

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

You are about to enter a breakout room

Person 1:

You've forgotten to book next Friday off for your friends' birthday!

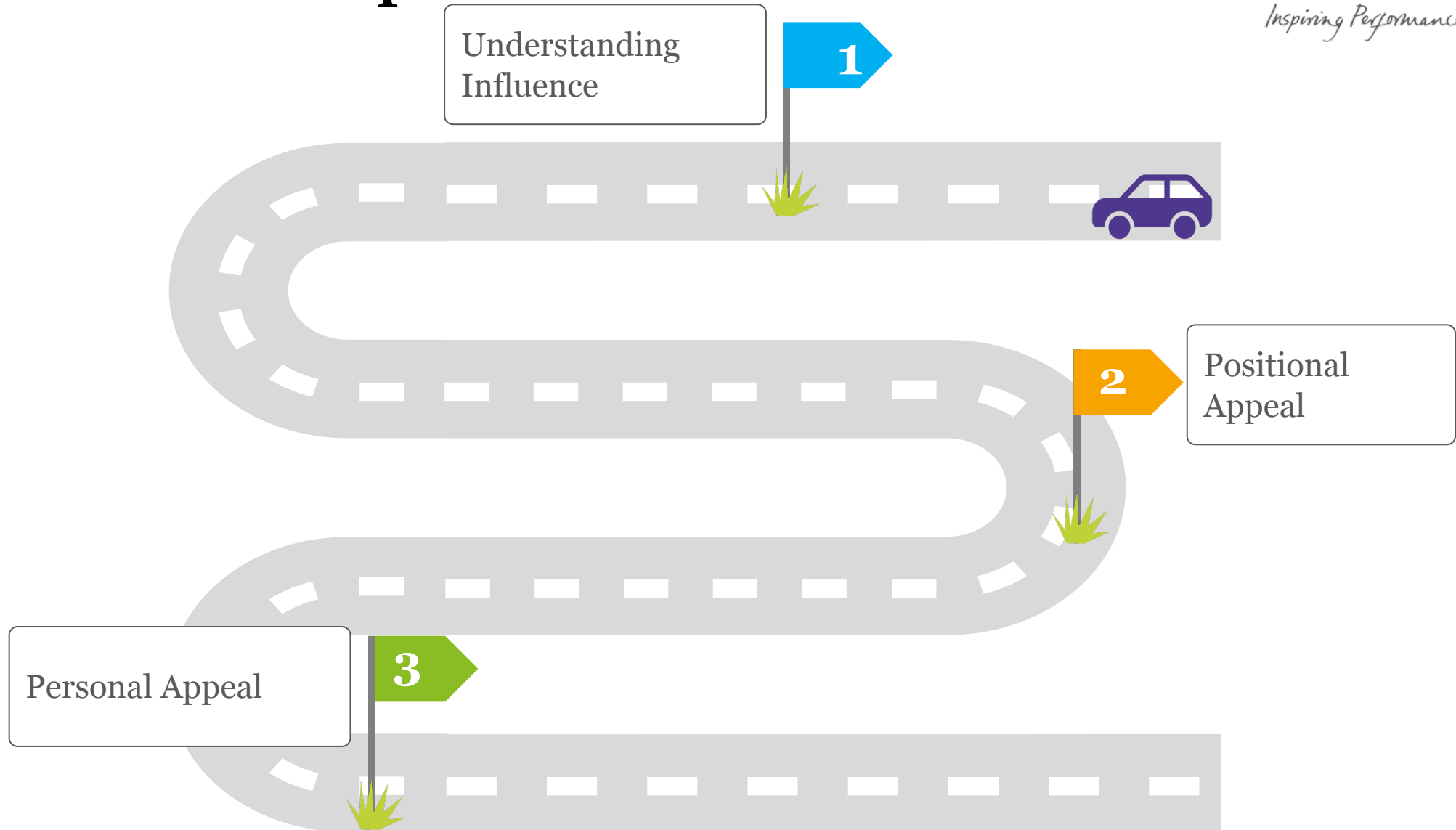
You've opened the holiday planner and realised that your colleague already has this day booked off and only one person can have leave on Fridays.

Person 2:

You've had next Friday booked off for months!

Person 1 – try and persuade person 2 to let you have next Friday off instead

Session roadmap



Understanding Influence

What is 'influence'?



