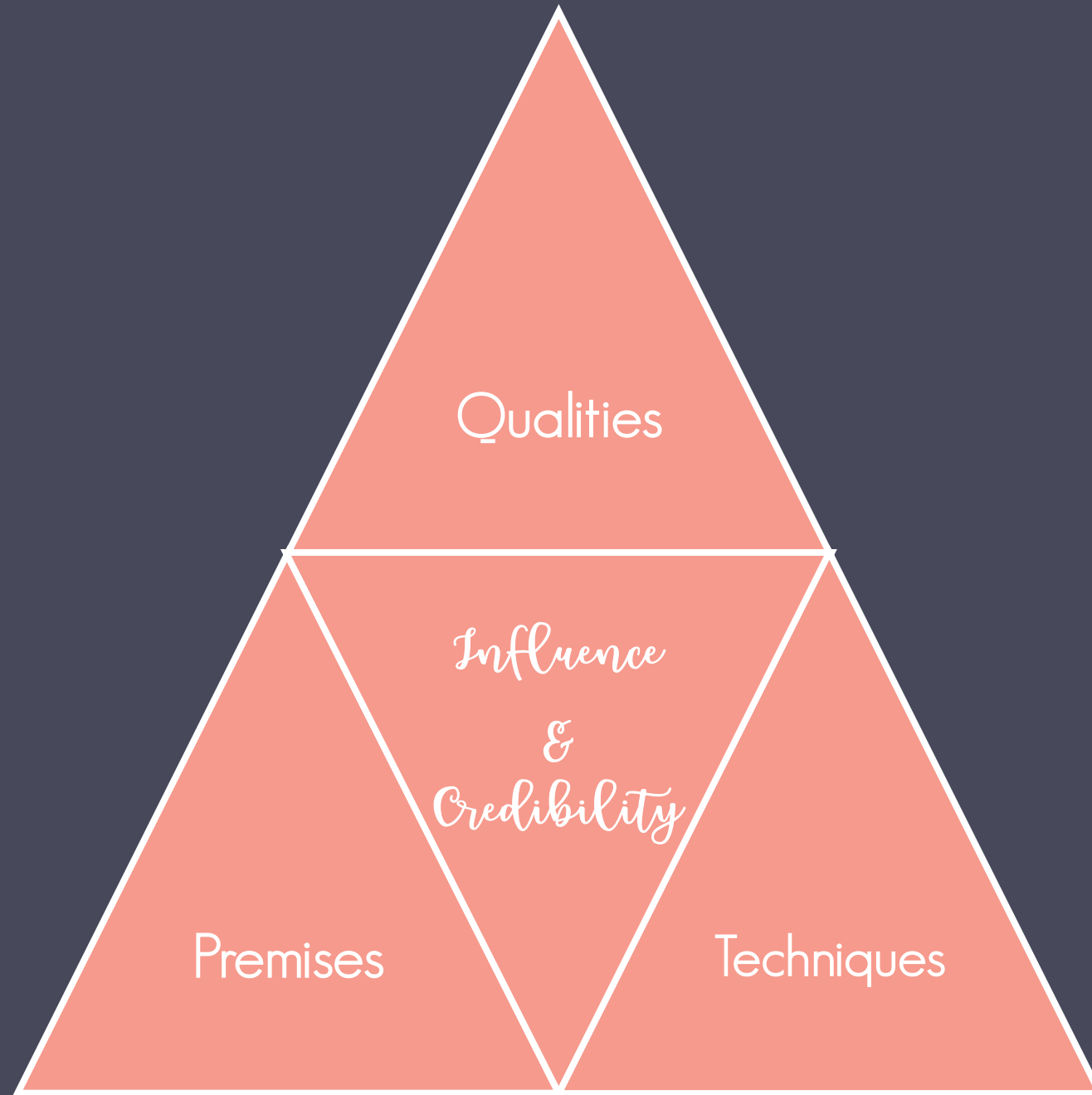


Influence Strategies Toolkit





Influencing Strategies Toolkit



- Welcome to your Influencing Strategies Toolkit!
- This toolkit is made up of 32 cards that are split into 3 categories. The 3 categories are; Premises, Qualities, and Techniques.
- The Premises are broad concepts and strategies in which to approach different situations. They draw on your qualities and steer you through the psychology of others that will serve you in differing situations. As you become more practiced in using the toolkit you're likely to feel confident and competent enough to use these premises independently, without the use of a specific technique to support you.
- The Qualities are the foundation and are about you and your personal characteristics. They set the tone for your MINDSET & INTENT when it comes to Influencing. All of these qualities can be developed and strengthened over time. By developing a strong set of these qualities you set yourself up for success to get the absolute best from the Premises and Techniques.
- The Techniques are more specific, structured and practical and can help you shape the conversation as you influence. These techniques are great in the early days of practise while you develop your new skills and build some confidence and competence until it becomes second nature to you.



- This toolkit is designed to give you a wealth of resources and complete flexibility in your approach so that you can influence effectively in a multitude of different situations and scenarios.
- We recognise that business often means things aren't black & white and you're often operating in the grey. With that in mind, rather than give you a structured model, this approach allows you the freedom to pick and mix to deal with all eventualities. That means you can use a card independently or maybe combine a premise and a technique for example. To illustrate just how flexible they are, there are 864 combinations within this toolkit!
- To gain the most from this toolkit, use them to help you plan how you will influence prior to a situation by giving consideration to the situation and the audience you want to influence. They can also be used to help you reflect after an interaction to figure out what worked/what didn't and why and shape your approach for next time. Above all, EXPERIMENT! There's no right or wrong so feel free to try out different things in different situations and different combinations. When you find out what works and what doesn't, record it in your learning and share it with others to help them learn from your experiences too.

PREMISES



Give & Take

Give & Take



Give & Take works on the basis that if you do something for someone, they are likely to feel better about doing it for you in return. They might even feel obliged to help you in future. Think of this as

"You scratch my back; I'll scratch yours"

