Category

Consulting

Trusted Advisor Influence Without Authority Playbook

Moving decisions forward when you have no formal power to compel anything

- Practitioner
- Intermediate
- Template Included

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- 25 January 2023
- 4 minute(s)

Overview

A framework for exercising genuine influence in client organizations despite having no formal authority — through coalition-building, evidence-based persuasion, and strategic timing — since consultants virtually always operate as outsiders without positional power over client decisions.

Isn't influence without authority just another term for persuasion

or salesmanship? Related but broader — this playbook covers specific organizational navigation tactics (coalition-building, strategic timing, identifying genuine decision influencers) beyond individual persuasion technique alone, recognizing that organizational decisions often require moving multiple stakeholders, not just winning one argument.

How is this different from the Trusted Advisor Stakeholder Mapping

Playbook? Stakeholder mapping identifies who the relevant sponsors, influencers, and decision makers are. This playbook is about the specific tactics for actually exercising influence with and through that mapped stakeholder landscape, once identified.

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stakeholders, not just winning one argument." } }, { "@type": "Question", "name": "How is this different from the Trusted Advisor Stakeholder Mapping", "acceptedAnswer": { "@type": "Answer", "text": "Playbook?\nStakeholder mapping identifies who the relevant sponsors, influencers,\nand decision makers are. This playbook is about the specific tactics\nfor actually exercising influence with and through that mapped\nstakeholder landscape, once identified." } }] }

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