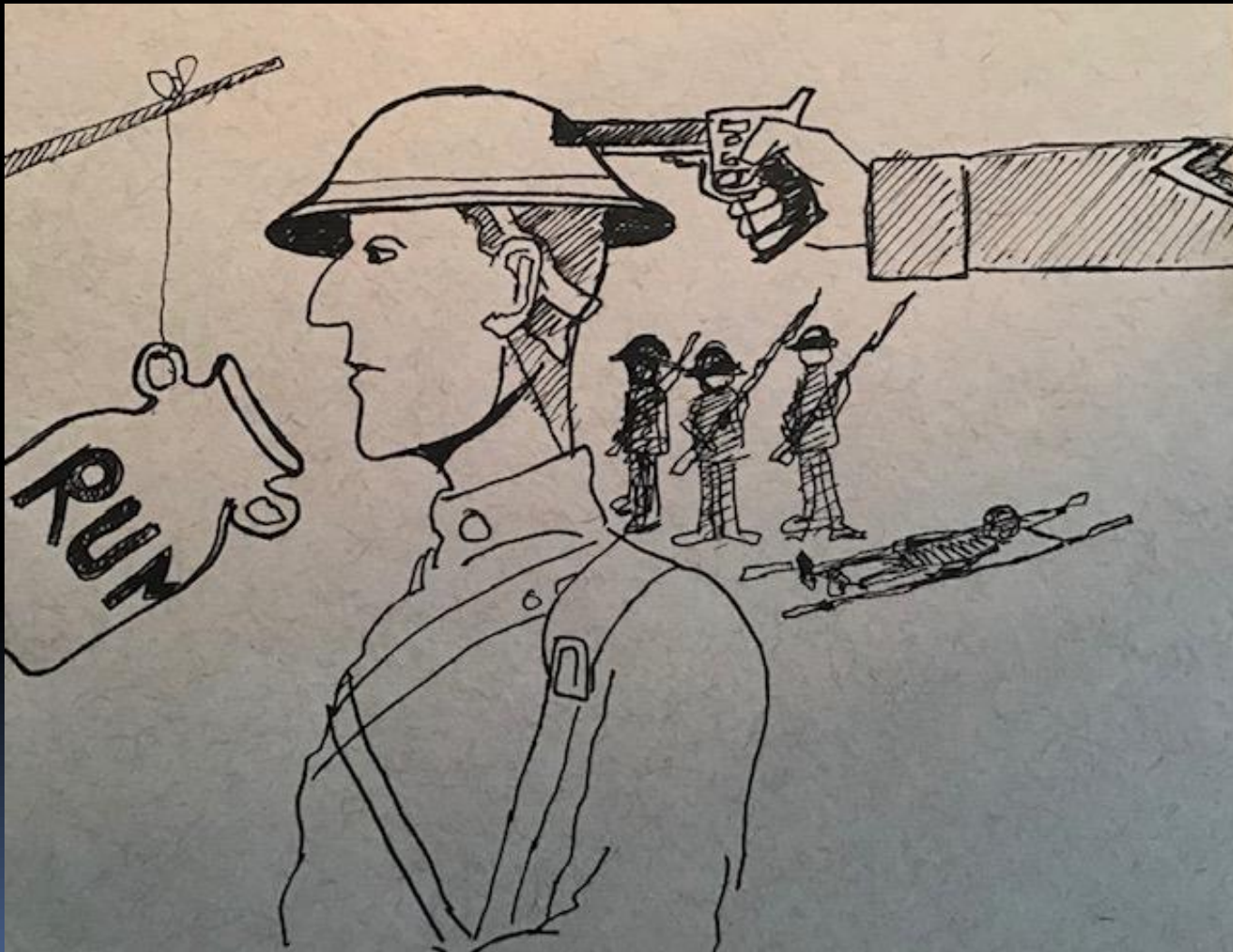


**INFLUENCING SKILLS**

**YOUR FACILITATOR  
AND ASPIRING CARTOONIST...**

