

## Leads Others : Effective Line Management

### Influencing Others

Time	Agenda Item	Slide	Interaction	Narrative/Notes
0-15	Set up			
	MS Teams set up with audio Interaction instructions	1	Discuss Tools Chat box	<ul style="list-style-type: none"> <li>Ensure webcams and audio are working, set out etiquette rules (mute, close emails etc), ensure familiarity with Teams functionality</li> </ul>
	Session expectations	1		<ul style="list-style-type: none"> <li>Aiming for a very interactive session – please question, challenge, and share your views as much as possible. We'll be working through some of your real world challenges and problems so be prepared to contribute fully throughout!</li> </ul>
	Introductions	1	Discuss Chat box	<ul style="list-style-type: none"> <li>Short introductions (name, job title, team size) if group has not worked together before. Intro from facilitator.</li> </ul>
	Learning outcomes	2		<ul style="list-style-type: none"> <li>Let's look at today's session in a little more detail – explain why this skill element is important:               <ol style="list-style-type: none"> <li>Understand the ground rules and what matters most when persuading others</li> <li>Learn how to deploy the main influencing strategies available to us</li> </ol> </li> <li>In order to grow and progress in our career we need to acquire a number of skills that help us not only work with others, but bring them round to our way of thinking.</li> <li>One of the most important skills on this list is the ability to influence those around us.</li> <li>As you'll see in this session there is much to gain if we can master this skill, you'll also see what we stand to lose if we don't. We'll also explore this very point later on.</li> </ul>

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	*Day off exercise	3	Breakout Exercise	<ul style="list-style-type: none"> <li>• Build: Person 1: Your position is...</li> <li>• Build: Person 2: Your position is...<i>Ask person 2 not to surrender to early</i></li> <li>• Build: Person 1 – try and persuade person 2 to let you have next Friday off instead</li> <li>• After breakout rooms create a discussion to establish what tactics they tried, worked and what didn't.</li> <li>• Expect – Asking nicely, bribery, cohesion, emotional background, authority, what terrible thing will happen if you don't get your way, exchange etc.</li> <li>• Wrap Up</li> <li>• When we're put on the spot we are often limited in our influencing tactics.</li> <li>• Without thinking things through we find ourselves either relying on negative tactics which are born from our level of power over the situation, or, the pressure that we can put on our counterpart.</li> <li>• We do of course have other tactics at our disposal, which we will explore in this session.</li> <li>• So, let's look at the session road map to establish what we want to cover.</li> </ul>
	Roadmap	4		<ul style="list-style-type: none"> <li>• Explain session roadmap</li> </ul>
15-25	Understanding Influence			
	What is 'influence'?	6	Chat box / discussion	<ul style="list-style-type: none"> <li>• Let's take a moment to consider what we mean by the term 'influence'?</li> <li>• Ask: What does 'Influence' mean to you? <i>Answers in chat</i></li> <li>• <i>Build on the answers in chat</i></li> <li>• Build: Influence – in our context of today's session - is about Appealing to others to make decisions in your favour!</li> <li>• We all know people who are incredibly persuasive: what ever the situation, somehow, they always seem to get others to agree with them, go with their ideas or do what they want them to.</li> <li>• And so are you! You've been practising the art of influencing others 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 likely already influencing people at regularly at work.</li> <li>• So, the good news is influence can be learned and mastered and you've already started on this journey!</li> <li>• If we can broaden our range of tactics, we increase our chances of success, and this brings with it many rewards!</li> <li>• Let's explore what these rewards might look like.</li> </ul>

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	Why is influence important?	7	Chat box / discussion	<ul style="list-style-type: none"> <li>• Ask: If we can be more influential, what do we stand to gain?</li> <li>• Build: <i>Reveal the answers and build the discussion</i></li> <li>• Picking up on this last piece. The further up the leadership pipeline we progress the greater the need we have for excellent influencing skills.</li> <li>•</li> </ul>
	Who are you trying to influence?	8	Chat box / discussion	<ul style="list-style-type: none"> <li>• Take a moment and consider your world at work right now</li> <li>• Build:</li> <li>• What are you working on?</li> <li>• Who are you working with?</li> <li>• Who do you need to influence?</li> <li>• Why? What decisions do you need them to make?</li> <li>• What makes it challenging?</li> <li>• As we move through the session, we're going to give you some tools to increase your chances of effectively influencing these stakeholders</li> </ul>

