

# INFLUENCE WITHOUT AUTHORITY

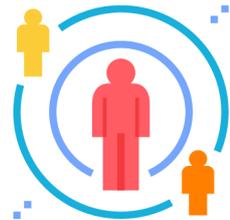
How to create impact – even without a formal role

## CHEAT SHEET

### Why it matters

Not everyone holds formal power, yet anyone can influence. Regardless of your role - project lead, agile coach, or expert - **your ideas matter**.

Influencing without authority involves **building trust**, asking the **right questions**, and **empathically** navigating resistance, making it essential for **collaborative workplaces**.



### Best Practices

- **Build relationships before driving change:** Trust is your foundation. Listen actively and seek to understand before suggesting solutions.
- **Lead with curiosity, not control:** Ask open-ended questions that spark reflection instead of giving instructions.
- **Clarify your role and purpose:** Be transparent about what you're trying to achieve - and why it matters to others.
- **Celebrate small wins:** Use early success stories to create momentum and credibility.



### Avoid These Pitfalls



- **Overstepping your role:** Trying to “enforce” change without alignment can damage trust.
- **Ignoring resistance:** Pushing harder doesn't work. Resistance is often a sign of fear or misunderstanding - acknowledge it.
- **Chasing approval:** Influence isn't about pleasing everyone - it's about moving conversations forward.
- **Being vague:** Without clarity, others won't know what you're aiming for or how they can support you.

### Practical Tips

- **Ask:** “What would success look like for you?” to align on shared outcomes.
- **Say:** “Can I share an observation?” to open space without sounding critical.
- **Use peer support:** Find allies who reinforce your message.
- **Reflect on your strengths:** What do you bring that others value? Lead with that.



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AGILIST AT ♥