If you do something nice for someone, they'll do something nice for you — return the favour, tit for tat ... you get the idea. People are wired this way. If you do someone a favour, they tend to feel indebted to you. They want to pay you back somehow.

The key with give and take however, is not **what** you give, but more **how**...be the first to give and make it personal and unexpected.

We liken this premise to sowing a seed today that we grow and be ready for harvest in the future. What you give today creates a willingness in the other party to return the favour with interest potentially much later down the line due to the selfless act that you planted at the beginning.

PREMISES



A Rare Treat

A Rare Treat



This premise works on the basis that people are more interested in and are more compelled to act when something is difficult to obtain or might run out.

It's not enough to simply tell people the benefits of your proposal you'll also need to point out what is unique and what they stand to lose.

In a work context, this can often be the case when you are looking to influence someone over the use of a limited resource, whether that be time, FTE, budget etc

PREMISES



You know best

You Know Best



People react positively to those who are experts on a given subject if they respect them. The vast majority of the human population is made up of followers.

They will respect experts who have an important message, an effective style, and a platform from which to speak. Whether for good or ill, experts wield enormous influence.

This premise is great for when it's important to demonstrate some expertise. It's important to signal to others what makes you a credible expert on your topic or that there is someone else champion you and recommend your expertise.

PREMISES



Know where
you stand

Know Where You Stand



People respond well to and are influenced by those who are consistent in their message and committed to a publicly stated cause. If you remain consistent, the response you get is likely to be consistent also.

Be consistent in conveying your message - between different people and over time.

Commitment and consistency can be leveraged as a two way street. We are more credible as influencers when we are consistent and follow through on commitments and at the same time we can hold others to account on the commitments they have publicly made.

"The captain of a ship remains visible through the storm" - They are committed to the ship, the crew and the course that they set.

PREMISES



Anything for
you

Anything For You



People respond well to people they like. An obvious truth is that most people prefer to say yes to someone they feel they know or like as a person.

There are a number of traits that draw people in:

Similarities - people like people like themselves and so are influenced by those that have similarities to them in many ways.

