

Influencing Skills

Module 1

Oxford Instruments Foundation Programme

dco.

Six Principles of Influence - Cialdini

1. Reciprocity
2. Commitment (and Consistency)
3. Social Proof
4. Likability
5. Authority
6. Scarcity

1. Reciprocity

Humans generally aim to return favours, pay back debts and treat others as they treat us.

Reciprocity leads us to feel obliged to offer concessions to others if they have offered them to us. This is because we feel uncomfortable with feeling indebted to them.

2. Commitment (and Consistency)

Humans generally have a desire to be consistent.

Once we have committed to something we're more inclined to go through with it.

3. Social Proof

This principle relies on people's sense of safety in numbers.

We're more likely to do something if others are doing the same. We assume if others are doing it then it must be ok.

We are more susceptible to this principle when we are feeling uncertain and we are more likely to be influenced if the people we see seem similar to us.

4. Likeability

This principle says we are more likely to be influenced by people we like.

Likeability comes in many forms – people might be similar or familiar to us, they might give us compliments or we may just simply trust them.

5. Authority

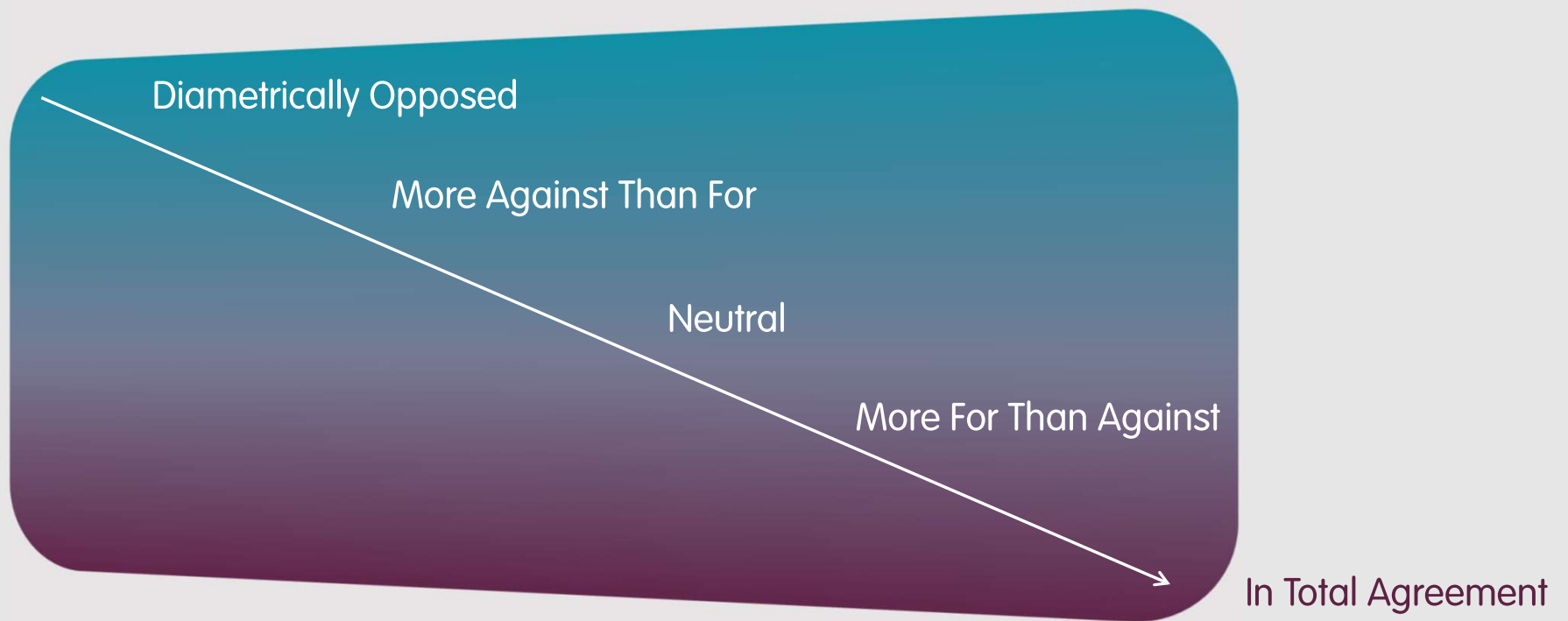
We feel a sense of duty or obligation to people in positions of authority.