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20-35	Positional Appeal			
	Positional appeals	10	Discussion	<ul style="list-style-type: none"> <li>• As we learn, grow and move throughout our lives we tend to copy and learn behaviour from others, specifically those in positions in parental type positions (parents, teachers, team coaches, managers etc)</li> <li>• 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 what we call 'Positional' appeals</li> <li>• Ask: What do you think they are? Think back to your earlier influencing exercise with your colleague.</li> <li>• Build: Here are some</li> <li>• Status – Using rank or power to control the will of others and influence them in this way</li> <li>• Knowledge – Selling yourself as a subject matter expert and 'knowing' more than your counterpart to sway decisions in your favour</li> <li>• Coercion – Threatening your counterpart in some way to perform the obligation</li> <li>• Legitimizing – Attempting to persuade someone to comply with your appeal because of the position that they are in. 'The client is watching, you really need to do this'</li> <li>• Ask: What are some of the downfalls of these tactics?</li> <li>• Positional appeals can sometimes work however they are limited in their success and rely on a leverage-based approach due to the perception that one person is in a better position than the other.</li> <li>• So these might help us from a top-down approach however they are not likely to create engagement or trust in the relationship</li> <li>• Positional appeals also rarely help us influence customers, stakeholders, peers and those above us.</li> <li>• So we need other tactics to help us increase our chances of success</li> </ul>

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35 - 84	Personal Appeal			
	Personal Appeal	12	Chat box / discussion	<ul style="list-style-type: none"> <li>• This is where personal appeals come in!</li> <li>• Personal or psychological appeals have been scientifically proven to increase our chances of influencing others.</li> <li>• We will look at rational appeals in a moment and then move on to look at the work of Robert Cialdini. Cialdini was one of the first psychologists to uncover what really works without people knowing that they are being influenced.</li> <li>• 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.</li> <li>• The strength of these appeals centre on how they play to the tendencies and hardwiring of our brains.</li> </ul>
	Rational appeal	13/14	Chat box / discussion	<ul style="list-style-type: none"> <li>• <b>How it works, Build:</b></li> <li>• A common and accepted method of appeal</li> <li>• Influencing others by using logical arguments and factual evidence to show that an appeal is both feasible and relevant to the end goal</li> <li>• Important to use when there is lots of evidence available to justify the appeal</li> <li>• <b>Making the appeal, Build:</b></li> <li>• Be deemed as having greater expertise or better facts than those you wish to influence.</li> <li>• Gather your supporting evidence.</li> <li>• Explain the reasons for your appeal.</li> <li>• Present the information in a way that supports your point of view.</li> <li>• Show them how it's going to help them or be advantageous for them.</li> <li>• "Given the information to hand, the most logical approach seems to be...."</li> <li>• "I think this would give you...."</li> <li>• Ask: What examples of rational appeal can you share from your role?</li> </ul>

