

LEADING THE WAY

Negotiating with Influence & Persuasion



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PARTICIPANT COURSEBOOK

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AGENDA

- I. What Is Influence Or Persuasion
- II. Why Do We Need to Influence
- III. Benefits Of Influence/Persuasion
- IV. The Five Steps Toward Persuasion
- V. Application Planning
- VI. Wrap Up Summary

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Negotiating with Influence & Persuasion

COURSE OBJECTIVES

By the end of today's session, you should be able to...

- ✓ Influence People to Initiate Changes
 - ✓ Persuade People to See Our Point of View
 - ✓ Effectively Use Influence to Improve and Support Existing Relationships
 - ✓ Effectively Use Persuasion to Accomplish the Goals of the Organization

Notes:

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WHAT IS INFLUENCE?

Influence and persuasion are the abilities to move people toward specific business outcomes. We spend most of our time trying to influence others - staff, clients, suppliers, and bosses.

On any given day we're trying to initiate changes, resolve conflicts, sell ideas, and negotiate for limited budgets and resources.

Through all of this our success depends on our ability to influence others.

In your table groups, discuss the following:

What types of areas would you like to influence among your reports, peers and managers?

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WHY DO WE NEED TO INFLUENCE OTHERS?

Why do you need to influence people?

Influence comes in all shapes and sizes. You're trying to influence your peers and superiors on a large scale, but we are constantly challenged every day to influence people on all kinds of matters - to get them to do things for us; to see our point of view.

Effective Influence skills let you accomplish this not by bullying and pushing people, but in a way that values, supports and nurtures a positive working relationship with others. Remember that whatever you're trying to change or affect needs to be good for the majority not just the minority.

In your table groups:

Discuss the reasons why you need to influence others.

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INFLUENCE GROUP ACTIVITY

Pair up with a partner - Influence your partner using the suggestions below.

Situation #1: You are a teenager and you are trying to persuade your parents to let you borrow the car for a school dance.

Person Persuading:

Person Being Persuaded:

Situation #2: You have a great new idea for reducing waste in the company and you are trying to persuade your manager for the funds needed to implement.

Person Persuading:

Person Being Persuaded:

Situation #3: You are trying to persuade a Police Officer not to give you a citation even though you were traveling 25 MPH over the speed limit.

Person Persuading:

Person Being Persuaded:

Situation #4: You have a new and challenging process and you are trying to influence your team to use the more challenging difficult process.

Person Persuading:

Person Being Persuaded:

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VIDEO COMPONENT - LEADING THE WAY

As you watch the video, please take note to the fine points of negotiating with influence and persuasion.

Step #1 - Clearly Define Your Objective

- ✓ Know what you trying to influence
- ✓ Know who you are trying to influence
- ✓ Know why you are trying to influence

Video Notes:

Step #2 - Build Your Case

- ✓ Customize your message to each stakeholder
- ✓ Package your message to the individual
- ✓ Use visual messages if needed

Step #3 - Make Your Case

- ✓ State your thoughts and feelings
- ✓ What you want people to do
- ✓ Use powerful questions

Step #4 - Ask For Commitment To Action

- ✓ Steer people's choices
- ✓ Confirm and Close
- ✓ Seek and Develop

Step #5 - Agree To An Action Plan

- ✓ Ensure everyone understands their responsibilities
- ✓ Commit To Your Action Plan
- ✓ Develop a method for tracking progress

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STEPS IN INFLUENCE & PERSUASION

Step #1 - Clearly Define Your Objective

Effective influence focuses on improving and supporting our relationships while accomplishing the goals of the organization. People who have real influence are honest and sincere, but they can also be direct and forceful if necessary. They're flexible in their approach and recognize that others have their own goals and priorities. They have a good sense of timing, and often use humor to take the edge off.

✓ Know What You Are Trying To Influence

If you're going to inspire others then you better be very clear about what you want them to do. Exactly what are you attempting to change or affect? The first step towards success is stating the purpose, position, idea, whatever it is you are intending to influence, clearly and with conviction.

✓ Know Who You Are Trying To Influence

You'll also need to know who you're trying to influence. This helps ensure that your message is appropriately communicated to everyone who needs to be called to action. Identifying these stakeholders also allows you to determine where the greatest point of resistance will be - whether it's a single person or an entire department.

✓ Know Why You Are Trying To Influence

If you're going to persuade people you need to know exactly why your proposal is the right way to go. You're going to bump up against all kinds of road blocks and all degrees of resistors. That's why it's so important to know exactly WHY you are trying to influence someone.