Job titles, uniform and even accessories/gadgets can lend an air of authority and can persuade us to accept what these people say.

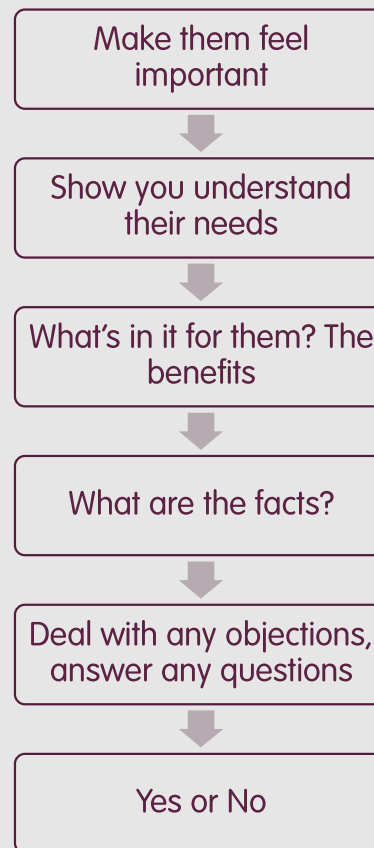
6. Scarcity

This principle says that things are more attractive when their availability is limited or when we stand to lose the opportunity.

Two Step Movement



Steps to Influencing



The Situational Influence Model

Defines styles to influence depending on the situation

The model has 3 layers:

- Energy
- Style
- Behaviour

1. Energy

- To be influential you must have energy.
- This is the potential power (positional and personal) that you bring to any situation.
- To influence you have an Influence Objective and use your Energy to achieve it.
- You can use your Energy in 3 ways:
 - Push
 - Pull
 - Move Away

Push Energy

- Used when you move another person towards your Influence Objective
- It's about what you, the influencer, think and feel, and what you want
- It's about expressing that to another person in a way that shapes their subsequent behaviour
- When used well, people may refer to you as dynamic, someone who drives things forward
- If you overuse Push Energy, or use it badly, or in the wrong situations, others may feel backed into a corner and may describe you as 'pushy'

Pull Energy

- Pull energy is when you work with the other person to draw them towards your Influence Objective
- It's about focusing on other people and what they need, want, or expect of you
- Whilst you may not agree with them, you genuinely want to understand what they are thinking and feeling
- When used well, people may feel drawn to you and to want to work with you
- If you overuse Pull Energy, or use it badly or in the wrong situations, others may start to feel 'sucked in' or manipulated

Move Away Energy

- Moving Away Energy is when you take your Energy out of a situation
- If you take your energy out of a situation tactically and temporarily, it will be seen as constructive
- If you do it unconsciously or as a way of abandoning your Influence Objective, it will be perceived as unproductive

2. Style



A Style is the culture or climate created by the Behaviours within that Style



Within Push Energy there are two Styles: Persuading and Asserting






Within Pull Energy there are two Styles: Bridging and Attracting







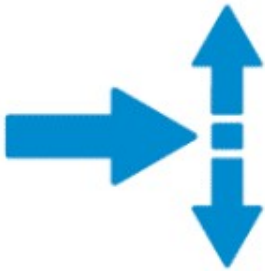
There are two ways of Moving Away: Disengaging and Avoiding

3. Behaviour

- Each Influence Style is made up of discrete Behaviours
- Behaviours are what you say and do. They are seen and felt by others
- When you use the Behaviours within a Style well, and with intent, you are more likely to be influential and have the impact that you intend
- A key element of using a particular Behaviour well is the ability to use the language of that Behaviour

