagues in your library or system have used authority and influence with you. Consider the following:

As a manager, which do you use more often—authority or influence?

As a manager, which would you prefer to use—authority or influence?

How do you respond to others who use authority and influence with you?

What types of people have great authority and little influence in an organization?

What types of people have little authority but great influence in an organization?

Use the poster pad to record the highlights of your discussion and select a group member to share your findings with the other groups.
GROUP B
MANAGING UP, DOWN and ACROSS

Managing Up: What interests my boss ought to fascinate me. When they need something, it moves straight to the top of my priority list.

Managing Down: The people who work for me choose how hard to work, how well they perform and can choose to ignore me or leave if they’re not satisfied with my leadership.

Managing Across: I build trust and influence colleagues in my organization since I wield little or no organizational power with my peers.

Directions: Read the motivations for management in the box above and discuss instances in your career when you have managed up, down and across in your library or system. Consider the following:

How do you like to spend your time--managing up, down or across?

Which of the three management motivations is the easiest, and which is the most difficult?

Does the importance of each management motivation change as you change roles in a library or system?

How do you feel about "managing" your peers?

Use the poster pad to record the highlights of your discussion and select a group member to share your findings with the other groups.
GROUP C

RECOGNITION: GETTING IT and GIVING IT

Day-To-Day: Gives immediate feedback on performance, like Saying "thank you" for a job well done; Sending a personal note; and Giving a pat on the back or handshake.

Informal: Usually given when employees hit milestones, like Thank you cards; Treats given to staff; Copying an employee on a complimentary email sent to the employees’ supervisor.

Formal: Has a nomination and selection process, like the Oscars and Grammys and is "big" and structured; Years of Service; Performance Awards.

Directions: Read the descriptions of types of recognition in the box above and discuss instances in your career when you have given or received these in your career. Consider the following:

Which kind of recognition means the most to your subordinates?

Which kind of recognition do you respond best to?

Do members of a library or system respond to different kinds of recognition as they assume new roles (i.e. get promoted)?

How effective are each of the kinds of recognition?

Use the poster pad to record the highlights of your discussion and select a group member to share your findings with the other groups.