**Neal Cooper**

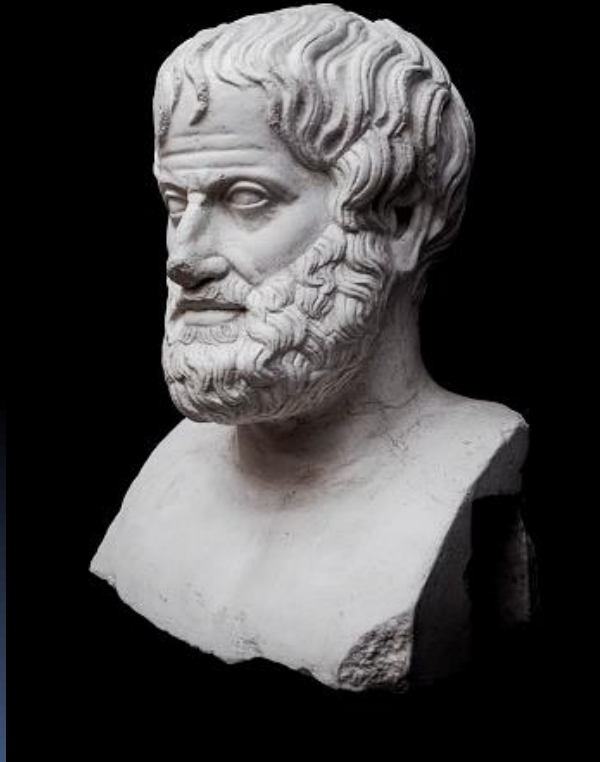
# Food for thought



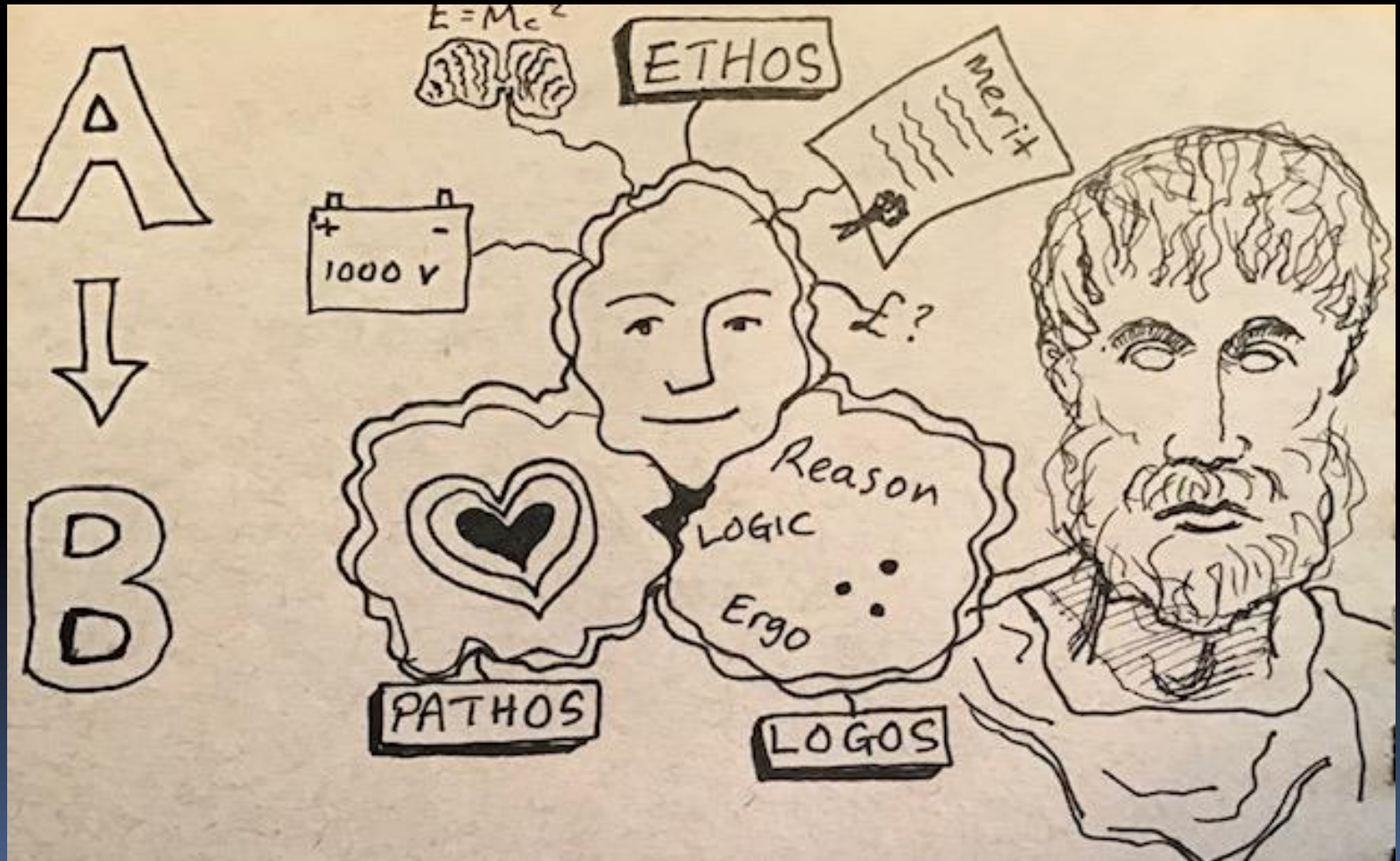
# Carrot or stick?



