Harming others or threatening to harm them if they do not comply; making examples of some people so others know that the threats are real. The preferred technique of dictators

Source: The Elements of Power - How Influence Works, 2010

How can I Improve My Influencing Skills?

6 Ways to Make People Like You

Smile and show friendliness

Talk in terms of the

other person's

interest

Remember

people's

names

Make the other

person feel

important

How do

You Influence

& Persuade

Someone

Effectively?

People are most likely to give back when what's given is unexpected & personalised. 'Power to those who give first obligation'

'It's not what you do but how you do it'

The obligation to give back what you have received from others.

mints equalled an increase in 14% of

• But, if the waiter leaves one mint, walks away and turns to say 'but for you nice people, here's another', tips increase by 23%. This increase was influenced not

by what was given, but how it was

Tip:

Authorix

It's important to show others what

makes you a credible

and knowledgeable authority before you make your attempt at influencing them.

Ordinent People-Co. Ode A

5. Liking

To harness this

powerful principle, look for common ground with others

& genuine

compliments you can give before

vou begin.

Tip:

Tip:

The key to using the principle of reciprocation is to be the first to give & be sure that it is

personalised & unexpected.

• In a study, the giving of a mint increased a waiter's tip by 3%. Two

the tip left.

People want things that are rare/unique & difficult to obtain.

'What will i miss out on? Losses loom larger in our minds' 'Loss is a motivator'

People want more of those things there are less of. • When British Airways announced that they would no longer be running the

twice-daily route from London to New York Concorde flight because it had

• Note that nothing had changed, it had simply become scarce and as a result people

People want to live up to the commitments they make. 'Look for people to make small commitments' 'A step on the road to change'

Activated by looking for & asking for small initial commitments that can be made.

homeowners were willing to display the board.

that led to a 400% increase.

People are more likely to say 'yes' to people that they like. 'Coming early to meetings to get to know the people $\ensuremath{\mathfrak{b}}$ build connections helps the 'business' get done better & quicker

'Take time to exchange info & find similarities & draw attention to them'

People prefer to say yes to those they like. But what causes a person

to like another?

• In a series of studies carried out at 2 business schools, a group of MBA students were told to adopt the 'Time is Money' idea in a meeting & get straight down to business. in this group, 55% were able to come to an agreement with the person.

• The second group were told to exchange some personal information, identify a

similarity you share & then begin negotiations. In this group 90% were able to

reach successful & agreeable outcomes.

Tip:

Science is telling us

that rather than

relying on our own

ability to persuade others, we can

point to what

others are already

doing that is

How can

You Improve

Influencing and

Negotiating

Skills?

3 Ways to

Influence

Source: Center for Creative Leadership - 3 Ways to Influence Others, 2019

The Ultimate Guide

to Influencing Skills

How does a

Leader Influence

Their Team?

How do You Demonstrate Influencing Skills?

• Once, in a street, few people were willing to display an unsightly board in their garden to support a drive safely campaign. But in a similar street, 4 times as many

Why? Because 10 days ago they had agreed to place a small postcard in the window
of their home to support the campaign. That small card was the initial commitment

People want to align to what others are doing. 'Beware- can work for both desirable & undesirable behaviours' 'Don't focus on poor practices as people may think it's ok to copy' 'Share good bits about what others are doing'

People will look to actions of others to determine their own.

• Hotels often place small cards in their bathrooms to persuade guests to reuse

environment. This strategy leads to around 30% compliance.

These 6 scientifically validated principles of persuasion that provide for small, practical & often costless changes, can lead to big differences in your ability to influence & persuade others.

> Sources: Influence at Work - Principles of Persuasion, 2012 and Robert Cialdini, The Psychology of Persuasion, 1984

> > Logical Appeals

Read our Ultimate Guide to Influencing Skills: https://www.makingbusinessmatter.co.uk/influencing-skills-ultimate-guide/

Tap into people's rational and intellectual positions. You present an argument for the best choice of action based on organisational

benefits, personal benefits, or both, appealing to people's minds.

Emotional appeals
Connect your message, goal, or project to individual goals and values. An idea that promotes a person's feelings of well-being, service, or sense of belonging tugs at the heart and has a good chance of gaining support.

Cooperative appeals
Involve collaboration (what will you do together?), consultation (what ideas do other people have?), and alliances (who already supports you or has the credibility you need?). Working together to accomplish a mutually important goal extends a hand to others in the organisation and is an extremely effective way of influencing.

leading to 33% increase in towel reuse.

towels. Most do this by informing theguest of the benefits reusing has on the

 \bullet If we took a lesson from the principle of consensus ϑ included information on the

words to point out habits of previous guests is the single most effective message,

cards that said '75% of guests reuse our towels. So please do so too'. Changing a few

Influencing tactics fall into 3 categories: logical, emotional, or

cooperative appeals. We call this influencing with the head, heart,

or hands.