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STEPS IN INFLUENCE & PERSUASION

Discuss some examples of situations you face that require your influence or persuasion.

Step #1 - Clearly Define Your Objective

✓ What is your objective?

✓ What are you trying to influence?

✓ Who are you trying to influence?

✓ Why are you trying to influence?

STEPS IN INFLUENCE & PERSUASION

Step #2 - Build Your Case

✓ **Customize Your Message To Each Stakeholder Or Individual**

You've identified who you need to influence. Now you need to systematically and creatively respond to the key interests of those whose buy-in is required. In other words - customize your message to the individual.

It's important to customize your message. Everyone has a private agenda. Everyone responds differently to persuasion.

✓ **Package Your Message To Each Individual**

In reality what you are doing in Step #2 is packaging your message. You need to capture the hearts and minds of those you are calling to action.

Packaging is done differently for each party you are attempting to influence. Some may respond positively to a visual presentation; others to analogies, stories, or humor.

✓ **Use Visual Presentations If Needed**

Strong visuals can leave a memorable impression. Be Creative. The most important thing you want to do is get your message to stick in the listener's mind.

But you need to be careful how far you take someone's emotion. You don't want to drive people over the edge and have the reverse impact of what you are attempting to achieve.

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Negotiating with Influence & Persuasion

STEPS IN INFLUENCE & PERSUASION

Discuss examples of how you will build your case for the situations that you face.

Step #2 - Build Your Case

- ✓ What message will you customize to each stakeholder?

- ### ✓ How will you package your message to each individual?

- ✓ **Use visual presentations if needed.**

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STEPS IN INFLUENCE & PERSUASION

Step #3 - Make Your Case

✓ State Your Thoughts And Feelings

The first part of Step 3 is stating your thoughts and feelings about the situation. Influence is the ability to move people toward a specific business outcome.

✓ Explain What You Want Others To Do

The next step is to state early on exactly what it is that you want them to do. Be straight forward. Don't hint or demand.

✓ Use Powerful Questions

Pay particular attention to what form of question you leverage when attempting to influence. Having influence means that you have respect which is critical to conducting a successful negotiation.

• Open Ended Questions

Open Ended can't be answered with one word and are useful when you are trying to engage and encourage discussion. Open ended questions get people talking. Remember to always listen carefully to what they have to say.

• Closed Ended Questions

Closed questions require a definitive answer, so are helpful in focusing the conversation. Closed questions are often used when attempting to obtain agreement and transition to the next steps of making your case.

• Provocative Questions

Provocative Questions are questions that get to the core of an issue; ones that expose consequences and provoke emotion. Provoking emotion is very good because it allows those you are attempting to influence to relate more directly to the issue at hand.

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STEPS IN INFLUENCE & PERSUASION

Discuss examples of how you will make your case for the situation that you face.

Step #3 - Make Your Case

- ✓ **What are your thoughts and feelings?**

- ✓ **What do you want others to do?**

- ✓ **Use powerful questions.**

- **List some open ended questions:**

- **List some closed ended questions:**

- **List some provocative questions:**

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STEPS IN INFLUENCE & PERSUASION

Step #4 - Ask For Commitment To Action

Influence is making something happen by steering people's choices and actions. If no action occurs then one hasn't been successful at influencing others.

✓ Specifically Request Commitment To Action

You can do all the influencing in the world, but if you never ask for commitment you won't ever achieve your desired outcome.

Now, the first step toward commitment is to assess the readiness of the people you are influencing. To do this you will need to steer people's choices.

• Confirm And Close

One technique is Confirm and Close - You use this when you are truly confident of the people or group's readiness and you can assertively push for agreement.

• Seek And Develop

Another technique to gain commitment is to Seek and Develop. Everyone will not be fully convinced so you may need to pull them along.

Sometimes you have to give people a break. Take time out but don't drop the issue. You may have to find alternative methods to gain support and commitment to action.

One of the most important skills for influencing people is the ability to transform confrontations into collaborative problem-solving conversations.

If you keep an open mind, and try to see things from the point of view of others, you should be able to reach some sort of an agreement.

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STEPS IN INFLUENCE & PERSUASION

Discuss examples of how you will request for commitment for the situation that you face.

Step #4 - Ask For Commitment To Action

- ✓ **How will you specifically request commitment to action?**

- **How will you steer people's choices?**

- **Write examples of how you will confirm and close:**

- **List examples of how you will seek and develop:**

- **List examples of how you will keep an open mind:**

STEPS IN INFLUENCE & PERSUASION

Step #5 - Agree To An Action Plan

The great thing about influence is that you can have it whoever you are, because it's not about position, or power, it comes from knowledge, sincerity, integrity, and the network of relationships you cultivate around yourself. Effective influencing does not have one winner – everyone wins.

