



The Influencing Formula

Elizabeth Larson, Richard Larson

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Today's global business environment is complex. Organizations find it a challenge to keep pace with rapid advancements. Business analysts, project managers, process analysts and other information workers have to influence various stakeholders, regardless of their position in the organization. What makes this ability to influence without authority seem so easy for some and nearly impossible for others?

Successful influencers have learned to be trusted advisors in their organizations. They employ three critical ingredients which the authors call the **Influencing Formula**.

This book reveals how the Influencing Formula works and illustrates how it is the new mandate required to effectively influence without authority in any type of organization, large or small.

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