

LEVERAGING YOUR INFLUENCE

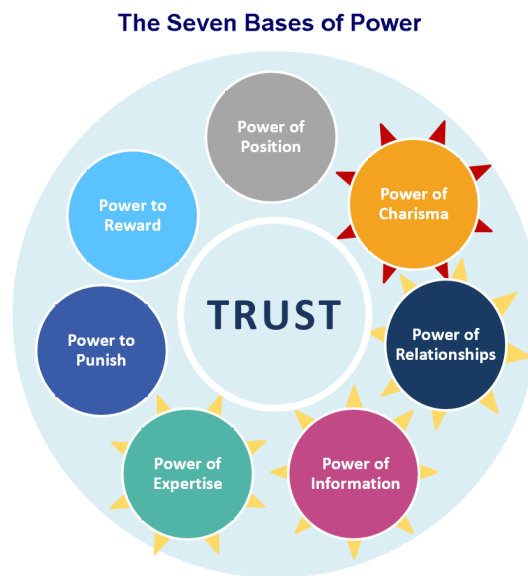
INTRODUCTION

Effective leaders are those that can lead and influence others within and outside the organization, including those who do not report to them. Influencing is a process with trust and positive intention at its' core. Being able to influence others without specific authority is a necessity to achieve organizational and professional goals and to elicit innovative and creative solutions.

LEVERAGING YOUR POWER

While many of us think of power as the kind that we are given by virtue of our title or position most of us know that having a title or authority does NOT guarantee we can get everyone on board to new ideas or initiatives. In addition, much of the work we do requires us to work cross-functionally and even across different offices and cultures. When engaging in influencing we are tapping into bases of power. The graphic below highlights the Seven Bases of Power.

According to the Center for Creative Leadership, the **power of relationships**, the **power of information**, and the **power of expertise** are most used by leaders. These are essential for the leader to influence others, with or without formal authority.



To strengthen:	Consider:
Power of Relationships	Cultivating deeper work connections and expanding your professional network.
Power of Information	Leverage and share information as often as possible
Power of Expertise	Demonstrate and lend your expertise in a variety of contexts.



Power Boosters

In addition to utilizing one of the more effective bases of power – there are qualities we call “Power Boosters” that will help you optimize your influencing ability.

Likeability	Friendliness
Think of people that you like. What are the first characteristics that come to mind when you think of them? Do they: <ul style="list-style-type: none"> • Welcome others without reservation • Create an environment of trust and collaboration • Make requests politely • Make others feel important or good about themselves 	

Reciprocity	Bargaining
What do you do in relationships to make them feel reciprocal? Do you: <ul style="list-style-type: none"> • Exchange favors? • Leverage relationships to get desired results or a more favorable position 	

Credibility	Higher Authority
Consistency breeds credibility. Some examples are: <ul style="list-style-type: none"> • Following through also includes returning phone calls and e-mails in a timely manner. • It means being candid without being blunt. • Always be respectful. • Trustworthiness: say what you mean and mean what you say. 	

Composure	Reasoning
Is use of reasoning a good technique to maintain composure? <ul style="list-style-type: none"> • Use logical arguments to convince • Identify cause and effect • Create validation or justification for a position 	

Commitment
Commitment is synonymous with the highest standards of professionalism. The underlying philosophy of commitment is ownership: <ul style="list-style-type: none"> • Answers, not questions • Solutions, not problems • Recommendations, not alternatives • Facts, not assumptions • Reasons, not excuses • Suggestions, not complaints • Specifics, not generalities

Coalition Building
<ul style="list-style-type: none"> • The art of mobilizing others through participation or collaboration • Obtains cooperative support of others through consensus • Seeks group support and approval • Builds alliances with stakeholders • Uses collective support to achieve goals

THREE WAYS TO INFLUENCE

People communicate differently; some prefer to focus on feelings, others on facts. Some use a direct approach, while others are more comfortable using an indirect approach. People respond more positively to their preferred style. So, if you want to influence others, you need to recognize their preferred style and adjust your approach to meet their preferences.

