**Influence**

Influence is one of the key differentiators in management. Those who really get on are consistently effective influencers. They show the ability to influence at every level and in any situation and they demonstrate flexibility in their approach.

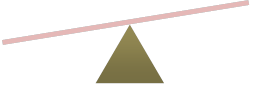
This module will help you to-

* Use a range of influence techniques to achieve objectives.
* Explain the difference between impact and influence
* Confidently influence at all levels

**Balance**

In any influencing situation we are faced with a balancing act. On the one hand we have our personal objective that we want to achieve (and a successful influencer must be clear on their desired outcome) and on the other hand we have the relationship we want to maintain.



A successful influencer will always consider both aspects and judge their approach accordingly. There are times when the objective outweighs the relationship and there are times when the relationship outweighs the objective.

**Intent and impact**

The quality of any communication can be measured by the response it gets. You could make the most articulate argument, but if your target does not understand then the communication has failed. In influence there can often be a gulf between the message you intended to send and the message that you actually transmitted. We call this the difference between intent and impact.

The impact of your message is affected not only by your words, but also your tone and your body language. The effective influencer will ensure that everything is in congruence. Their language clear, and their tone and posture communicate confidence.

**Flexibility**

We instinctively adjust our grip depending on what we are holding. Imagine now how you would hold a very ripe tomato, and how you would hold a cricket ball. The same flexibility needs to be observed in influence. A range of techniques will add variety and flexibility to your approach.

Assertion will deliver quick results and achieve compliance - e.g. I need you to be here at 8.45 tomorrow. Persuasion will convince people of your point of view and provide justification - e.g. I recommend that we go with the first bid, for 2 reasons; reason 1……..and reason 2….

Involving will generate a higher level of input and commitment - e.g. This is where I’d like us to get to. What ideas do you have on how we can achieve this?

**Influence Matrix**

This is a summary of the various styles. Try them for yourself.

Power words. Your power of influence can be undermined by leaky words that fail to convey the strength or commitment you aim to communicate. We’re sure you can think of others to avoid!

|  |  |
| --- | --- |
| Power words | Leaky words |
| Certainly  Absolutely  Definitely  Exactly  I’m sure  Actions  Will  (silence) | Maybe  A bit...  Possibly  Or there abouts  I think  Could  Um...err  At all |

**Key Learning’s**

* Be clear on your outcome, but flexible in your approach
* Weigh your desired outcome with managing the relationship and base your chosen technique on the specific situation
* Expect a positive outcome and make sure that your body language reinforces your message
* Watch for the reaction of your influence target and adjust your behaviour accordingly
* Be comfortable with silence it conveys confidence
* Keep learning!

This has kindly been supplied by Rob Wilkinson

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