



Presented by Hassan Kamel, MS
OKA

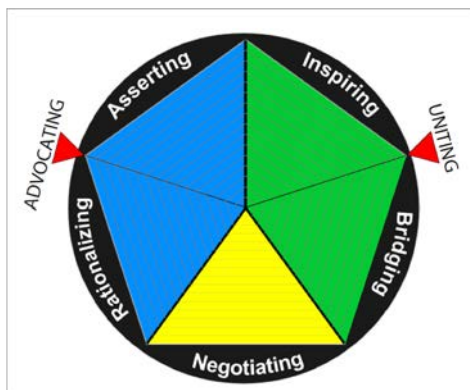


Influence Defined

The **interpersonal behaviors** that we use to **impact** another party's choices.



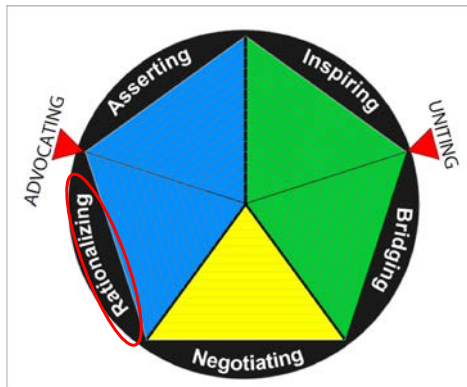
Influence Orientations



Receive and explore your ISI Report



Influence Orientations



Rationalizing Style and Power

- Rationalizing results when you believe power resides in the data.
- If power is in the data, then logic and reason will win out, and what you need do to influence is to explain and inform and let reason do the rest.

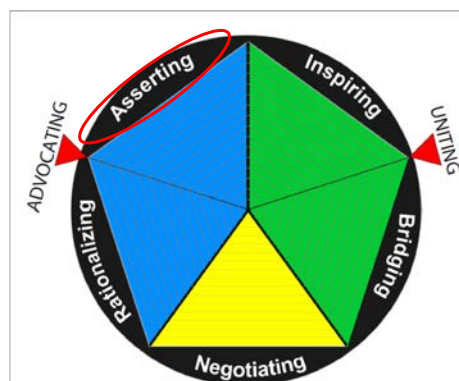
Rationalizing Style

Using logic and reasoning to present your ideas.

This style looks like...

- Offering **rational reasons** to convince others of your point of view,
- Suggesting **logical solutions** to problems,
- Using relevant **facts** and **data** to convince,
- Using **expert views** and/or **historical data** to build a convincing position.

Influence Orientations



Asserting Style and Power

- Asserting is what results when you believe power resides in you (the person)—and you seek to push your will or intended outcome outwardly to others.
- If power resides in the individual, then arguing, pushing and driving—force—are all tools to enforce your will and intended outcome.



Asserting Style

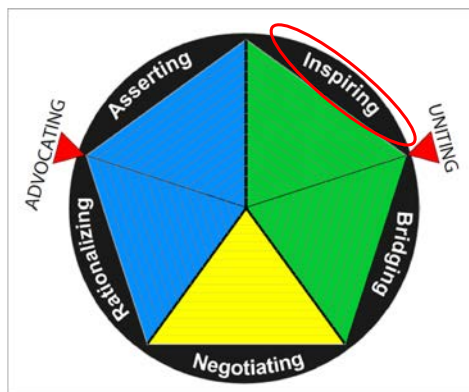
Stating preferences clearly and applying pressure.

This Style looks like...

- **Insisting** that your ideas are heard and considered,
- **Challenging** ideas or suggestions that you disagree with,
- Using formal **structure** (position, rules, laws, policies) to emphasize legitimacy,
- Using **power, rewards** and **consequences**.



Influence Orientations



Inspiring Style and Power

- Inspiring can also happen when you believe power resides in you (the person)—and you seek to pull others to your position, opinion or point of view.
- If power resides in the individual, then persuading, selling, attracting, motivating are all tools to enforce your will and intended outcome.



Inspiring Style and Power

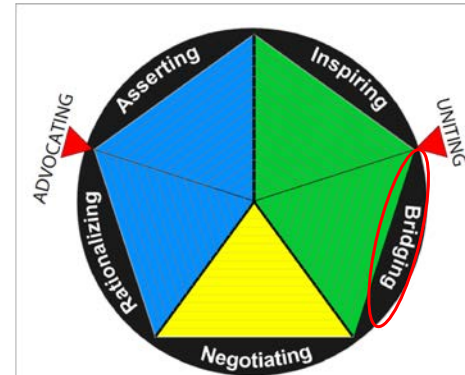
Influencing others through shared purpose and higher possibilities.

