

Influencing, Persuading, Negotiating



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Your Hosts



Imrah Mughal

Career Development and
Employee Experience Analyst

UNDP



Gill Amos

Executive Coach and
Career Management
Expert.

Fuel50

Session objectives

- To develop strategies for influencing effectively
- To identify behaviours for influencing effectively
- Consider the impact of words, tone and body language with influencing



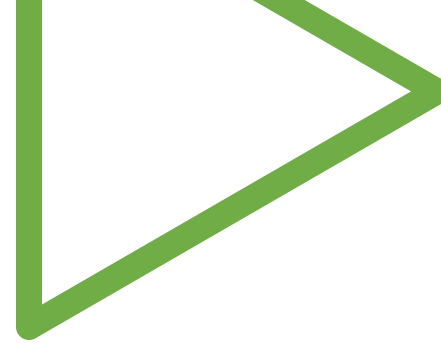
Reflect.....

When you have been successful in influencing someone/a group. How did you achieve this?

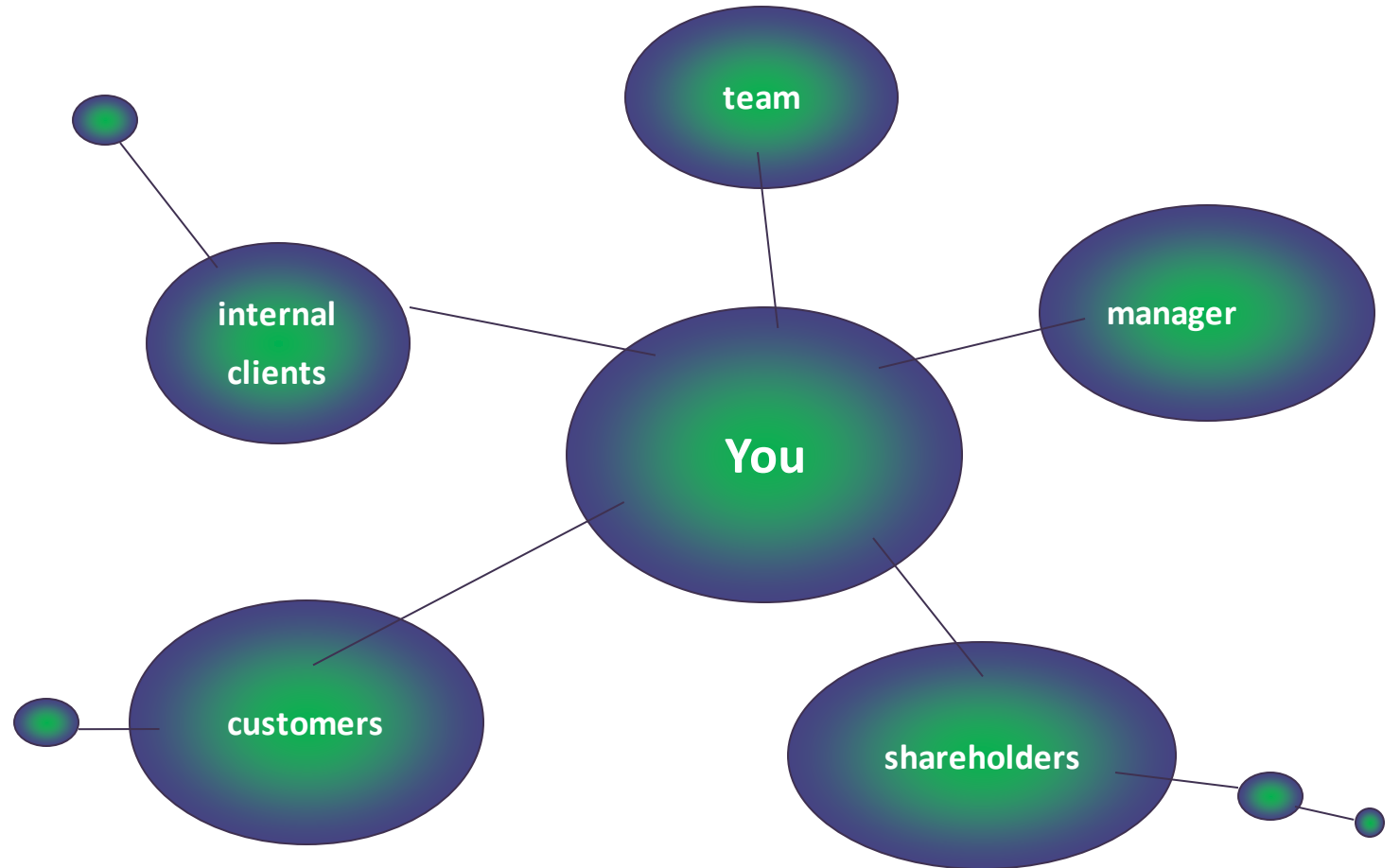
When you were not successful in influencing someone/a group.

