How to Secure Buy-In

Leverage this exercise when you need to communicate buy-in or speak to impact opportunities you can pitch to your management.

First, draw out the short and long term vision for your manager and clients. You can also use this to springboard a discussion with your team. Divide what you know needs to happen into two parts: a short term and a long-term plan.

Short Term Planning - This is the tactical, one year or less plan that's REALISTIC, not what *should* be done because enough BUDGET, TIME and RESOURCES are not on your side. Group them as high-level activities relating to at least one benefit and one risk. In other words, what will be gained from this? What's the benefit / result of each initiative? What's the risk if no action is taken?

Example:

Short Term Initiative: Train John on XYZ, because he's a quick learner and has excellent communication skills. Have him train others in the department.

Benefit: A train the trainer model saves money and places ownership on the team to be aligned with all requirements. This model also fosters collaboration. We can start with a pilot group and roll out to larger audience from there.

Risk: The new model/system/process will be going in. We will avoid chaos and confusion if we put some plan in place now to get ahead of it.

Short Term Initiative ____________________________

Benefit_________________________________

Benefit _________________________________

Benefit _________________________________

Risk ____________________________________

Long Term Planning – This is the ideal end-state which the Short-Term plan will set the stage for. Assume all the stars are aligned and that's what you are working towards. Don't get caught up in the HOW and all the details here. Communicate the long-term goal and what benefits the initiative stands to gain.

Example:

Long Term Initiative: Formalize a Firmwide Training Curriculum. Self-Paced and On-Demand rollout scalable for thousands of employees with community feedback.

Benefit: Contributes to a COE – Center of Excellence. Aligns with company strategy of eliminating department silos.

Risk: Onboarding new people will not be scalable and the workflow will eventually breakdown.

Long Term Initiative ______________________________

Benefit __________________________________

Benefit __________________________________

Benefit __________________________________

Risk _____________________________________

Now create a one slide presentation and divide the page in half. Taking the above initiatives, write down a few bullet points on what needs to happen to accomplish each side of the house: Short Term vs. Long Term. Memorize and have these in your hip pocket when you start speaking and presenting this.

Short Term	Long Term
• Benefits / Results • Risks • •	• Benefits / Results • Risks • •

Memorize these short- and long-term initiatives and communicate them with your manager from your experience, lessons learned, and know-how you have gained in our role. You are ready to advance and demonstrate you can lead with strategic vision.

MARISA SANTORO, a former Wall Street IT executive and the founder of the career learning platform In Our Shoes (www.InRShoes.com), is a keynote speaker, career coach, corporate leadership trainer, diversity and inclusion consultant, and author of Own Your Authority (McGraw Hill).

Her expertise in leadership and professional development, as well as effective business communication, has been brought in to support business leaders across clients in diverse industries such as Merck, American Express, UBS, Anheuser-Busch, Allianz Global Investors, Sony Music, S&P Global, Royal Bank of Canada (RBC), New York Council of Nonprofits, Women in Tech International (WITI), Aetna Healthcare, New York University (NYU), NYU Langone Medical Center, New York and New Jersey city governments and many more.

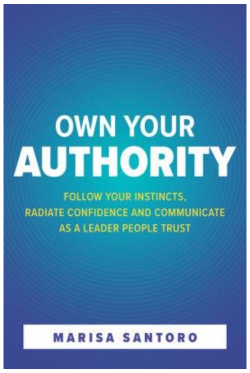
She is a TEDx speaker, and honoree of the Woman of Influence award from New York Business Journal and BizWomen.com for her years of mentoring and coaching midcareer leaders, executives, healthcare professionals, and sales leaders to achieve higher levels of influence.

She also writes a career column for American City Business Journals, covering their how-to career and business strategy sections, with articles published across 44 cities in the United States. Her TED talk, "Speaking Without Apology," guides on how to detach from language that feeds into the "Sorry Syndrome" and make subtle tweaks in your speech to springboard you from diluting your value to spotlighting your assets immediately.

She guides professionals how to reclaim their confidence, tap into their instincts and embrace their inner dialogue using proven tactical tools, and strategies in proven step-by-step career leadership programs coaching on ways to authentically build trust as leaders and advance in their careers.

She delivers seminars, workshops, webinars, coaching, microlearning "just in time" modules, and self-paced multimedia courses to fit your organization's training needs. Her work has been integrated to launch Women's Leadership Initiatives, Leadership Academies, Diversity and Inclusion Initiatives, New Hire Programs and used in learning and development programs across government agencies, nonprofits, and organizations in the financial services, health care, real estate, education, and wine sectors.

Prior to any coaching or training program, she delivers a pre-assessment clarity questionnaire to every participant in order to assess where they are struggling in their career, what the pain points are and where they would like to be in their career, in 3, 6, 12 months' time – their breakthrough career goals.



In the world of leadership development, there's no shortage of advice on what to do to drive career success—but very little is said about who to be and listening to your intuition. While leadership skills are important, self-trust is the foundation that great leadership is built upon—and developing it is a deeply personal process. In Own Your Authority, career leadership expert Marisa Santoro provides the knowledge, tools, and insights you need to understand and embrace your authentic personality and trust your intuition.

"This is the heart of increasing confidence in any area," she writes, "taking on risk in small increments, stepping into new territory, facing fears, learning, failing, growing, and circling back to take on more risk that will stretch but not freeze you."

Great leaders communicate clearly, speak up when it matters most, and thrive on taking on measured risks. Through self-awareness, they embrace acts of discomfort every day—all in the name of learning, growing, and achieving higher levels of influence and leadership.

And it all comes with self-trust and confidence.