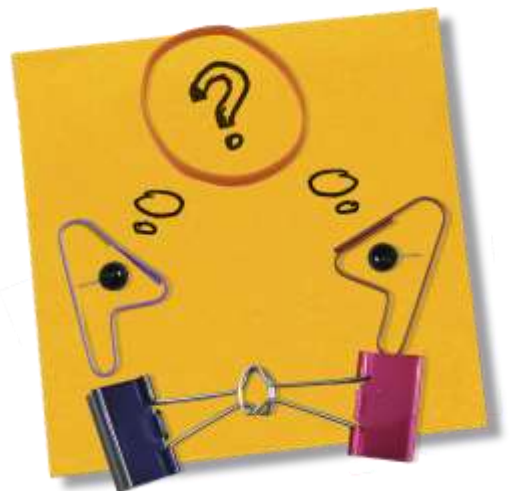


INFLUENCING AND PERSUADING

→ UNCOVERING THE PSYCHOLOGY TO
TRANSFORM YOUR INFLUENCING SKILLS



YOUR 'BEST PRACTICE' LIST

Which public figures, or people in your life, have positively influenced you and why?

1.

2.

3.

What are the qualities and traits in them that you admire?

1.

2.

3.

Make a note of anything that strikes you when your colleagues are describing their most admired influencer e.g. Do they have anything in common

1.

2.

3.

YOUR PERSONAL BRAND?

Pick 3 words you'd most like other people to say about you

1.

2.

3.

Pick the 3 words you think they'd actually use to describe you

1.

2.

3.

Visualise you at your best:
What do you see? What do you hear? What do you feel?

Create your own Anchoring* technique
that takes you to 'you at your best'

***Anchoring involves associating a desired state of mind or feeling with a physical or mental prompt. It could be an action, a word, an object, a song, an item of clothing, an image etc.**

By creating an anchor for a specific mind or feeling state, you can then access this state whenever you need to.

FIRST IMPRESSIONS

93% of our communication is non-verbal. For someone to make a good impression, what signs do you look out for (consciously and subconsciously)?

Facial Expression:	
Tone of Voice:	
Appearance:	
Posture:	
Movement and gestures:	
Other:	

Why might it be appropriate to challenge your opinions?

We're constantly bombarded with competing bids for our attention. Persuasion is about understanding your audience & their motivations to ensure your messages gets heard above the noise.

**Who are your stakeholders
(i.e. interested or affected by the activity of your business)?**

--

Choose one you'd like to positively influence:

--

Persuasion is personal. Let's develop an engaging strategy that appeals to them.

What are you trying to achieve? How are you trying to influence?	
What's in it for them?	
What worries, concerns and pressures do they have?	
What will they see as the pros & cons of what you have to say?	
When and where can you get them interested?	
What exactly do you want them to do?	

Research over the last 30 years has led to the identification of nine influence approaches*.

1. Requesting:

Using simple requests to get others to take action. Commitment of others is gained by making a direct statement of what you want and by asserting your position confidently and certainly.

2. Legitimizing:

Adding a legitimation or rationalization for your request, for instance by showing that what you want is consistent with policy, procedure, or company culture.

3. Coalition:

Influencers use this approach to enlist other people's help and use their support as a way to getting something done. This tactic includes creating a network of supporters to extend the consensus, defining a group position, or sometimes creating an "us-versus-them" situation.

4. Rational persuasion:

Using logic, rationale, or evidence to explain or justify a position, and to show that your perspective is the most logical alternative.

5. Socialising:

Taking an interest and expressing genuine praise of the people you're trying to influence gain support from.

6. Personal appeals:

Asking others to carry out a request or making a personal appeal based on friendship, loyalty, trust, or a past relationship. Leaders using personal appeals might tell people they are counting on their support.

*Claudio Feser 'When Execution isn't Enough: Decoding Inspirational Leadership'.

7. Exchanging:

This is based on the concept of reciprocity, which says people tend to return a favor. So you offer others something they may want or offer that you'll reciprocate at a later time if they support your request or cause.

8. Consultation:

This means asking others to help you arrive at an acceptable solution, appealing to their expertise, asking for input, probing for feedback, inviting them to participate or become involved in a process, incorporating others' ideas, or acting on their suggestions to give them a sense of ownership.

9. Inspirational appeals:

These appeals are by far the most personal in terms of understanding others' perspectives because they focus on what lies deep in other people's mind-sets: their values and emotions. This tactic appeals to people's values and ideals or seeks to arouse their emotions to gain commitment for a request or proposal.