ENERGY	INFLUENCE STYLE	INFLUENCE BEHAVIOUR
PUSH SELF 	PERSUADING 	PROPOSING: ideas; suggestions; recommendations; questions that suggest a proposal. REASONING: facts and logic in support or opposition; argument for or against; rhetorical questions.
OTHERS 	ASSERTING	EVALUATING: positive or negative judgment, reinforcement, or criticism; personal and intuitive. STATING EXPECTATIONS: needs; demands; standards; requirements. USING INCENTIVES (AND PRESSURES): specifying the ways and means you control that meet others' needs.

ENERGY	INFLUENCE STYLE	INFLUENCE BEHAVIOUR
<p>PULL</p> <p>SELF</p> 	<p>BRIDGING</p> 	<p>INVOLVING: soliciting views, ideas, and information from others; encouraging participation.</p> <p>LISTENING: paraphrasing; summarising; reflecting feelings; giving one's interpretation of other's position.</p> <p>DISCLOSING: admitting mistakes; revealing uncertainty; making oneself vulnerable; asking for help.</p>
<p>OTHERS</p>	<p>ATTRACTING</p> 	<p>FINDING COMMON GROUND: highlighting common values, beliefs, ideas, agreement, or synergy.</p> <p>SHARING VISIONS: viewing future with optimism, picturing ideal outcome; using positive metaphor, analogy, or word pictures; using language that builds enthusiasm.</p>

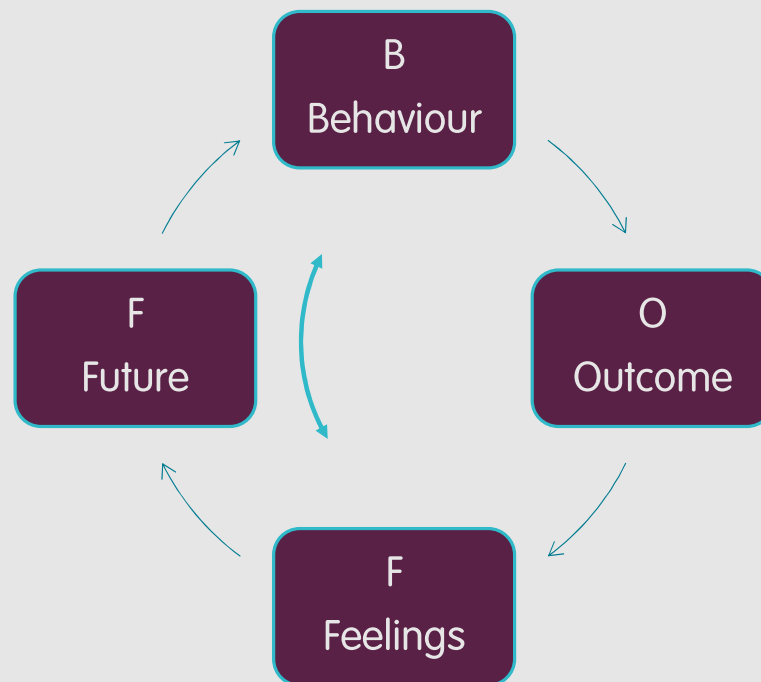
ENERGY	INFLUENCE STYLE	INFLUENCE BEHAVIOUR
<p>MOVE AWAY</p> <p>SELF</p> 	<p>DISENGAGING</p> 	<p>POSTPONING: to a future time.</p> <p>GIVING AND GETTING FEEDBACK: standing back to review work process or methods.</p> <p>CHANGING THE SUBJECT: includes the use of humour to defuse tension.</p> <p>TAKING A BREAK: recess, or caucus.</p>
<p>OTHERS</p>	<p>AVOIDING</p>	<p>BACKING DOWN: dismissing real differences; discarding objectives; withdrawing from the situation.</p>

