

Persuasion & Influence

Rebecca Jones, MLS

rebecca@dysartjones.com

Jane Dysart, MLS

jane@dysartjones.com

With some of Ken Haycock's slides!

Why Influence?

- “Leadership is a process of social influence through which one person is able to enlist the aid and support of others in the accomplishment of a common task.”



Chemers, M. (1997).

An integrative theory of leadership.

Mahwah, NJ: Lawrence Erlbaum Associates. p. 1.

“I have an idea, or thoughts about a new approach...a new service...a new partnership”

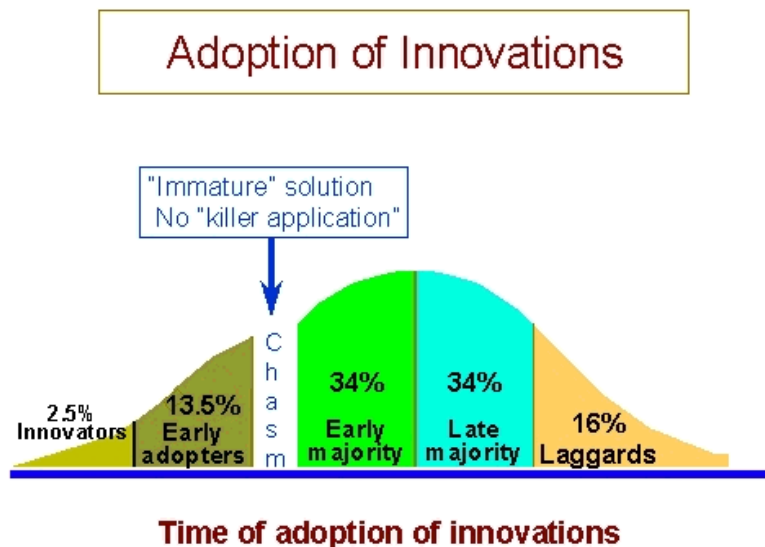


Important to keep in mind

1. An idea or anything new = change
2. People don't like change when it involves them
3. Group = individuals brought together to work



It's kinda simple, really:

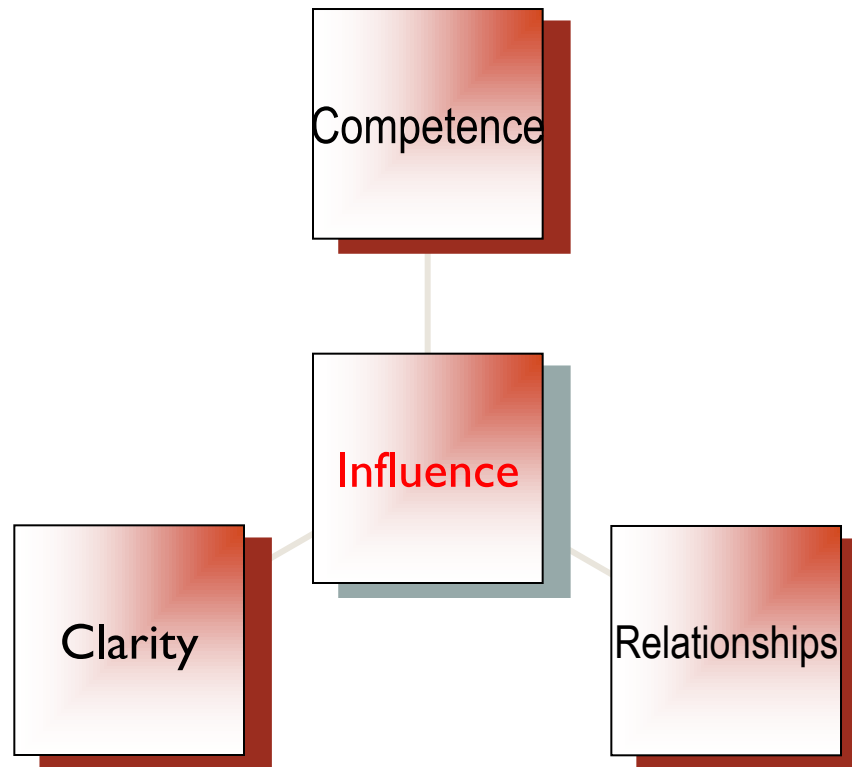


Why are some naysayers?

