



Influencing Without Authority

As you build your persuasive message:

Consider Your Audience

- Be prepared to **adapt your pitch** according to what you hear as you build your coalition.
- Have the **right level of detail** for the right audience.

Be explicit

- Tell them precisely **what you want**.
- **Don't assume** others understand how the idea links to organizational strategy.

Stress Benefits Over Features

- Focus on the **WHY**, not the **WHAT**.
- Relate to marketplace trends, customer needs, or external best or next practices.

Be Concise

- Make sure you are leading with **key messages**.
- **Avoid wordy** slides, long emails, and rambling explanations.
- Use **graphs** and **pictures** wherever possible to illustrate your key messages.

Structure Your Message to Have Impact

- Catch their attention; **connect to what they care about**.
- Before stating what you want, **explain the problem**.
- Tell them **what you are suggesting**. Keep it **simple** and **logical**.
- **Explain the benefits** of what you are proposing.
- **Proactively communicate** the possible **downsides** and what you think can be done to **mitigate** them.
 - If you don't do this, they are more likely to pick your idea apart.
- **Call them to action**. Be explicit and don't assume that people will magically know what you expect of them.

Persist

- Be prepared to **pitch** the same idea on **multiple occasions** to different people using a variety of means, settings, and approaches.
- Include **continuous improvements** to your pitch based on what you hear each time.