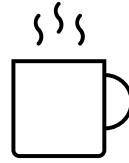


**BOOST YOUR PERSONAL
INFLUENCE AND IMPACT**

NCO
**CHAMPIONING
VOLUNTARY
ACTION**

AGENDA



9.30– 11.00am: Session 1

- What does it mean to influence?
Influence vs power
- Influencing styles and behaviours
– what works in different situations
- Influencing without authority
- Trust and relationship: relational skills in influence

11.00-11.15

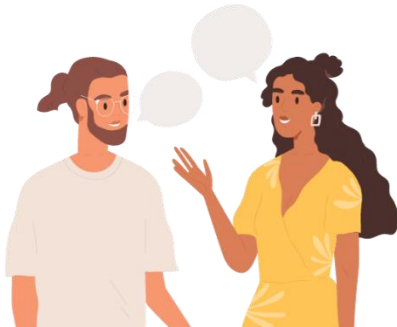
11.15–1.00 pm: Session 2

- Influencing remotely
- Creating a mindset for influence and confidence
- The language of positive influence and engagement
- Tricky situations – ideas and tips
- Putting it all together – completing your influence plan

WHAT IS INFLUENCE?

‘To cause someone to change a behaviour, belief or opinion, or to cause something to be changed’

Especially the capacity to cause changes without directly forcing those changes to happen.



Can also refer to a person or thing that affects someone or something in an important way.

POWER VS INFLUENCE

Power is the capacity to get others to act based on positional authority that is exercised over others; often leading to resentment

Influence is the ability to modify how a person develops, behaves, or thinks based on relationships and persuasion; often leading to respect



FEATURES

- Can be exerted by anyone, without relying on their formal position or authority.
- A more subtle and persuasive form of power that relies on personal qualities, relationships, and expertise.
- Earned through credibility, trust, and the ability to connect with others on a personal level.



Push

'I have a clear proposal which I can back up with factual and logical arguments'

Good for:

- when you have expertise or good credibility
- a clear course of action/solution
- when there's no conflict of interest
- when you have authority
- when there are good relationships

Pull

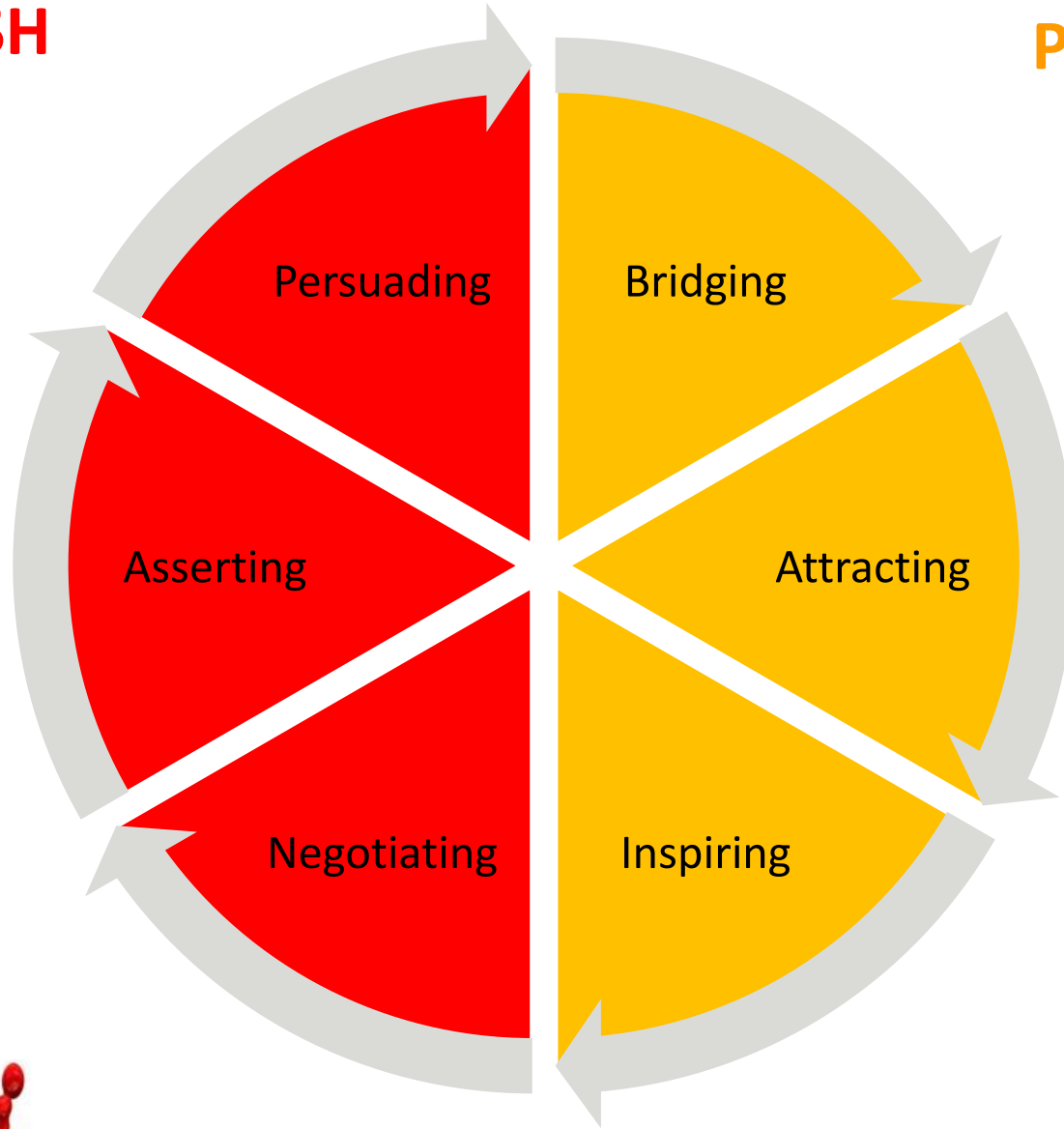
'I'm interested in what others have to say. I want to find out what works for them so we can find a way forward'

