

# Influencing People

Achieving Results, Building Relationships



with

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Participant Materials





**Following is a list of Influence situations. Please tick those that are familiar.**

<b>Situation</b>	<b>Familiar</b>
1. Getting my manager to agree to my request	
2. Achieving mutual acceptance of a deal that is not ideal for either person	
3. Getting a client to accept (understand) why their request (e.g. for refund) was refused	
4. Helping a customer understand and accept why forms and/or procedures have changed	
5. Influencing a colleague staff member who is more senior or experienced than you	
6. Getting a staff member who reports to you to change a long held opinion	
7. Getting that staff member to change their behaviour	
8. Saying NO to someone who is requesting something you don't agree with or have time for	
9. Saying NO (as above) when that someone is more senior	
10. Walking away from 'a deal' without damaging the relationship	
11. Other	



## Introduction:

Many people believe that influence is simply a matter of getting people to do what you want. They then take the approach of a negotiator or bargain maker...

“If you do this for me then I’ll ...”

“You must agree to ...”

“I have always helped you so ...”

“If you don’t do this for me then ...”

“This is so important and so urgent you must ...”

And sometimes this approach works. However it is a very limited view of and approach to Influence.

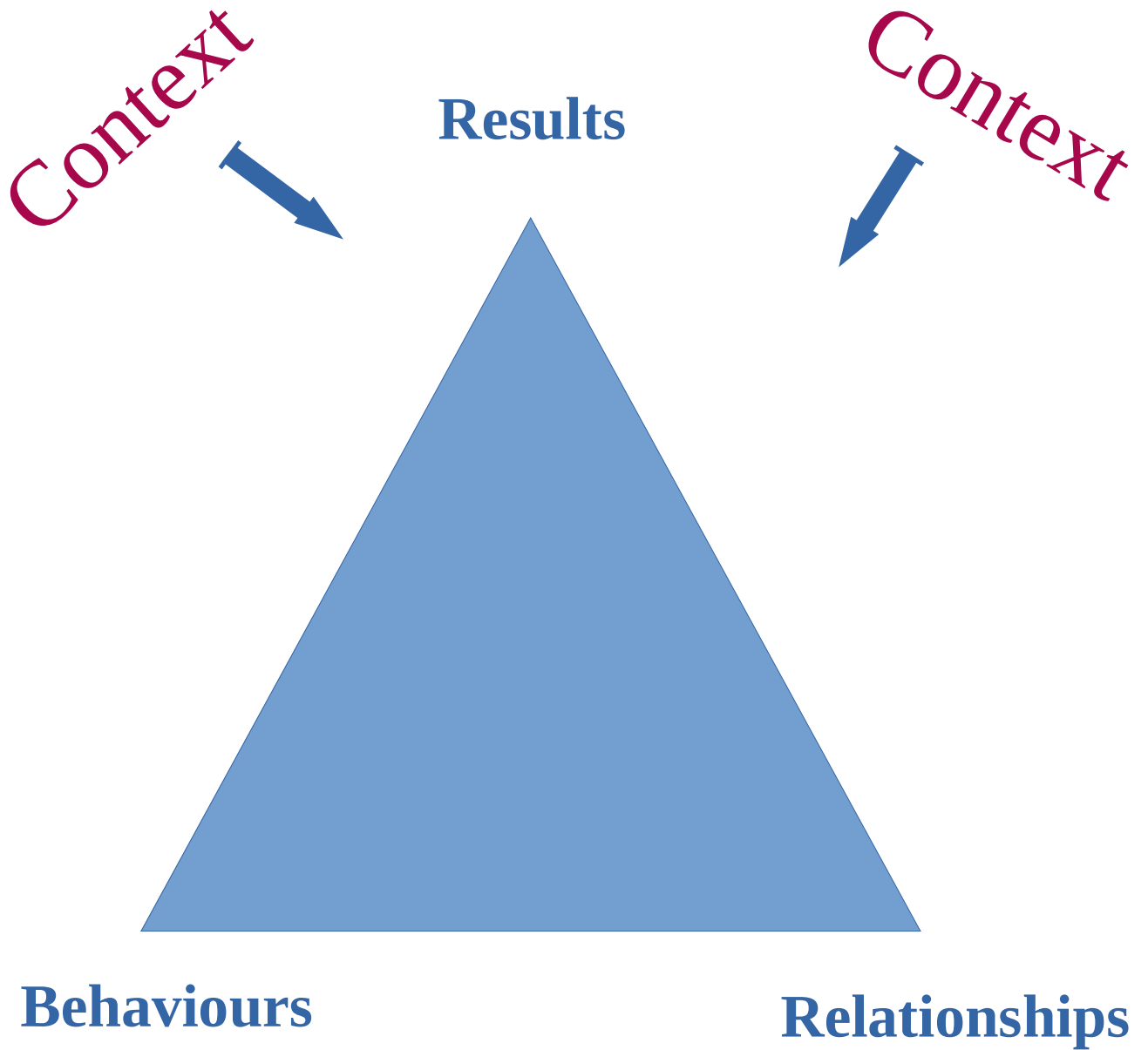
Whatever aspect of business we are in; customer facing, audit, production, sales, most senior, most experienced or a new joiner to the organisation – all must recognise that the ‘one-off’ contact or deal has become increasingly rare. Today we must work to build and maintain a good relationship with our contacts. That contact may be a customer, it may be a supplier, a regulator, a competitor or a colleague.

