

Influencing Others – Effective Communication Skills

Workbook



Methods of Influence

Method	Description	Steps	Example
Short-Term:			
Provide Rational Analysis	Uses reasoning, logic & data analysis	<ol style="list-style-type: none"> 1. Proactively engage with people 2. Generate alternatives, test assumptions and explore possibilities 3. Keep asking & prioritizing 	Employee looking to persuade his/her manager to adopt a new & improved software system. (i.e. cost-benefit analysis)
Cite Credible Sources	Uses sources by reputable institutions; quotes from credible individuals	<ol style="list-style-type: none"> 1. Determine leading experts 2. Explore & summarize findings 3. Choose ones most likely to persuade 	A friend looking to convince another friend to live a healthier lifestyle. Will have more impact if citing credible sources.
Establish Urgency or Scarcity	Uses near term limits/deadlines as motivating factors	<ol style="list-style-type: none"> 1. Make it clear now is time to act 2. Explain why resources/info are limited 3. Clarify what they will lose if fail to take action 	Executive trying to persuade CFO to adopt new relationship management system where will receive discount if act within a certain timeframe.
Use Social Proof	Looks to other people's opinions (or situations) similar to ours	<ol style="list-style-type: none"> 1. Point out trends in opinion or behavior 2. Give testimonials or share success stories 3. Beware of negative social proof 	A new business owner looking to convince people to buy products. (I.e. set up Facebook page; twitter, etc.)
Initiate Reciprocation or Exchange	Doing something for others in exchange for the outcome you want	<ol style="list-style-type: none"> 1. Find ways to offer value 2. Make sure it is personalized, meaningful & unexpected 3. Go first, initiate reciprocation 	Waiter/Waitress leaving mints for patrons at the end of the meal.
Long-Term:			
Align with Shared Values or Principles	Uses shared values and principles to motivate and inspire people	<ol style="list-style-type: none"> 1. Focus on values and principles you share with people 2. Clarify how your recommendation advances the positive purpose 3. Align your proposals with those shared values 	Employee trying to get co-workers to volunteer for a good cause (Tie into mission of company).
Build Rapport, Relationship & Trust	Leverages strength of relationships to influence	<ol style="list-style-type: none"> 1. Be a great listener 2. Build rapport proactively; make extra effort 3. Ask what would make a great outcome for them 4. State positive intent up front and credit them 	Project team leader looking to build relationship with new team members or clients.
Like and be Likable	Relate on a personal level	<ol style="list-style-type: none"> 1. Value the person; demonstrate positive attitude 2. Look for similarities 3. Look for positive qualities; highlight them in genuine way 	Employee meeting new co-workers for the first time.
Lead by Example	Uses your own positive actions as an example	<ol style="list-style-type: none"> 1. Show strength of your convictions 2. Share how you did it & why it worked 	Project team leader looking to motivate team by his/her own example of great work ethic.
Turn Objections into Actions	Turns objections into opportunities	<ol style="list-style-type: none"> 1. Don't take it personally; get motivated 2. Sooner you uncover their objections, the better 3. Turn objections into actions; treat objections as invitations 	Employee's proposal initially turned down by manager; employee then turns it around and treats it as opportunity.

II. What the Best Influencers Do Before They Influence



A. Remember the Two Truths of Influence

- Most people aren't motivated to do what we want them to do
- Anyone can be a better influencer, starting today

II. What the Best Influencers Do Before They Influence



B. Start with their perspective, not ours

- Number #1 mistake influencers make without even realizing - pushing your agenda on someone else
- You need to immerse yourself in their perspective. (What are they thinking, feeling, etc.?)
- Three Key Success Factors:
 - One, their objectives relative to yours.
 - Two, their perceived relationship with you.
 - Three, their operating style.

II. What the Best Influencers Do Before They Influence



C. Choose the right person to influence

- Don't waste time and risk your goals by influencing the wrong people about the wrong things
 - For each of your goals, list the decision makers.
 - Who has the power to say yes or no? Who are the people who most significantly affect whether you'll achieve your goal or not? Make a list of real names.

Exercise



Method:

Notes:

A series of horizontal bars for taking notes, alternating between light blue and white colors.