What have the Ancient Greeks  
ever done for us?



# Aristotle on Persuasion



# Influencing Competency

## **Negative Behavioural Indicators**

Forcing plans, visions, values, strategies and ideas, instead of using persuasion to get others to buy-in.

Lacking political support and alliances needed to introduce change and obtain required resources.

Becoming politically outmanoeuvred and left in an isolated position.

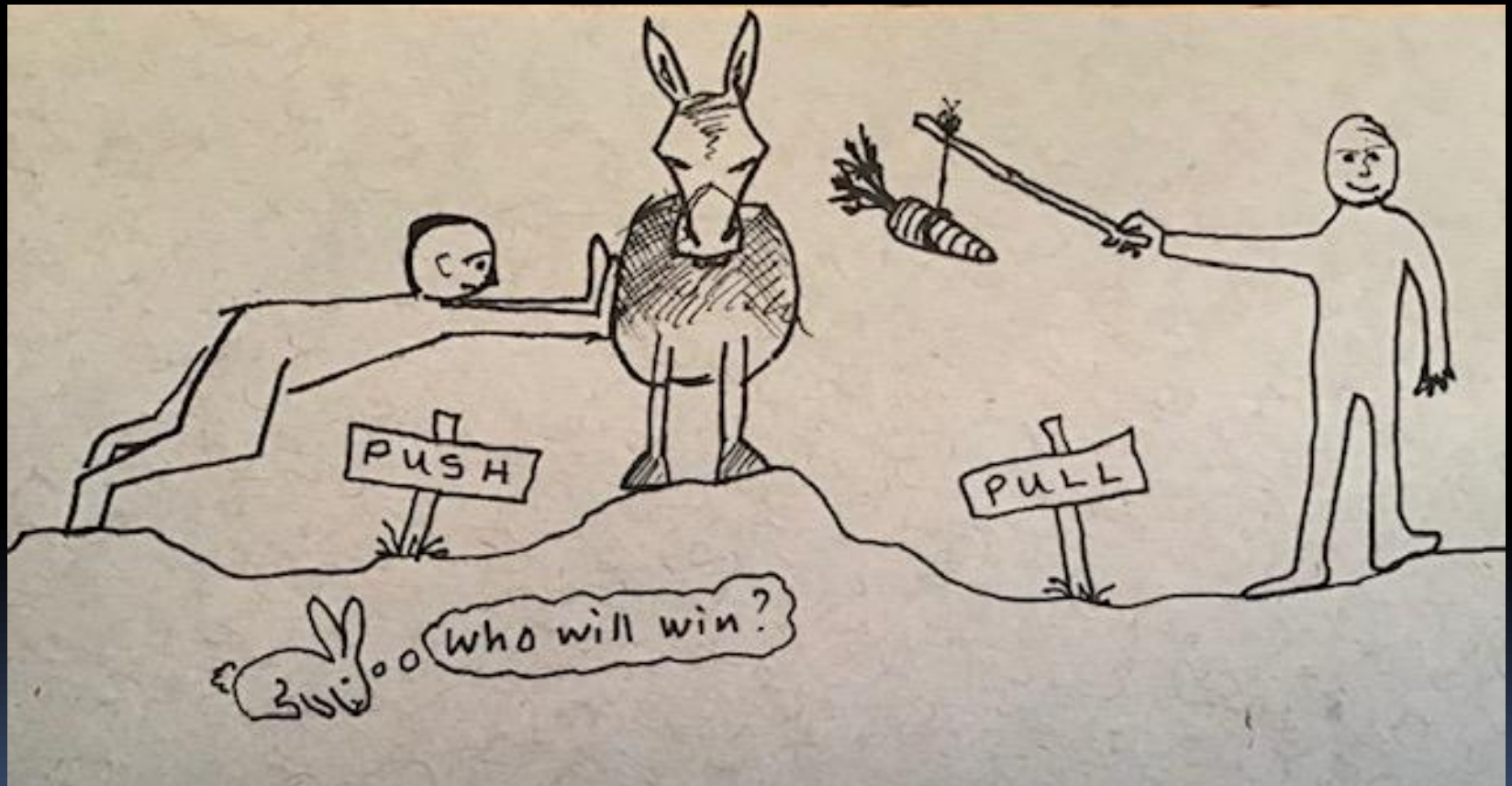
# Influencing Competency

## **Positive Behavioural Indicators**

Able to make very convincing arguments to persuade others to buy into ideas, plans or strategies.

Forms alliances with key people or groups inside and outside the organisation to build support for needed change.

# Push or Pull?





# Push/Pull Styles

- When the stakes are low for the parties involved, or when supported by authority, power or another means of intimidation, assertion often succeeds. The short word for it is **PUSH**.
- Assuming the basic principle that people do things for their reasons, not for ours, the techniques described as **PULL** have the aim of drawing the individual into participation, in the quest for a win-win resolution.

