

Section 5

5.11 – Influencing

Exercise

Introduction

There are 3 activities within this document:

Activity 1

Creating an Influencing Plan

Using the format given below draw up a table of the key people with whom you would like to be more influential.

Reflect on how you normally interact with them and identify ways in which you could improve your ability to influence them.

Who do I want to influence?	Why do I want to influence them?	What is wrong with my current approach?	What am I going to do differently?	When am I going to do this?
e.g. John Brown	It would be easier to get my recommendations accepted	I don't know his views, so don't know what arguments will work with him.	Use 'pull' style, asking questions to find out what is important to him and what he needs from me.	At next week's one-to-one.

Activity 2

Influencing Assertively

Think of a situation or a person that would benefit from you being more assertive ('push') in your influencing style e.g:

- getting one of your team members to do something
- telling your boss what you want
- specifying a requirement of a colleague in another department

In advance, plan how you are going to approach the influencing opportunity:

- be clear about your objective – what do you want them to do?
- think about the structure and the words you will use (e.g. 'I' statements, concise sentences)
- decide the right tone of voice to use
- practice appropriate body language (posture, gestures, expression)

Ask a close colleague to rehearse with you and to give feedback on your influencing skills. Consider giving them a copy of the Influencing Summary and ask them to pay particular attention to your voice and body language.

Activity 3

Building a Relationship for Influencing

Identify someone that you need to influence at work who you currently do not know very well.

Set up a meeting to find out more about them so that you can bear this in mind when you need their help.

Plan how you will use a 'pull' style to find out during the meeting:

- their views on current business issues
- their most important objectives
- how they would like to work with you
- things you have in common (background, interests etc)

Use bridging - questioning, listening and involving - to show that you are interested in understanding them better and finding common ground.