

# **Influencing Others**

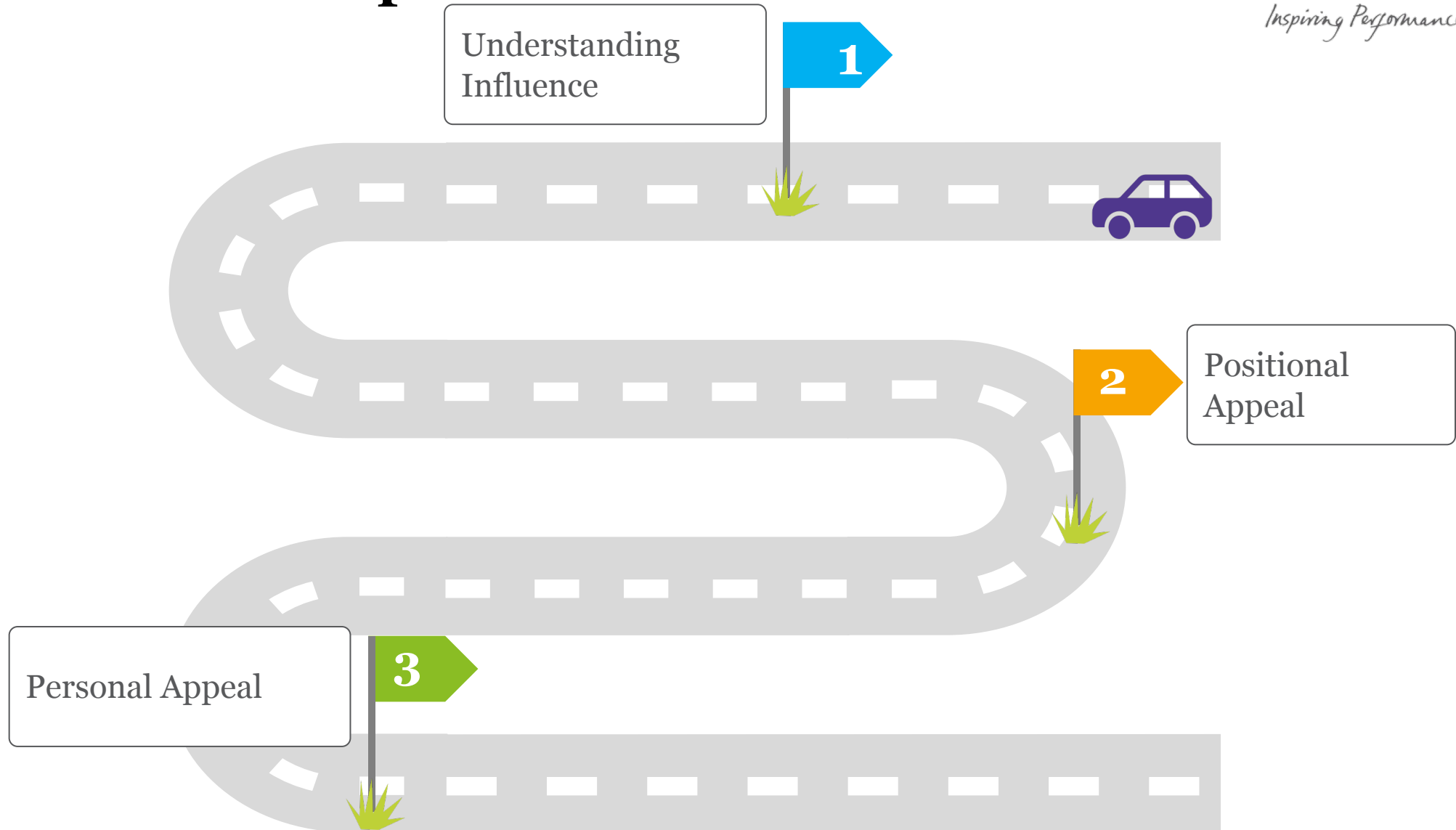
**ELM Module : Impact, Influence & Negotiation**

# Learning outcomes

Understand the ground rules and what matters most when persuading others

Learn how to deploy the main influencing strategies available to us

# Session roadmap



# Understanding Influence

## Your current tactics

Think back over the last few weeks at your world in work. In that time, it's very likely that you've tried to persuade someone to do something or bring them round to your way of thinking. Capture your thoughts below.