# Push/Pull Styles

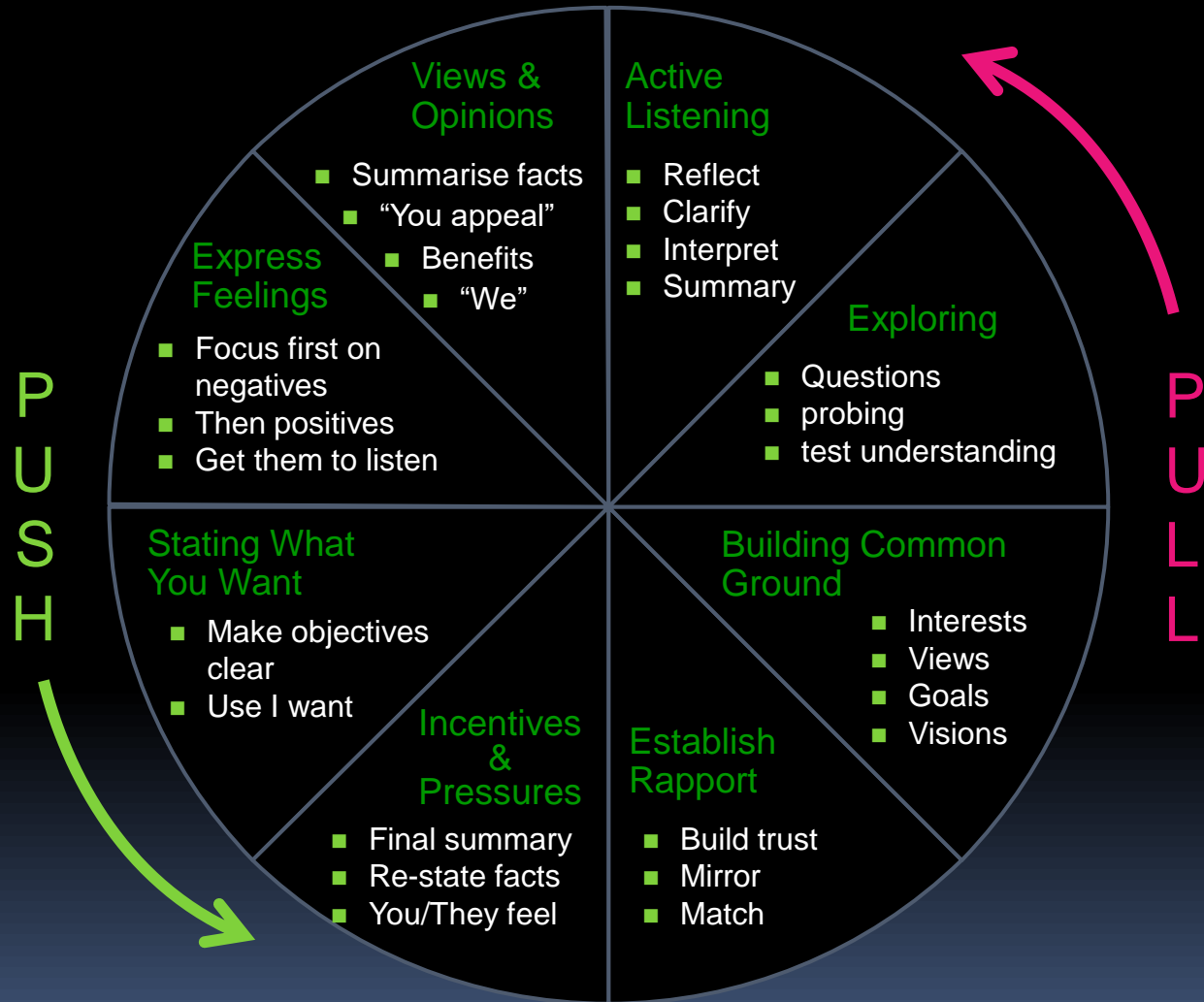
## PUSH Behaviours

- Statements of fact, making speeches
- Statements about objectives
- Demands for agreement on specifics
- Demands for commitment
- Expressions of opinion

## PULL Behaviours

- Asking about values and principles
- Questions about needs and objectives
- Probing for feelings and perceptions
- Asking for explanations and examples
- Listening and following up

