

# Strategies for Influencing and Persuasion

*July 2007*

# Influencing defined

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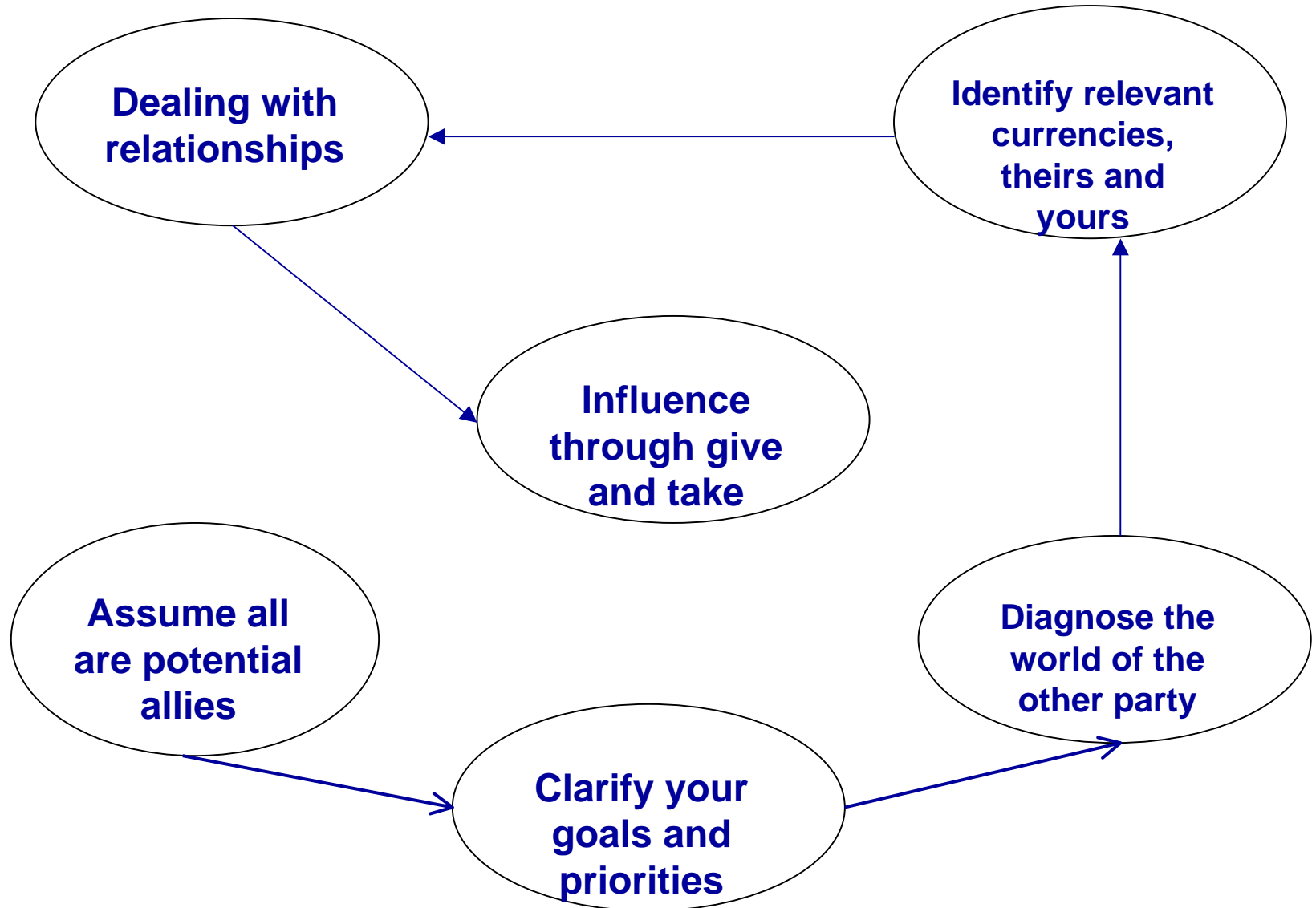
- ◆ An influencer:
  - Communicates a message
  - To an influencee
  - To change that person's attitudes, belief or behaviours