Think / Thought / Found

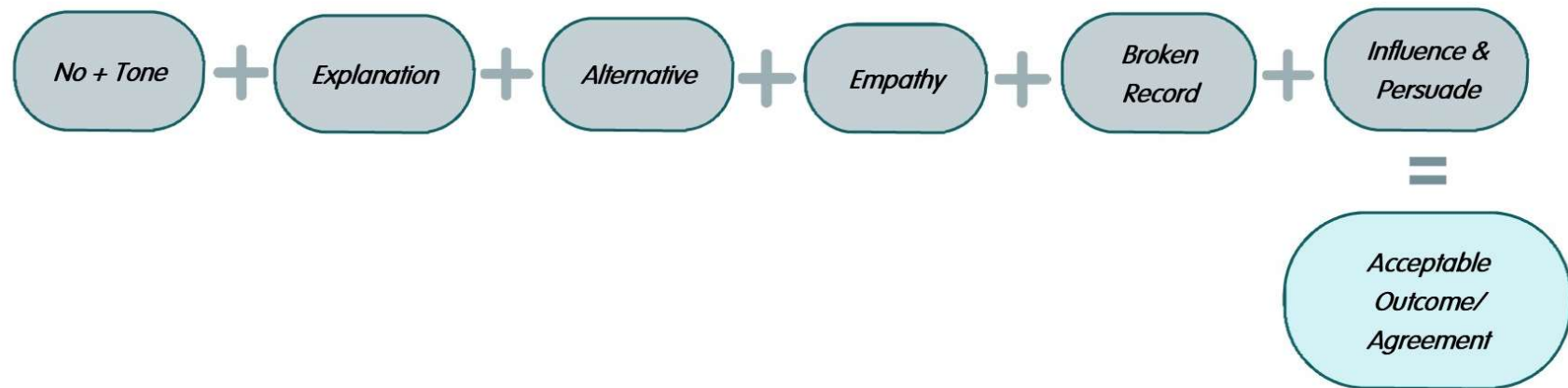
Structure a response to include these words:

- I can understand why you **think** that, in fact when I first considered the change to the process I **thought** it would be too complex but then I **found** that it saved a lot of time...

