



EPISODE 11

Influence Without Authority

Eighty-three percent of companies run on cross-functional teams — and **75% of those teams fail**, because nobody has the authority to make them move. The fix isn't a bigger title. It's three moves that let you lead any room you don't own.

KEY STRATEGIES & IDEAS

Titles get compliance. Influence gets commitment. These moves build the kind that travels with you.

1. Map the Interests

Before you ask anyone for anything, learn what they're chasing — their deadline, their metric, their boss. Influence starts with a map of other people's motivations, not a pitch for your own.

2. Trade in Currencies

Influence runs on reciprocity: give before you ask. Share the data, make the introduction, unblock their thing first. Most people try to withdraw from strangers; leaders make deposits for months.

3. Make It Their Win

Frame your ask inside their goals: "hitting this date gets your team the proof point you want." People don't resist work — they resist work that only serves someone else's scoreboard.

ACTION & REFLECTION STEPS

- ☐ **Map one person's interests.** Pick someone you need something from who doesn't report to you. What are they chasing? What pressure are they under?

Their interests and pressures:

- ☐ **Make one deposit** this week with no ask attached — something useful, unblocked, or introduced.
- ☐ **Reframe one upcoming ask** inside their win. Finish this sentence first: "this helps them because..."

This helps them because:



SKIP LEVEL

strategic leadership for leaders ready to think two levels up

EPISODE 11 · WORKSHEET



Turn one no into a co-design. When blocked, ask: "what would a yes require?"

Think two levels up. — Maya & Marcus

Joe Dutkiewicz

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