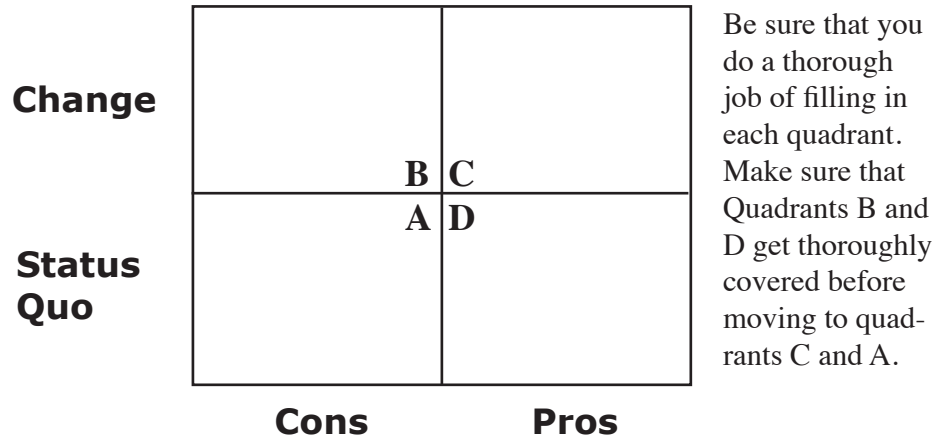


BHA: Five Keys to the Perfect Pitch

1. Know Your Manager's Needs and Concerns in Advance

- a. What are the customer's needs, goals, values and interests?
- b. What are your manager's needs, goals, values and interests?
- c. What are her/his concerns and fears?

2. Write Your Manager's Case Before You Even Start Your Own



3. Start and End with Specific Mutual Interests

4. Tailor the Flow to Your Manager

- a. If you know your manager is likely to oppose your ideas, start by discussing the issues and concerns that are uppermost in his/her minds. This means that if you are proposing a change, you demonstrate your understanding of the manager's views by focusing first on the issues in quadrants B and D. Tell your manager you share her/his concerns—and mean it!
- b. If you know the manager is largely on your side, and supports the proposed change, start in Quadrants A and C. Then lay out your initial plan for implementation and seek input and commitment.
- c. If you have a sense that your manager is neutral but open to new ideas, first sell the problem and get agreement on the problem. Then sell the solution.

5. Remember the Paradox of Influence: You have to Give Up Control to Gain Influence.

Ask for input, early and often. Listen. Listen. Listen. Adapt your plans to reflect his/her input, thereby creating shared ownership.