Therefore there is much more to Influence than Results, i.e. getting people to do what you want.

I believe *the key to successful influence is:*

***Achieving your results while building relationships.***

*I suggest thinking of Influence in the following way ...*



# The Influence Triangle



We can see from the Triangle that Influence involves Results or Goals, Relationships and Behaviours – all impacted by the Context.

## Achieving Results

We need to have a clear focus. Getting the *results* you want depends greatly on knowing what it is that you want to achieve. Being clear up front on the result that you are aiming for (*your influence purpose and goal*) enables you to *choose the behaviour* that will have the best chance of getting you there, given both your level of skill and context in which the influence is taking place.

Being able to *Focus* means both *clarity about the goal* and *persistence in pursuing it*. Being persistent does not mean never letting go, but rather having a willingness to hold important goals in mind and attend to the opportunities and appropriate timing for continuing to pursue them.

Good Influencers give thought to a **range of criteria** (not just one or two) and they consider maximums and minimums under each heading both for themselves and for the other person.

## Building / Maintaining Relationships

Increasingly our world is changing. We have fewer and fewer opportunities for ‘one-off’ influence situations. Most of our important business, professional and personal relationships are ongoing. Relationships in which we communicate and influence one another develop a history. Any specific influence opportunity or event is affected by the past.

## Principles

A basis for building influence relationships is a set of principles. Some of these are *implicit* (unspoken but integral to the relationship) and some are *explicit* (discussed and agreed upon.)

Implicit principles include:

- **Fairness** – the other will strive to be just and even-handed, to play by the rules.
- **Integrity** – the other will honour any agreements that he or she makes.
- **Trust** – you can assume that what the other says is true.

Some people assume these principles to be true unless they experience the contrary, others assume them to be false unless proven true by experience and some people simply take a wait-and-see attitude about them in any new influence relationship. Once you have earned the other’s



assumption that these principles are true, any seeming abandonment of them will cost you dearly in trust and the ability to influence successfully.

Explicit principles include but are not limited to:

- **Agreement to agree** – on a specific issue of importance to both or all parties, you begin by committing to a process that will only end when both or all parties are satisfied with the result.
- **Agreement to listen** – if any party is unsatisfied with the way things are working you will take the time to listen to one another’s concerns. This also implies that if any party is unsatisfied they agree to say something about it to one another rather than to third parties.
- **Agreement to resolve conflict** – if conflicts arise, you are committed to resolving them satisfactorily. If you cannot do it yourself you will jointly ask a third party to help you resolve it.
- **Agreement to think “outside the box”** – you will put aside current limitations and assumptions and explore possibilities without premature judgement.

If these principles are in an influence relationship, the result will be **trust**. Trust is badly needed, but often in short supply, I’m sorry to say. When people trust one another, things get done. Time is not spent in political activities or “watching your back” or sabotaging agreements. Energy is not wasted in unproductive conflict or duplication of effort. Influence happens in a natural way as part of the give and take of getting on with business when people don’t feel they have to keep score.

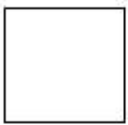


**TRUST?**

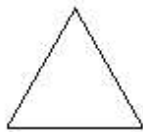


## Style

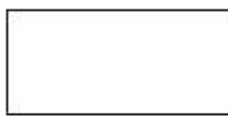
Dr. Susan Dellinger developed this rather interesting concept. Our preferred shape tells a lot about our personality type, preferences, how we make decisions, handle information etc etc. It's called Psychogeometrics.