- Don't see what's in it for them
- Fear
- "Laterers" or "Laggards"

The Classic Corn Research & Early Adopters

Influencing is built on:



We keep learning...

- Influence without Authority by Cohen and Bradford
- The Art of Woo by Shell and Moussa
- Influencer by Patterson & Grenny
- The Influence Model in Journal of Organizational Excellence, Winter 2005
- Situation Management Systems' *Positive Power and Influence Programs* www.smsinc.com
- Dave Pollard's How to Save the World blog

Influencing others starts with ourselves

- We have to see ourselves as influencers
- We must be clear on what we want to see happen
- We must learn new approaches

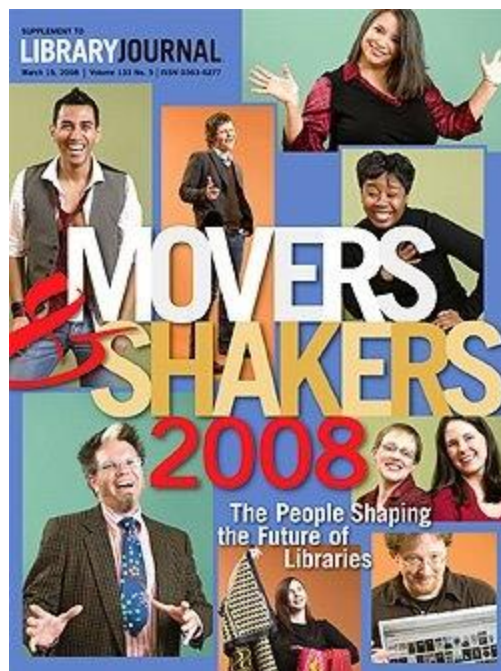
“Influence may be the highest level of all human skills.”

Some underlying principles

- One in ten Americans tell the other nine how to vote, where to eat, & what to buy
- Passionate, informed, well-connected, articulate people with broad social networks, to whom others look for advice & recommendations
- “Talkers”
- Two thirds of US consumer goods sales are influenced by word-of-mouth traffic (McKinsey, May 2001)

Some underlying principles

- Influencers tend to be “expert” in a specific domain
- Tend to be “Early Adopters” or certainly know how to build relationships with early adopters to move change through



More principles

- Effective influencers:
 - Are opinion leaders
 - Knowledgeable about the issues being dealt with
 - Viewed as trustworthy
 - With connections
 - Use their knowledge & connections to help others

Ken: Successful people are influential.

- Trust is the most critical component in relationships.
- A good reputation is priceless.
- Integrity cannot be bought and should never be sold.
- Most people are filled with self-doubt.
- Listening is more important than talking.
- Caring managers always help their employees succeed.
- Carefully select those you wish to mentor.
- Mentoring is a manager's most powerful tool.
- Some people are not interested in being mentored.