Who were you trying to influence?

What did you want them to do?

What tactics did you use?  
(consciously/less consciously)



# What is 'influence'?

Click the icon to understand what we mean by 'influence'.



Appealing to others to make  
decisions in your favour!



We all know people who are incredibly persuasive; whatever the situation, somehow, they always seem to get others to agree with them, go with their ideas or do what they want them to do.



And you're already pretty persuasive yourself! You've been practising since you were a small child, trying to get your parents to accept your requests, influencing friends tastes on music, fashion, or which games to play, and you're most likely already influencing people at work.



So, the good news is influence can be learned and mastered and you've already started on this journey!



If we can broaden our range of tactics, we increase our chances of success, and this brings with it many rewards!

[Click continue to see what these rewards look like.](#)

# Why is influence important?

Click on the bubbles to understand the benefits of improving your influencing skills.

Bring people round to our way of thinking

Get our point of view across in professional manner

Develop stronger relationships with those who we work closely with

Build integrity & respect with stakeholders and colleagues

Bring about and deliver change initiatives

Get buy in towards our ideas and implement them

Make faster and more effective decisions

Improve our ability to work within and lead a team

Increase our visibility and ensure that we are heard

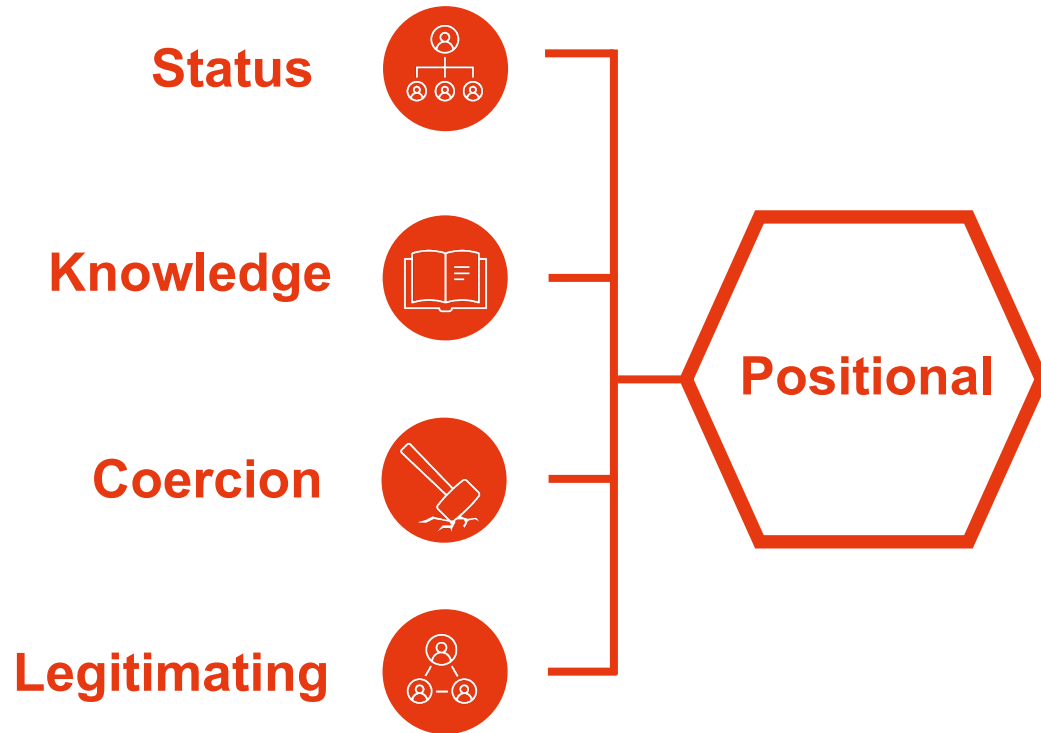
Convince clients/stakeholders as to the best course of action

Progress in our career

# Positional appeal



# Positional appeals



As we learn, grow and move throughout our lives we tend to copy and learn behaviour from others, specifically those in parental type positions (parents, teachers, coaches, managers etc).