What is 'influence'?

Appealing to others to make decisions in your favour!

Why is influence important?

Improving our influencing skills can help us:

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

Who are you trying to influence?

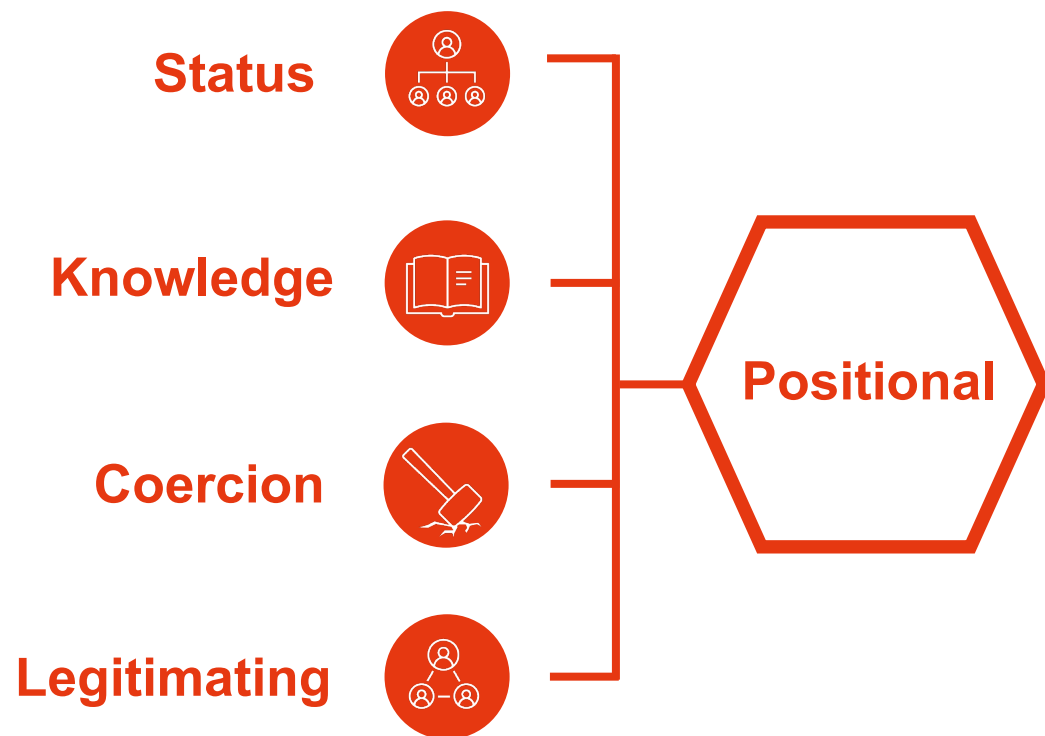


Think about your world at work!

- What are you working on?
- Who are you working with?
- Who do you need to influence?
- Why? What decisions do you need them to make?
- What makes it challenging?