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	Reciprocal appeal	15/16	Chat box / discussion	<ul style="list-style-type: none"> <li>• <b>How it works, Build:</b></li> <li>• 'Give without receiving – receive without forgetting', <i>William James, 19<sup>th</sup> Century Philosopher</i></li> <li>• Over time we have developed an interesting social obligation</li> <li>• If we give things to others <u>unconditionally</u>, they will feel that they owe us something in return</li> <li>• The value of what we give has no resemblance to what they feel they might need to give us in return</li> <li>• <b>Making the appeal, Build:</b></li> <li>• Be the first to give to create the obligation to return the favour</li> <li>• Ensure that whatever you give is personalised to your counter part</li> <li>• Make sure that it's unexpected</li> <li>• Appeals must be genuine and unconditional. To act otherwise might constitute bribery</li> <li>• Ask: What examples can you share?</li> <li>• Personal: Spotify free trials, Christmas cards, dinner invitations</li> <li>• Subcontractor: For most subcontractors cashflow is critical! Arrange earlier payments in advance of renegotiating deadlines</li> </ul>
	Consistency appeal	17/18	Chat box / discussion	<ul style="list-style-type: none"> <li>• <b>How it works, Build:</b></li> <li>• Subconsciously, we like to be consistent with the things that we've previously said and done.</li> <li>• This helps us in 2 ways:</li> <li>• The more we say 'yes', the more we want to continue saying 'yes'</li> <li>• We don't like to back out of a deal, especially if it was public and voluntary</li> <li>• <b>Making the appeal, Build:</b></li> <li>• First get their agreement to the smaller commitments that they can make</li> <li>• Get them saying 'yes' then move on to the bigger issues</li> <li>• Get their public agreement</li> <li>• 'If I can get you X off the price you'll buy it, won't you'?</li> <li>• Interestingly when clients complete their own order form, they are less likely to change their mind and cancel</li> <li>• Ask: What examples can you think about or share?</li> <li>• Subcontractor: Getting them to agree to smaller commitments to finishing ahead of schedule prior to the larger request.</li> </ul>

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	Consensus appeal	19/20	Chat box / discussion	<ul style="list-style-type: none"> <li>• How it works, Build:</li> <li>• As we have evolved, we've kept hold of some of our ancestry chimp drives</li> <li>• We tend to have a strong drive to be accepted and be 'part of the troop'</li> <li>• When we are uncertain, we look to the actions and behaviours of others to determine our own, especially 'similar others'</li> <li>• 92% of online customers look at product reviews prior to making a purchase!</li> <li>• Making the appeal, Build:</li> <li>• Build a crowd!</li> <li>• Starting with those who are easiest to get on board</li> <li>• Next gain agreement from those who share similarities with those you are trying to influence</li> <li>• When making your appeal point to the crowd that are already bought into your proposal</li> <li>• Show them why it makes sense and bring in your rational appeal</li> <li>• Ask: What examples can you share?</li> <li>• Personal: Tip jars in Starbucks, busker's cases in the street.</li> <li>• Client: Demonstrating how other similar clients have placed their faith in the business. Showing the typical timelines that other similar clients have agreed to.</li> <li>• Sub Contractor: Explaining what similar contractors or competitors have agreed to do in the past when starting new business relationships.</li> <li>• Employee: Show the challenging team member that other team members have already agreed to a certain course of action.</li> </ul>
	<b>Practice 1:</b> Bit of fun	21	Breakout	<ul style="list-style-type: none"> <li>• Persuade your partner that you want some friends round for dinner</li> <li>• And you want him / her to cook but not take part</li> <li>• Working in groups think through possible appeals for:</li> <li>• Rational</li> <li>• Reciprocity</li> <li>• Consistency</li> <li>• Consensus</li> <li>• Wrap: Present ideas back to the rest of the group</li> </ul>

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	Scarcity appeal	22/23	Chat box / discussion	<ul style="list-style-type: none"> <li>• 55 – 80 mins: slides 22 - 28</li> <li>• How it works, Build:</li> <li>• We have a natural need to want to more of the things we can have less of</li> <li>• We are also more sensitive to possible losses than we are possible gains</li> <li>• Encourage others to take action by showing them what they stand to lose if they don't consider our proposal</li> <li>• Making the appeal, Build:</li> <li>• Begin by pointing out the benefits of your proposal</li> <li>• Create further interest by showing them why your proposal is unique</li> <li>• Finally demonstrate what they might lose or miss out on if they don't say yes</li> <li>• "I appreciate there are other options available to you..</li> <li>• "My concern is that they won't offer you the niche services that we provide to our exclusive client base"</li> <li>• Ask: What examples can you share?</li> <li>• Personal: Booking a flight, train fare or hotel – One seat left at this price!</li> <li>• Manager: Needing extra resources to complete a project. Point out that they will not meet absolute completion</li> <li>• Sub Contractor: Influence them by pointing out it will be hard to consider them again if they cannot be flexible on the schedule</li> <li>• Team member: Encouraging them to get the report in on time, explaining that they wouldn't want to lose credibility with the directors</li> </ul>



