Influential Awareness and Impact

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New Heights Learning, LLC
1. Why is influencing important?

2. What is the connection between influence, power and leadership?

3. How is influence relevant to your everyday world?

4. What if you were able to influence more effectively? What do you gain?
1000
40
1000
30
1000
20
1000
10
Think of a time when someone got you to do something you weren’t sure you wanted to do, yet later were glad that you did.

❖ What did the person do or say to convince or influence you?
❖ What was the impact on you?
Small Group Table Activity

❖ Work in three-person group.
❖ Each person take 3 minutes to share your story.
❖ Look for common themes.
❖ As a group, develop a six word story that conveys the feeling of being influenced.
Change and complexity

Flatter and/or matrixed organizations

Team approaches to work, often with dispersed membership

Greater collaboration and coordination across boundaries

Decision making and time issues generated by increased collaboration

Complexity of cultural/diversity issues

When a leader moves from single country to multiple country responsibilities – Influence becomes the #1 differentiator between the most effective leaders and the others. (Corporate Leadership Council)
What does “Influencing” mean to you?
Where would you like to have more influence?
What are the characteristics of a successful influencer?
Influence – Diverse Perspectives

Guide

Inspire

Shape

Stimulate

Direct

Leverage

Persuade

Sway

Change

Pressure

Control

Intimidate
Power: The capacity or potential to exert influence

**Positional Power**

Power based on formal status, authority, control of resources, punishments or rewards

**Personal Power**

Power based on expertise, special skills, personality traits, charisma, personal status or credibility
Power: Effective vs. Ineffective

Positional Power

- Respect
- Fear

Effective
Ineffective

Personal Power

- Confidence/trust
- Competition

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Pairs
Influence – Diverse Perspectives

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“The interpersonal behaviors that we use, to have a positive impact on another party’s choices.”
To Influence Effectively

❖ Understand and personally align to the company direction and priorities
❖ Understand and personally align to the culture and values
❖ Take action even if you don’t have the authority over resources
❖ Build confidence through proven execution
❖ Demonstrate concern for others as well as self
Ways to Tell If You Have Influence

- Can work around policy or rules
- Access to vital information
- Involved in important decisions
- Can influence a change outside your role / area
- Access to resources
- Copied on correspondence
- Targeted for development / promotion
- Asked to coach/mentor others
- Included in special events – work and non-work related
- Frequency with which senior managers show up at your desk
Take Assessment
The ISI Model
You advocate by debate, insisting your ideas are heard and challenging the ideas of others.

You advocate by offering logic, rational reasons and data.

You advocate through compromises, concessions and trade-offs to reach outcomes that satisfy your greater interest.

You advocate by presenting a sense of shared purpose and exciting possibilities.

You advocate by connecting, building relationships and coalitions.
Influence Orientation

25 or more **blue** points
Asserting + Rationalizing

25 or more **green** points
Inspiring + Bridging

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Asserting Style
Stating preferences clearly and applying pressure

This Style looks like...

- **Insisting** that your ideas are heard and considered,
- **Challenging** ideas or suggestions that you disagree with,
- Using formal **structure** (position, rules, laws, policies) to emphasize legitimacy,
- Using **power, rewards and consequences**.
Asserting Sounds Like...

I insist that you consider my idea...

The policy requires that...

I am 100% certain that...

My position gives me the authority to...
Rationalizing Style
Using logic and reasoning to present your ideas

This style looks like...

- Offering **rational reasons** to convince others of your point of view,
- Suggesting **logical solutions** to problems,
- Using relevant **facts and data** to convince,
- Using **expert views** and/or **historical data** to build a convincing position.
Rationalizing Sounds Like…

Our analysis shows that...

The experts say...

The only logical solution is to...

What information do you need to…
Negotiating Style
Compromising and making concessions to find common ground

This Style looks like...

- Willing to make *concessions* in order to reach an outcome that satisfies your greater interest,
- *Trade-offs* to reach agreement,
- *Exchanging* favours to get something accomplished,
- Leveraging areas of *agreement*.
Negotiating Sounds Like...

If you will... then I can...

I will support you in the meeting tomorrow and when my project is presented next quarter, then...

I know this is not a long-term solution to all of your issues but it does provide a way forward so that we can both...

Let’s agree to discuss this later when everyone is calmer...
Bridging Style
Engaging and connecting with others

This Style looks like...

- Building **relationships** and **coalitions**
- **Listening** carefully to what others need,
- **Understanding** to be understood,
- Asking **questions** to seek understanding of another’s point of view.
I think I understand your dilemma so can you help me understand why...

I had this same issue last year and let me tell you how...

“It sounds like you are saying that you cannot go any further to accommodate us. Will you explain ...”

It sounds like the three of us have a common agenda. If we stick together then ...
Inspiring Style

Influencing others through shared purpose and higher possibilities

This Style looks like...

