

A photograph of four people sitting in a circle in a bright, modern office setting. A man in a light-colored turtleneck is speaking and gesturing with his hands. A woman with dark hair is listening intently with her hand on her chin. Another woman with blonde hair is partially visible on the left, and a man in a white shirt is partially visible on the right. The background is a bright, out-of-focus office space.

# **The Power to Influence Without Authority**

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# **Influence Situations**

What are some  
examples of when  
you need to  
influence?

# Influence or Manipulation?

How would you  
differentiate  
*influence* from  
*manipulation*?



# 1. Be an Ally



## 2. Remember SCARF



NeuroLeadership Institute  
[www.NeuroLeadership.com](http://www.NeuroLeadership.com)

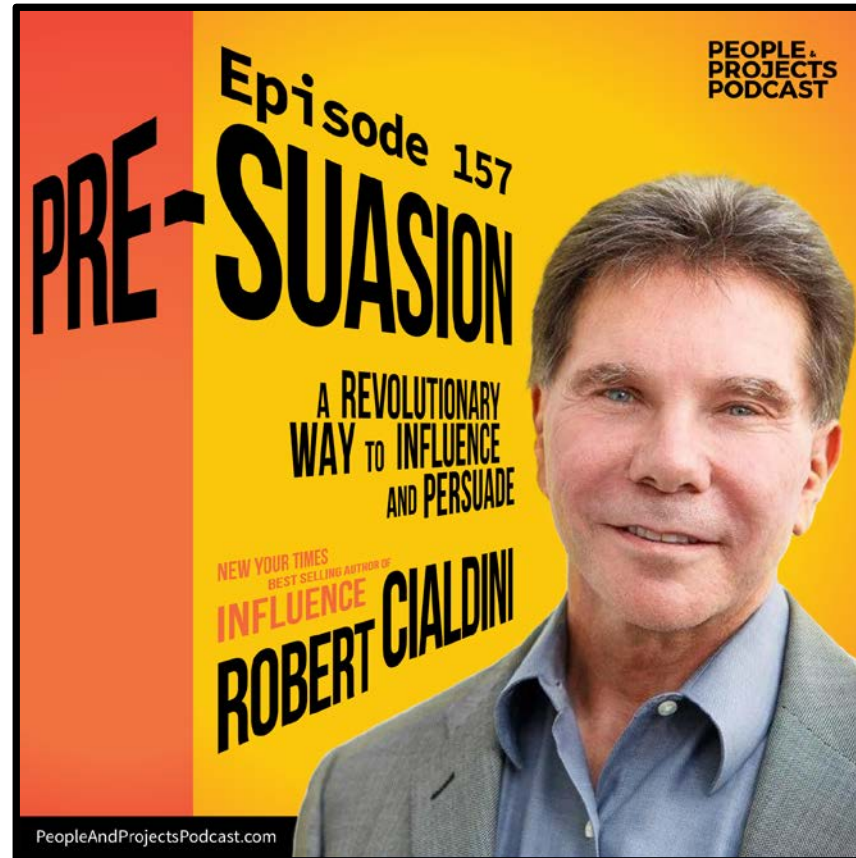
## 2. Remember SCARF



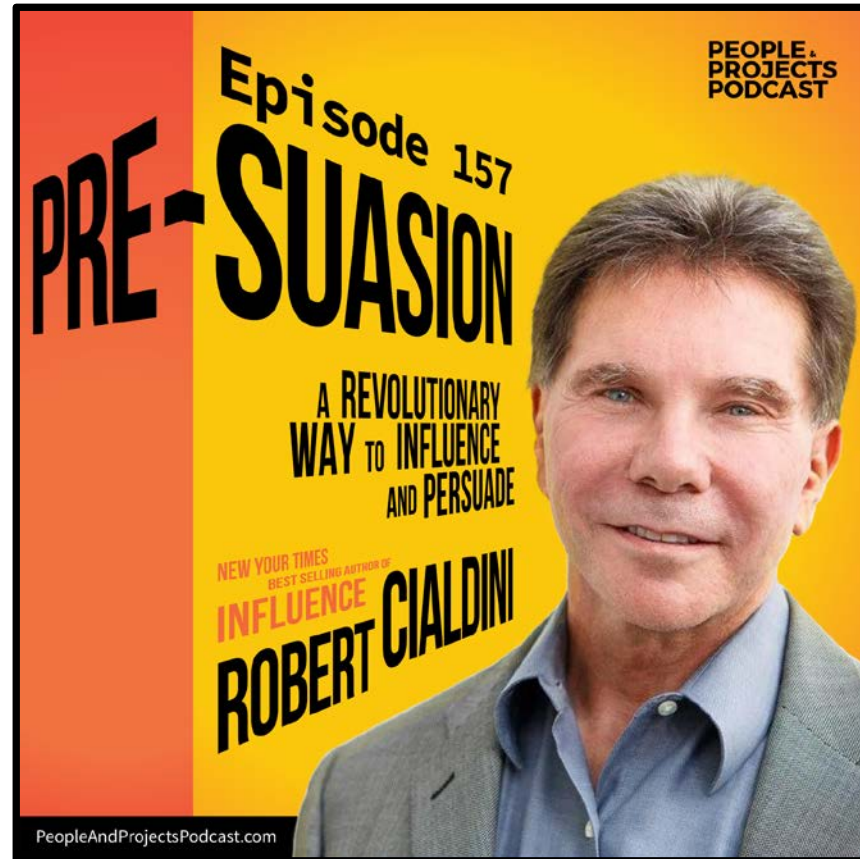
- **Status**
- **Certainty**
- **Autonomy**
- **Relatedness**
- **Fairness**



# 3. Ask for a Commitment




## 4. Help Them See What They Would Lose (Scarcity)





# 5. Exude Gratitude



A close-up portrait of a man with short dark hair and light blue eyes, wearing a dark suit and white shirt. He is looking directly at the camera with a slight smile. The background is blurred.

**“People stop wanting to  
help when they feel any  
hint of ingratitude.”**

Tim David

Author of *TRUE Influence*

[PeopleAndProjectsPodcast.com/194](http://PeopleAndProjectsPodcast.com/194)

# Scenario

Roles: PM, Sponsor

PM: You're trying to get the sponsor to sign off on a funding request.

1. Be an ally
2. Remember SCARF
3. Ask for a Commitment
4. Help Them See What They Would Lose
5. Exude Gratitude

# Scenario

## Roles: PM, Stakeholder

PM: The stakeholder has been missing some important meetings, and when they do show, they've been showing some resistance to the project.

1. Be an ally
2. Remember SCARF
3. Ask for a Commitment
4. Help Them See What They Would Lose
5. Exude Gratitude

# Scenario

Roles: PM, Team member

PM: You're trying to get your team to follow a new process. But this team member has been resistant, usually doing things the old way.

1. Be an ally
2. Remember SCARF
3. Ask for a Commitment
4. Help Them See What They Would Lose
5. Exude Gratitude



A photograph of four people (three men and one woman) sitting in a circle in a bright, modern office setting, engaged in a discussion. The man in the center is gesturing with his hands while speaking. The woman to his right is listening intently with her hand on her chin. The other two people are partially visible on the left and right edges of the frame.

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