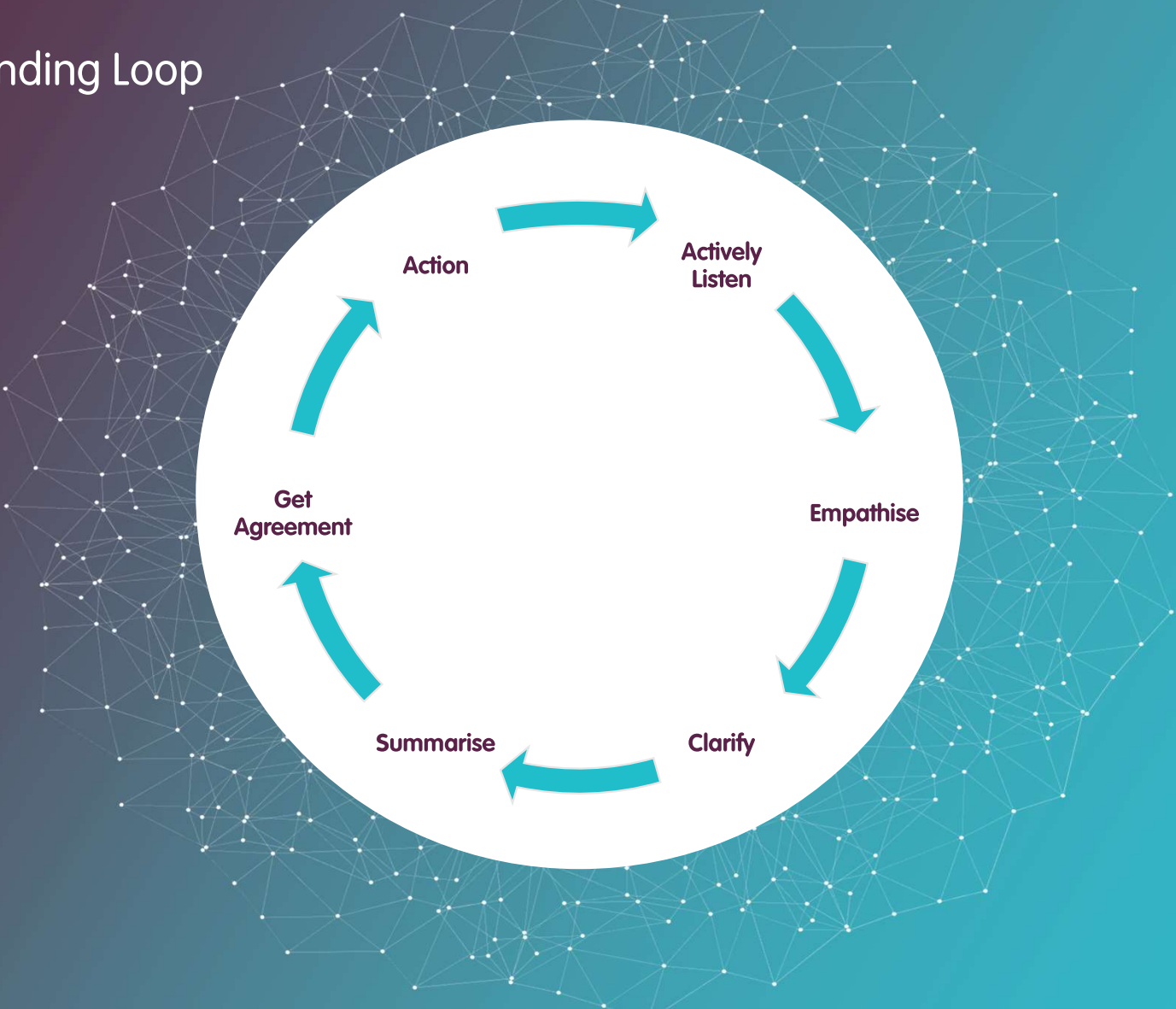
Feedback – BOFF principle



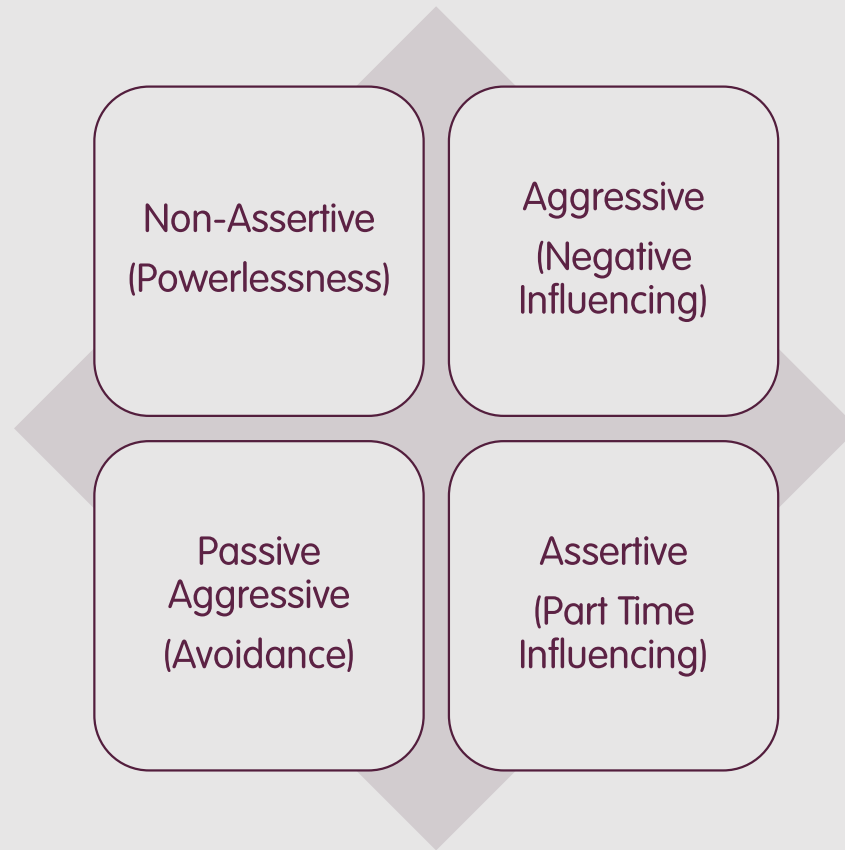
Formula For Saying 'No'