This Style looks like...

- Promoting your position by **encouraging** others with a sense of **shared purpose** and/or **vision**,
- **Enthusiastically presenting** your ideas,
- Appealing to people's **hopes** and **dreams** to gain their support,
- Using context - **stories** and **metaphors** to appeal to the emotions of others.



Influence Orientations



Bridging Style and Power

- Bridging results when you believe power resides in the degree to which you overlap and share things in common with someone else.
- If power resides in the relational overlap with someone, empathy, trust, facilitation, and other such relational concerns become very important.



Bridging Style

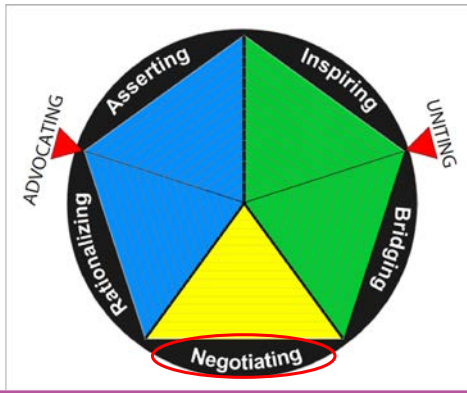
Engaging and connecting with others.

This Style looks like...

- Building **relationships** and **coalitions**
- **Listening** carefully to what others need,
- **Understanding** to be understood,
- Asking **questions** to seek understanding of another's point of view.



Influence Orientations



Negotiating Style and Power

- Negotiating happens when you believe power resides in the ability to come to a practical outcome.
- Negotiating draws on data, pushing, pulling, listening and the ability (and drive) to get different sides to let go of extremes, be pragmatic and give in as needed to find a middle way forward.

Negotiating Style

Compromising and making concessions to find common ground.

This Style looks like...

- Willing to make **concessions** in order to reach an outcome that satisfies your greater interest,
- **Trade-offs** to reach agreement,
- **Exchanging** favours to get something accomplished,
- Leveraging areas of **agreement**.

What are your Influencing Styles?

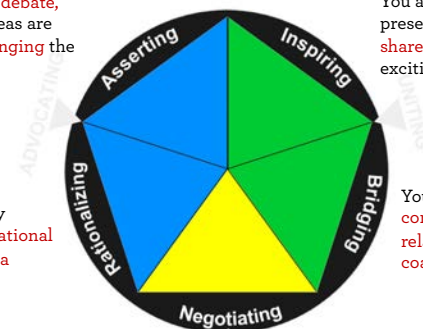
You advocate by **debate**, **insisting** your ideas are heard and **challenging** the ideas of others

You advocate by presenting a sense of **shared purpose** and exciting **possibilities**

You advocate by offering **logic, rational reasons** and **data**

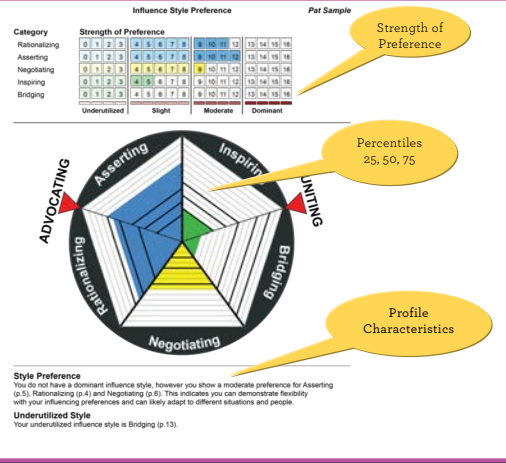
You advocate by **connecting**, building **relationships** and **coalitions**

You advocate through **compromises, concessions** and **trade-offs** to reach outcomes that satisfy your greater interest.



ISI Report

- Raw Scores—in four frequency buckets
- One style versus another
- One person versus the population



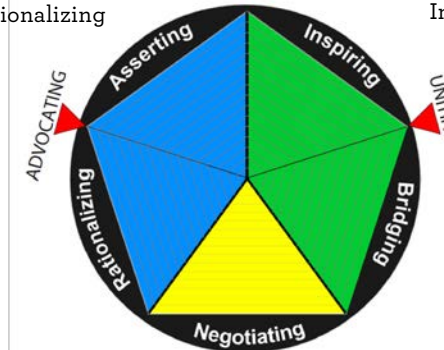
Influence Orientations

25 or more **blue** points
Asserting + Rationalizing

25 or more **green** points
Inspiring + Bridging

These two styles have **PUSHING** a point of view in common

These two styles have **PULLING** people together and toward a common view in common



ISI Style Profile Groups

ISI Style Profiles

- What does this influencing style look and sound like?
- With what topics, groups or individuals is this style most appropriate?
- What is the down-side of this style?