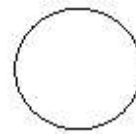
BOX



TRIANGLE



RECTANGLE



CIRCLE



SQUIGGLE

Do the indicators correlate with your personal style?

### BOX

Organized  
Detailed  
Knowledgeable  
Analytical  
Patient  
Persevering

### TRIANGLE

Leader  
Focused  
Decisive  
Ambitious  
Competitive  
Bottom-line

### RECTANGLE

In Transition  
Courageous  
Searching  
Inquisitive  
Growing

### CIRCLE

Friendly  
Nurturing  
Persuasive  
Empathetic  
Generous  
Stabilizing

### SQUIGGLE

Creative  
Motivating  
Futuristic  
Intuitive  
Expressive  
Witty

BOXES want everything in the right place at the right time with no surprises; they are meticulous, analytical, traditionalists and often perfectionists. If a BOX makes a commitment, you can count on them to keep it. The negatives? They can be anti-social, have tunnel vision about their beliefs and are resistant to change.

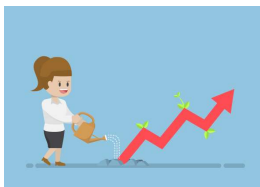
BOX bosses expect you to be prepared, make appointments to talk with them and stay within the allotted time. If you want to win an argument, do your homework and be prepared with hard data. BOX customer? Don't expect to sell on the first call.

TRIANGLES get to the point. This shape symbolizes leadership, so expect ambition, competitiveness and a bottom-line person. They don't easily get sidetracked, they set goals and they are driven. They always



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want to take over and be the team leader. Expect a TRIANGLE to interrupt you, work hard, play hard and use a power handshake. Anyone you recognise?

TRIANGLE bosses are committed to excellence, give clear direction and are great in a crisis. But they do not tolerate mistakes and have difficulty admitting their own. They like to delegate, but take the credit. How do you deal with them? Do your job well, show leadership and make communications direct and succinct.

RECTANGLES are in a state of transition. That makes them more inconsistent, unpredictable, inquisitive and open to change. The RECTANGLE wants something better, so they can suffer from low self-esteem. Don't be surprised if they're forgetful.

If your co-worker is a RECTANGLE, they'll be prone to accusing others of "dropping the ball." They'll change procedures on the fly or make midstream dramatic changes. You may have to be ready to pick up the slack and pose questions to make the RECTANGLE stop and think about the implications of their decision. Good luck!

CIRCLES are the friendliest shape and the best communicators. They have the most difficulty when they must deal with conflict. They are accommodating and a group's stabiliser.

At work, CIRCLES will try to ensure the best work environment because they are not power-oriented but more concerned with people. It may be difficult for a CIRCLE to make a decision, so get others to buy in first when you need their support.

SQUIGGLES are constantly thinking up new schemes. They are creative, intuitive and the opposite of the BOX. SQUIGGLES are naturally expressive and always excited. As a result, they tend to be very motivating as well as witty.

At work, SQUIGGLES are very competitive and, since they're also very persuasive, they often succeed in getting their ideas accepted. They will become impatient with co-workers when they're not understood. Squiggles hate paperwork and can't understand why it's necessary. Solution? Ask them to find a way to minimise it!

**I suggest you should see these as guidelines NOT immutable characteristics. But this model can be valuable in considering others and what style will work best to build or maintain a good relationship and also achieve your result.**



## Behaviours

Being good at influencing others is no accident. Many of us when influencing have some skills, techniques or tools we depend on for most situations and a few we call on when our usual approach doesn't work or when the situation calls for something different. These skills, techniques or tools we refer to as 'behaviours'. Effective influence involves the use of a variety of behaviours. The ability to assess the situation and the other party and then decide which are the most appropriate behaviours will distinguish the successful from the average influencer.

As individuals the area we have most control over is that of 'Behaviours'.

Influence involves a complex set of behaviours. Influential communication is intended to result in action by the other party. There are many ways to influence others; some are direct and some are indirect\*.

Direct influence includes both Push and Pull Behaviours.

- **PUSH** Behaviours
  - Tell
  - Sell
  - Negotiate
  - Enlist



Examples: I need..., Here's my suggestion..., I believe we must..., Here's how we will benefit..., I know that you and I believe..., If you... then I...If you don't then..., Our future will be great when..., We can do this together...