Provide opportunities for wins

Serve others before yourself

Give trust so you can earn trust

 Think bigger for others—even bigger than they think of

Truly connect with people

Lead with character

Lift people up

autonomy

- How to Dramatically Increase Your Influence as a Leader, 2018

Illustrate

Investigate

Source: Forbes - Leadership and the 7 I's for Influencing Others, 2016

How do You Influence Others at Work

How do You get People to Accept Your Ideas?

"Setting an example is not the main means of influencing

others, it is the only means." Albert Einstein, theoretical physicist

Trust Building

Build & maintain trust

to guide people through

risk & change.

Expertise

Information

Resources

Relationships

Attitude

Negative influence

The first type is negative influence

and it's the most damaging. Those

who have this type of influence tend

to focus on their authority, power, or

title. They are often egocentric and

prideful. These are the leaders who

have a hard time getting people to

follow, respect, or listen to them.

Positive influence

A leader with this type of influence

adds value and leaves the people you

come in contact with better off as a

result of this leader's actions and

attitude. They actively lead, build

relationships with others, and are

present; all in the attempts to inspire,

coach, and lead people to producing better results.

Provide a vision

& purpose

Be optimistic

& positive

Effective Ways to Motivate Your Team, 2016

Source: Forbes - 5 Ways To Influence Without Authority, 2018

The Four Types of Influence

What are the Types of Influence?

Source: Center for Creative Leadership - 4 Keys to Strengthen Your Ability to Influence Others, 2017

Identify

Invite

4 Keys to

Influence

Others

Self Promotion

Cut through the noise

with authentic, credible

self-promotion to help

yourself & others.

♦ ♦ ♦

· Lead from within

Invest

Intend

Invest in the success of others

Extend honour to receive respect

Lead with authority but allow

The 7

I's for

Influencing

Improvise

Political Savvy Embrace organisational

politics to move teams & important initiatives forward.

Leveraging Networks

Recognise & cultivate

the power of your

networks to create

change.

What are

Influencing

Factors?

5 Ways to

Influence

Without

Authority

Influencing without authority is a critical job skill for project managers. Keeping the cats herded requires a combination of strong project management & communication skills.

When you combine that with influencing levers, you can master the most complex projects. Here are five ways to influence

without authority.

Neutral influence

The actions and attitude of this type of

influence tends to neither add nor take

away from what those around are

doing. If a person with this type of

influence was in a group of people they

would not necessary do anything that

would cause them to stand out or be

seen as a leader. They don't proactively lead, help, or take charge. These are the people with the position or title but who do not maximise it in a way that advances the team or organisation.

Life-changing influence

This is the pinnacle and most

valuable type of influence. There are

few people who possess or reach

this level of influence. It takes years

or decades of leading well and with

positive influence to obtain life

changing influence.

Source: Dan Black on Leadership - The Four Types of Influence, 2017

How do You Motivate and Influence Staff?

8 Leadership Qualities to Motivate and Inspire Your Team?

How do Good Leaders Influence Others?

Set clear

goals

Give praise

& rewards

a. Pay your people what they

pleasant place to work

c. Offer opportunities for

self-development

d. Foster collaboration within the team

How do You get

Your Ideas?

People to Accept

Influencing peers at work

can complete a

project more

efficiently

Influence is

exerted upwards

to convince the

seniors about the

validity of an idea

Horizontal influence

at peer level to

expedite an idea

Hierarchical

influence

to get the

employees

motivated & get work completed

Reciprocation

it keeps the

influence

effective

Direct decisions provide the leaders the ability to influence the choices of their followers. This ability to influence comes with the control leaders have in formulating mission and vision

Leaders make use of their power over various organisational resources such as human, money and technological resources

Leaders can make use of their power to reward and influence

Leaders can also influence their followers by making use of their

Finally, one of the most important ways leaders can mould the behaviour and opinion of their followers is by acting as a role model. Followers always follow the path leader is taking.

Selection and promotion of other leaders

the actions and behaviours of their employees.

organisational goals and objectives.

to significantly impact the way work is carried out in an

aspects of an organisation.

organisation.

What is the Influencing Process?

Direct decisions

Allocation of resources

Reward system

Role modeling

To increase influence, you need to be comfortable in dialogue with others. This requires suspending judgement, even for a little while, and exploring shared understanding.

Ronald Heifetz, author of "Leadership Without the Easy Answers", says tolerating ambiguity is a leadership quality worth focusing on when facing adaptive developmental challenges. The path to influence-building will be lined

Ask open-ended questions before accepting all that is directed to you. This might reveal someone better placed to

It is easy to be defensive about "feedback surprises", but important to recognise that other perspectives are just as real as your own. Speak to trusted peers and mentors, or an

"Read the room" by paying attention to others' verbal and non-verbal cues. Look for opportunities to be a facilitator of group dialogue when you don't know the answer.

