



Influence through your **attitude**

The challenge

The impact of what you say depends on a great many factors other than the intrinsic relevance of the message. Depending on how you express yourself, people will listen to what you have to say more or less attentively. They will also be more or less inclined to see you as credible. Ideas suggested in a hesitant or apologetic tone have a greater chance of being ignored or brushed aside than those raised by more assertive colleagues. Conversely, a systematically combative attitude will sap your influence over the long run, as those around you develop the reflex to discount—without even listening—ideas they assume to be excessive or not sufficiently considerate of the views of others. How can you find the right balance?

Navigate between two extremes

Depending on our nature, we are all more or less inclined to actively defend our position or take the views of others into consideration. Adopting an attitude that demonstrates that you are trying to do both simultaneously is the best way to consolidate your influence.