- **PULL** Behaviours
  - Inquire
  - Listen
  - Attune
  - Facilitate

Examples: How do you feel..., Help me understand your position..., What do you think of..., I understand you to say... is that right..., We both value..., Your help is vital to me..., I'm worried about..., I don't know if..., Is this issue your greatest concern..., What do you think will happen if we can't agree...



\* There is also '**Indirect Influence**'. This includes the use of third parties, political connections, and tactics that often do not include personal contact (either verbal or written) with the other party.

While sometimes effective **these techniques carry great risk** and can often prove destructive to the long-term relationship between both parties involved and can have significant negative impact on your reputation.

**See Page 10 to 14 for more detail on types of Behaviours.**

## Context

**The context of an influence event** consists of important issues that are present and have an impact on the result you are aiming for, the person you are trying to influence; the background or environment in which influence is taking place.

Context includes:

*Current economic, market or organisational issues and events*, Covid 19 is obviously a very big contextual issue these days.

*Current state of mind of your influence target*; her or his needs, concerns, attitudes, feelings in relation to these issues and to you.

*Organisations, departments or groups* (and their Cultures) with which either of you is associated.

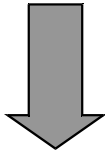
The context may be favourable or unfavourable to influence or to the use of specific influential communication behaviours. **Timing is a factor in every influence situation.**





There are two major categories of Influence Behaviours.  
These break down into further groups / sub behaviours.

# **Expressive Behaviours**



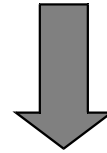
**Tell**

**Sell**

**Negotiate**

**Enlist**

# **Receptive Behaviours**



**Inquire**

**Listen**

**Attune**

**Facilitate**



## **Expressive Behaviours**

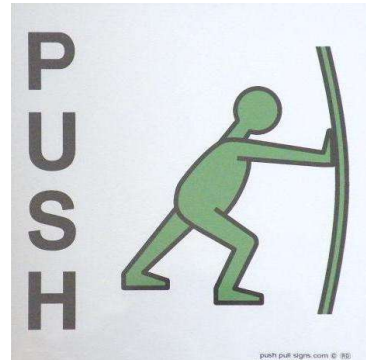
### **Tell**

#### **Suggest**

Offer useful suggestions, Share ideas freely  
Come up with good solutions to problems faced

#### **Express Needs**

Express needs directly, Take strong position and  
Clearly state what you believe should happen



### **Sell**

#### **Offer Reasons**

Support proposals with good reasons  
Have a good rationale for ideas  
Help other understand logically why they should follow your suggestion

#### **Refer to Shared Values**

Show how your proposal fits in with their beliefs  
Clarify goals/values that support your ideas  
Help other see common ground on which your solution / proposal is based

### **Negotiate**

#### **Offer Incentives**

Be willing to offer a fair exchange when asked for something, Help other to see what's in it for them, Appreciate when it will cost other and look for ways to make it easier

#### **Describe Consequences**

Explain realistic consequences of cooperation/noncooperation, Honestly communicate what you will do if there's no agreement, Be matter of fact

### **Enlist**

#### **Envision**

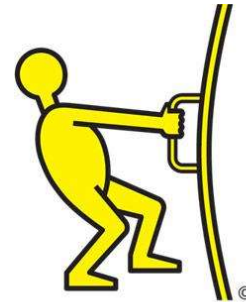
Help other to see clear vision of success, give a real sense of what could be accomplished together, Use enthusiasm and create excitement

#### **Encourage**

Actively encourage other to act, show belief in their ability to accomplish things, give supportive 'pep talks' when needed



## **Receptive Behaviours**



### **Inquire**

Ask open-ended questions  
Ask thought provoking questions, involve other by asking for their opinion, be open minded

Draw out  
Explore information and ideas, don't take things at face value,, follow up and probe, help explore many aspects of problem / issue

### **Listen**

Check Understanding  
Paraphrase, Show that you have good understanding, Summarise to ensure understanding before moving on to other topics

Test Implications  
Check the strength of others opinion/position, Clarify implications of what's said, Help other explore limits of opinion or idea

### **Attune**

Identify with Other  
Look for and comment on areas of common ground, Show other party that you understand/respect their issues/concerns

Disclose  
Be open about your motivation, Admit errors or shortcomings, Ask for help, Don't come across as having all the answers

### **Facilitate**

Clarify Issues  
Help other to clarify their issues, Enable them to face up to things they need to address without telling them what to do, Help other confront difficult issues

Pose Challenging Questions  
Challenge other to identify possible action steps, Frame question that help other think things through, Motivate other to act by focusing on key questions



## Expressive Sentence Starters

### Tell

#### Suggest

How about this? We...  
One possibility is...  
I suggest that...  
What if we...  
Here's an idea, we could...