Compliments - paying someone a compliment has a strong effect on the degree of influence you may have. In effect, your compliment shows that there are things you like about that person and in turn they are more likely to look for the same in you.

Cooperation - working together with people on mutual and common goals.

Contact - making an effort to spend time with people, time that is not focused on your agenda.

Small Talk - It's also evidenced that taking time before getting down to business to discover things we have in common on a personal level through small talk hugely inflates the degree of influence.

Another is **physical attractiveness** - like it or not, the way we look plays a sub conscious part in our ability to influence others. In a work context, this can easily translate into how well presented and groomed and to what degree are we an advert for our campaign? (If you were looking for a personal trainer, you'd want to work with one who was physically in shape right?)

PREMISES



Safety
in
numbers

There's safety in numbers



When people see others doing something, they feel better about doing it themselves. The idea that people will do what other people around them are doing. You've probably given into this kind of influence.

You see a group of people looking up into the sky. What are you going to do? You're going to look up into the sky, too.

It's that simple. **Monkey see. Monkey do.**

To influence in this way, advertise what other people are doing to the group that you are aiming to influence to encourage them to come on board.

As the influencer, your task is to normalise your proposal by highlighting all of the other people that have done the same thing.



QUALITIES

Be Confident

Be Confident



Self confidence is all about your mental attitude of believing in, trusting in and relying on yourself and your abilities. When we are feeling more confident we are much better able to turn our potential into performance and in the case of influencing other, then the more confident we feel in our level of skill in influencing then the more successful our attempt is likely to be. Real confidence is present when you feel comfortable, especially in situations where the outcome is unknown and there is uncertainty.

In order to have a greater sense of self confidence, there are 2 stages that are important for us to focus on:

Step 1 - Develop Awareness Step 2 - Build Self Confidence

Self Awareness	Build Confidence
Identify the self limiting beliefs - what story are you telling yourself?	Face your fear - step out of your comfort zone and have a go. This is your opportunity to give yourself evidence to back up your new story to yourself
Accept It - skills take time to be developed, everybody has to start somewhere. You're not defined by your previous attempts.	Get Feedback - Find someone who will give you a confidence boost with some motivational and developmental feedback. Make sure it's someone you trust to be honest and kind and has good intent to support you
Challenge your mindset - rewrite the story you tell yourself based on your successes and achievements in other contexts and situations.	Stay humble - reflect after interactions to assess what went well and what you could improve on for next time. Capture and make notes of these points for yourself for when you are preparing next time



QUALITIES

Be Brave

Be Brave



Being brave is about having courage. Courage is your strength to face difficult circumstances (or sometimes difficult people) head on. It is valuing something greater than yourself and involves taking risks to protect your ideas and vision – knowing that success is more than possible, even when it may be doubted by others.

Having courage takes a strong faith in your abilities and growth and involves often making yourself vulnerable, risking sharing information and thoughts/feelings and daring to stand out and be a bit different.

To build courage you can work on:

- Building your self discipline – stay strong and loyal to your vision and the big picture, acknowledge and accept actions and consequences and keep up positive self talk
- Stay close to your beliefs and values – live your values and know what you are willing to sacrifice
- Surround yourself with other courageous people – Notice other courageous people in your business – who are your role models? Visualise your vision. Share it with these people and seek their help in making it a reality.
- Practice it! Treat it like a muscle and exercise courage. Take risks and try new things.



QUALITIES

Be Trustworthy

Be Trustworthy



The big daddy of Influence. Of all of the influence traits, this is the most crucial. Lose it and you lose influence. Trust is easier said than done. Trust is a fine balance of your intent and integrity along with your capability and your track record and requires consistency in your behaviours.

Some simple, yet critical ways you can build trust:

- Keep your promises
- Be open and honest in your communications
- Be accountable for your actions and decisions
- Listen
- Set clear expectations
- Be loyal and respectful



QUALITIES

Be Passionate

Be Passionate



Passion is the fire in your belly for what you do. It's how you express your enthusiasm and eagerness and is the ignition for your success. Passion is a strong emotion and a state of strong desire. Passion creates energy – an energy that is noticeable and transferable, hence why it plays such a strong part in influencing others.