Good for:

- influencing upwards
- introducing and getting buy-in to change
- when no time pressures
- engagement and commitment
- fostering collaboration

PUSH

PULL



WHERE ARE YOU TYPICALLY?



1 2 3 4 5 6 7 8 9 10



PUSH

PULL

STYLES AND BEHAVIOURS



PUSH

- I have an idea
- I tell you why...
- You agree...
- You change

Behaviours...

- Persuading
- Asserting 'I'
- Negotiating



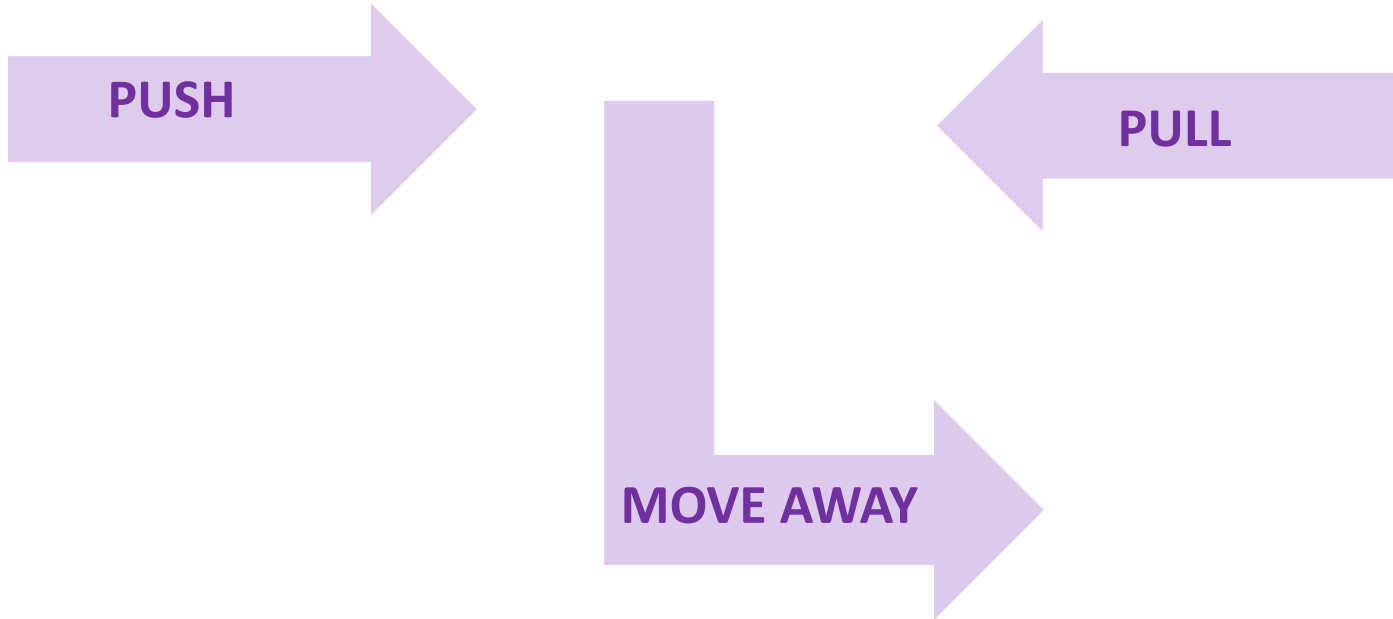
PULL

- I ask you for your ideas...
- I ask more questions...
- I build on your suggestions
- We agree a way forward

Behaviours...

- Bridging 'you/we'
- Attracting
- Inspiring

STYLES AND BEHAVIOURS



- Disengaging
- Postpone/delay
- Pause/review

DEALING WITH RESISTANCE

- Notice the resistance - move to pull.
- Acknowledge the resistance
- Ask questions
- Listen and show understanding
- Find a point of agreement
- Offer help
- Negotiate an outcome
- Continue the conversation...or press pause.
- Stay confident, open and calm



PLANNING YOUR APPROACH

- What outcome do you want?
- Where is your point of leverage – benefits, priorities, consequences?
- Level of engagement vs resistance?
- How much information does the person have already?
- Who are the key decision makers/influencers – is it this person?
Does the person need to influence others?
- Timing – what needs to happen at this point? What can be left till another time?
- Which approach would work best?

Discuss the best approach for situations A-D

TRUST AND RELATIONSHIP

THE TRUST EQUATION