Later in life this has a bearing on our influencing skills. When we find ourselves in a position where we need to influence someone, we tend to lean on these 'Positional' appeals.

Click on each icon to see some examples.

# Personal appeal

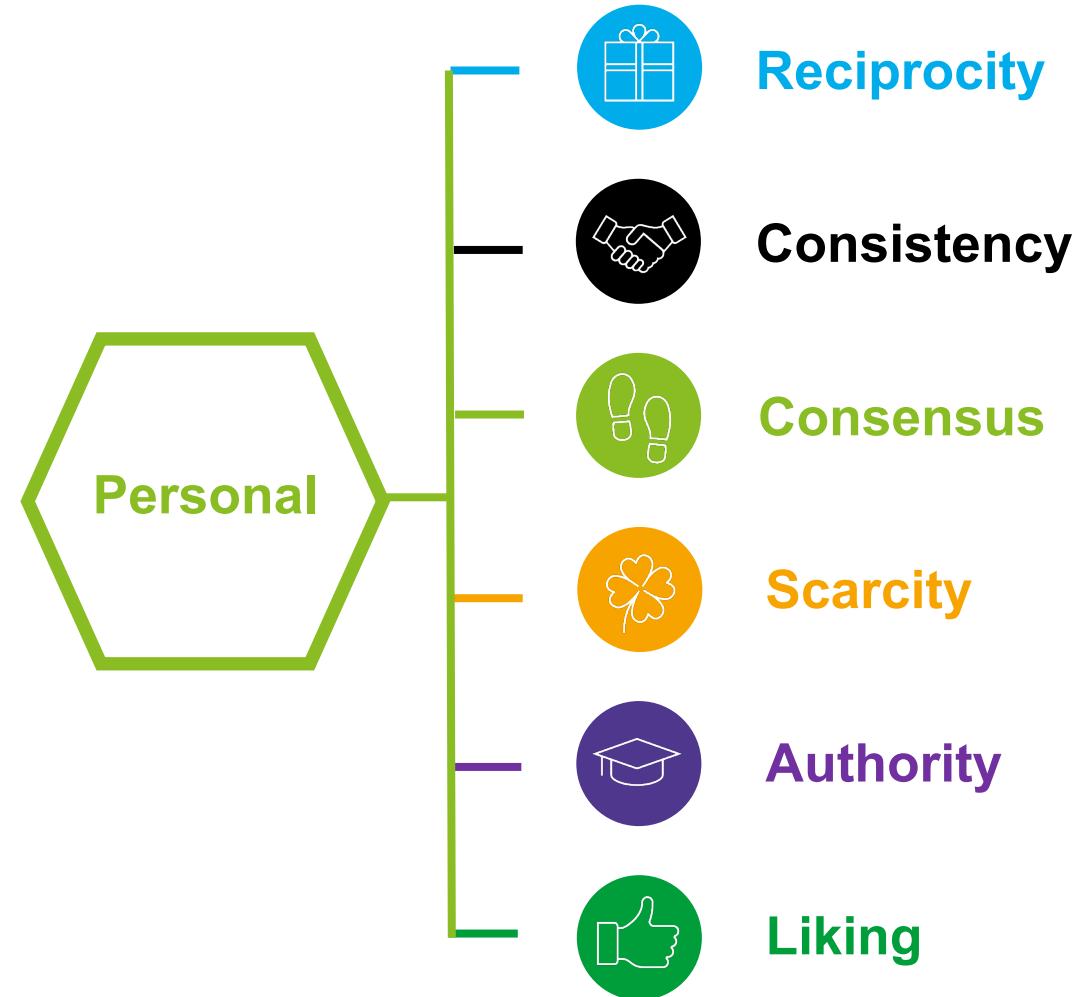
# Personal appeals

Robert Cialdini was one of the first psychologists to uncover how we are influenced by our social tendencies and needs.

Over the years there have been many successful social experiments and real-world case studies that have proved the value of these appeals. Small changes to our approach can have a big impact on the outcome.

Before we explore Cialdini's work let's take a moment to consider how rationale plays an important role in any influencing attempt.

Click continue to find out more.