To overcome barriers to passion:

- Encourage a fresh flow of ideas
- Communication needs to be flowing in all directions to increase passion
- Value diversity - Invite and encourage debate and disagreement
- Nurture and grow emotional intelligence



QUALITIES

Be Devoted

Be Devoted



Devotion & commitment are the underlying force behind achievement. The more determined you are to reach a specific goal, especially in the face of adversity, the more likely you will succeed.

Quite often though, we possess a reluctance to commit. We hold back, often through fear of the responsibility or obligation.

Demonstrating commitment is a beneficial trait when influencing because of the value it provides to both yourself and the other party:

- Clarity
- Purpose
- Sense of security
- Increased focus
- Impetus to take risks

Commitment is easier to come by when you believe in what you are trying to influence others over and it supports your own personal values and therefore you have a natural integrity with your message.

There's nothing worse than analysis-paralysis when it comes to influencing. Those who possess a strong trait of commitment get noticed and have a magnetising effect. People who matter don't judge you and others will support, admire and respect you. You demonstrate a sense of dedication which is very appealing to others, particularly where there is risk involved.



QUALITIES

Be Empowering

Be Empowering



Empowering others is all about sharing information, power and rewards with others so they can take initiative and make decisions to solve problems. Successful leaders let others take responsibility and make it ok for them to make mistakes. Permitting people to fail is one of the hardest parts of empowering but is often the most talked about.

There are some simple things you can do to empower people more:

- **Believe all people have worth** - holding everyone able and capable of change, that each and every person has personal strengths. As a leader, having positive regard for people and demonstrating the unique value that they bring.
- **Trust that others will grow** - have faith in people that they will make the right decision and do the right thing with the right intent
- **Show patience** - know that it takes time for people to grow and change and be tolerant of that.
- **Show humility** - be open for new experiences and ideas and that others can contribute more than you in certain situations - it's ok to not know everything all of the time. Show your vulnerability to those around you and ask for their input and help.



QUALITIES

Be Likeable

Be Likeable



Likeability is not just about being friendly. It's about creating positive attitudes in other people and galvanising them towards a common goal – does your story resonate and compel them?

Likeability is about how positively you are viewed by another person.

In order to create a positive attitude in another person you need to provide them with emotional and physical benefits to working with you.

Some simple, yet often overlooked ways to do this include:

- Be real and authentic – true to yourself
- Treat everyone with respect
- Put your hands up when you are wrong
- Pay attention and notice; Listen to others views
- Have fun and laugh!



QUALITIES

Be Present

Be Present



Presence begets presence.

Personal presence may be difficult to define, but we all know it when we see it.

Someone walks into the room and people step aside. Heads turn. Conversation opens up to include them.

- When they speak, people applaud or chime in.
- When they ask, people answer.
- When they lead, people follow.
- When they leave, things wind down.

People with presence look confident and comfortable, speak clearly and persuasively, think clearly even under pressure. They act with intention and with good intent. People with presence reflect on their emotions, attitudes, and situations and then adapt. They accept responsibility for themselves and the results they achieve. People with presence are real. They present their genuine character authentically. What they say and do matches who they are. They influence others through their presence.

TECHNIQUES



The Dawn Raid

The Dawn Raid



This is the Joker in the pack!

Whilst you may see this way of influencing happen around you it is not one we recommend or advocate. There are plenty of other ways to have greater influence which renders this one unnecessary!

To spot it in action, you're likely to see a degree of forceful aggression and significant pressure. People who exert their power in a demanding fashion, often throwing their weight around and being quite intimidating, using threats to get their way. They express anger towards people who do not meet their expectations.

Let's leave this kind of technique to those who need it, like the emergency services and military professionals hey?

TECHNIQUES



The Great Expectation

The Great Expectation



The Great Expectation is a technique that can be used in situations where there is a need to persuade others that your request is something that they should comply with because of their situation, position or job role.

