

Influencing People

Achieving Results, Building Relationships



with

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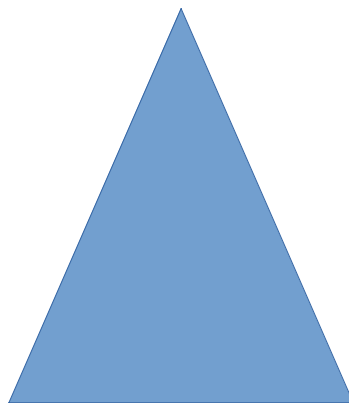
Workbook

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

| Situation | Familiar |
|--|-----------------|
| 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 | |

What is your definition of effective influence?

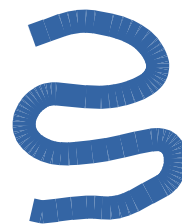
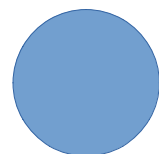
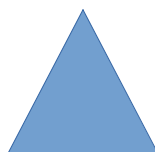
The Influence Triangle



What should we consider under the heading RESULTS?

What issues impact RELATIONSHIPS?

STYLE?



BEHAVIOURS include...

The CONTEXT involves:

Influence Strategy

| | | Your Plan |
|------------------------------------|---|-----------|
| Result / Your Objective | 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? | |
| Relationship | 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? | |
| Style | What is their Style? Which style are you most comfortable with? | |
| Behaviours | Push or Pull behaviours? In what order? What will you say? What questions will you ask? | |
| Context | Organisational or other environmental issues of relevance? | |

Best of Luck with all your Influence.