# Rational appeal

## How it works

- A common and accepted method of appeal.
- Influencing others by using logical arguments and factual evidence to show that an appeal is both feasible and relevant to the end goal.
- Use when there is lots of evidence available to justify the appeal.



## Making the appeal

- Gather your supporting evidence.
- Explain the reasons for the appeal.
- Present the information in a way that supports your point of view.
- Show them how it's going to help them.

“Given the information to hand, the most logical approach seems to be....”

“I think this would give you....”

# Rational appeal in action

Every year the Futures Group use rational appeal to try and influence the board.

In subgroups they work on ideas that can add value to the business in some way.

At the end of the year, they present a logical argument to the board to have their ideas considered and implemented.

‘Here’s what we should do and why. If we do, here’s how the business will benefit, if we don’t do this, here’s what we stand to lose’.



In what ways might you be able to use rational appeal?

# Reciprocal appeal

## How it works

- 'Give without receiving – receive without forgetting', *William James, 19<sup>th</sup> Century Philosopher.*
- Over time we have developed an interesting social obligation.
- If we give things to others unconditionally, they will feel that they owe us something in return.
- The value of what we give has no resemblance to what they feel they might need to give us in return.



## Making the appeal

- Be the first to give to create the obligation to return the favour.
- Ensure that whatever you give is personalised to your counter part.
- Make sure that it's unexpected.
- Appeals must be genuine and unconditional. To act otherwise might constitute bribery.

# Reciprocal appeal in action

Gary, the Head Concierge at a very well-known hotel was an expert in reciprocity!

He had a great system for remembering guest's names and preferences and always went out of his way to do the small things that mattered most.

A specific newspaper, a favourite drink sent to the room, a booking at the guest's favourite restaurant before they had asked.

The result? Gary was consistently mentioned in the online comment cards as a key reason for guests returning! The 5\* food, the luxurious spa and the spectacular city views where of course mentioned, however it was the personalised and unexpected service that influenced the guests to reciprocate!



In what ways might you be able to use reciprocal appeal?

# Consistency appeal

## How it works

- Subconsciously, we like to be consistent with the things that we've previously said and done.
- This helps us in 2 ways:
  1. The more we say 'yes', the more we want to continue saying 'yes'.
  2. We don't like to back out of a deal, especially if the deal was made in public and was voluntary.



## Making the appeal

- First get their agreement to the smaller commitments that they can make.
- Get them saying 'yes', then move on to the bigger issues.
- Get their 'public agreement', and in writing if you can.
- 'If I can get you X off the price you'll buy it, won't you?'
- When clients complete their own order forms, they are less likely to change their mind and cancel!



# Consistency appeal in action

Unsurprisingly, researchers found that most residents in a neighbourhood were unwilling to have a 'Drive Safely' sign erected in their front garden. However, in a similar neighbourhood, 4 times as many residents said they would be willing to have the sign erected in the garden.

Why?

Because 10 days earlier they had agreed to place a small 'Drive Safely' post card in their front window. This postcard was the initial commitment that led to a 400% increase, because residents felt they needed to remain 'consistent' with their previous decisions.



In what ways might you be able to use consistency appeal?

# Consensus appeal

## How it works

- As we have evolved, we've kept hold of our ancestry chimp drives.
- We tend to have a strong drive to be accepted and be 'part of the troop'.
- When we are uncertain, we look to the actions and behaviours of others to determine our own, especially 'similar others'.
- A huge 92% of online customers look at product reviews prior to making a purchase!



## Making the appeal

- Build a crowd!
- Starting with those who are easiest to get on board.
- Next gain agreement from those who share similarities with those you are trying to influence.
- When making your appeal point to the crowd that are already bought into your proposal.
- Show them why it makes sense and bring in your rational appeal.

# Consensus appeal in action

Working with the Government's Behavioural Insights Team, HMRC ran a series of trials in which its tax request letters included different statements about social norms.

Simply stating that nine out of 10 people paid their tax on time improved repayment rates by 7%. However, when they tried to make the consensus appeal a bit more relevant – by tailoring the message to an individual's postcode – it was much more successful, a full 22% better.

This resulted in millions of extra pounds in tax being paid on time!