- Promoting your position by encouraging others with a sense of shared purpose and/or vision,
- Enthusiastically presenting your ideas,
- Appealing to people's hopes and dreams to gain their support,
- Using context - stories and metaphors to appeal to the emotions of others.
Inspiring Sounds Like

If we could figure this out, imagine what an impact we would have on ...

You’re the best at this I’ve ever seen. Would you be willing to ...

Just think of what this can mean to the future of...

I want to tell you a story about why ...

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ISI Scores
**Sample Individual Report**  
**Influence Style Preference**

### Strength of Preference

<table>
<thead>
<tr>
<th>Category</th>
<th>Strength of Preference</th>
<th>Pat Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rationalizing</td>
<td>0 1 2 3 4 5 6 7 8 9 10</td>
<td>11 12 13 15</td>
</tr>
<tr>
<td>Asserting</td>
<td>0 1 2 3 4 5 6 7 8 9 10</td>
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- **Dominant style pp. 4-8**
- **Moderate/Secondary style Orientation p. 9**
- **Tips for Influencing p. 10**
- **Underutilized style pp. 11-13**

**Profile Characteristics**

**Style Preference**

You do not have a dominant influence style, however you show a moderate preference for Asserting (p.5), Rationalizing (p.4) and Negotiating (p.6). This indicates you can demonstrate flexibility with your influencing preferences and can likely adapt to different situations and people.

**Underutilized Style**

Your underutilized influence style is Bridging (p.13).

**Percentiles 25, 50, 75**

- **Strength of Preference**
- **Profile Characteristics**
Horseshoe Activity
Horseshoe Activity

Negotiating

Rationalizing  Advocate  Unite  Bridging

Asserting  Inspiring

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With people who have the same dominate style as yours discuss and be prepared to share with the others:

1. **Best uses** and situations for this type of dominate style
2. **Potential pitfalls** if this style is either overused or used inappropriately given the situation
3. **Tips for influencing you** given your dominate style

Refer to your influencing style handouts for discussion prompts

Be prepared to share highlights of your discussion with the others.
Cascades
## Situational Implications

<table>
<thead>
<tr>
<th>Preference</th>
<th>Use When</th>
<th>Questionable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rationalizing</td>
<td>Strong data / expertise Open for logical discussion</td>
<td>Value/ethical impact Lack of evidence</td>
</tr>
<tr>
<td>Asserting</td>
<td>Positional power Crisis/time</td>
<td>Influencing up Need for collaboration</td>
</tr>
<tr>
<td>Inspiring</td>
<td>Shared interests Excitement and hope needed</td>
<td>Adversary relationships Low trust</td>
</tr>
<tr>
<td>Bridging</td>
<td>Collaboration needed Complex issue</td>
<td>Lack common goals Lack of time</td>
</tr>
<tr>
<td>Negotiating</td>
<td>No right answer Divergent interests</td>
<td>Inferior position Nothing to exchange</td>
</tr>
</tbody>
</table>
Shadow Side of Influencing

- Asserting
- Rationalizing
- Negotiating
- Bridging
- Inspiring

- Bullying
- Dismissing
- Haggling
- Manipulating
- Fantasizing

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<table>
<thead>
<tr>
<th>Style</th>
<th>Shadow</th>
<th>Role of Influencer: Effective Behavior</th>
<th>Role of Person Influenced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rationalizing</td>
<td>Dismissing: Data dominates feelings</td>
<td>Listen for other feeling words, ask question about how people feel</td>
<td><strong>Negative Reaction:</strong> Feel frustrated, discounted and misunderstood  <strong>Responsibility:</strong> Clarify other people’s feelings</td>
</tr>
<tr>
<td>Asserting</td>
<td>Bully: Intimidation dominates commitment</td>
<td>Show diplomacy, listen, model situational sensitivity</td>
<td><strong>Negative Reaction:</strong> Become argumentative  <strong>Responsibility:</strong> Don’t take it personally</td>
</tr>
<tr>
<td>Negotiating</td>
<td>Waffling: Positioning dominates solutions</td>
<td>Clarify what is open to compromise and what is and isn’t important to you</td>
<td><strong>Negative Reaction:</strong> Discount other people’s confusion  <strong>Responsibility:</strong> Ask clarifying questions</td>
</tr>
<tr>
<td>Bridging</td>
<td>Manipulating: Controlling dominates collaborating</td>
<td>Strive for transparency, revealing you own interest and position</td>
<td><strong>Negative Reaction:</strong> Impatient, frustrated and withdrawn  <strong>Responsibility:</strong> Stay engaged</td>
</tr>
<tr>
<td>Inspiring</td>
<td>Fantasizing: Imagination dominates useful outcomes</td>
<td>Give tangible examples and tell relevant stories</td>
<td><strong>Negative Reaction:</strong> Cynicism  <strong>Responsibility:</strong> Look for tangible examples and ask grounding questions</td>
</tr>
</tbody>
</table>
Questions