Here's a reminder of Robert Cialdini & Steve Martin's 6 Shortcuts which guide human behaviour (Science of Persuasion video).

We've left a little space for you to write notes during the video (optional).

1. Reciprocity

- ▶ If we receive something, we are more likely to give back in kind. This might be expressed through respect, attention or kindness to help forge relationships.

2. Scarcity

- ▶ The less of something there is, the more we tend to want it. This holds true for experiences as well as for material products.

3. Authority

- ▶ Individuals who are authoritative, credible and knowledgeable experts in their fields are more influential and persuasive than those who are not.

4. Commitment & Consistency

- ▶ When people make a commitment, they are more likely to follow through with an action or decision in order to remain consistent with those commitments.

5. Liking

- ▶ We prefer to say 'yes' to people who we like. And we tend to like people we can identify with and have a level of similarity with.

6. Consensus

- ▶ When we are uncertain, we will tend to look at how others behave to determine our own behaviour.

To influence your stakeholders, you need to understand them. The best way to understand them is to listen and ask questions. Questions give you the power to influence.

Questioning skills:

Write down an example of each...

Open questions:



Closed questions:



Rhetorical questions:



Leading questions:



Hypothetical questions:



Challenging questions:



Listening skills:

Tip: Listen out for what is not being said by focusing on body language and tone of voice and ask questions as necessary.

Recognizing the different ways that people think and how to best communicate with them will help you to be much more influential.

Internal/External

40% of people are Internally driven:

- ▶ Just know that what they think or feel to be right is right;
- ▶ Evaluate their own performance based on their own standards and criteria;
- ▶ Resist when someone tells them what to do or decide for them;
- ▶ Body language: likely to be sitting upright, pointing to self, minimal gestures, or facial expressions.



How to motivate them: Use phrases like, “It’s up to you”; “Only you can decide”; “Have a go and see what you think.”

40% of people are External:

- ▶ Want to know what others think, and need external validation of their views;
- ▶ External info is often taken as an order or instruction;
- ▶ Body language: they often lean forward and watch carefully for signals from those around them.



How to motivate them: Use 3rd party endorsement, and phrases like “It will go down well with others”; “You’ll get a lot of brownie points”. (Also likely to need lots of feedback and encouragement to stay motivated.)

General/specifics

60% of people are General people:

- ▶ Prefer to see the big picture and are bored by detail;
- ▶ Likely to present things in random order, talk in concepts and abstracts.



How to motivate them: Use words like ‘essentially’, ‘an overview’, ‘generally’.

15% are Specifics people:

- ▶ Want details – without them your words will seem, to them, superficial and unconvincing;
- ▶ Use lots of adverbs and adjectives, speak in sequences – step by step (often returning to the beginning of the story if they lose their place).



How to motivate them: Use words like ‘specifically’, ‘exactly’, ‘precisely’, ‘the key point’.

Proactive/Reactive

15-20% of people are Proactive

- ▶ Initiators;
- ▶ Can be impatient to get things done;
- ▶ Often act without due consideration;
- ▶ Want to put their stamp on what's going on;
- ▶ Language tends to contain lots of active verbs, and have a crisp, clear sentence structure;
- ▶ Can sometimes be like steamrollers;
- ▶ Body language is likely to be active, even fidgety, may show signs of impatience.



How to motivate them: Use proactive phrases like: 'go for it'; 'let's get going'; 'what are we waiting for'; 'why not just run with it'.

15-20% of people are Reactive

- ▶ Prefer to react to the views and actions of others;
- ▶ May spend a lot of time thinking and analysing and then not take any action;
- ▶ Often believe in chance and luck;
- ▶ Language is likely to be tentative, long sentences, lots of qualifiers – perhaps, possibly, lots of conditionals – would, might, may.



How to motivate them: Use phrases such as, 'Let's look at this from all angles'; 'consider this'; 'You might want to think about'; 'The time is right'; 'hang on a minute.'

Sameness/Difference

70% are Sameness people

- ▶ Don't like change, they want things to remain the same;
- ▶ Tend to like the familiar;
- ▶ Usually prepared to accept very occasional change if it is put to them well;
- ▶ Look for common threads, they like continuity.



How to motivate them: Use words such as, 'like before', 'unchanging', 'the same, only better.'