What do you think the differences are?

Come off mute or put your answers in chat



Strategic Influencing



Six influencing strategies

Robert Cialdini

1. Scarcity

- Things seem more valuable or attractive when their availability is limited.

2. Liking

- We prefer to say yes to requests from people we know and like.

3. Commitment and Consistency

- Once we've committed to something, we are more likely to go through with it.
- When we decide, we behave in a way that justifies that decision.

4. Reciprocity

- Do someone a favour and they will repay in kind.

5. Social Proof

- We perceive behaviour to be correct if we see others performing it.

6. Authority

- We are likely to do what we are asked when we recognise the authority of the person

Consider the Six Strategies



Reflect

When have you been influenced by one of these strategies?

When have you used one of these strategies?

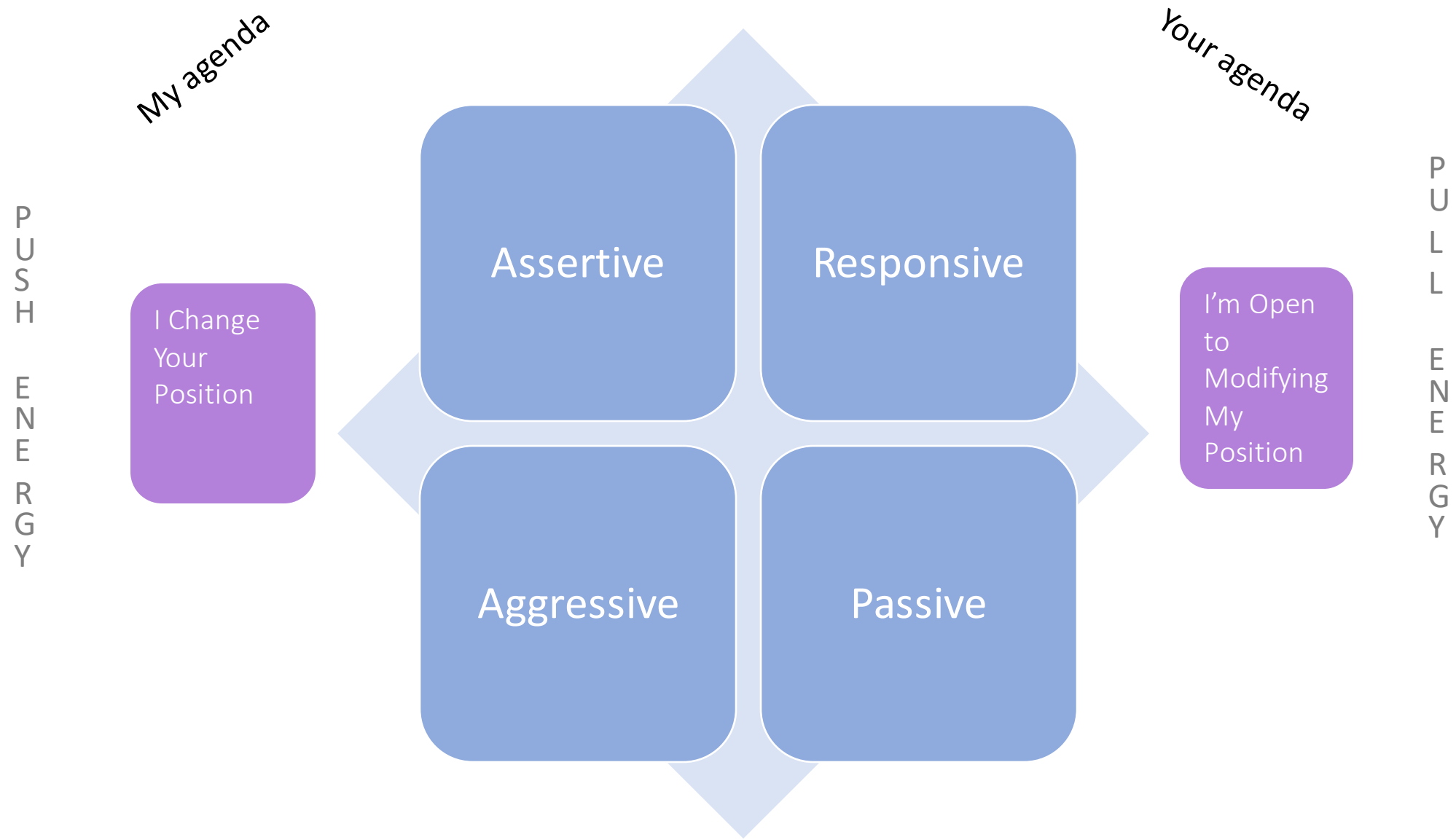
1. Scarcity
2. Liking
3. Commitment and Consistency
4. Reciprocity
5. Social proof
6. Authority