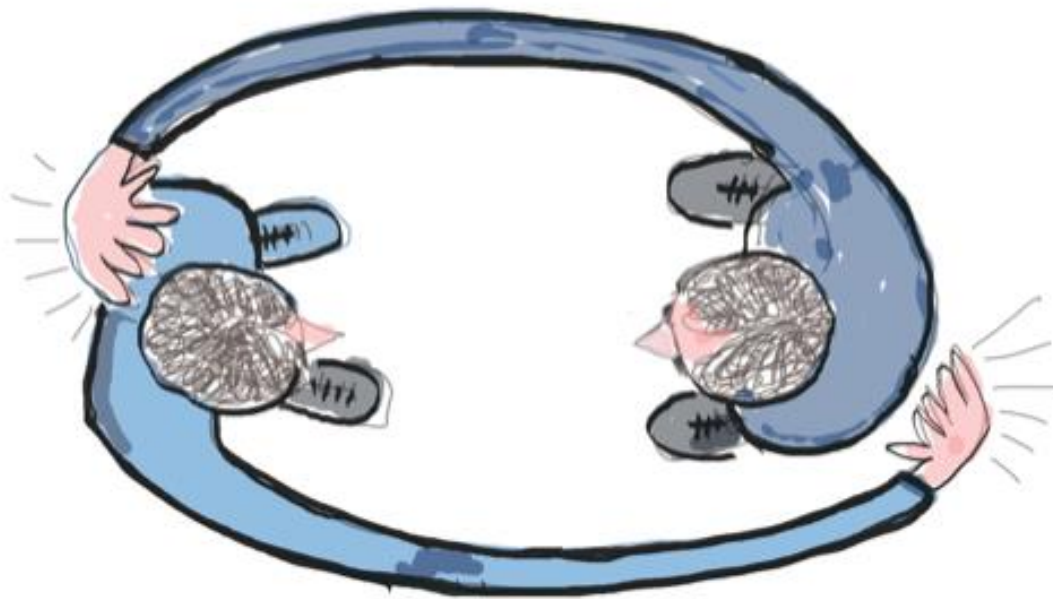
# Push/Pull Styles



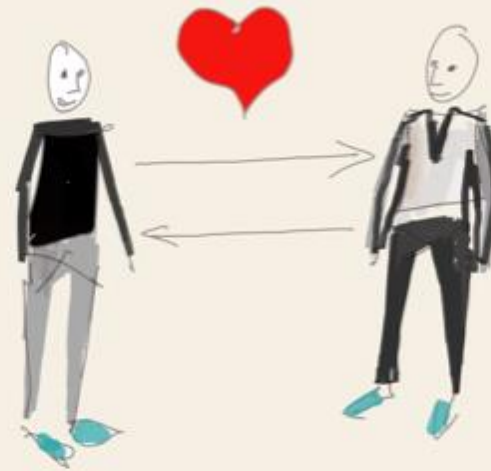
# Psychology and Influence

Understanding the vital  
psychological factors in  
influencing...