20% are Difference people

- ▶ Thrive on change, the bigger the better;
- ▶ Want to mark themselves out from the crowd;
- ▶ Want new experiences;
- ▶ Tend to use words such as 'new', 'different', 'changed'.



How to motivate them: Use words such as 'unique', 'unrecognisable', 'change the script', 'let's just do it', 'switch'.

Options/procedures

25% are Options (Flexible) people:

- ▶ Feel confined by rigid rules, want scope to express themselves and see flexibility as a virtue;
- ▶ Motivated by opportunities and possibilities to do something in a different way;
- ▶ Often create new systems and procedures but have a great deal of difficulty following them;
- ▶ See Procedures people as rigid and far too concerned with procedures.



How to motivate them: Use words like 'opportunity', 'unlimited possibilities', 'a whole new way of looking at the world.'

35% are Procedures (Rule governed) people.

- ▶ Feel safest when they know exactly where they are and what is expected of them;
- ▶ For them procedures are about clarity and transparency;
- ▶ Feel there is a 'right' way of doing things;
- ▶ Like to know the rules and take satisfaction from following them faithfully;
- ▶ Tend to think that Options people are all over the place!



How to motivate them: Being very clear about the ground rules for any exercise, 'first this.... then that... followed by'. They will want a clear programme for the day and will want you to stick to it.

Find out what your 'natural' influencing style is with this quiz and discover which other styles you might find useful.

TICK IF THIS
SOUNDS LIKE
YOU

STYLE 1		
1a. I like the rough and tumble of debate		
1b. I like to take the lead		
1c. I often put my views forward strongly		
1d. I am dedicated to achieving my objectives		
1e. I can sometimes seem bossy		
1f. I am a determined person who will sometimes use the power of my position to achieve my goals		
TOTAL		
STYLE 2		
2a. I often use humour and charm to make things work		
2b. I help others to see the aims and objectives they have in common		
2c. I am a good communicator		
2d. I think my personality is one of my strongest assets in influencing		
2e. I express my views vigorously and create an energised atmosphere which helps things go well		
2f. I can sometimes inspire people		
TOTAL		
STYLE 3		
3a. I will often win support by offering something in exchange		
3b. I actively prefer win: win outcomes		
3c. I am probably tactical rather than strategic		
3d. I bargain to get what I need		
3e. I will hold my position until others are prepared to compromise		
3f. I am aware of the games people play, and like to be ready to deal with their ploys		
TOTAL		
STYLE 4		
4a. I like to be clear about aims, objectives and procedures		
4b. I let people know immediately when they have not met my requirements		
4c. I will take steps to ensure I have the formal authority I need to carry out plans		
4d. I prefer to have transparent standards, so everyone knows where they are		
4e. I like to take a step-by-step approach		
4f. I feel strongly that it is best to play by the rules – for me that is linked to integrity.		
TOTAL		

STYLE 5

- 5a. I prefer to be open, and make my views and desires known to others
- 5b. I challenge views I disagree with
- 5c. I am calm, reasonable, and rational in my approach
- 5d. I will always be clear about my intentions and motives
- 5e. I am brief, clear, and uncluttered in the way I express my opinions
- 5f. I am quick to set out my ideas

TOTAL

STYLE 6

- 6a. I go out of my way to involve those who are not participating
- 6b. I defuse conflict, so that we can go forward
- 6c. I listen carefully
- 6d. I will often ask questions as a way of focusing on key issues
- 6e. I try to ensure the environment is right
- 6f. I tend to take a chairing role if there is no formal chair

TOTAL

STYLE 7

- 7a. I put the needs of others before my own
- 7b. I always try to create harmony
- 7c. I don't like competitive situations; I'd rather give in gracefully!
- 7d. I prefer to listen to others rather than state my own preferences
- 7e. I like to keep myself open to other people's ideas
- 7f. My role is often to be the glue that holds a group together

TOTAL

STYLE 8

- 8a. I will often suggest getting more information before reaching a decision
- 8b. I am often the person who names a problem
- 8c. I am level-headed, I have my feet firmly on the ground
- 8d. I don't like to be rushed into deciding
- 8e. I am often the person who asks the difficult questions
- 8f. I am wary of people who want to be inspired and dream dreams, it is better to be realistic

TOTAL

STYLE 9

- 9a. I like to hear what others have to say before putting forward my own views
- 9b. I like to build a rapport with others
- 9c. I prefer to share power
- 9d. I sometimes get frustrated when others fail to take responsibility
- 9e. I prefer to be open with information
- 9f. I like to work with others to find the right solution, even if that takes more time

TOTAL

Which one was your natural influencing style (most ticks) and what others could you use on occasion?