For example, you may use this technique if you were putting forward a proposal on reducing the business' carbon footprint to the Head of Corporate & Social Responsibility.

“Given your role as the Head of C&SR, our proposal on reducing the carbon footprint of the business is something that sits within the remit of your role and is something that the government will be looking to see from us”

TECHNIQUES



The Fan Club

The Fan Club



The Fan Club technique is about rallying the support of others to then help you to influence or negotiate your target audience.

This support might come from a group that operates in a different space than you and but has close links with those you're looking to persuade.

Maybe you're recommending some process changes to the billing teams that you have identified as part of your role in the customer experience team. You know this is impacting the complaints dept also and so you get their support in order to influence the billing teams to agree.

TECHNIQUES



The Wheeler Dealer

The Wheeler Dealer



This technique is quite straight forward and is quite frequently used for basic negotiating.

It involves a simple exchange - an explicit promise of a reward or benefit for agreeing to your request.

It's important to note that this technique is quite different to the premise of A Rare Treat in that this is an "in the moment" exchange. A Rare Treat as a premise is based more on a longer term relationship whereby the favour may be repaid at a later date and through a sense of obligation as opposed to request.

In it's basic form it sounds like "If you agree to my proposal to do X then I will give you Y"



TECHNIQUES

The Senior Sponsor

The Senior Sponsor



This technique often gets used in situations where there is a bigger programme of work to be influenced or a significant cost/budget involved.

It works on the basis of gaining support from a senior stakeholder prior to making a request of the person/audience to be influenced.

By having their sponsorship and support, the hierarchy can prove to hold the influence or in some cases the “celebrity endorsement”/reputation of that sponsor can create the desired effect.

TECHNIQUES



The Charming

The Charmer



The Charmer works his/her magic by putting their efforts into getting the other person into a good mood and pulling the strings to get them to think favourably of them. It might involve the stroking of ego's to create the level of influence they're looking for.

How it might sound:

"Hey, you've been on fire lately! You're an expert and brilliant at this stuff, there's nobody else I'd feel confident in to get this where we need it. You're the man/woman for the job"

TECHNIQUES



The Rational Reasoner

The Rational Reasoner



This technique is all about creating a logical argument for your proposal based on evidence and the facts. It is often used to demonstrate how viable something may or may not be and create a solid case for your recommendations.

It's a very safe way to influence and can be highly successful with the right audience. On the flip side it can also be quite dull and uninspiring, particularly if you are trying to create change focused on improvements.

It's a great technique where a lot of data and analysis has taken place in the background to create your proposal and recommendations.

TECHNIQUES



The Favour for a
Friend

The Favour For A Friend



The favour for a friend plays on interpersonal relationships and seeks “a special favour” of others.

How it might sound:

“I need a big favour. You’ll be a total lifesaver if you can do this for me.”

TECHNIQUES



The Cheerleader

The Cheerleader



People who use this technique do so by drumming up enthusiasm and creating some buzz around their proposal.

They focus on getting their case to resonate with others through an emotional pull/plea focused on peoples values and ideals in an attempt to inspire them to follow. They work hard in their influencing approach to create confidence in others that they will succeed.

An example of where this technique might be useful is for situations that involve new innovative products and services.

TECHNIQUES



The Inclusive Decision Maker

The Inclusive Decision Maker

This technique works on the basis of consulting with others. To use it effectively would be to get those you wish to influence involved in the early stages, giving them opportunity to contribute, have input and shape the solution, plan, strategy or change.

This can be a useful technique when you are not the expert, you are trying to drive continuous improvement or when there are a lot of people/parties with a vested and differing interest in your plans.

Top tips for using this technique:

- Decide upfront what is not up for debate and be clear on those things E.G. the outcome may be fixed but how you get there can be flexible
- Work to provide choice and options for those involved.



TECHNIQUES



The Perspective Taker

The Perspective Taker



This technique requires you to put yourself out there a bit. It's at the opposite end of the spectrum to being a control freak.