$$T = \frac{C + R + EC}{S}$$



Trust increases when we raise these...



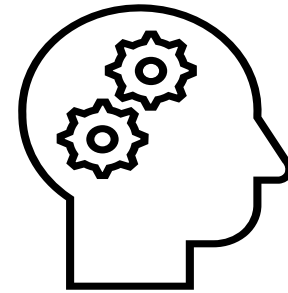
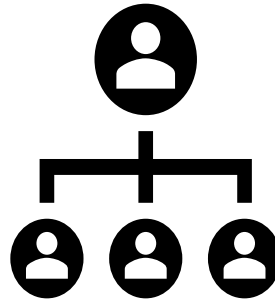
...and reduce this



- T = Trust
- C = Credibility: believability, expertise, personal presence
- R = Reliability: doing what you say you're going to do, consistency
- EC = Emotional connection: connecting with the other person, disclosing
- S = Self interest: reduce focus on self, increase focus on others

Adapted from David Maister
'The Trusted Advisor'

SOURCES OF AUTHORITY



WHAT ELEMENT DO YOU NEED TO STRENGTHEN TO BOOST YOUR AUTHORITY?

HOW TO INFLUENCE WITHOUT AUTHORITY



- Network
- Develop cross-functional relationships
- Bring practical solutions
- Let others take success
- Expect and embrace resistance
- Use reciprocity and gratitude



What works for you?

INVEST IN RELATIONSHIP

Build connection through:

- Setting an intention to understand, appreciate and respect another person's view
- Focusing on what we have in common: shared purpose/outcome, points of agreement.
- Finding out about each other – personal interests, perspective, priorities, challenges, outcomes



HOW TO BUILD CONNECTION...

- choose a mindset that supports an intention to connect
- focus on commonality not difference
- show interest
- seek to understand not respond
- ask questions
- acknowledge, affirm, highlight points of agreement



SPEAKER TALKS ABOUT A CHALLENGE THEY HAVE AROUND INFLUENCING SOMEONE OR SITUATION.....



