

Contents

<i>Preface</i>		<i>vii</i>
<i>Acknowledgments</i>		<i>xi</i>
	PART I FUNDAMENTALS	1
Chapter 1	The World Has Changed: To Be Successful You Need to Influence Up	3
Chapter 2	How Power Differentials Blind Smart People	19
Chapter 3	How Power Differentials Give Smart People Laryngitis	33
Chapter 4	Overview of the Steps Required to Access and Influence Powerful People	45
Chapter 5	The Influence Model at Work: Moving a Tough Boss	65
	PART II BUILDING A POWERFUL PARTNERSHIP WITH YOUR BOSS	79
Chapter 6	Partnership: The Critical Mind-Set to Overcome Power Gaps	81

Chapter 7	Building a Partnership Relationship with Your Boss	97
Chapter 8	The Art—and Responsibility—of Helping Your Boss Succeed	113
Chapter 9	Recovering from Failed Talks with Your Boss	125
	PART III INFLUENCING POWERFUL PEOPLE	145
Chapter 10	Framing Your Change Strategy: Fitting Your Approach to the Players	147
Chapter 11	What Do the Powerful Care About?	165
Chapter 12	Action Steps for Gaining Access to Powerful People	177
Chapter 13	Clinching the Deal: “Exchanging” to Build Trust with the Powerful	195
Chapter 14	The Contours of Change: Dr. Pomahac and the Challenge of Influencing Multiple Senior Managers and Surgeons to Allow the First Facial Transplant in the United States	211
Chapter 15	Influence across Multiple Organizations	219
	<i>Additional Resources</i>	231
	<i>Notes</i>	235
	<i>Index</i>	239