

INFLUENCING, PERSUADING AND NEGOTIATING





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Influencing is using a variety of information, arguments and skills to move somebody along a particular spectrum of ideas, thoughts or decisions. Influencing is connected with selling an idea, selling your idea and in this context the idea that you are selling relates to your views and your expertise as to how to resolve or make better current provisions, projects or situations.

In *Understanding Organisations* by Charles Handy, Handy describes influencing skills in three zones:

- Tough battler, Friendly helper, Logical thinker

The Tough Battler has drive, energy, commitment, self-assertion, power and leverage points. Concerned with winning and doing it their recommended way. They influence behaviours such as language – ‘this is what I think you must do’ rather than ‘this is what I think you could do’. Often repeating the same piece of information until the person hears ‘their message’

Friendly Helper

Friendliness, openness, co-operative, including others, appears to understand emotions, has developed the relationship to a point of trust. Concerned with developing and maintaining positive relationships.

Particularly influencing behaviours appear as natural appeal, making friends, trading favours.

Logical Thinkers

They are calm, logical, thoughtful, organised. Use logical argument and debate. Appeal to common sense, concerned with facts and information. Typically influencing behaviours demonstrated in this zone include:

- appearing to be logical, presenting facts well, quoting and understanding rules
- using the hierarchy and power bases within organisations

Some Initial Questions on influencing

- What is your own influencing or natural style of influence?
- Do you use more than one?
- Do you Comfort Zone in one?

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THE PUSH OR PULL THINKING

Influencing styles also can be described as people that push or people that pull in order to assert influence within a given situation.

Push Style

People that Push are characterised by behaviors including clear proposal of information, giving information but blocking out or shutting other ideas down.

The rationale of the Push style is that people are influenced by convincing proposals which are well made and well argued with supporting documentation, information, evidence, facts and figures.

Pull Style

The pull style is characterised by the conception around behaviors such as:

- Testing understanding
- Seeking information
- Building consensus

The rationale of the Pull style is that people are influenced more readily by uncovering their needs, motives, aspirations and concerns.

The Pull style tends to rely upon the quality of questions used to test, understand and to seek information and the ability to build upon ideas and proposals.

This style is often associated with people who have a high degree of emotional literacy.

Crafting relationships with the right people, at the right time
An emotionally literate individual can use empathy to anticipate responses when requesting something from someone – “how do they see it?” Empathy can help to understand the person or group we are trying to influence and persuade, including using their language and understanding their concerns.

According to Robert Cialdini in his book “The Psychology of Persuasion” Influence is

‘The deliberate, systematic process of getting others to support your ideas’. Certain triggers are more likely to evoke in a ‘yes’ response from someone you are trying to influence. We influence others by communicating and behaving in ways that are more likely to trigger a ‘yes’ response from someone you are trying to influence. We influence others by communicating and behaving in ways that are more likely to trigger a ‘yes’ response. Influencing is using a variety of information, arguments and skills to move somebody along a particular spectrum of ideas, thoughts or decisions.

THE GROW MODEL
IS BASED AROUND
THE THEORY THAT
USING QUESTIONS
RATHER THAN
INSTRUCTIONS



Cialdini developed the idea of 6 universal forms of influence:

- Reciprocity – people feel a sense of obligation to people who have given them something
- Commitment & consistency – people do what they believe is consistent with their commitments
- Social proof – people make their decisions based on what they think other people are doing
- Liking – people are more likely to do things for people they like
- Authority – people will do something if they feel an authority wants them to
- Scarcity – people want what they think is scarce

Concluding with the idea that the 2 most important qualities for success influencing are enthusiasm and optimism.

Negotiation

Negotiation is often described as a discussion between two or more parties seeking to find common ground on issues of mutual benefit, where both parties seek to make a mutually acceptable agreement that will be kept by both sides.

Sometimes negotiation is seen as having a set of outcomes of which some are more desirable than others.

This is particularly if you are negotiating with people who you will have other negotiations with or that you want to further develop trust and an effective working relationship with.

Outcomes of negotiation can be:

Win / Win both parties get something important for them out of the discussion

Win/ Lose one party significantly benefits from the outcome of the negotiation at the expense of the other party

Lose / Lose both parties do not gain any tangible benefits from the potential development of the working relationship.

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Adjournment allows both parties to agree to pause the negotiation often for further research or thinking in order to return to the negotiation at a defined and agreed point.

The main four stages of negotiation are:

- Prepare: Assess objectives – yours and theirs,
 - Decide on areas of flexibility.
 - Plan approach and sequence of events
- Discuss: Exchange positions and issues
 - Create a positive working climate.
 - Listen carefully and question thoroughly.
- Propose: Specify what you want
 - Seek compromise – get a win/win outcome if possible
 - Remember optimum and fallback positions.
- Bargain: Ask for what you want – modify if required
 - Don't concede without exchanging.
 - Reiterate the value of your solution.

When planning ahead, you may wish to consider:

- What are your goals?
- What will you trade?
- What might be the alternatives?
- What is your relationship with the person/team/organisation?
- What is the expected outcome?
- What are the consequences of winning or losing?
- Who has the power in the relationship?
- What is a possible solution?

Negotiation: Some Key Principles

- identify overlap and/or similarities – common ground
- Remain positive and focus on interest rather than position
- Focus on the desired outcome
- Stick with the important issues
- Preparation, including identifying options
- Have an agreed process and use it
- Have deadlines
- Take time out to reconsider, assess where we are now

SOMETIMES
NEGOTIATION IS
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ARE MORE
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OTHERS

- Recognise that we can learn from others
- Acknowledge and work with differences
- Use 'we' statements, rather than 'I' statements
- Assertiveness
- Flexibility and creative thinking
- Balance of power
- Compromise is all right

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