Listener:

- **Conveys interest** in what the speaker has to say
- **Asks** open questions/statements to gain more understanding: *'tell me more about..'* *'what particularly concerns you about...'*, *'what seems important to you about...'*
- **Uses** active listening techniques to show listening
- **Notices and acknowledges:** key concerns: *I notice that.... is ...important to you, it feels like..concerns you particularly'*, *'...seems to be a key issue'*
- **Affirms** what seems positive, highlights strengths, points out benefits



Listener summarises key issues to speaker and how they feel about their situation

Speaker shares how what they feel/think about their situation now.

REFLECT

Think about someone you want to have a 'warmer' relationship with:

- Are you focusing too much on difference?
- What could you do to strengthen the connection?
- What are you willing to do?





INFLUENCING REMOTELY



Proximity bias

Recency bias



INFLUENCING REMOTELY

- Communicate, communicate, communicate
- Make the most of every opportunity
- Take chances
- Get involved
- Be reachable, helpful and responsive.
- Keep your eye on the organisation's big picture
- Make the most of face to face opportunities

A MINDSET FOR INFLUENCE



Change your mindset, change your response.

Your ‘mindset’ is created by what you think (say to yourself):

- **your mindset – attitude, assumptions and preconceptions**
- **what you say to yourself (‘thought’)**
- **your mood – how you feel: energy, physiology, focus**
- **how you breathe**

You can change your state quickly by changing any of these.

YOUR MINDSET

My presentation was awful!! I only got buy-in from half the team.

I'm quite anxious – I have to push back the deadline which will affect the whole project plan.

I'm the least senior person at the meeting...I won't have anything of value to say.

The client's committed to that strategy. I don't think I'll be able to change their minds.

This is going to be a really difficult conversation.

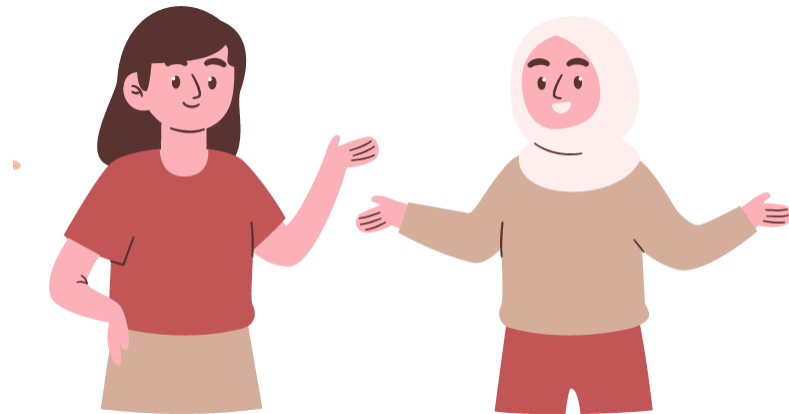
EXERCISE

Think of situation where you want to be more influential. What are you saying to yourself about it?

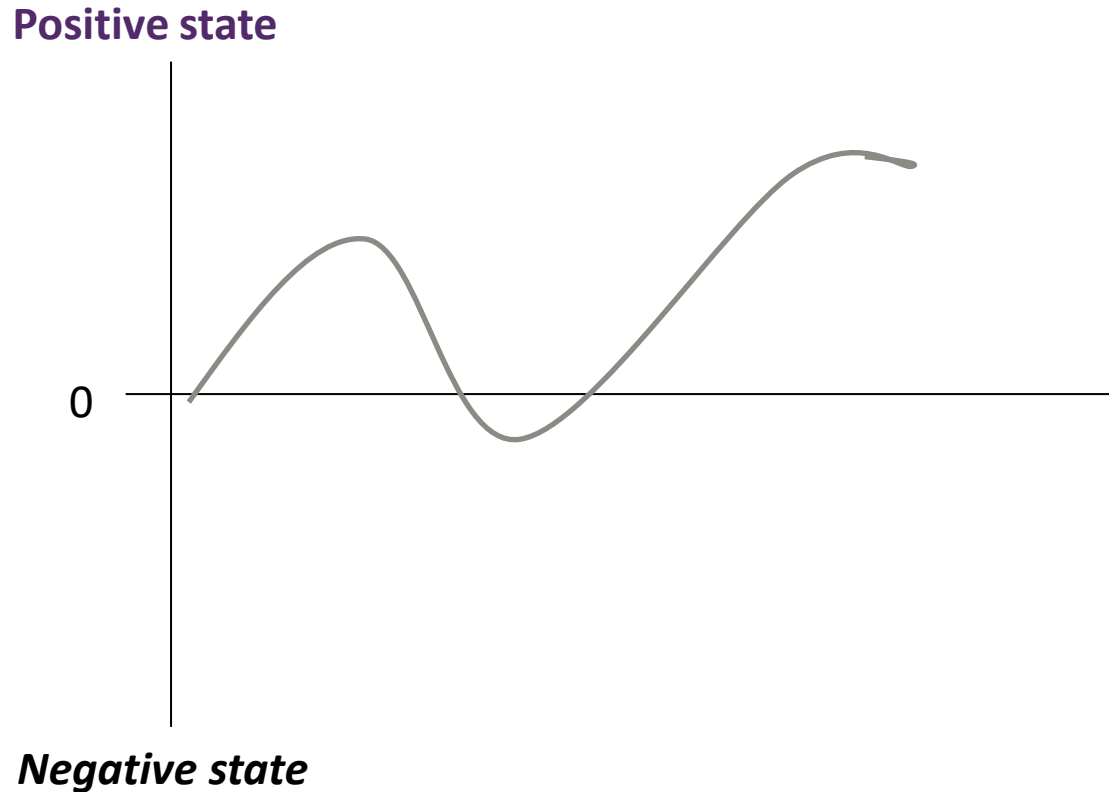
Write down the first things that come to mind...