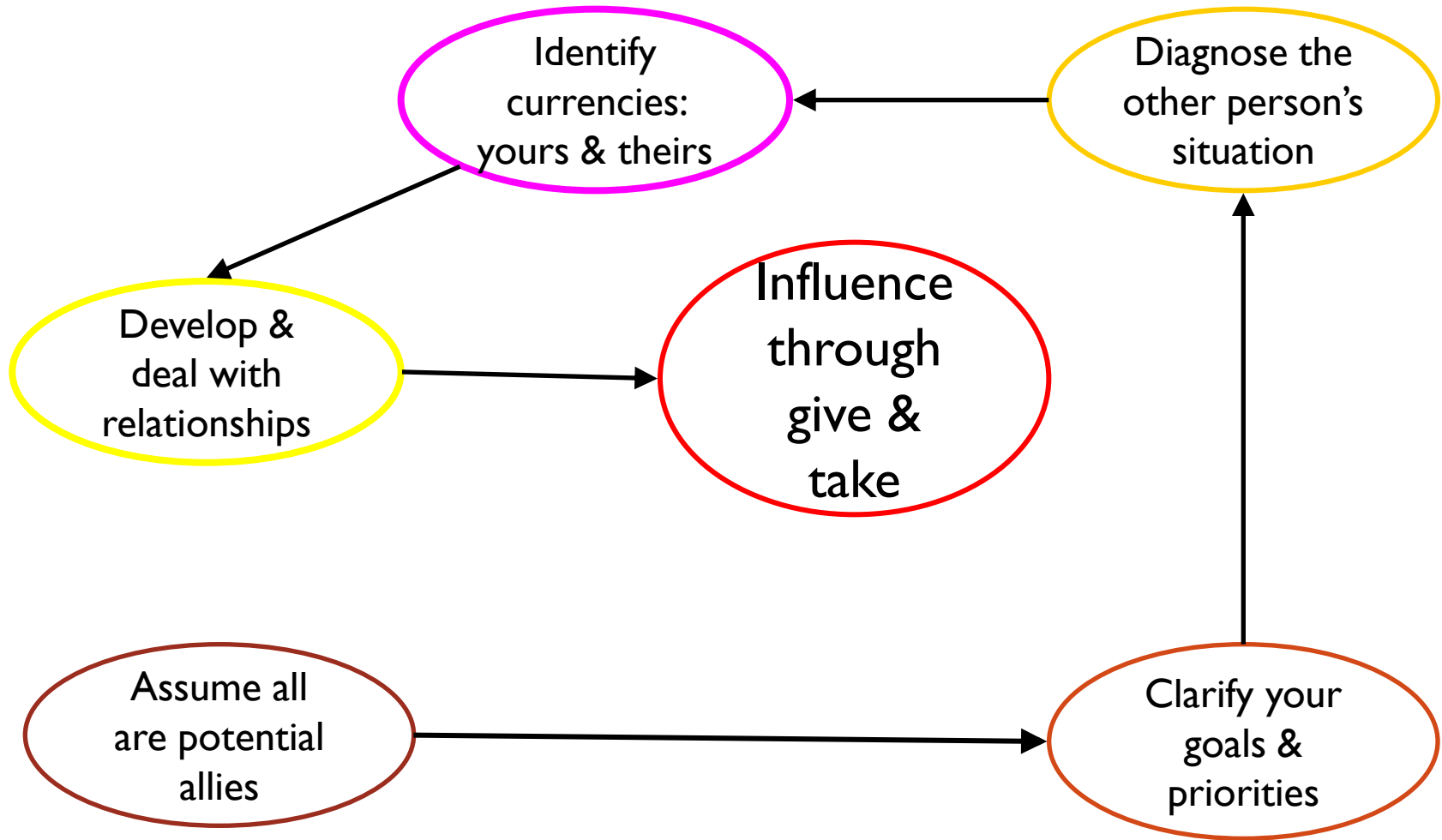
Maxwell, J. & Dornan, J. (1997).

Becoming a person of influence;

How to positively impact the lives of others.

Thomas Nelson.