# Four Levels of Influencing

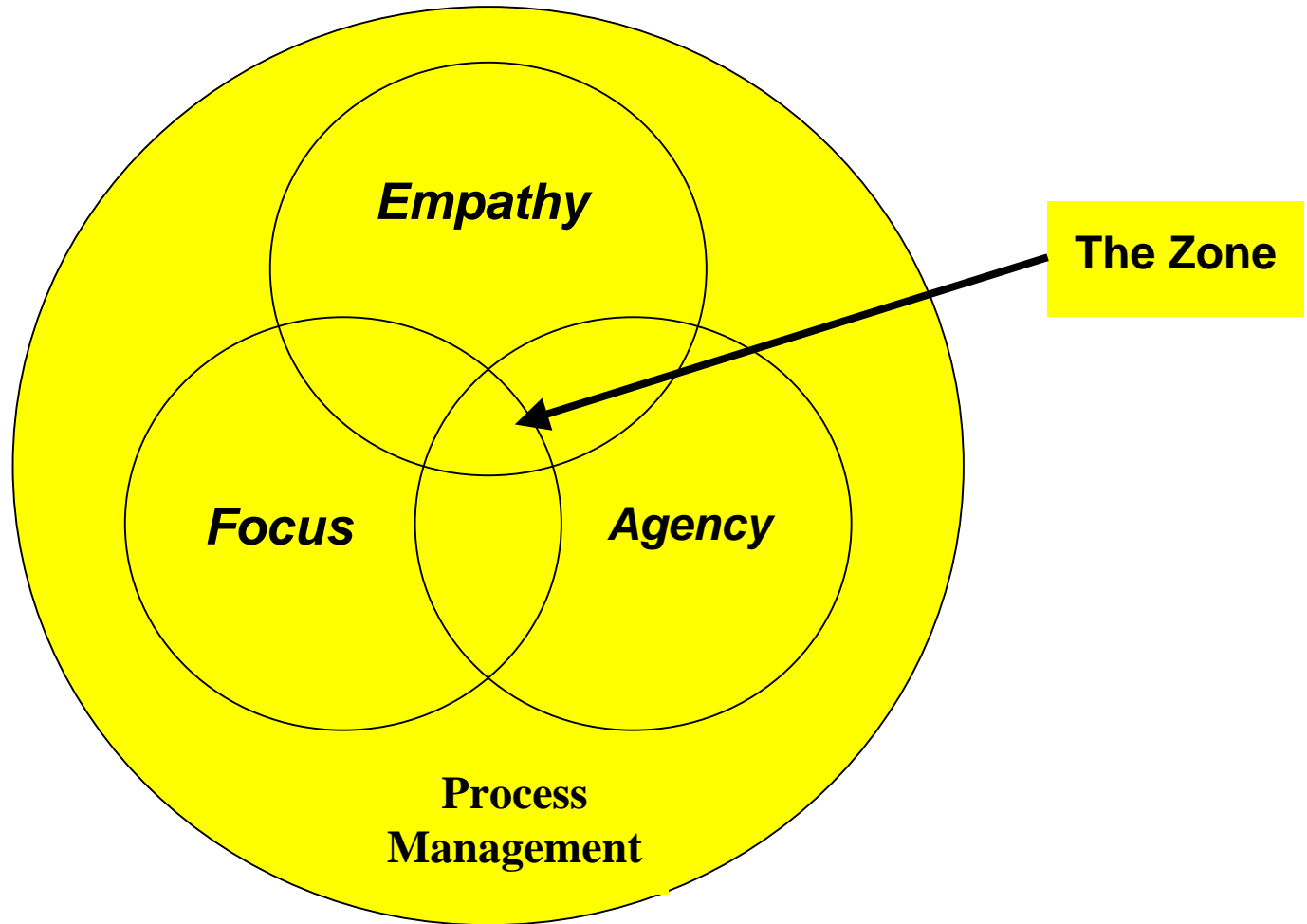
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- ◆ Persuasion
- ◆ Mutual benefits
- ◆ Refined benefits
- ◆ Alliances

# Influencing without Authority



# Humanistic Influencing Model



# Focus

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## ◆ Personal Goal Orientation

- The disposition to establish personal goals and maintain conviction and motivation towards those goals.

## ◆ Focus Techniques

- The use of specific interaction techniques to achieve personal goals as efficiently as possible.

# Empathy

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## ◆ Empathic Orientation

- The capacity and tendency to identify with others – their views, goals, needs, feelings, thought and reactions – and possess a genuine care and concern for their success.

## ◆ Empathic Behaviours

- The use of specific interaction behaviours that demonstrate empathy and understanding and make others feel cared for and at ease.

# Agency

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## ◆ Confidence

- The tendency to be self-assured, optimistic and positive.

## ◆ Personal accountability

- The tendency to take personal responsibility for ensuring results/success, and for failure or misfortune when appropriate.

## ◆ Action orientation

- The tendency to act rather than dwell on reflection or analysis, especially when faced with misfortune or a challenge.

# Process Management

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## ◆ **Monitoring Mental Activity**

- Tracking one's own thought processes, emotions, and self-talk during an interaction, and scrutinising personal levels of *empathy, focus and agency*.

## ◆ ***Managing Mental Activity***

- The purposeful modification of one's thought processes and emotions (through positive self-talk), as required on a moment-by-moment basis.