Selecting the best influence tactic is important to achieve the desired outcome with a person or group. Effective leaders understand the way others want to be influenced and apply the right tactics to build alignment and commitment. Consider the three main ways to influence below, then reflect on your preferred method. Remember, the most effective way to influence is to use the recipients preferred style.

 <p>LOGICAL <i>Tap into rational and intellectual positions</i></p>	 <p>EMOTIONAL <i>Connect to individual goals and values</i></p>	 <p>COOPERATIVE <i>Involve collaboration, consultation, and alliances</i></p>
<p>USE:</p> <ul style="list-style-type: none"> • Logic • Facts/Numbers • Evidence • Strategy 	<p>USE:</p> <ul style="list-style-type: none"> • Passion/Enthusiasm • Shared Purpose • Focus on Success • Mutual/Organizational Values 	<p>USE:</p> <ul style="list-style-type: none"> • Shared commitment • Mutual Benefit/Successful • Offer resources/Support

THE SIX STEP INFLUENCING PROCESS

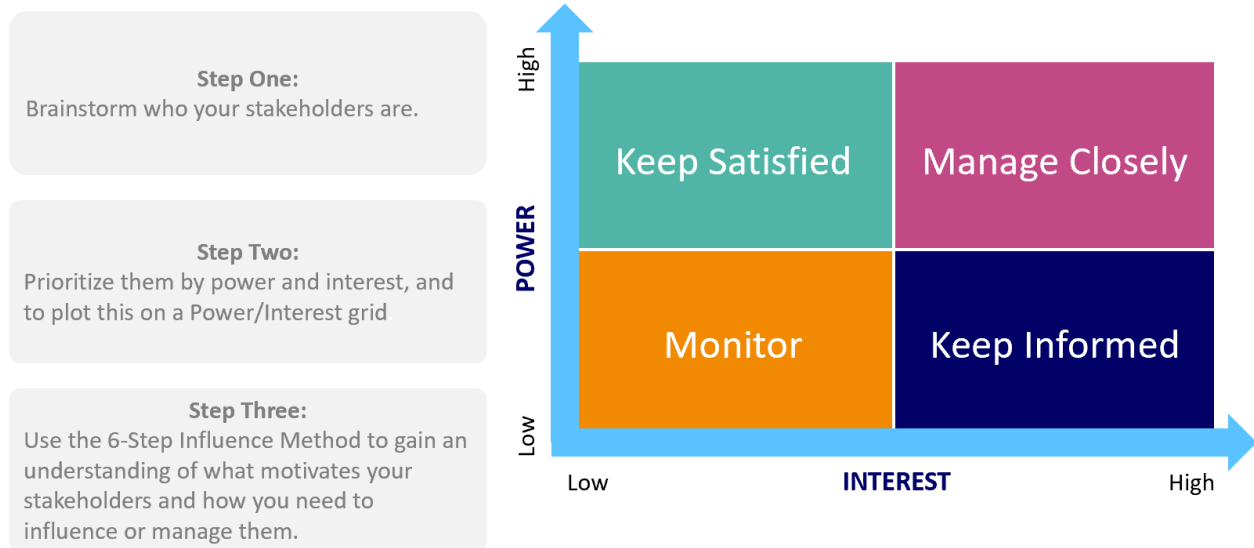
Influencing is a process. It starts with understanding what the objective is and ends with a mutual understanding and commitment of the way forward. Use the six-step process below to sharpen your influencing skills.