In what ways might you be able to use consensus appeal?

# Scarcity appeal

## How it works

- We have a natural need to want to more of the things we can have less of.
- We are also more sensitive to possible losses than we are possible gains.
- Encourage others to take action by showing them what they stand to lose if they don't consider our proposal.



## Making the appeal

- Begin by pointing out the benefits of your proposal.
- Create further interest by showing them why your proposal is unique.
- Finally demonstrate what they might lose or miss out on if they don't say yes.

“I appreciate there are other options available to you..

“My concern is that they won't offer you the niche services that we provide to our exclusive client base”.

# Scarcity appeal in action

‘Offer available until Saturday’

‘Limited edition’

‘New date released due to exceptionally high demand’

‘326 people are looking at this item right now’

‘2 seats left at this price’



In what ways might you be able to use scarcity appeal?

# Authority appeal

## How it works

- People want to follow the lead of credible experts.
- A sense of security and ‘being in safe hands’ reduces anxiety, uncertainty and creates the foundation for trust.
- Your experience, expertise, credentials and knowledge only help you if the people you are trying to influence know about it.



## Making the appeal

- It can feel awkward to brag about ourselves.
- Try drafting in an ally to make an expert introduction on your behalf. Ideally someone trusted by both you and your counterpart.
- 3<sup>rd</sup> party opinion often carries more weight than a direct approach.

“Let me put you in touch with Sam, she has a great deal of experience delivering projects of this kind, you’ll be in great hands!”.

# Authority appeal in action

The Milgram experiment set out to test the extent of humans' willingness to obey orders from an authority figure.

Participants were told by the credible experimenter to administer increasingly powerful electric shocks to another individual. Unbeknownst to the participants, shocks were fake and the individual being shocked was an actor.

82% of participants obeyed, even when the individual being shocked screamed in pain!



In what ways might you be able to use authority appeal?

# Liking appeal

## How it works

- The work of a good barrister is to make the jury like the defendant.
- People prefer to say 'yes' to those they know and like.
- People are also more likely to favour those who:
  - Cooperate with them.
  - Are similar to themselves.
  - Give them compliments.



## Making the appeal

- Build rapport by matching and mirroring language, voice tonality and body language.
- Inquire and take an interest in them and their position. Draw attention to similarities and common ground.
- Offer subtle, sensible and genuine compliments.

“I can see your dilemma; we often find ourselves in the same position”.

“Despite the challenge I can see that you’re doing a great job of it”.



# Liking appeal in action

In a series of well-known online negotiation studies two groups were given a brief.

The first group were told that time = money and asked to get straight down to business. In this group around 55% were able to come to agreement.

Before starting the negotiation, the second group were told to share some personal information and identify any similarities they shared. In this group 90% were able to come to an agreement.



In what ways might you be able to use scarcity appeal?