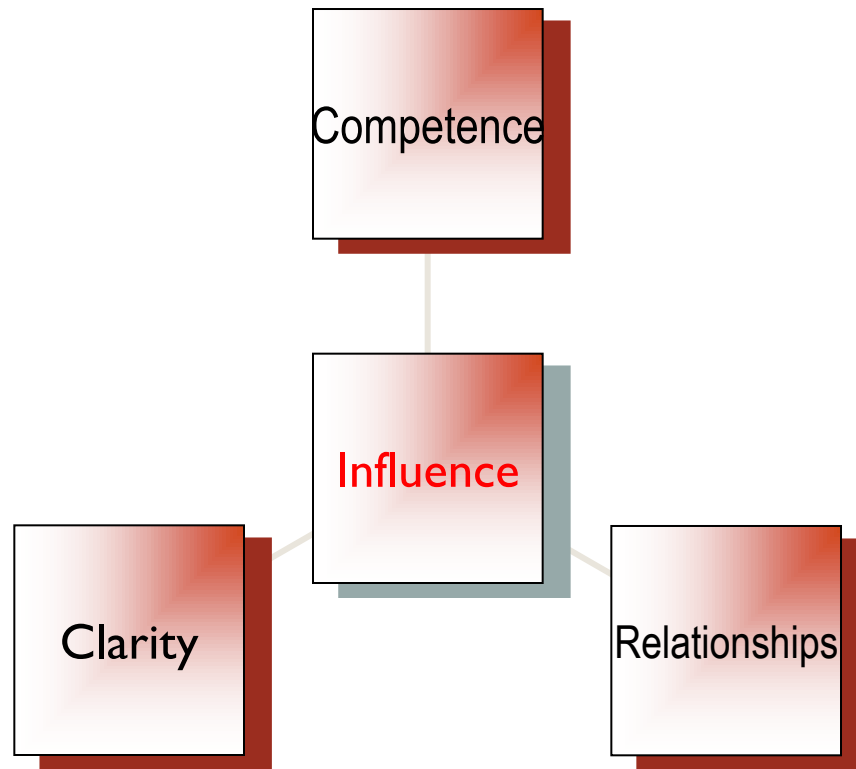
Cohen-Bradford Influence without Authority Model



Wooing

- Knowing what you want
- Getting it in front of a few people
- Forming, moulding & building a snowball
- Following the network
- One idea, one ally, one email, one conversation, one meeting, one presentation at a time

Influencing is built on:



Influencing skills



Competence

- Know your strengths & weaknesses
- Work to your strengths
- Keep the organizational perspective
- Critical success factor for credibility & expertise

Influencing skills



Relationships

- Get to know people, what they do, & keep in touch – regardless of level
- Build trust; it's incremental & fragile

“You cannot antagonize and influence at the same time.” J.S. Knox

Influencing skills



Relationships

- Must understand your organization's hidden yet important relationships & where the real power lies
- Its “organization quotient” differs from its formal structure

Forbes, July 23, 2007

Influencing skills



Clarity

- Be clear on what you want
- Be clear on what you've got, & where your lines will be drawn
- Communicate clearly, in the style of the listener

Influencing skills



Clarity

- Communication styles:
 - Pre-1965: prefer face-to-face
 - Motivator: you're needed
 - Pre-1981: prefer e-mail
 - Motivator: doing it your way
 - Post-1981: prefer IM
 - Motivator: part of creative team

Hammil's "Mixing & Managing Four Generations of Employees", FDU Magazine Winter/Spring 2005

Being part of the quotient

To move to the decision-making table:

- Clear direction which can be articulated
- Cross-functional experience
- Financial understanding of ROI & investments
- Presence, confidence, clarity

Rebecca Jones research for SLA Executive Institute,
Information Outlook

Influencing Styles

- **Involving** – “pull” - communication style matches others’; building collaboration
- **Inquiring** – “push” - listening carefully to identify others’ needs & ‘currencies’; to give & take
- **Leading** – “pull” - engaging people to share stories & common grounds
- **Proposing** – “push” - presenting possible solutions or a choice of options; structured & rational

Inquiring

- Based on assumption that people are more motivated by what they'll lose
- Scarcity principle: people want what they can't have
- Reciprocity principle: give & get in return
- Present an idea, explaining what it is they'll get from you or what they might lose

Leading or Visioning

- Based on assumption that people want to help create the solution
- Requires a good blend of both expertise & credibility - & trust
- Use images & metaphors, not facts & logic



Proposing or Persuading

- Goal is to gain real commitment
- Remember the credibility card
- What do they want that I can give them?
- Why might they say no?
- Ask for it; close the sale
 - “Will you commit?”
 - “When will you..”
 - Not “We hope you will....”