# Process Management

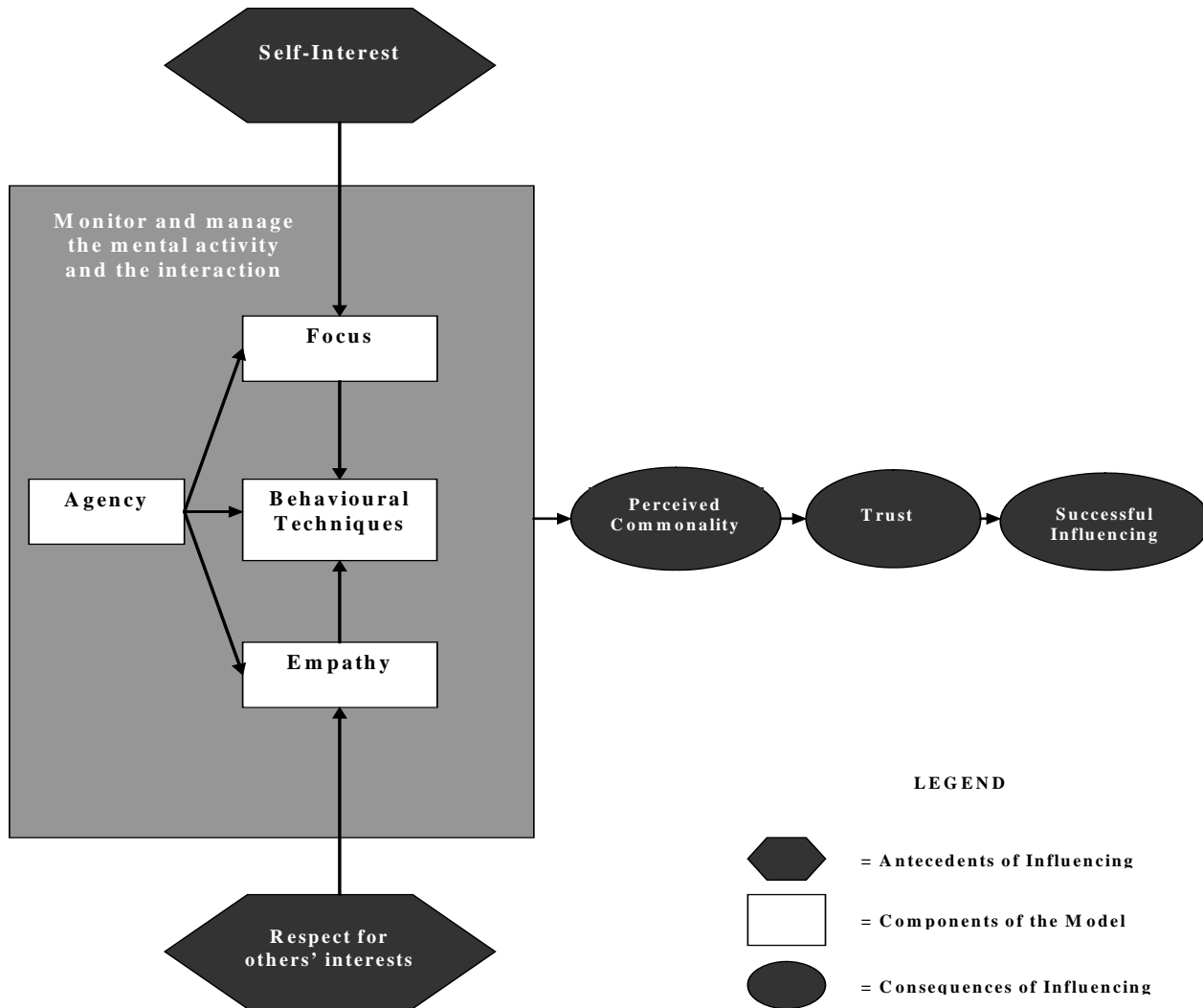
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## ◆ **Monitoring the Interaction**

- Objectively tracking the progress of an interaction and the dynamics between the parties.

## ◆ **Managing the Interaction**

- The application of various techniques and behaviours to control the course of an interaction.



# Four Stages of Influencing

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Stage 1 – Focus (Goal Setting)

Stage 2 – Empathy (Stakeholder Analysis)

Stage 3 – Agency (Developing Strategy)

Stage 4 – Process Management

# Goal setting

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- ◆ **S**pecific
- ◆ **M**easurable
- ◆ **A**chievable
- ◆ **R**elated
- ◆ **T**ime referenced

# Goal setting

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- ◆ Target
- ◆ Resistance point
- ◆ Compromise range
- ◆ BATNA

# Stakeholder Mapping

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- ◆ Stakeholder
- ◆ Significance
- ◆ Benefits to them
- ◆ Costs to them
- ◆ Likelihood to support or obstruct
  - Power and motivation

# The Influencing Strategy

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## ◆ Where we are

- Position

## ◆ Why we cannot stay here

- Problem

## ◆ Where we could go

- Possibilities

## ◆ Where we should go

- Proposal

# Possibilities

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- ◆ Start with least favoured
- ◆ Finish with most favoured
- ◆ Pros followed by cons for all possibilities except your most favoured
- ◆ Cons followed by pros for your most favoured.

# Process Management

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- ◆ Communicating Assertively
  - Stranding up for your rights, without apologising for doing so, but without violating the rights of others
  - Saying NO
  - Fogging
  - Broken record
  - Discrepancy
  - DEESC

# Kolb's Learning Cycle

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