

INFLUENCE WITHOUT AUTHORITY

# Participant worksheet

*Top Performers Don't Get Promoted for Performance Alone: What Actually Drives Influence and Visibility*

Name: \_\_\_\_\_ Date: \_\_\_\_\_ Session 1 of 3

## HOW TO USE THIS WORKSHEET

This is a thinking tool, not a passive note-taker. Work through it actively.

Before the session: Complete Part 1 to prime your thinking.

During the session: Capture insights and respond to prompts in Parts 2–4.

After the session: Complete Part 5 to define your next step and commit to one action.

Bring this worksheet to your follow-up coaching sessions. Your responses become the foundation for deeper work.

## PART 1 Before the session: Prime your thinking

*Complete this section before the webinar begins. No preparation needed, just honest reflection.*

**1.1** Think of a current project, recommendation, or idea where you want more traction, buy-in, or visibility. Describe it briefly.

*This will be your anchor situation throughout the session. Choose something real and current.*

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**1.2** On a scale of 1–5, how much traction does this idea currently have?

*1 = stalled · 2 = minimal progress · 3 = some movement · 4 = gaining momentum · 5 = strong buy-in*

My rating (circle one): 1 2 3 4 5

**1.3** What do you believe is the primary reason this idea isn't moving forward faster? Check all that apply:

- People don't fully understand the value of my idea
- Key stakeholders haven't been engaged yet
- My idea competes with other priorities right now
- I'm not sure who the right decision-makers are
- I haven't found the right framing or timing yet
- Something else: \_\_\_\_\_

**1.4** How would you describe your current approach to building buy-in? Write 1–2 sentences.

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## **PART 2** During the session: Performance, influence & traction gaps

Use this section during segments 1–2 of the webinar.

### **The performance paradox**

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**2.1** In your own words: why isn't strong performance alone enough to move ideas forward in your organization?

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**2.2** One insight from this segment that resonated or surprised you:

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### **Diagnosing your traction gap**

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The three most common traction gaps:

<b>Gap 1</b>	<b>Misalignment</b>	Your idea is framed for your priorities, not theirs.
<b>Gap 2</b>	<b>Competing priorities</b>	Your idea isn't on their radar. They're overwhelmed.
<b>Gap 3</b>	<b>Low stakeholder engagement</b>	No pre-work. Your proposal lands cold, without champions.

**2.3** Which gap most closely describes your anchor situation? Note it here:

My primary traction gap:

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**2.4** What evidence from your own experience supports this diagnosis?

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## PART 3 During the session: What effective influence looks like

Use this section during segment 3 of the webinar.

### The proficiency spectrum

Aware	Practicing	Applying	Leading
Ideas rarely adopted. Limited awareness of stakeholder motivations.	Starting to tailor messages. Gains buy-in inconsistently.	Consistently aligns stakeholders. Builds coalitions without authority.	Shapes priorities across teams. Trusted voice regardless of title.

3.1 Where do you honestly see yourself on this spectrum today, for your anchor situation?

My current level: \_\_\_\_\_

\_\_\_\_\_

3.2 What would “Applying” look like specifically in your situation? Describe one concrete behavior shift.

\_\_\_\_\_

\_\_\_\_\_

### What proficient influencers do differently

Practice	How well do I use this today? Notes / examples from my work
<b>Map stakeholders.</b> Know who must say yes, who can block, who can champion, before presenting formally. Anticipate influence and resistance.	
<b>Speak their language.</b> Frame ideas around their goals, risks, and priorities. Tailor the message to the audience.	
<b>Build support before the room.</b> Buy-in is built in 1:1 conversation <i>before</i> the formal meeting.	
<b>Make it easy to say yes.</b> Anticipate objections, reduce friction, offer low-risk next steps.	

3.3 Which practice represents your biggest growth opportunity? Why?

\_\_\_\_\_

**PART 4 During the session: Apply the framework to your situation**

Use this section during the guided reflection exercise in segment 4.

**YOUR ANCHOR SITUATION**

Write a one-sentence reminder of the idea, project, or recommendation you're working on (from Part 1):

**Q1 Who needs to be on board?**

List every person whose support, approval, or lack of opposition matters for this idea to move forward. Think broadly: decision-makers, influencers, skeptics, potential champions.

Stakeholder Name / Role	What matters most to them?	Alignment (Low / Med / High)	One action to strengthen alignment

**Q2 What matters most to each of them?**

For each person: What are their goals this quarter? What pressures are they under? What would make them care about your idea? What risks might make them hesitate?

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### **Q3 How can I strengthen alignment?**

*For each stakeholder, identify one specific conversation, reframing, or action that would move them closer to yes. Think about timing, framing, and who else they trust.*

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## **PART 5** After the session: Your growth opportunities & one next step

Complete this during or immediately after the final segment. This is where passive learning becomes active change.

### **Discovering your growth opportunities**

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**5.1** Complete these sentences honestly:

*The biggest thing I've been missing in my approach to influence is...*

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*I tend to skip the step of...*

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*The stakeholder I've been underestimating or under-engaging is...*

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*I feel most confident about...*

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*I feel least confident about...*

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**5.2** Rate your readiness to apply an influence strategy right now:

1 = not ready at all · 2 = somewhat · 3 = moderately · 4 = ready · 5 = very ready

My readiness rating (circle one): 1 2 3 4 5

**What would raise your readiness by one point?**

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### **Your one next step**

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#### **COMMIT TO ONE SPECIFIC ACTION**

Research shows that small, specific commitments outperform large, vague ones. Choose one action you can calendar this week.

It should take no more than 30 minutes and involve one real stakeholder from your situation.

### 5.3 My one next step [breakout discussion]

The situation / project: \_\_\_\_\_

The stakeholder I will contact / focus on: \_\_\_\_\_

What I will ask or explore with them: \_\_\_\_\_

I will do this by (date): \_\_\_\_\_

How I will know it was successful: \_\_\_\_\_

### 5.4 One mindset shift or reframe from today that I want to carry into my work:

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## Continuing your development

This session is step one of a three-part development pathway. In the follow-up group coaching sessions, you will:

- Apply the influence framework to your real workplace challenge with a coach
- Practice influence strategies with peers and receive direct feedback
- Build momentum over time with accountability and structured reflection

***Bring this worksheet to Session 2. Your Part 5 next step becomes the starting point for your first coaching conversation.***