Involving

- Based on assumption that people like to be a part of what *other* people are involved in
- Name specific individuals who are or have been involved
- Works especially well if the people LIKE those who are involved
- People are more influenced when they feel they are part of the process, are complimented & thanked for their contribution

All styles

Require:

- Clarity – communication skills are critical
- Competence – must know what you are doing
- Relationships – must know which style to pursue



Eight Common Tactics

- Ingratiation (make them feel important)
- Assertiveness (make demands)
- Rationality (explain reasons)
- Sanctions (administrative means for compliance)
- Exchange of benefits (trade-offs)
- Upward influence (appeal to higher levels)
- Blocking (prevent target from achieving goal)
- Coalitions (enlist others to influence)



Yes!

Read:

- *Yes! 50 scientifically proven ways to be persuasive*, by Noah Goldstein, Steve Martin and Robert Cialdini. New York: Free Press, 2008.



Yes!

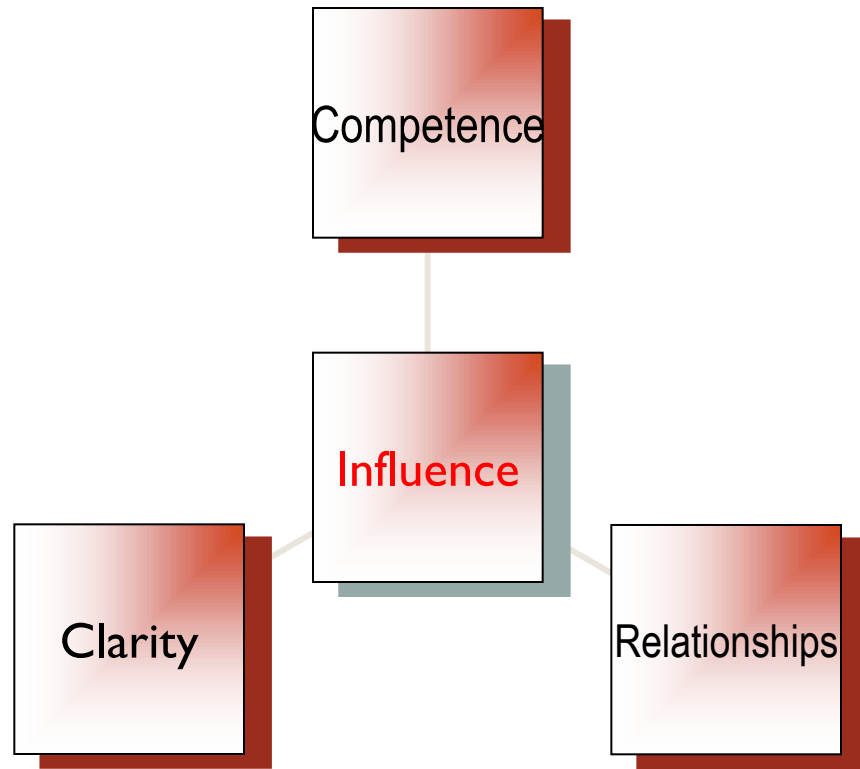


- When they think about persuasion, most people emphasize their own experiences too much, rather than depending on data or techniques.
- Increase your persuasive power by understanding six core principles: “reciprocation,” “authority,” “commitment/consistency,” “scarcity,” “liking” and “social proof.”
- A small gift or favor will make you more persuasive. People will want to pay you back.
- The public believes in authority, so enlist higher-ups on your side.
- People want to be consistent and committed, so show how your proposal aligns with their values.
- The rarer something is, the more people want it.
- Individuals want to be liked, so practice seeing the good in them.
- People tend to follow the majority. By establishing norms, you can get them to act as you wish.
- Fear paralyzes people, so use scare tactics only if you offer an antidote to fear.
- Admit your errors. Demonstrating honesty increases your influence.

Goldstein, N., Martin, S. & Cialdini, R. (2008).

Yes! 50 scientifically proven ways to be persuasive.

Longer term



Thank you

rebecca@dysartjones.com

Dr. Ken Haycock

778.689.5938

ken@kenhaycock.com

jane@dysartjones.com

DYSART & JONES
ASSOCIATES