The Understanding Loop



Four Behaviour Styles That Affect Communication



Six Types of Assertion

Lower Level

- Basic
- Responsive
- Empathetic

Higher Level

- Discrepancy
- Negative Feelings
- Consequence

Basic Assertion

A straightforward expression of your beliefs, feelings or opinions

I want to not be disturbed for the next 30 minutes

I feel that was the wrong approach

When to use:

- Confirming that in standing up for your own rights, you are not violating others
- When others are behaving non-assertively
- Used in conjunction with other forms assertiveness

Responsive Assertion

Relies upon finding out where the other people stand (Their needs, wants, feelings etc.)

What are your reservations about the new approach?

How long can you give me to try and persuade her?

What would you prefer to do?

When to use:

- Confirming that in standing up for your own rights, you are not violating others
- When others are behaving non-assertively
- Used in conjunction with other forms assertiveness

Empathetic Assertion

Empathy, combined with a statement of your needs

I know you're busy at the moment, Dan. However, I'd like to make a quick request of you.

When to use:

- When you are aware when someone is busy but you need their attention
- To hold you back from over-reacting
- To avoid turning empathy into sympathy - that is non-assertiveness

Discrepancy Assertion

A starting point when you suspect there is a contradiction

'Hang on Dan, on one hand you want to improve co-operation, but on the other you are making statements that make it difficult to co-operate.'

When to use:

- Discrepancy noted between a person's words and deeds
- If there is misunderstanding - you can clarify the issue

Negative Feelings Assertion

Drawing the attention of another person to the undesirable effect their behaviour is having on you

'When you let me have your report at this late stage, it involves me working over the weekend. I feel annoyed about this, so please in future I'd like to have it by Friday lunchtime.'

When to use:

- Someone ignoring your rights or repeatedly disregarding them
- Controlling emotional outbursts
- Alerting others to how their actions affect you
- Assertions without blame

