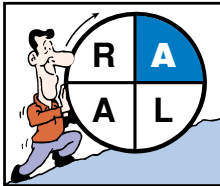


Influencing Others



The ability to influence other people is an extremely powerful skill. In fact, it is a necessary ingredient in professional and personal success. Influencing others requires skill in the following areas: communication, listening, persuasion, assertiveness, negotiation, conflict resolution, and problem-solving. The secret to influencing others is to be able to identify behavioral and personality styles and know which style to use when and with whom, and learn how to optimize your chances of having the most influence. The model described in this storyboard has four steps: ANALYZE, LEARN, ASSESS, and REVIEW.



1. ANALYZE



Analyze types and differences

The nature of influencing

- ♦ Influencing is the key to effective communication and relationship-building.
- ♦ Influencing involves an understanding of the motivations and the fears of others.
- ♦ Influencing is effective when it is collaboratively achieved and without recourse to direct manipulation or authority.



Types of influence styles

- ♦ There are several influencing styles, each one appropriate for specific circumstances:
 - Aggressive "driving" styles (forcing, bargaining, bribing)
 - Passive "pulling" styles (motivation, enthusiasm, involvement).
 - Analytical or "task" styles (facts and figures)
 - Emotional or "people" styles (relationships and values)



The use of influencing power

- ♦ The power of influence can be used in four modes:
 - **Dependent power** (tell me what you want)
 - **Counter-dependent power** (I'm against what you want)
 - **Independent power** (I am here; where are you?)
 - **Interdependent power** (I want from you; what do you want from me?)



How influence is exerted

- ♦ The exertion of influence is likely to depend on the level of cautiousness, dogmatism, and achievement "orientation" of each party.
- ♦ Influence is typically exerted through negotiation tactics used with fast/slow and hard/soft assertiveness.



2. LEARN



Learn about other styles

"Push" styles of influence

It's a WONDERFUL car—won every race—broke the land-speed record 6 times—only 1 owner—little old lady drove it to her stock broker's once a week—performs like...



- ♦ **Selling** (emphasis on benefits and information, with manipulation)
- ♦ **Coercive** (emphasis on threats and dangers)
- ♦ **Assertive** (emphasis on repetition)
- ♦ **Rational/logical** (emphasis on analysis)



"Pull" styles of influence



- ♦ **Expert** (emphasis on superior knowledge)
- ♦ **Educative** (emphasis on new learning)
- ♦ **Emotive** (emphasis on feelings)
- ♦ **Involvement** (emphasis on sharing)

3. ASSESS



Assess the best influence methods

Responses and reactions to influence

- ♦ **Resistance** (attack, silence, squeezed for time)
- ♦ **Compliance** (acceptance, confirmation, concession)
- ♦ **Negotiation** (questioning, idea-generation, disclosure)
- ♦ **Synergy** (discovery, reflecting, summarizing)



4. REVIEW



Test your understanding

How we are influenced



- ♦ Reflection about your personal style will reveal a bias toward at least one of the following:
 - **Concrete** experience (feelings)
 - **Passive** reflective observation (watching and analyzing)
 - **Abstract** conceptualization (thinking)
 - **Active** experimentation (doing)

How we influence others



- ♦ Influencing others involves the use of the following:
 - Creativity
 - Assertiveness
- ♦ The strength of these factors combine to create an influence matrix around:
 - **Ideas** versus **practical experience**
 - **outgoing and active** versus **reserved and passive** influence

How influence strategies can be adjusted



- ♦ Review the degree of your own style biases in dealing with others.
- ♦ Assess people in terms of their being generally:
 - A **Visioner** (expressive, etc.)
 - An **Orchestrator** (driving, etc.)
 - A **Regulator** (analytical, etc.)
 - A **Harmonizer** (amiable, etc.)

Influencing Others: Template

Review:

Personal success
Personal biases
Ongoing learning



How?

Analyze:

People's drives
People's fears
Relationship needs



How?

Influencing Style Map/Grid

(Where should my influencing strategy be focused on the grid, and why?)

FACTS

(Expert/educative)

Future

(Selling/coercive)

TASK

PULL

Slow

Fast

PUSH

PEOPLE

(Emotive/involvement)

Past

(Assertive/rational/logical)

PAYOFFS

Apply:

Influencing theory
Influencing skills
Influencing techniques



How?

Understand:

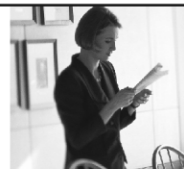
Power relationships
Achievement orientation
Influencing strategies



How?

Evaluate:

Responses
Reactions
Influencing tactics



How?

Learn:

"Push" influencing styles
"Pull" influencing styles
Balanced styles



How?