# Reciprocation



# Liking



# Social Proof



# Commitment and consistency

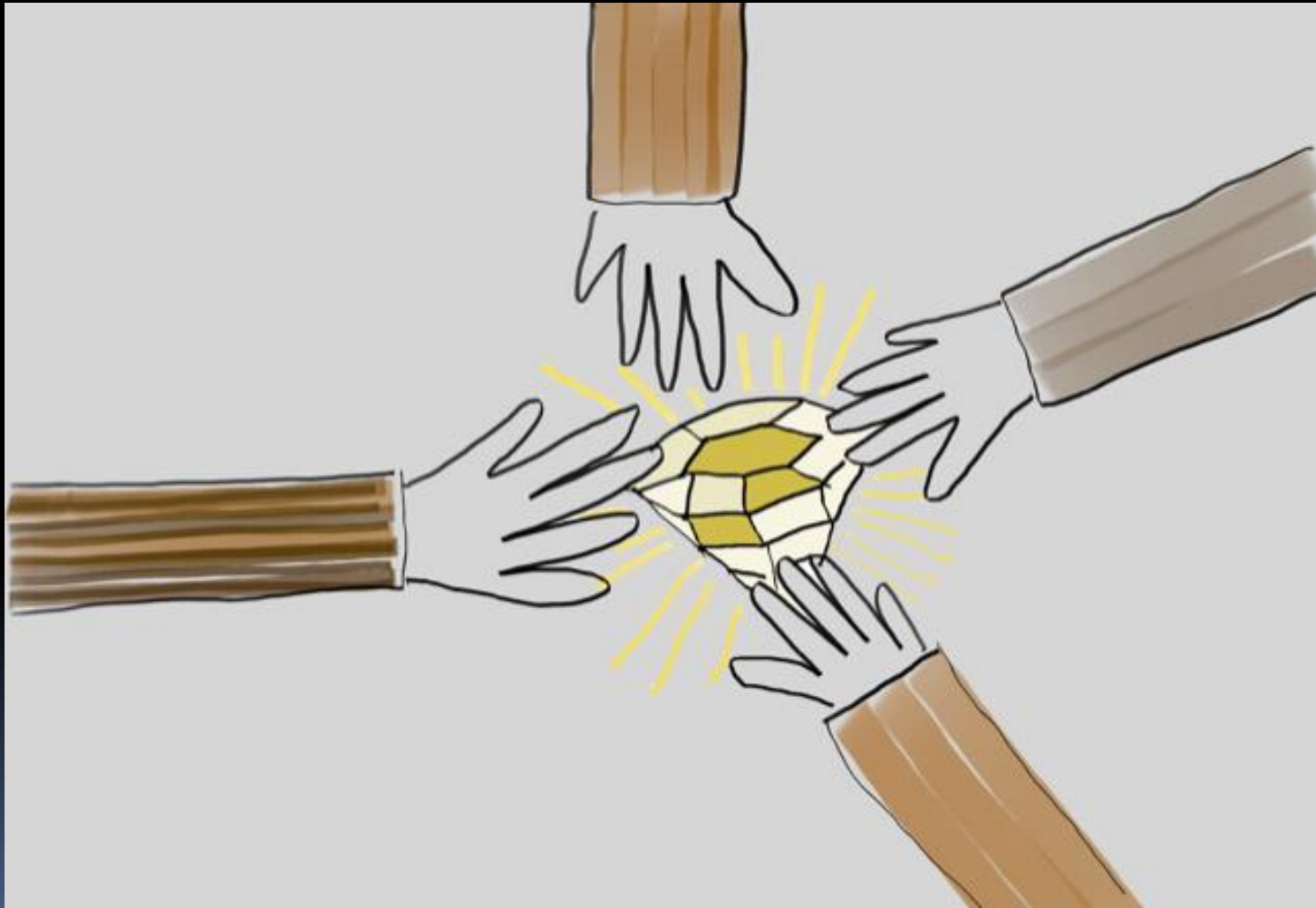




# Authority



# Scarcity



# Power bases

## Position

Level/Title  
Appointment  
Status  
Perceived Authority  
Perceived Dependence  
Control of Resources  
Sense of Obligation

## Personal

Interpersonal Skills  
Charisma  
Persuasion  
Presence  
Energy  
Vision  
Identification  
Networks  
Commitment  
Drive  
Belief in Cause