Being aware of what you do with your body at important times can help you. Harvard social psychologist Amy Cuddy's research, summarised in her TED Talk "Your body language may shape who you are", is relevant to moments of potential

Ensure your professional online presence aligns with where you wish to go (and is not working against you). Use your

Gaining a reputation as a developer of others will serve your influence-building well. As leadership expert John C. Maxwell aptly puts it: "A leader who produces other leaders multiplies their influence." A positive path to real influence means

Embrace emotions

Think before you act

Take full responsibility

Connect thoughts with

Control non-verbal communication

We are the soft skills training provider to the UK Grocery Industry, helping Suppliers to win more business. They choose us because of our money back

guarantee, our relevant experience, and because we make their learning stick.

emotions

Source: The Emotionally Intelligent Leader - New Links Training, 2018

Learn more about Influencing Skills, how to

improve your persuasion skills and how to get influencing skills training for you and your team.

https://www.makingbusinessmatter.co.uk/influencing-skills-tips/

Making Business Matter Trainers to the UK Grocery Industry 80% of our Learners are still using their

new skill 5 months later - we guarantee it!

MBM

Reduce stressful situations

The

Emotionally

Intelligent

Leader

Source: UK Essays - The Concept of Influence in Leadership, 2017

How do I Become an Influential Manager?

Why is Influence Important in Leadership?

From monologue to dialogue

with ambiguities - and that's OK.

do it, or an opportunity for collaboration.

Stay with the grey

Don't be a doormat

Own your blind sports

experienced executive coach.

Show a different side in groups

Engage through open-ended questions.

Let your body match your intentions

passion and expertise to promote dialogue.

recognising your subordinates with generosity, acknowledgment and developmental support.

influence-building.

Help others grow

Source: A Financial Review - 8 Ways Leaders can Build Influence, 2019

How does a

Leader Influence

Their Team?

Your online brand matters

b. Provide them with a

are worth

Lead by

example

Communicate

with the team

Source: Deakin Co. - 8 Leadership Qualities to Motivate and Inspire Your Team, 2015

How do You Positively Influence Someone?

9 Super Effective Ways to Motivate Your Team

Encourage

teamwork

Empower team

members

f.

e. Encourage happiness

f. Don't punish failure

h. Don't micromanage

i. Avoid useless meetings

g. Set clear goals

'Can I take the Influencing Skills **Assessment Tool Online?**'

Complete the self-assessment

to know if you are a great

influencer.

Exerting

Points of

Influence

Consistency

to get agreement on an idea & get

approval for a more

important project by

way of prior approval

Social validation

approval of peers to

get an idea

implemented

Liking of peers

by adopting an agreeable

attitude, influence

can be exerted

Authority

leadership positions

make exerting of

influence easy

Scarcity

negotiating with

someone in a scarce

position can make

influence work effectively

Source: People Matter IN - Influencing Skills and its role in business, 2018

"The only way on earth to influence other people is to talk about what they want and show them how to get it."

Dale Carnegie, American writer, public speaker, and developer of courses in self-improvement

How do You Communicate with Influence?

Believe in your people

themselves

become uneconomical, sales the very next day took off.

wanted it more!

Expertise & credibility matter. Trust Matters. 'Encourage someone else to introduce you ϑ your expertise before you speak' 'Trust too quickly? Present a small drawback or weakness about your case

before you present your compelling case

People will follow the lead of credible & knowledgeable experts.

Physiotherapists, for example, are able to persuade most of their patients to comply with programmes if they display their medical diplomas on their office

• Receptionists who were instructed to mention their colleagues' credentials

before transferring, led to a 20% rise in appointments & a 15% increase in

and despots.

egie - How to Win Friends and Influence People, 1937

Be genuinely

interested in other

people

Be a good listener

and encourage others

to talk about

themselves

How do You Influence

Others?

Universal

Principles of Influence

Is Influence a Skill?

Influence & Persuasion Skills How to influence & persuade others in ethical, effective & sustainable ways

How do you motivate and what influences

question for over 60 years & there can be

no doubt that there is a science to how we

Here are the 6 universal factors that guide

Researchers have been studying this

us to say yes?

are persuaded.

Unique

Scarcit

It is not enough to

simply tell people

about the benefits they'll gain, you'll also need to point

out what is unique &

what they stand to lose.

Journal Active-Effort

When seeking to

influence using the

consistency principle, the

influencer looks for voluntary, active &

public commitments & gets those in writing.

our decision making:

What is

the Science?