

Persuasion, Influence & Innovative Ideas

Internet Librarian 2009

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

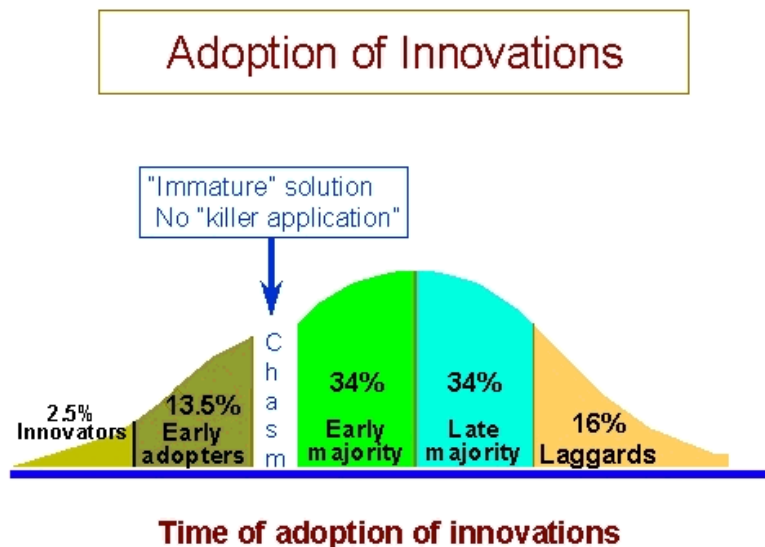


Important to keep in mind

1. An idea or anything new = change
2. People don't like change when it involves them
3. Group = individuals each with their own perspectives & preferences



It's kinda simple, really:

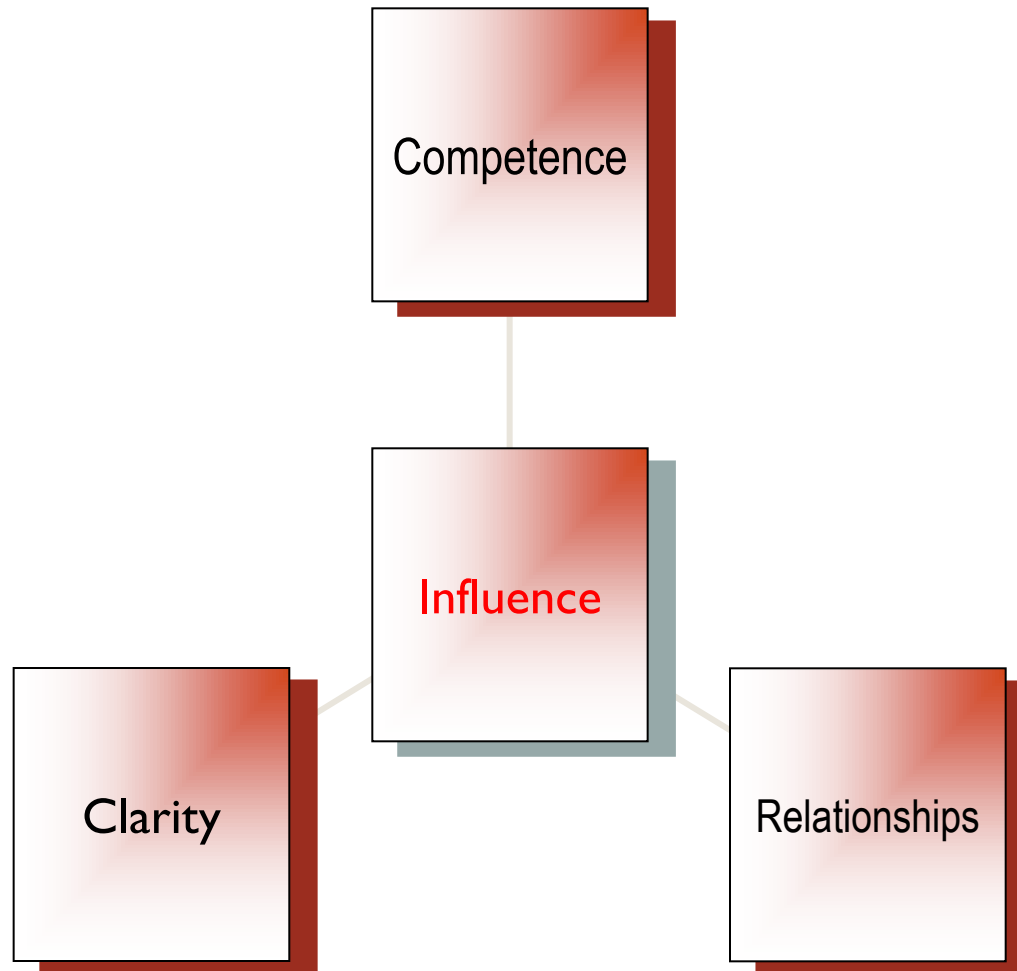


Why are some naysayers?

- Don't see what's in it for them
- Fear
- Sense of "loss" outweighs any element of benefit
- "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”

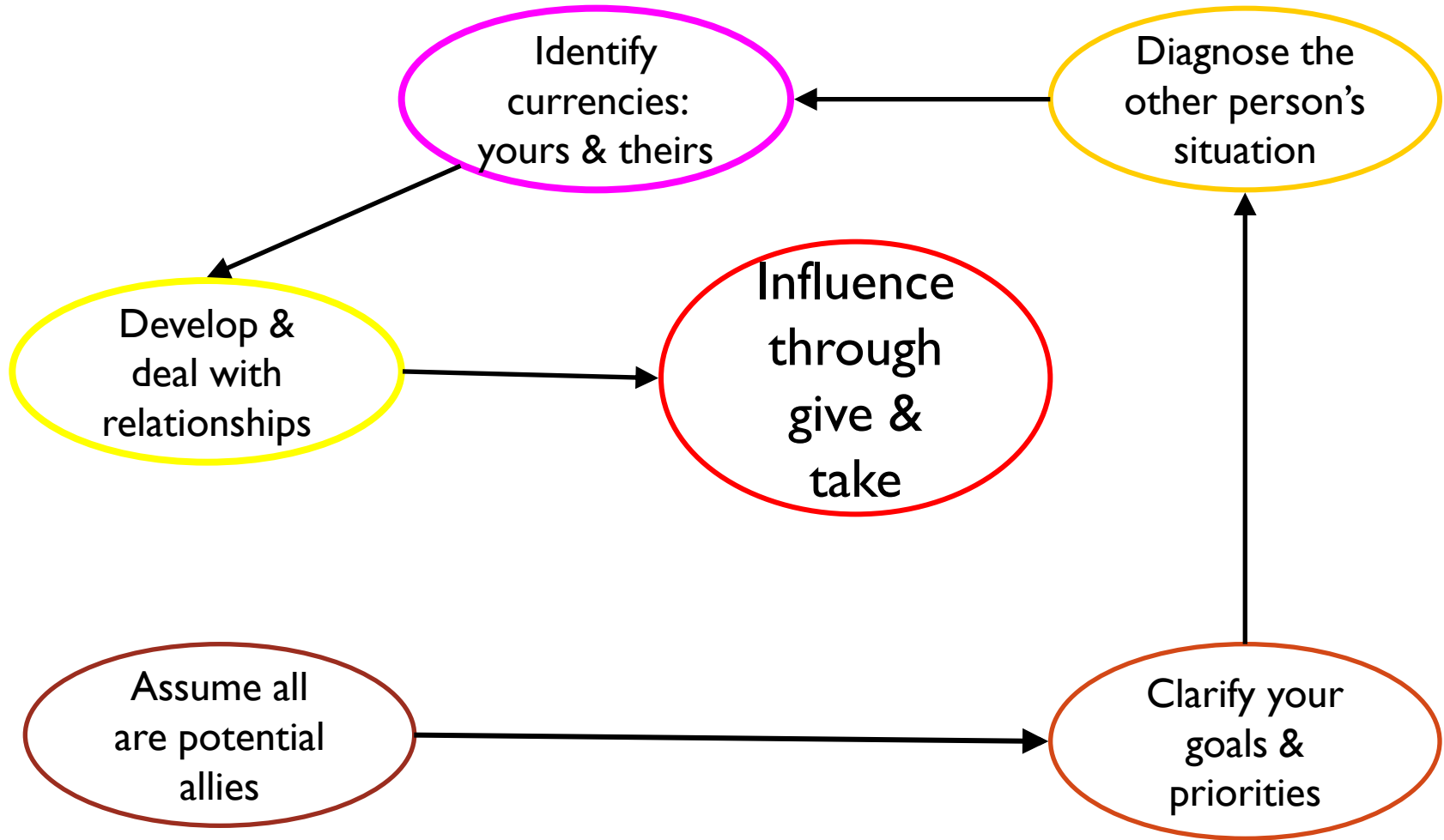
Effective influencers tend to be:

- “Expert” in a specific domain
- “Early Adopters” or certainly know how to build relationships with early adopters to move change through
- Opinion leaders
- Knowledgeable about the issues being dealt with
- Viewed as trustworthy
- With connections
- Use their knowledge & connections to help others

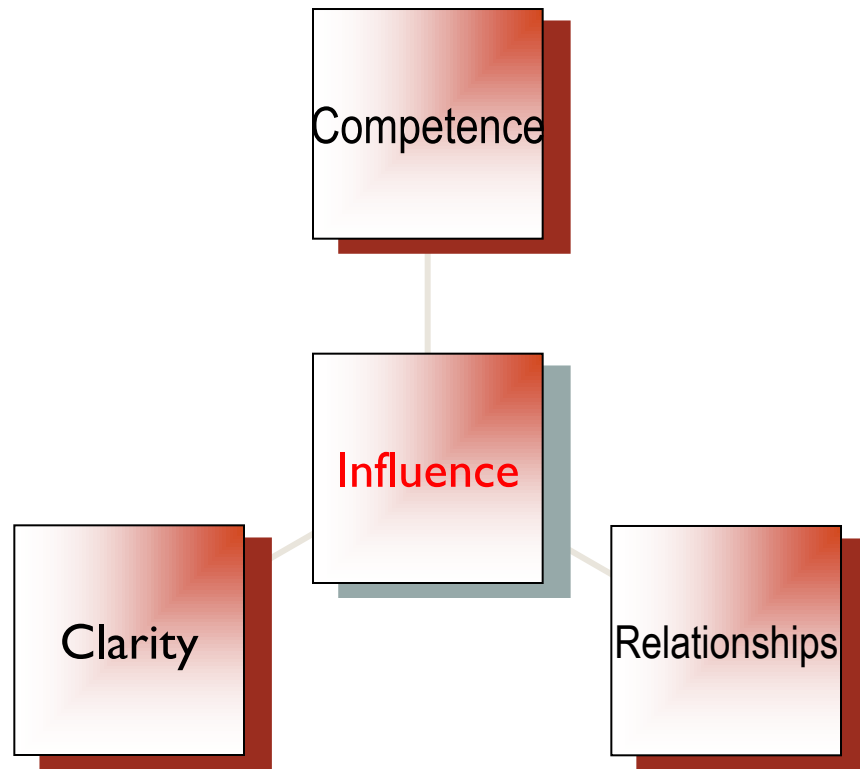
MOVERS & SHAKERS 2009

The People Shaping the Future of Libraries

Cohen-Bradford Influence without Authority Model



Influencing is built on:



Influencing skills

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



Influencing skills

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

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



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: I'm needed
 - Pre-1981: prefer e-mail
 - Motivator: doing it my way
 - Post-1981: prefer IM
 - Motivator: being 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
- 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
- Manage the credibility card
- What do they want that you can give them?
- Why might they say no?
- 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



Thank you

Let us know how you are doing!

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