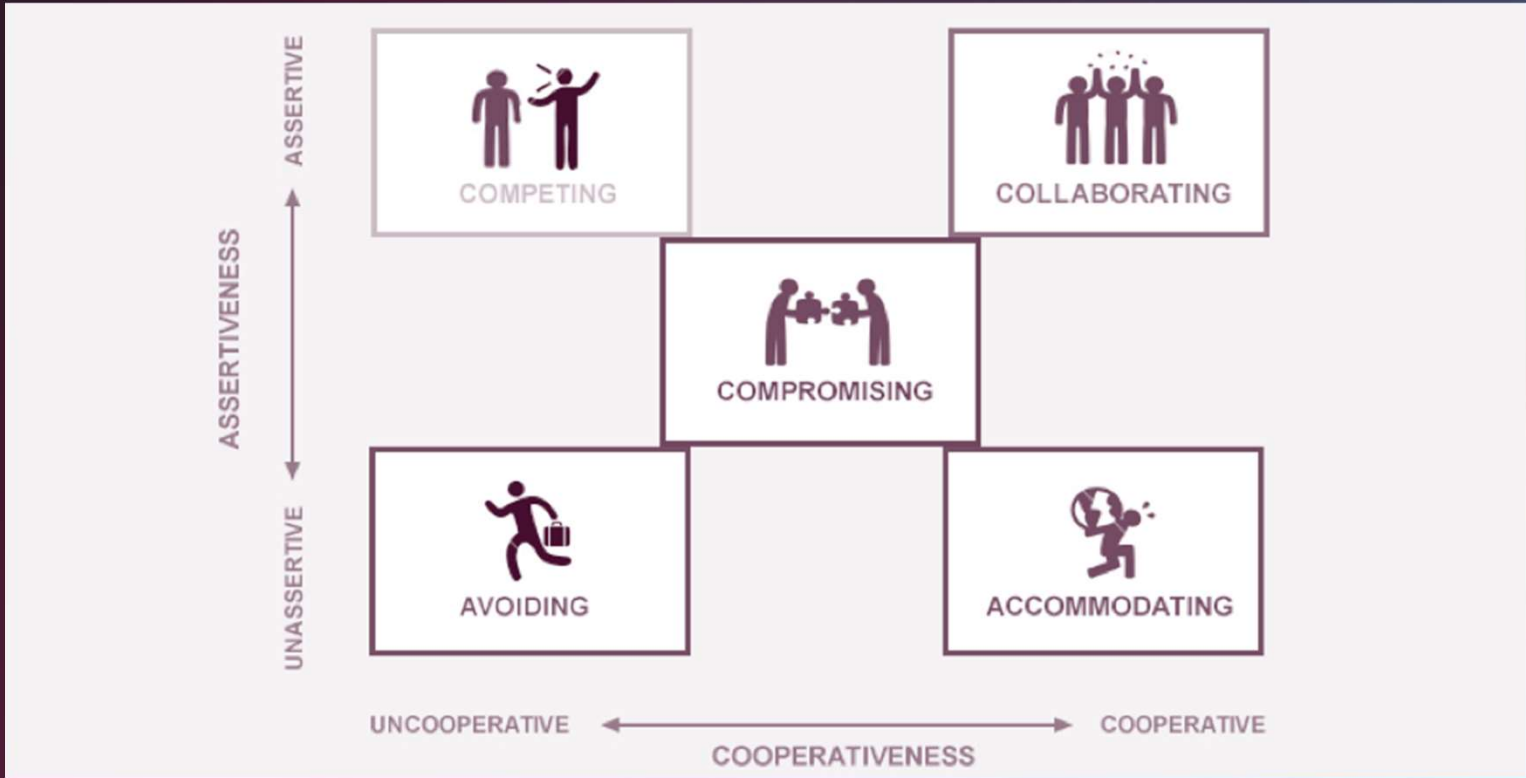
Consequence Assertion

Informing the other person of the future consequences for them of not changing their behaviour

'If you continue to withhold information, I'm left with no option but to bring in the Project Director, I'd prefer not to.'

When to use:

- Last resort behaviour ~ strongest form of assertion
- Apply only when you have sanctions available and ensure you apply them
- Referring to higher authority
- Reducing a budget
- Limiting co-operation
- Alternative is negative feeling assertion



Leverage
Relationship Power
Not
Role Power

This means
listening to
understand not
listening to
respond

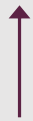
Create a
situation where
your listening
skills allow you to
repeat what the
speaker says

Your first
objective is
listening

Your second
objective is
building the
relationship

Use of Influencing Strategies

Influencing Up
(manager)



reason
coalition
friendliness
bargaining
assertiveness
higher authority
(no sanctions)

Influencing Down
(subordinate)



reason
assertiveness
friendliness
coalition
bargaining
higher authority
sanctions

Influencing Across
(co-worker)



friendliness
reason
bargaining
assertiveness
higher authority
sanctions
coalition

Use of Influencing Strategies

Relationship between power bases and influencing strategies:

Power Base		Influencing Strategy
Reward	→	Bargaining
Coercive	→	Sanctions
Referent	→	Friendliness
Legitimate	→	Assertiveness
	→	Sanctions
Expert	→	Reason
Information	→	Reason

