

- To an Influencer Boss (who needs affirmation of team leadership): "You know, our team can put that project together with some real substance, because of the expertise we've got. By the way, could you get me involved in the Z part of it? I think I can make a major contribution."

Knowing that the Influencer is very invested in organizing and leading a successful group, you could then ask for your preferred assignment acknowledging his power to delegate it.

## Motivation

When you present an idea or discuss an issue, identify what aspect of it would best fit into the other person's motivation. What would be his/her prime concern? Saving money? Gaining new influence in the workforce or marketplace? Developing a new product or system? Would it make the other person look good? Use this appeal to core motivation as the opening wedge to get your listener's attention and to persuade him/her.

## Telling and Explaining

This is such a vast subject that I've handled it in three different chapters! Organizing, structure, and visualization in Chapter 5; presentation techniques in Chapter 7; and explaining and answering questions in Chapter 8.

Therefore, let me focus here only on some specific ideas about how to enhance your explanation or statement in an impromptu fashion, without pre-planned material, as you talk and things come up.

### *Making Ideas Instantly Visual*

Explaining, as we have discovered, is very hard to do only verbally. Also, people often need to keep seeing the "before" so they can evaluate the "after"—what effect it has or how the whole process gets connected.

*Example:* Suppose you're planning what happens if you route a product through the usual system (as your opposite number is now suggesting) vs. rerouting and including a new loop in the system (which *you* think will work best). You see that the other person isn't getting it. To be convincing, this explanation needs visualizing. But how, on the spur of the moment? You could:

- Draw it on a yellow pad as a diagram. The plus side is that it's very simple to do.