1. Forceful

Tend to be dominant, or inspirationally so (they will often be 'shapers' in the Belbin team types). Style is useful in emergencies, and where you need simply to gain compliance (e.g., health and safety). However, it is less effective long term in winning hearts and minds.

2. Charismatic

Tend to be good communicators and natural leaders, create a buzz about them, and others are keen to please them. Important to ensure that they have really taken people with them, and that the influence sticks, even when they are not around.

3. Negotiating

Like the give and take of bargaining, and feel a compromise is a fair outcome. Compromise can be useful when goals are not clear – however, equally, negotiators need to ensure that they don't compromise their principles and/or get out maneuvered by opportunists.

4. Procedural

Their safety zone is to know exactly where they are, and to feel confident that there is some order to things (trade union negotiators can often be procedural influencers). However, sometimes influencing requires a leap in the dark – thinking outside the box to find unlikely solutions.

5. Assertive

Tend to be assertive about their needs and their objectives and will state them with as little “fudge” as possible. They can sometimes seem a little blunt.

6. Facilitative (acting as chair or facilitator)

They’ll ensure they get the rhythms and environment right; they will often take a position that is ‘above the fray’. Need to be careful that their position is not overlooked. This style is particularly effective when the facilitator uses the ‘chair’ role to synthesise and propose a way forward.

7. Accommodating

They make everyone feel good. Can be useful when it is important to signal unselfishness to those you wish to get on-side. Often a good role to have as part of a team of influencers. However, the accommodator can often miss opportunities to influence, by holding back their own views.

8. Reflective/cautious

They don’t make hasty decisions and will often get intelligent, workable solutions to problems. However, their insistence on naming the problem can be seen as negative, and they can sometimes be perceived as lacking courage.

9. Collaborative

Very valuable approach when you need long term, healthy relationships to reach well defined long term aims. It is democratic and when used well will bring out the best in others. However, it can be very time consuming, and it assumes that everyone is equally committed to a partnership of equals and will take their fair share of responsibility.

Using different influencing styles

First, look at the 'problem' from your client's point of view and then decide which influencing style to use to suit the challenge. Some of the styles are 'push' style, others are 'pull' styles:

- ▶ **'Push' styles – good gaining compliance**
 - Forceful
 - Procedural
 - Assertive

- ▶ **'Pull' styles – good for winning hearts and minds**
 - Negotiating
 - Facilitative/chairing
 - Charismatic
 - Collaborative and problem solving
 - Reflective/cautious

- ▶ **Other style:**
 - Accommodating

As well as being push/pull, styles also require involvement from the other party (those that require most mutual involvement are facilitative, accommodating, negotiating, and collaborative).

Also ask yourself:

Do I need simply to win compliance, or do I want to win hearts and minds as well? (Push styles can be effective at gaining compliance, but may break down over the longer term)

- ▶ What is the balance of power?
- ▶ Are there any time constraints?
- ▶ What is the culture?
- ▶ What is the context? (e.g., low morale? Lack of resources?)
- ▶ How big is the change I want to bring about?

CULTURE



Describe the macro culture of your organisation:

Now identify key aspects of the sub-culture of your specific team/department

How does the culture impact on how you set out to influence people?

What can you do to contribute to building a positive culture?

PERSONAL ACTION PLAN

The three things I will do differently are ...

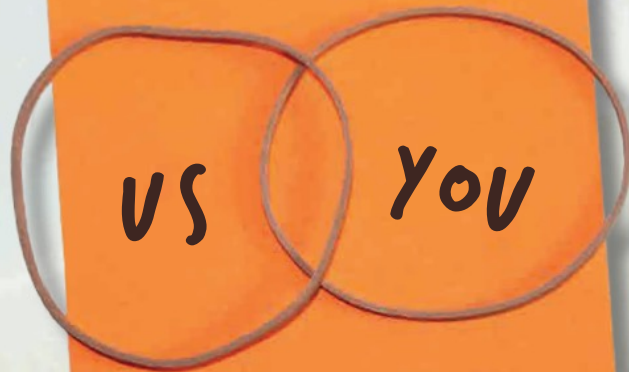
1.

2.

3.

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