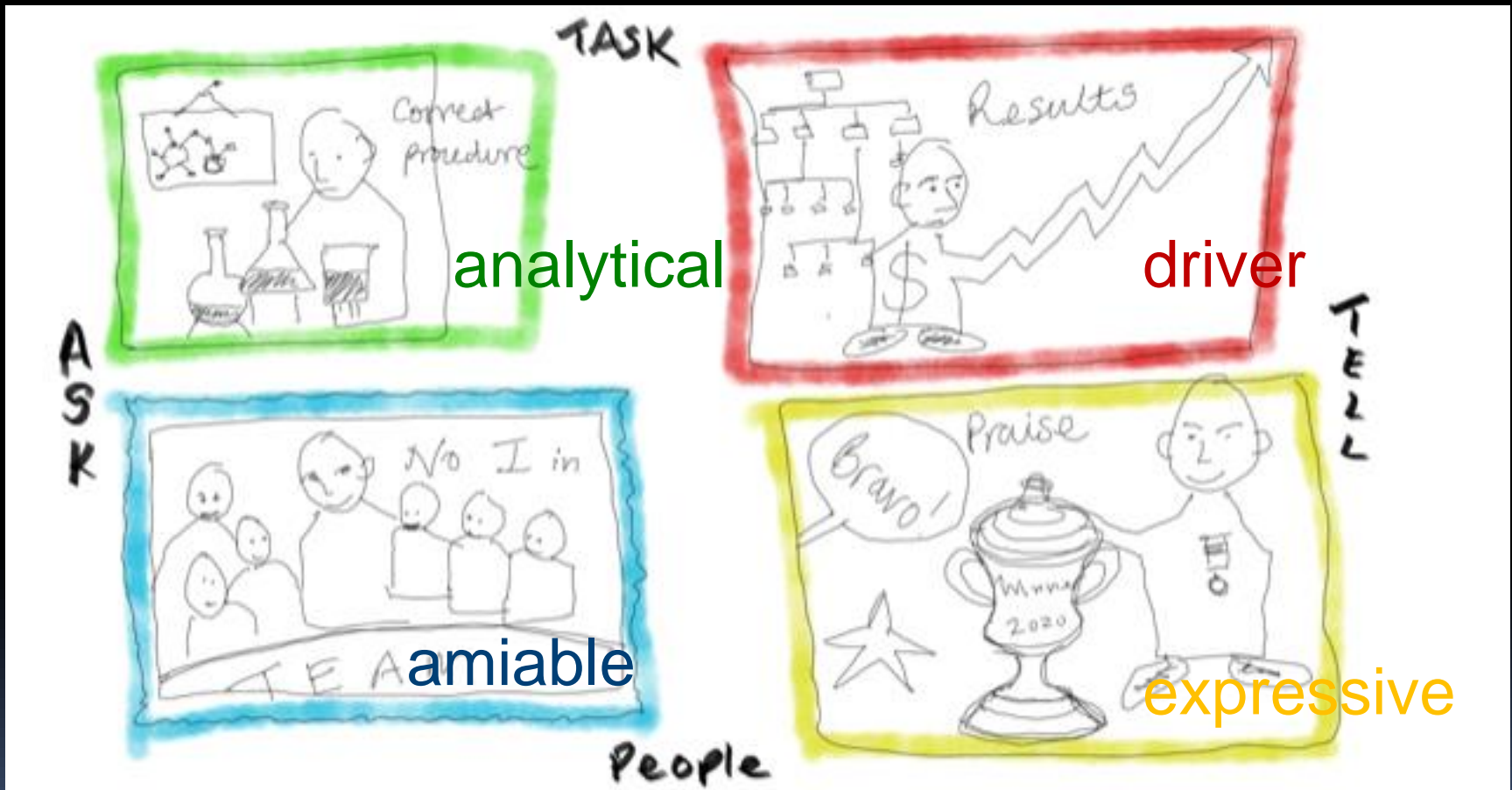
## Knowledge

Expertise  
Professional  
Qualifications  
Technical Know How  
Needs/Expectations  
Preferences

# Influencing strategies

1. **Reason** – Data, logical argument that supports a request. First choice when dealing with bosses or direct reports.
2. **Personal** – Thinking well of the influencer.
3. **Persuasion** – Negotiation and exchange of benefits.
  - a) **Coalition** – Mobilising and inspiring others to support you.
  - b) **Assertiveness** – Clear verbal statements, requests, reminders... Setting deadlines and agendas.
  - c) **Higher authority** – Using the chain of command and outside sources of power, e.g., 'If you don't do this, I'll have to go back to our Department Head'. It can be equal to a higher order of values, e.g., 'It's your duty'.
  - d) **Consequence assertion** – Desirable benefits or undesirable consequences. Depends on the influencer's ability to provide rewards and administer punishments.

# Bolton & Bolton Personality Types



# How to influence..

## INFLUENCING DRIVERS

- Use a **fast** and **decisive** speaking style.
- Be **assertive**, well briefed and succinct.
- Offer a **range of options** giving them the choice.
- Frame proposals so that by agreeing, Reds will move towards their goals and **enhance their control**.
- Have a **one page summary** of your idea with back-up material separately.
- Know the **risks** and **benefits**.
- Be **professional**, business-like and efficient.
- **Stick to the facts**, focus on bottom line results and benefits.
- **Avoid qualifiers** in speech ('perhaps', 'might', 'maybe').
- Push for a **decision on the spot**.

