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
   - The nature of influencing
   - Types of influence styles
   - The use of influence power
   - How influence is exerted

   - 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.

   - 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 power of influence can be used in four modes:
     - Independent power (tell me what you want)
     - Counter-dependent power (I’m against what you want)
     - Interdependent power (I want from you; what do you want from me?)

   - 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
   - “Push” styles of influence
   - “Pull” styles of influence

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

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

3. ASSESS
   - Responses and reactions to influence

   - Resistance (attack, silence, squeezed for time)
   - Compliance (acceptance, confirmation, concession)
   - Synergy (discovery, reflecting, summarizing)

   - Listening for facts and underlying meaning
   - Clarifying and questioning to gain understanding
   - Feedback through verbal and non-verbal signals
   - Summarizing by reflecting the other person’s point of view

4. REVIEW
   - How we are influenced
   - How we influence others
   - How influence strategies can be adjusted

   - 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)

   - 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

   - 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.)

   - I favor sound experience and common sense...I enjoy...I like to try different techniques...

   - I can get in QUICKLY before they resist otherwise...

   - I say what until the targets are proven!

   - AHH! OF COURSE! I see what you mean now!

   - One Page Coach® materials must not be photocopied, changed, or copied in any other way.