

Steering the Course of Effective Influence

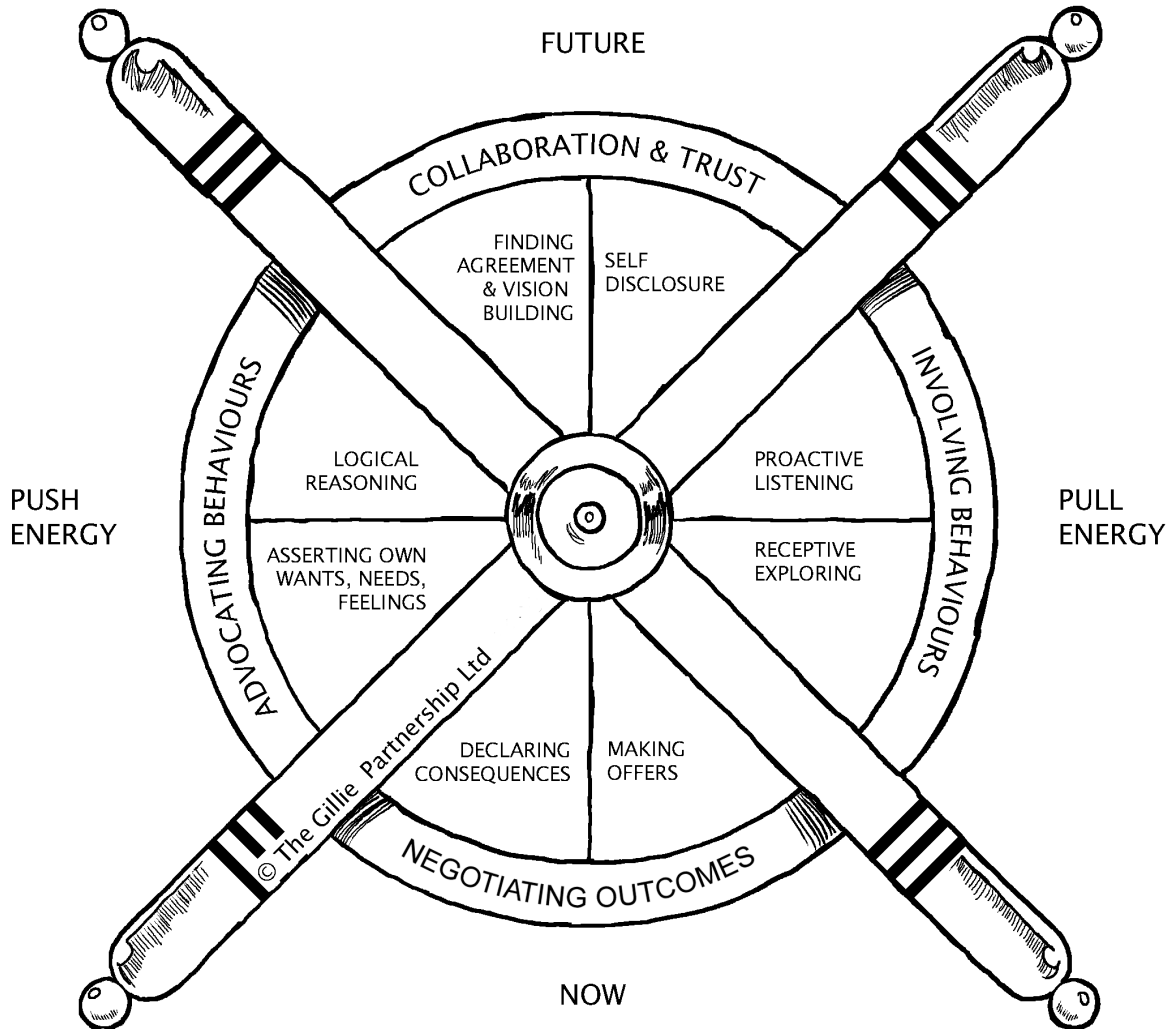


Figure 1: Steering the course of effective influence

A model of effective influence

The Four Segments

1. Advocating Behaviours

In order to influence you, I need to be prepared to declare my position to you and to do so in a way that is clear to you. I can do this in two ways:

By persuading you with *Logical Reasoning*

By *Asserting my own wants, needs and feelings*.

2. Involving Behaviours

However, to influence anyone, they must be receptive to my message. People will not be receptive to me or be influenced by me if I am not prepared to be receptive to them or be influenced by them sometimes. I can demonstrate that I am receptive to others in two ways:

By *Proactively Listening* to them

By *Receptively Exploring* their position.

3. Collaboration and trust

Long-term business effectiveness relies on influencing the same people in different situations on different occasions.

Fact: I am more likely to be open to your ideas, views and proposals if I trust you and have experienced you wanting to work collaboratively with me in the past.

I can foster collaboration and build trust in two ways:

By *Finding Agreement and Vision Building*

By *Self-Disclosure*.

4. Negotiating Outcomes

There will be times when my wants and needs may not correspond with yours and it will be difficult for us both to get 100% of what we want in a particular situation. When this is so, I need to be able to find a workable compromise that is as satisfactory and possible for us both.

I can negotiate outcomes with you in two ways:

By *Making Offers* to you that help you say 'yes' to my expectations

By *Declaring Consequences* and being clear with you when there will be negative consequences if you don't meet by expectations.

By moving flexibly between these eight behaviours, depending on what the situation requires, I stand a good chance of getting the outcomes I need in a way that is likely to build our relationship.