## INFLUENCING ANALYTICALS

- **Don't be over friendly**, respect their need for personal space.
- **Be formal**, logical and to the point in presentation.
- **Speak slowly** and deliberately. Present logically to appeal to need for security procedures. Will need to be able to justify supporting you, and that means logic.
- Will want to know how your proposal will work in practice and you should make sure it will **enhance their credibility**.
- Expect **questions and deliberation**. Be specific and detailed in reply.
- Cover both sides of the issue to show that you have done your homework and **do not expect an immediate decision**.

# How to influence..

## INFLUENCING AMIABLES

- Give them your **full attention**.
- **Talk slowly and easily**, be warm, likeable and informal.
- **Focus** on the **positive**, about how your proposal will show them in a good light with others.
- Offer **reassurances** and **guarantees**.
- **Involve them** – ask for their contribution, be patient and give them time.
- **Get acquainted** and build trust

## INFLUENCING EXPRESSIVES

- **Match their style** – formal or informal.
- Be friendly, maintain a **fast**, spontaneous style of speech.
- Be **lively, stimulating** and energetic.
- Frame proposals that will **enhance their status**.
- **Present boldly**, focus on originality and imaginativeness.
- **Provide examples** and especially testimonials.
- **Stimulate** and **excite** them with your ideas.
- Allow them **time to talk, link their ideas** to yours and your ideas to their goals and ambitions.
- Press for a **decision on the spot** – ideally when they are most enthusiastic

Thank you for your participation!

“Good luck”

