



APPLICATION GUIDE – AUGUST 2017

“How to Lead When You’re Not in Charge,” Part 2

BOTTOM LINE:

Anyone can leverage their influence, even when they lack authority.

KEY TAKEAWAYS:

- Everyone is in charge of something—something they are responsible for doing. As a person understands that responsibility, they have the potential to make it better by leveraging whatever influence they have within that responsibility.
- There are four main behaviors for learning how to lead when you’re not in charge:
 1. Lead Yourself
 - a. You don’t have to be in charge to take charge.
 - b. Take charge of your own development; leading yourself is your responsibility.
 - c. If you lead yourself well, you ensure that you’ll always be well led.
 2. Choose Positivity
 - a. The greatest thing you can bring to your team is not your education, experience, insight, or ideas. The greatest thing you can bring to your team is the energy of a positive attitude.
 - b. Positivity is powerful and adds value.
 3. Think Critically
 - a. Critical thinkers notice things, question things, and connect things.
 - b. You want to think critically without being critical.
 4. Reject Passivity
 - a. Not being in charge can result in feeling out of control, and when you feel out of control there is a natural drift toward passivity.
 - b. Avoid passivity by:
 - i. Choosing something—find a way to add value.
 - ii. Planning well—never present a problem without a solution in mind.
 - iii. Responding to the boss—anticipate what is important to the boss.

QUESTIONS FOR REFLECTION OR TEAM DISCUSSION:

1. In what areas am I being critical rather than thinking critically? What can I do to improve in those areas?
2. In what ways can I overcome the drift toward passivity and take action in my work?
3. What problem/issue is most important to my boss right now? In what ways can I respond to their concerns?

RESOURCES MENTIONED:

How to Lead When You’re Not in Charge by Clay Scroggins