Rationalizing Sounds Like . . .

- Our analysis shows that...
- The experts say...
- The only logical solution is to...
- What information do you need to...



Asserting Sounds Like . . .

- I insist that you consider my idea...
- I am 100% certain that...
- The policy requires that...
- My position gives me the authority to...



Inspiring Sounds Like . . .

- If we could figure this out, imagine what an impact we would have on...
- You're the best at this I've ever seen. Would you be willing to...
- Just think of what this can mean to the future of...
- I want to tell you a story about why...



Bridging Sounds Like . . .

- I think I understand your dilemma so can you help me understand why...
- I had this same issue last year and let me tell you how...
- It sounds like you are saying that you cannot go any further to accommodate us. Will you explain...
- It sounds like the three of us have a common agenda. If we stick together then...



Negotiating Sounds Like . . .

If you will...then I can...

I know this is not a long-term solution to all of your issues but it does provide a way forward so that we can both...

I will support you in the meeting tomorrow and when my project is presented next quarter, then...

Let's agree to discuss this later when everyone is calmer...

ISI Style Tutorials

What tips, tricks, exercises and/or behaviors could someone engage to practice and/or get better at using this style?

- This should be a meaty, substantive “how-to” list.
- Teach others how to influence in this way that you find relatively easy and natural.

Situational Implications

Preference	Use When	Questionable
Rationalizing	Strong data / expertise Open for logical discussion	Value/ethical impact Lack of evidence
Asserting	Positional power Crisis/time	Influencing up Need for collaboration
Inspiring	Shared interests Excitement and hope needed	Adversary relationships Low trust
Bridging	Collaboration needed Complex issue	Lack common goals Lack of time
Negotiating	No right answer Divergent interests	Inferior position Nothing to exchange

Influence Style Case #1: New Software Implementation

You have been a member of a project team charged to identify and recommend a new software program that will improve the organization efficiency and productivity across three departments. The team has recommended a program with which you have experience from working at another organization and you are confident that it is an effective tool. The recommendation has been approved by senior management and you are now responsible for leading the implementation of the software. You are preparing to meet with one of your peers in another department to share the implementation plan. You know he is reluctant. He does not see the need to change and would prefer to continue to use the program he is already using.

Which influencing style would best work in the meeting with your peer?

Asserting	Rationalizing	Negotiating	Inspiring	Bridging

Influence Style Case #1: New Software Implementation

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Which influencing style would best work in the meeting with your peer?

Asserting	Rationalizing	Negotiating	Inspiring	Bridging
10%	55%	21%	11%	3%



Influence Style Case #2: Resolving a Complex Customer Issue

You have been leading a cross functional team of subject matter experts to work on a complex customer issue that must be resolved. The problem definition stage has gone well. Team members have come to the meeting well prepared to present information on how the issue is impacting their area. You believe the team now has a good understanding of the underlying issues. The next phase of work is to come up with a few different options to work on that may solve the issue. You are concerned that it may be challenging to get them aligned on a few options that they can all commit to working on.

What influencing style would best work for this phase of work?

Asserting	Rationalizing	Negotiating	Inspiring	Bridging



Influence Style Case #2: Resolving a Complex Customer Issue

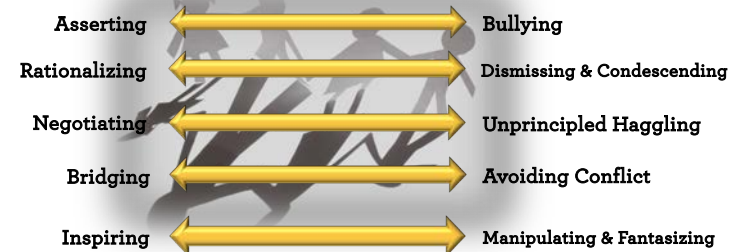
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What influencing style would best work for this phase of work?

Asserting	Rationalizing	Negotiating	Inspiring	Bridging
4%	22%	42%	12%	20%



Shadow Side of Influencing



Putting the Styles to Work

Revisiting your opportunities to influence



Putting the Styles to Work

Next Steps and Action Plans



Thank You & Good Luck

