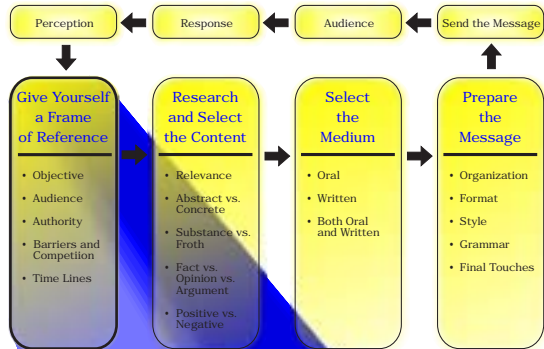


Writing for Results

A Step-by-Step Model for Successful Briefings



Chapter I-3 Authority



*Obedience to authority
saves many skins.*

Sophocles

Authority

AUTHORITY



Authority is the flip side of choosing an audience. If you don't have the authority to address the audience you need to reach, you will have to identify an audience that you do have the authority to address and that will further your objective.

Authority also involves the subject matter of your message. It may be that the subject falls under the purview of your colleague down the hall, and you don't have the authority to address your audience on that subject even though you do have the authority to address the audience on other subjects. Apart from formal authority, there will also be times when common courtesy demands that you bring colleagues into the loop before you take further action.

Thus, there will be many times when you will have to address an intermediary audience to persuade that person or those people to address the audience you really need to reach. A simple example of this is found in [Figure 0.3](#) in How to Use the Step-by-Step Model.

CO-APPROVALS

You may need co-approvals for your message from partners or other stakeholders — e.g., from other divisions, branches, departments, governments or corporations. If so, now is a good time to make a note of them, when they will be needed and how you will obtain them.