<p>1. Clarify</p> <p>Clearly define the objective.</p> <p><i>What is the opportunity?</i> <i>What is the objective?</i> <i>What is the outcome you are seeking?</i></p>	<p>2. Connect</p> <p>Assess your relationship(s).</p> <p><i>What is your relationship?</i> <i>How strong is it? Is there something you need to address?</i> <i>Who are the stakeholders?</i></p>	<p>3. Consider</p> <p>Understand the other point of view.</p> <p><i>What is their influencing/communication style?</i> <i>What might their position be?</i> <i>What would make them receptive to your position?</i></p>	<p>4. Compel</p> <p>Address the Why?</p> <p><i>What are the facts/feelings/outcomes?</i> <i>What are the compelling reasons for your position?</i> <i>What are benefits to the organization? Team? Group?</i></p>	<p>5. Co-Create</p> <p>Win-Win solutions.</p> <p><i>What is possible?</i> <i>What are the objections? Resistors?</i> <i>How can we address them?</i></p>	<p>6. Confirm</p> <p>Commitment to way forward.</p> <p><i>What have we agreed to?</i> <i>What are our individual commitments?</i> <i>What is the way forward?</i></p>
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STAKEHOLDER MANAGEMENT

Most of the time our influencing efforts go way beyond a one-on-one engagement. Even if we start with one person, the impact of our objective is usually felt by others. Regardless of the “ask” it is vital to consider who the stakeholders are and engage them effectively either as PART OF THE PROCESS (how can they help/support be an ally) or AS A RESULT (How will they be affected? How could they affect a successful outcome?)

Stakeholder Management is the process by which you identify your key stakeholders and win their support.



Great Influencers

Are Authentic

They live and demonstrate their core values to show up as your authentic self.

Listen

Listening and being genuinely interested builds trust and goodwill.

Share and Develop Their Expertise

Continually expand and grow their expertise and share it willingly with others.

Lead with a story

Use stories to communicate their position in relatable terms and vivid detail.

Lead by Example

Lead with intention and execute with excellence.

Give recognition

Seek opportunities to recognize good work and acknowledge effort to all colleagues and staff.

Know their audience

Identify and understand your stakeholders and tailor their influencing strategy to each individual.

PRACTICING YOUR INFLUENCING SKILLS

PREPARE

Every opportunity to influence is a chance to refine and expand your skills. Use the six-step process to prepare for an influencing event and then reflect on how effective you were.

Identify Key Points and Areas of Focus

Use the space below each step to identify key points and areas you would like to focus on. The goal in preparing is not to know all the answers but to consider possibilities and imagine different scenarios. For example -- you may not know for sure what the other parties' point of view is, but you can imagine what it might be. (If you have no idea, imagine a worst-case scenario.)

1. CLARITY – Clearly define the objective.

What is the objective? What is the opportunity? What is the outcome you are seeking?

2. CONNECT – Assess your relationship(s). *What is your relationship? How strong is it? Is there something that needs to be addressed? Who are the stakeholders?*

3. CONSIDER – Understand the other point of view.

What is their influencing/communication style? What might their position be? What would make them receptive to your position?

4. COMPEL – Address the why?

What are the facts/feelings/outcomes? What are the compelling reasons for your position? What are the benefits to the organization? The team? The individual?

5. CO-CREATE – Seek Win-Win solutions.

What is possible? What are the objections? Resistors? How can we address them? How can each of us get something that will satisfy us?



6. CONFIRM – Commit to a way forward.

What have we agreed to? What are our individual commitments? What is the way forward?

REFLECT

Take a moment to reflect on your influencing experience.

Did you have a clear objective before going in? Yes No
If not, what could you do better to prepare next time?

Did you make a connection with the person before you asked? Yes No
If not, what could you have done to strengthen the relationship?

Did you clearly understand the other person’s position? Yes No
If not, what questions could you have asked to get clearer on their position?

Did you present the problem using language they would understand? Yes No
If not, what language could you have used instead?

Did you present a solution using their influence and/or communication style? Yes No
If not, what techniques could you have used instead?

Did I address their concerns and seek a win-win solution? Yes No
If not, what could you have done to address their concerns?

Did I get their confirmation of the solution? Yes No
If not, what could you do next time to get their confirmation?

Other observations/takeaways?