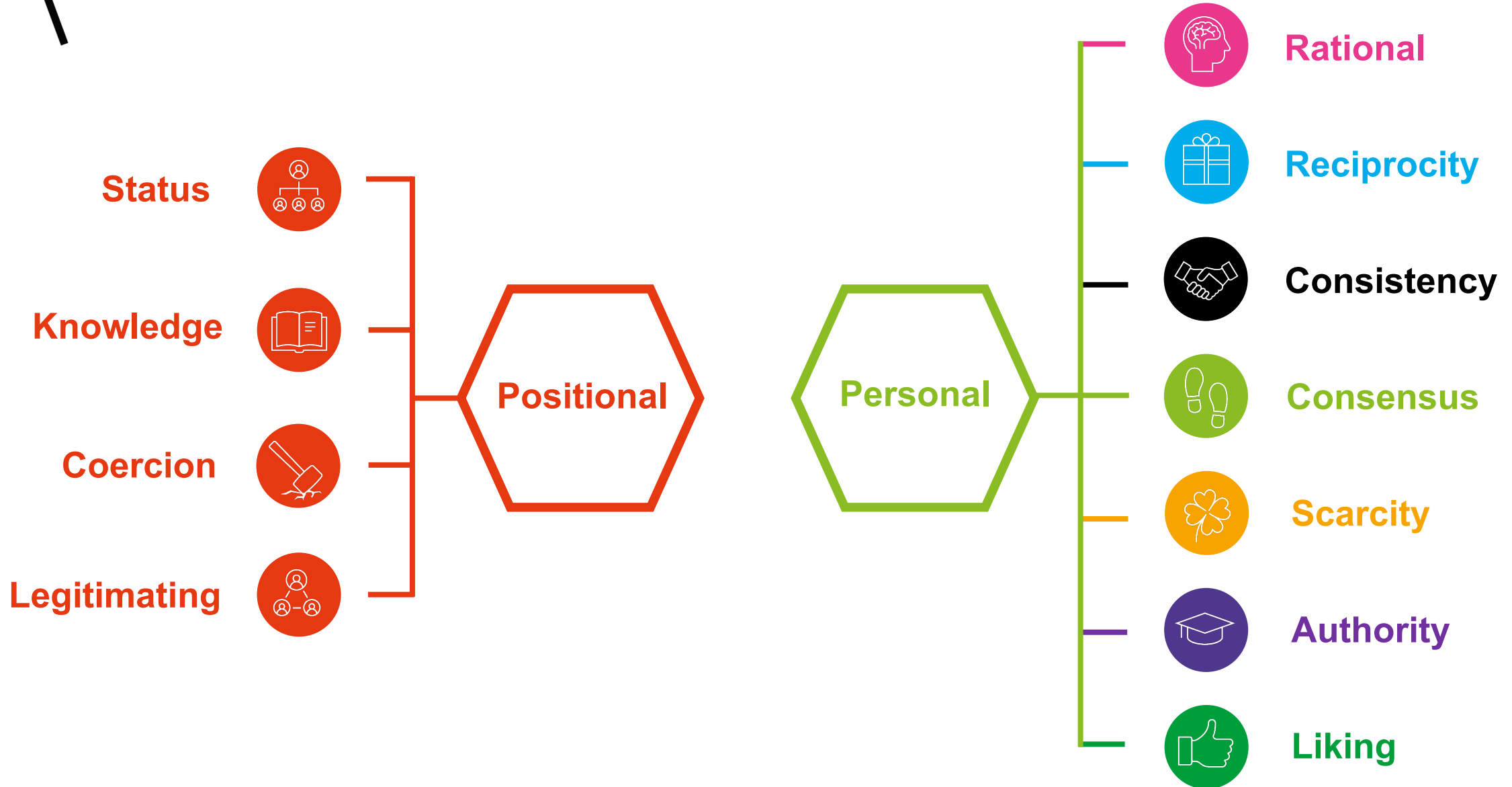
Positional appeal

Positional appeals



Personal appeal

Personal appeals



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
- Important to 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

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 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 might lose’.



Reciprocal appeal

How it works

- 'Give without receiving – receive without forgetting', *William James, 19th 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

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! Not the 5* food, not the luxurious spa, not the spectacular city views....it was the personalised and unexpected service that influenced the guests to reciprocate!



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', 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

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.



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

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!



Practice 1

A bit of fun!!!

Working in groups think through possible appeals for:

- Rational
- Reciprocity
- Consistency
- Consensus

Persuade your partner that you want some friends round for dinner

And you want him / her to cook but not take part

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

‘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’



Authority appeal

How it works

- People want to follow the lead of and listen to 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
- 3rd 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

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!



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 – *pace then lead*
- 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 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.



A job has been delayed due to a problem at the client's end and you have the job of getting it back on track.

The biggest issue is getting the carpenter on board – their work dates have already changed 3 times; their payments have been delayed and they are walking out.

They are really good and you don't want to lose them!

Practice 2

More like it

Use a variety of influencing strategies to persuade your contracted carpenter to stick with their original deadline and costs.

This will mean them squeezing 15 days work into 12. The deadline is 21 days from now.

Wrap Up

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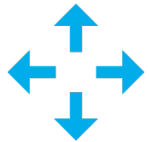
Influencing others: **Key points**



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

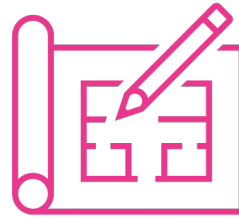


Always act with consideration and integrity when influencing others

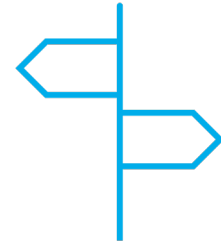
Influencing others: **Action planning**



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