Influencing Strategies

Reason

Friendliness

Coalition

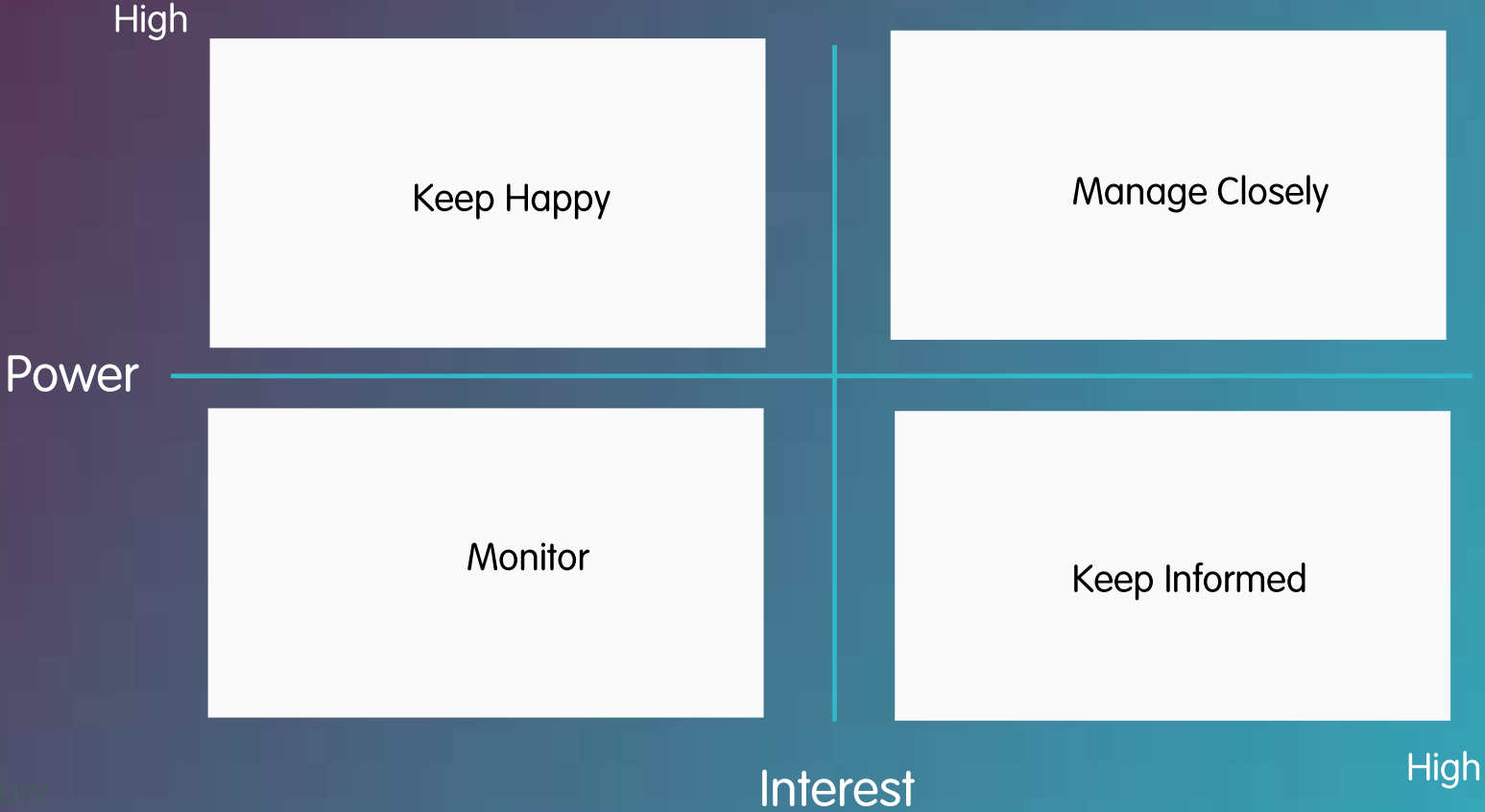
Bargaining

Assertiveness – insistence

Higher authority

Sanctions

POWER INTEREST MATRIX



Supporting and Influencing Upwards





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