#### Express Needs

Here's what I'd like...  
I'd prefer you to...  
It's important to me that...  
I need...

### Sell

#### Offer Reasons

The reasons are...  
We should be aware that...  
The facts are...  
Here's why...  
My analysis shows...

#### Refer to Shared Values

We believe...  
You and I are both interested in...  
What can help us progress...

### Negotiate

#### Offer Incentives

Here's what I could do to make this work...  
If you will...I will...  
In exchange I can...  
It's only fair that I help by...

#### Describe Consequences

If you don't...then I...  
Here's the consequences of not...  
I am considering ...if you wont...

### Enlist

#### Envision

Here's what I believe could happen...  
I can see us...  
I imagine (envision)...  
Picture this...

#### Encourage

I know you're capable of...  
I have every confidence in...  
I know we can...  
I believe that as a team...



## Receptive Sentence Starters

### Inquire

Ask open-ended questions

**What do you believe...**

**How else can we...**

**What worries do you have...**

**What do you think about...**

Draw out

**Tell me more about...**

**Help me understand...**

**Explain a bit more about...**

### Listen

Check Understanding

**So what you're saying is...**

**You seem to believe that...**

**I'm hearing you say...**

**Let me see if I understand your point...**

Test Implications

**It seems to me you're concerned about...**

**If we do that you're worried about...is that right?**

**If we do this it may affect you negatively. Is that how you see it?**

### Attune

Identify with Other

**I understand how you may feel...**

**If I were in your position I would also feel...**

**I can see the problem for you...**

Disclose

**I want to tell you why I need this...**

**I made a mistake when...**

**This situation is very new to me...**

**I was wrong about...**

### Facilitate

Clarify Issues

**So it seems that you...**

**I understand that you want... and yet...**

**So your concern is...**

**On the one hand... and on the other...**

Pose Challenging Questions

**How could I persuade you...**

**How far are you willing to go if...**

**What could you do that would...**

**What alternatives do you have...**





## **Influence Strategy**

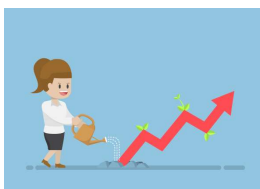
**Research conducted into successful Influencers and Negotiators identified their greatest strength and most significant differentiator was the extent of preparation, planning and practice they put in. They recognise the value of time available in advance of the actual interaction. They spend that time in research. They gather information – obviously of great value with ‘the BOX’. They also give careful thought to contingencies – i.e. what to do if agreement not possible. They weigh risks versus opportunities and they make an effort to predict outcomes, implications and reactions.**

**Taking into account the above and all the preceding information in this document I suggest the following. When you have a significant issue or objective that requires you to influence a colleague, boss, client or partner you need to develop your INFLUENCE STRATEGY. The following template provides the structure:**

		<b>Your Plan</b>
<b>Result / Your Objective</b>	What is the situation? What are you trying to achieve? Ideal outcome? What is your minimum ... what will you settle for... are you willing to ‘walk away’? Varied criteria... yours and theirs?	

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<b>Relationship</b>	Who is the other party? What has your relationship been to date? How do you want the future relationship? How much do you need them and they you?	
<b>Style</b>	What is their Style? Which style are you most comfortable with?	
<b>Behaviours</b>	Push or Pull behaviours? In what order? What will you say? What questions will you ask?	
<b>Context</b>	Organisational or other environmental issues of relevance?	

**Having completed your Strategy Template consider the option of practicing the discussion with a trusted partner before addressing the real party concerned. And ask for their feedback.**



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## Further Reading – References:

**GETTING TO YES, NEGOTIATING AGREEMENT WITHOUT GIVING IN, Roger Fisher**  
Penguin Books

**GIVE AND TAKE, Chester L Karass**  
Harper Business Books

**GETTING READY TO NEGOTIATE, Roger Fisher**  
Penguin Books

**NEGOTIATING AND INFLUENCING SKILLS, THE ART OF CREATING AND CLAIMING VALUE, Brad Mcrae**  
Sage Publications

**GETTING PAST NO, W. Ury**  
Business Books

### **Influence**

The Psychology of Persuasion  
Robert B. Cialdini

**How To Win Friends and Influence People**  
Dale Carnegie





**Thank you and best of luck with all your influence situations and all your relationships.**