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	Authority appeal	24/25	Chat box / discussion	<ul style="list-style-type: none"> <li>• How it works, Build:</li> <li>• People want to follow the lead of and listen to credible experts</li> <li>• A sense of security and 'being in safe hands' reduces anxiety, uncertainty and creates the foundation for trust</li> <li>• Your experience, expertise, credentials and knowledge only help you if the people you are trying to influence know about it</li> <li>• Making the appeal:</li> <li>• It can feel awkward to brag about ourselves</li> <li>• Try drafting in an ally to make an expert introduction on your behalf. Ideally someone trusted by both you and your counterpart</li> <li>• 3<sup>rd</sup> party opinion often carries more weight than a direct approach</li> <li>• "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!"</li> <li>• Ask: What examples can you share?</li> <li>• New recruit: Have a team member speak with the new recruit and tell them about your excellent management style</li> <li>• Subcontractor: Let me get Chris to give you a call he's a really experienced problem solver, I think he can help us here</li> </ul>

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	Liking appeal	26/27	Chat box / discussion	<ul style="list-style-type: none"> <li>• How it works, Build:</li> <li>• The work of a good barrister is to make the jury like the defendant</li> <li>• People prefer to say 'yes' to those they know and like</li> <li>• People are also more likely to favour those who:</li> <li>• Cooperate with them</li> <li>• Are similar to themselves</li> <li>• Give them compliments</li> <li>• Making the appeal, Build:</li> <li>• Build rapport by matching and mirroring language, voice tonality and body language – <i>pace then lead</i></li> <li>• Inquire and take an interest in them and their position. Draw attention to similarities and common ground</li> <li>• Offer subtle, sensible and genuine compliments</li> <li>• "I can see your dilemma; we often find ourselves in the same position".</li> <li>• "Despite the challenge I can see that you're doing a great job of it".</li> <li>• Ask: What examples can you share?</li> <li>• Personal: I was once offered a job by a senior director. Before the interview started I noticed pictures of corporate golf days on the wall and asked about the course. We exchanged golf stories for 10 minutes before the interview started – it went very well from that point onwards.</li> <li>• Sub Contractor: Listening to their views and frustrations, showing them that the client putting pressure on puts us all in the same position. Reminding them of the great job they're doing and that they can be the hero in this story before asking them to meet an earlier deadline.</li> </ul>
	Practice 2: A little more like it!	28	Breakout	<ul style="list-style-type: none"> <li>• Use a variety of influencing strategies to persuade your contracted carpenter to stick with their original deadline and costs.</li> <li>• This will mean them squeezing 15 days work into 12. The deadline is 21 days from now.</li> </ul>
85-90	Wrap Up & Action planning			
	Revisit learning outcomes	31		<ul style="list-style-type: none"> <li>• Understand the ground rules and what matters most when persuading others</li> <li>• Learn how to deploy the main influencing strategies available to us</li> <li>•</li> </ul>

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	Key points	32		<ul style="list-style-type: none"> <li>• As a reminder the key points of the session are..</li> <li>• Positional appeals only get us so far and might impact the relationship</li> <li>• Consider your situation and the situation of your counterpart</li> <li>• Use a number of personal appeals to maximise your chances of success</li> <li>• Always act with consideration and integrity when influencing others</li> </ul>
	Action planning	28		<ul style="list-style-type: none"> <li>• Consider what you are currently working and who you are working with</li> <li>• Plan your strategic approach and consider how best to appeal</li> <li>• Use a number of different appeals to maximise your chances of getting a yes</li> </ul>
90	End			