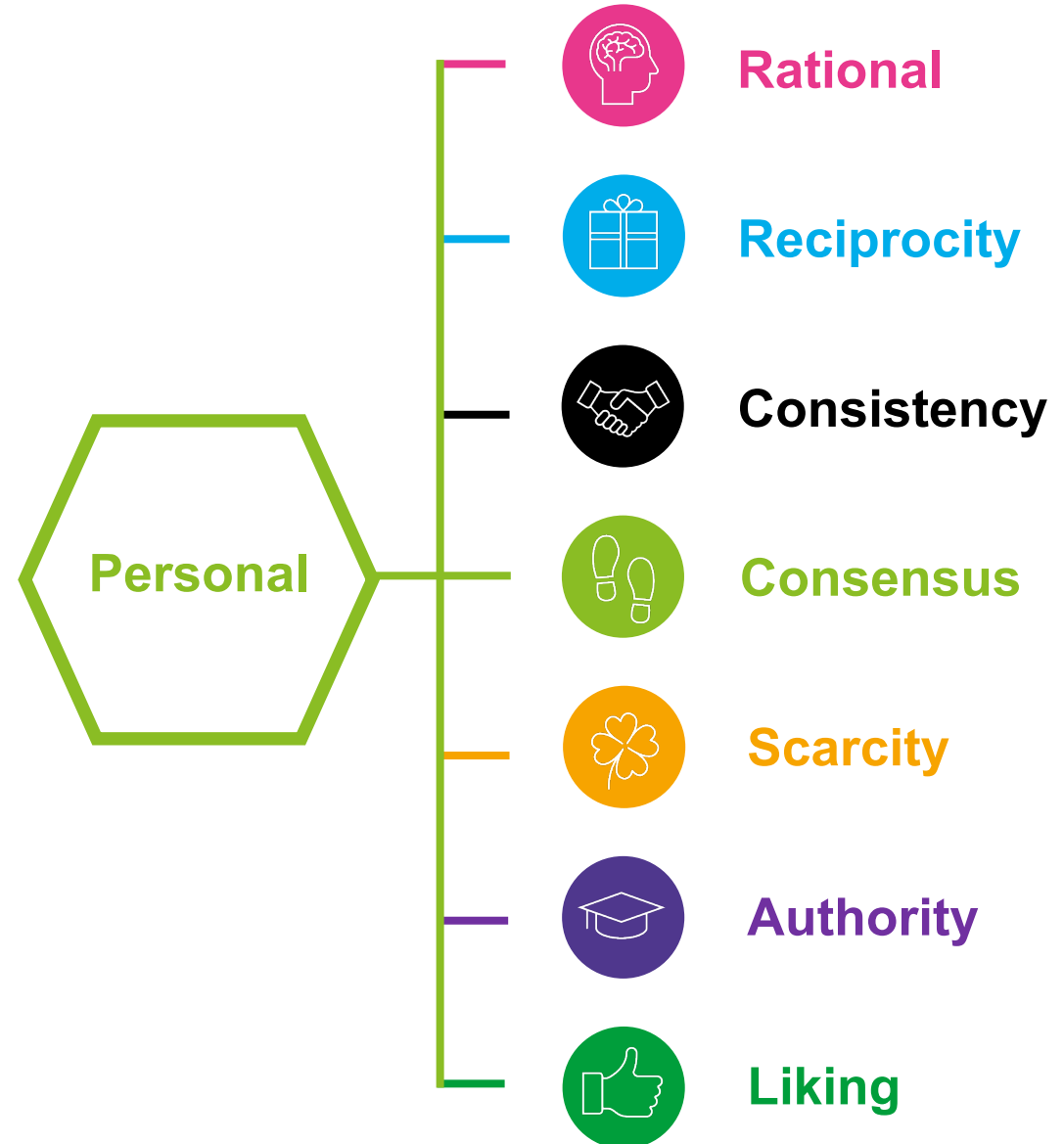
# Planning your appeal

As you have seen, personal appeals are scientifically proven and really do increase your chances of success.

Careful planning and consideration of the situation in advance will help you identify which appeals to use and how best to use them.

Consider:

- Your end goal.
- Their drivers and what's likely to motivate them.
- Their primary concerns and fears.



# Planning your appeal

When you have clear evidence to support your proposal

When you know you'll need their future support

When your 'ask' is significant and you need to break it down

When you can count on the vast majority of others

When they've got something to lose

When you've got the credentials

When building new relationships



Rational



Reciprocity



Consistency



Consensus



Scarcity



Authority



Liking

# Wrap Up

# Learning outcomes

Understand the ground rules and what matters most when persuading others

Learn how to deploy the main influencing strategies available to us

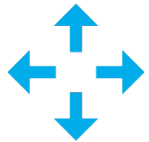
# Influencing others: **Key points**



Positional appeals only get us so far and might impact the relationship



Consider your situation and the situation of your counterpart



Use a number of personal appeals to maximise your chances of success

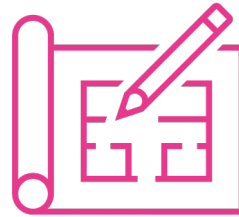


Always act with consideration and integrity when influencing others

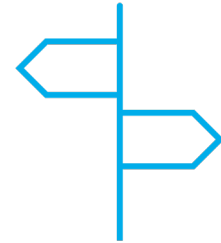
# Influencing others: **Action planning**



Consider what you are currently working and who you are working with



Plan your strategic approach and consider how best to appeal



Use a number of different appeals to maximise your chances of getting a yes