It involves changing your frame of reference and looking at the situation through another lens, a fresh pair of eyes, sometimes the perspective of the other party with which you might currently be at odds over a decision.

To use this technique effectively, it requires you to be curious. Take time to think how others think, feel how others feel, simulate the experience they may be having and consider things from that position. It means holding back assumptions and being accepting to the fact that there are 2 sides of the coin.

Be prepared and open to being influenced yourself when using this technique.

TECHNIQUES



The Flexer

The Flexer



The Flexer is skilful at noticing and recognising other people's behavioural and communication preferences and then adapting to them.

This technique involves you using your body language, facial expressions, voice tone/vocal dashboard and the words/language that you use to flex your default style to that of the other person.

When we communicate in the same "language" as another person and behave similarly to them, they warm to us and our premise of "people like people like themselves" kicks in and begins to positively impact the influence we have.

TECHNIQUES



The Loss Avoider

The Loss Avoider



Most people are motivated by the prospect of loss rather than gain. For example, it can be more of a vote winner to say “vote for the other guy and things will be terrible” than it is to say “vote for me and things will be great”

This technique can be useful when it doesn't seem appropriate for the cheerleader approach and also when you want to move people towards a change that they're yet to understand the benefits of E.g. good to articulate what the competition is doing

A word of caution – take care with this technique, particularly in situations where people feel vulnerable.

TECHNIQUES



The Credibility Creator

The Credibility Creator



This technique naturally relies on having a strong track record and being highly competent at what you do. Therefore, it is a technique that requires time, experience and expertise to use it well.

However, this technique involves a little more than that. The true credibility creator builds on those credentials by demonstrating 2 other things to their audience to be influenced:

- They are prepared for all eventualities
- They display the right judgement

These 2 points can be evidenced in a much shorter period of time allowing you the opportunity to being able to utilise this technique much sooner whilst you develop that track record along the way.

TECHNIQUES



The Win/Win Collaborator

The Win/Win Collaborator



This technique's success is all down to the users skill in Assertiveness.

Assertiveness works on the basis of a mutual respect for each others rights and hold each other and ourselves accountable to those rights. It also means, I have the courage to state my own wants and needs AND the consideration to listen to and deliver on your wants and needs also - resulting in a win/win situation and true collaboration.

This technique rises above the idea of negotiation and looks to be a higher alternative to compromise.

It can take a lot of energy and a bit more time to use this technique successfully. It is also dependent on both parties being willing to participate.

This is a good technique to use when it's apparent that 2 groups have objectives and goals that don't appear to be aligned and are pulling in different directions.

TECHNIQUES



The Commitment Builder

The Commitment Builder



This technique sits perfectly with the premise “Know Where You Stand” in that people like to look for consistency from you in order to be influenced by you.

That consistency can be built gradually and influence gained over time by using the technique of building commitment. If you succeed in getting someone to make a small commitment, it is much more likely they will go on to make a bigger commitment.

It's a more “**slow and steady wins the race**” approach, so not the best technique when you want to gain influence quickly, this is more suited to the longer term game.

TECHNIQUES



The Storyteller

The Story Teller



When you want to influence others, then being able to tell a good story will help.

Rather than dealing in facts and figures, this approach aims to resonate with people by painting a picture of your vision.

It's important if you want to influence, that your story is compelling - it makes people want to be part of it. We can make our story compelling by crafting in in chapters:

- Chapter 1 - How has the landscape changed?
- Chapter 2 - Where are we in relation to this?
- Chapter 3 - What's the big ambition/big idea?
- Chapter 4 - What's the ask I'm making of you?
- Chapter 5 - What we'll get when we do this?

TECHNIQUES



The Nosy Neighbour

The Nosey Neighbour



A little less intrusive than it sounds, this technique is all about being completely interested in the other party. It's about getting off your own agenda and getting onto theirs.

This technique plays the long game so not the one for time critical situations.

It works by the virtue that if I focus all my attention on listening to them, then in turn and over time, they will be more inclined to listen to you and give credit and support for your ideas when you need it.