✓ **Make Sure Everyone Knows What They Are Responsible For**

Make sure everyone knows what they are responsible for, determine completion time frames, and develop a method for tracking progress.

✓ **Explain What You Want Others To Do**

Remember that the goal of influence and persuasion is not to defeat the other side. Your objective should be to win them over, so that they become a partner in the problem solving process.

Listen actively, by asking clarifying questions and paraphrasing their statements. Acknowledge their points and feelings.

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LEADING THE WAY

Negotiating with Influence & Persuasion

STEPS IN INFLUENCE & PERSUASION

Discuss examples of how you will agree to an action plan for the situations that you face.

Step #5 - Agree To An Action Plan

✓ **How will you agree to an action plan?**

• **List others who are responsible for objectives:**

• **Write examples of responsibilities to be carried out by others:**

• **List examples of milestones or time lines:**

• **What obstacles do you see getting in the way?**

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QUICK REFERENCE TIPS

| Influence/Persuasion Steps | Step #1 Clearly Define Your Objective |
|---|--|
| Clearly Define Your Objective Build Your Case Make Your Case Ask For Commitment To Action Agree To An Action Plan | Know What You Trying To Influence <i>Exactly what are you trying to change</i> Know Who You Are Trying To Influence <i>Who are your critical stakeholders</i> Know Why You Are Trying To Influence |
| Step #2 Build Your Case | Step #3 Make Your Case |
| Customize Your Message To Individual <i>Choose points of interest to them</i> Package Your Message To The Individual <i>People respond to different interests</i> Use A Visual Presentation <i>Get the message to stick in their mind</i> | State Your Thoughts And Feelings <i>Be straight forward in your thoughts</i> Explain What You Want Others To Do <i>Exactly what you want them to do</i> Use Powerful Questions <i>Open, Closed, Provocative Questions</i> |
| Step #4 Ask For Commitment | Step #5 Agree To An Action Plan |
| Steer People's Choices <i>Assess the readiness of the stakeholder</i> Confirm And Close <i>Sense agreement & ask for commitment</i> Seek And Develop <i>You might need to help people along</i> | Develop A Progress Tracking Method <i>Measure progress as you move forward</i> Ensure Everyone Knows Responsibilities <i>Assign tasks and responsibilities</i> Determine Time Lines <i>Follow through until completion</i> |

Class Name:

Date:

Name:(Optional)

Company:

Please circle the number which best reflects your opinion of this training program.

| | | |
|------------|--|------|
| Not at all | | Very |
|------------|--|------|

- | | | | | |
|---|---|------|--|------|
| 1. The objectives of this course were relevant to the knowledge/skill requirements of my job. | 1 2 3 4 5 | | | |
| 2. The course materials were useful and relevant to my job. | 1 2 3 4 5 | | | |
| 3. The course content was presented in a clear and understandable manner. | 1 2 3 4 5 | | | |
| 4. This course has increased my confidence level to apply this training to my job. | 1 2 3 4 5 | | | |
| 5. The information in this course was informative and helpful. | 1 2 3 4 5 | | | |
| 6. How would you rate the delivery skills of the instructor(s)? | <table border="1"><tr><td style="text-align: center;">Low</td><td style="text-align: center;"></td><td style="text-align: center;">High</td></tr></table> | Low | | High |
| Low | | High | | |
| Course Presentation/Visuals | 1 2 3 4 5 | | | |
| Knowledgeable | 1 2 3 4 5 | | | |
| Enthusiastic | 1 2 3 4 5 | | | |
| Able to Stay on Topic | 1 2 3 4 5 | | | |
| Encouraged Participation | 1 2 3 4 5 | | | |
| 7. How would you rate the facilities & classroom? | <table border="1"><tr><td style="text-align: center;">Low</td><td style="text-align: center;"></td><td style="text-align: center;">High</td></tr></table> | Low | | High |
| Low | | High | | |
| Comfort | 1 2 3 4 5 | | | |
| Service & Friendliness of Edge Staff | 1 2 3 4 5 | | | |
| Workshop Supplies | 1 2 3 4 5 | | | |
| 8. Please list three ideas or skills that you will apply to your job. | <hr/> <hr/> <hr/> | | | |

**Use the back of the form if you have additional comments or suggestions.
Thank you for your comments and feedback.**

If you have any additional comments about the program, please feel free to express them in the space below. Thank you for your time and thanks again for joining us at the program.

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