

From Technical Expertise to Organisational Impact

A practical guide to increasing
your influence beyond technology



Greenfield Insight

Technology is driving business strategy

So why do so many brilliant technical minds struggle to influence beyond technology?

Technical professionals spend years mastering systems thinking, data-driven decision making, architecture

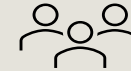
In a world focused on AI and digital, those skills have never been more valuable

But technical expertise alone isn't enough to create organisational impact.

Influence beyond technology is a skill that can be learnt.



Technical Expert



Executive Influence



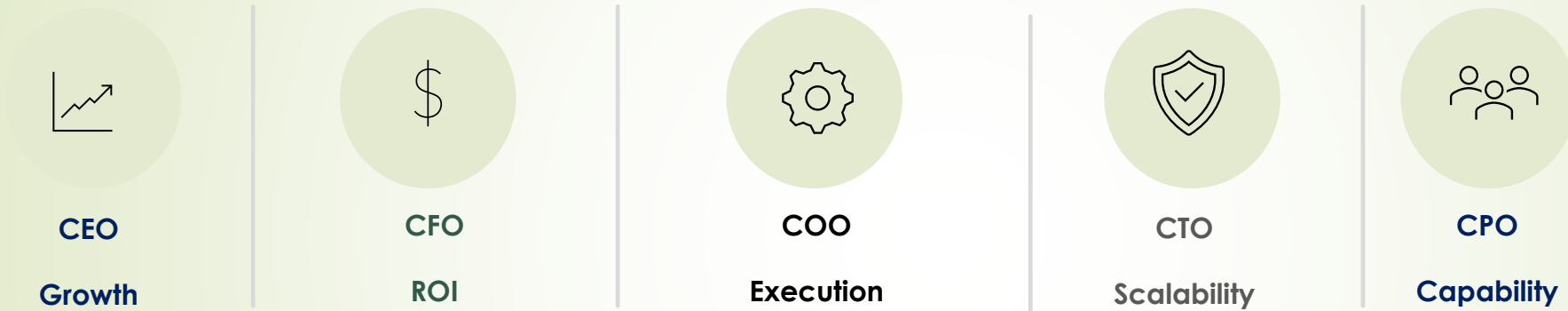
Executive Leader



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Understand who drives decisions

Different stakeholders optimise for different outcomes



The same idea can be compelling or irrelevant depending on who is listening



Identify your key stakeholders and understand what matters to them



Translate into business impact

The message doesn't change; the emphasis does

Technical Issue

"Our legacy platform is becoming difficult to maintain."

Translation



CEO

"This will slow our ability to launch new growth initiatives."



CFO

"Support and remediation costs will continue to increase."



COO

"Operational risk and service disruption are more likely."



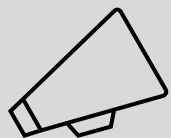
CTO

"Technical debt will continue to accumulate."



CPO

"Engineering teams will become less productive and more frustrated."



**Executive leaders don't change the message.
They change how they explain its value.**

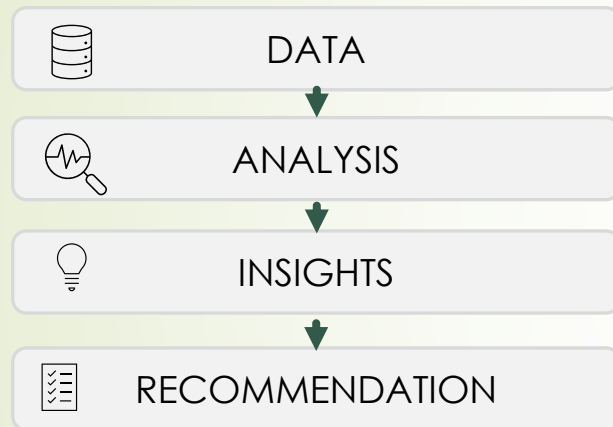


Start with the answer

Executive leaders communicate differently

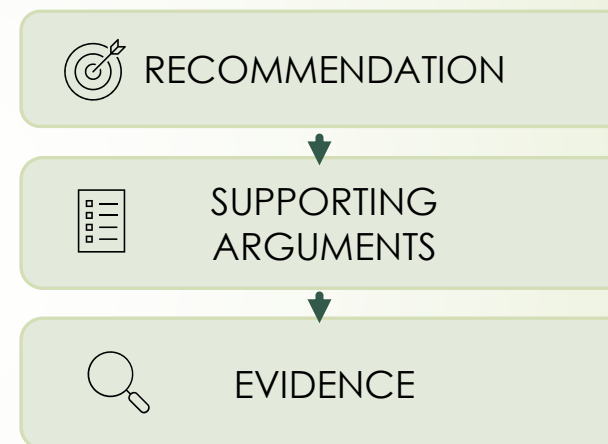
TECHNICAL LEADER

Builds towards the answer



EXECUTIVE LEADER

Starts with the answer



EXAMPLE

TECHNICAL UPDATE

"We've reviewed the architecture across the three systems and identified integration complexity which may impact deliver timelines"

EXECUTIVE UPDATE

"We should delay Phase 2 by six weeks to reduce implementation risk and protect customer outcomes."



Tips to get to the executive table

Communicate in a way that impacts key stakeholders



UNDERSTAND WHAT DRIVES DECISIONS

Different stakeholders optimise for different outcomes



TRANSLATE TECHNICAL ISSUES INTO BUSINESS IMPACT

The message doesn't change. The emphasis does.



START WITH THE ANSWER

Lead with recommendation, then make your case

The organisations of the future need more technical leaders at the executive table

Knowing what to do is only the first step.
Putting it into practice is where support can help.

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