look at the statements/words...

...change these to create more resourceful way of thinking about the situation.



State: a healthy guide



Stay above zero... if you feel negative emotions affecting your response, change your state. Keep breathing!

IMPACT THROUGH LANGUAGE

'I'll try to get this to you by Friday if I possibly can'

'I will get this to you by Friday

'I wonder if I could speak to you, if it's not too much trouble.'

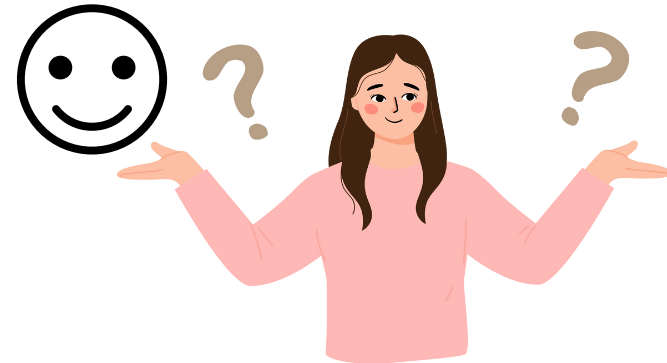
I need five minutes with you. When are you free?'

'It's only a small project, nothing that important'

The project is achievable and relevant to our team. I'm pleased we're doing it'.

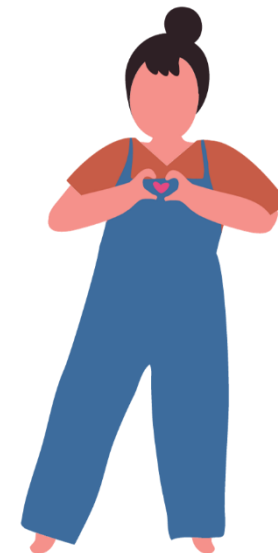
LANGUAGE OF POSITIVE INFLUENCE

Review your own language – what words/phrases do you tend to use (often unconsciously)?



What impact do they have on the other person? Change to more impactful words.

- **Start with appreciation or positive emotion**
- **Use an appreciative frame** (good for constructive feedback)
- **Build on the positive before adding your view**
- **Use questions to defuse defensiveness**
- **Focus toward solutions**
- **End on a positive note**



TRICKY SITUATIONS? SHARE YOUR IDEAS...

- Speaking up at a meeting for the first time
- Telling the team that you need to push back on the deadline as results are delayed
- Communicating an unexpected change in the project to the key sponsor
- Making a difficult request of someone e.g. asking your manager for a promotion
- Giving a funder feedback on their risk assessment
- Putting across your view when you know the other person has a different view

Or choose one of your own!



Complete your influencing plan...

decide what you're going to do...more of / less of...

keep it simple, a few key actions are best.

THANK YOU

If you enjoyed today please visit our website for further courses or get in touch for an inhouse quote

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