Getting through the filters

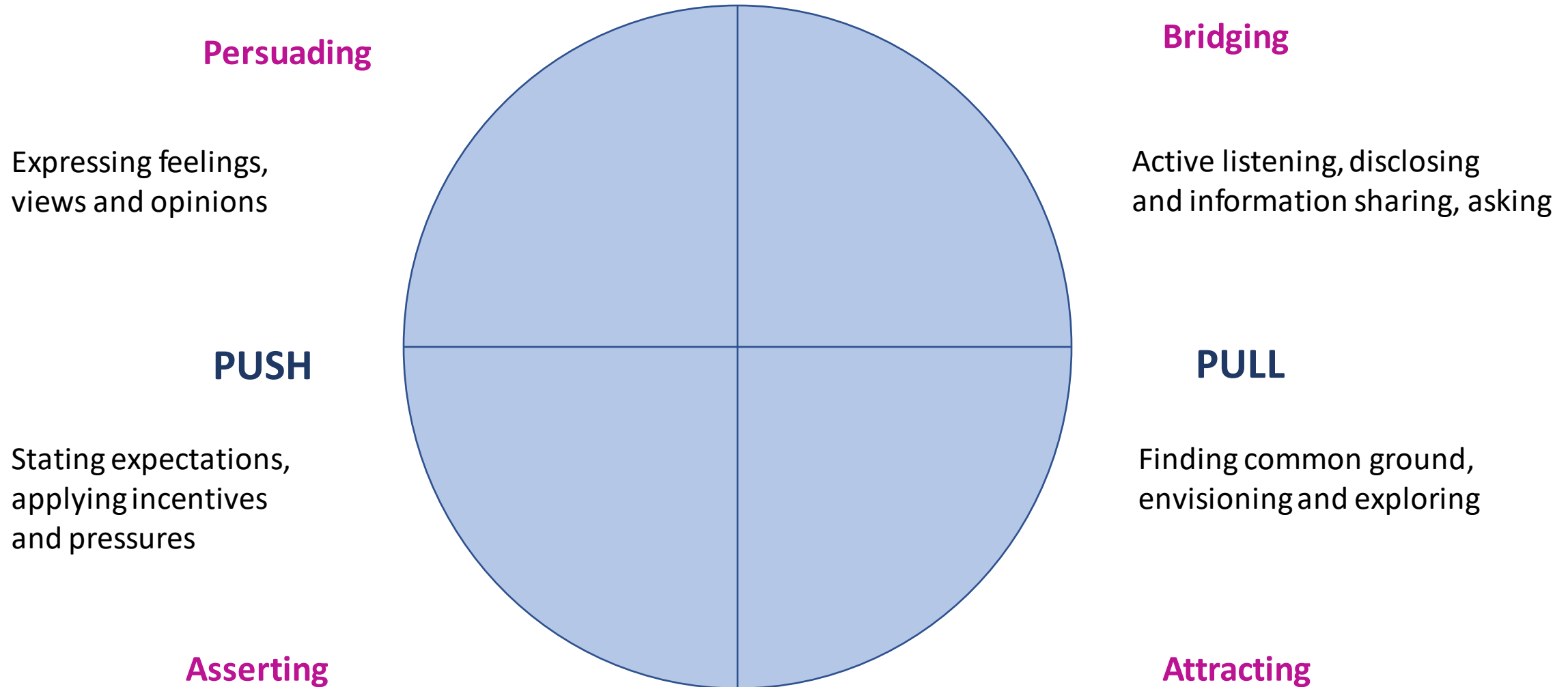
- Brain tends to prioritise information that matches its existing view of what's true or likely while filtering out everything else
- This means if we present an unfamiliar piece of information that does not fit with what our colleagues expect to hear then their brains are likely to filter it out
- How do we get them to listen and consider?



Push and Pull



Influencing styles and behaviors?



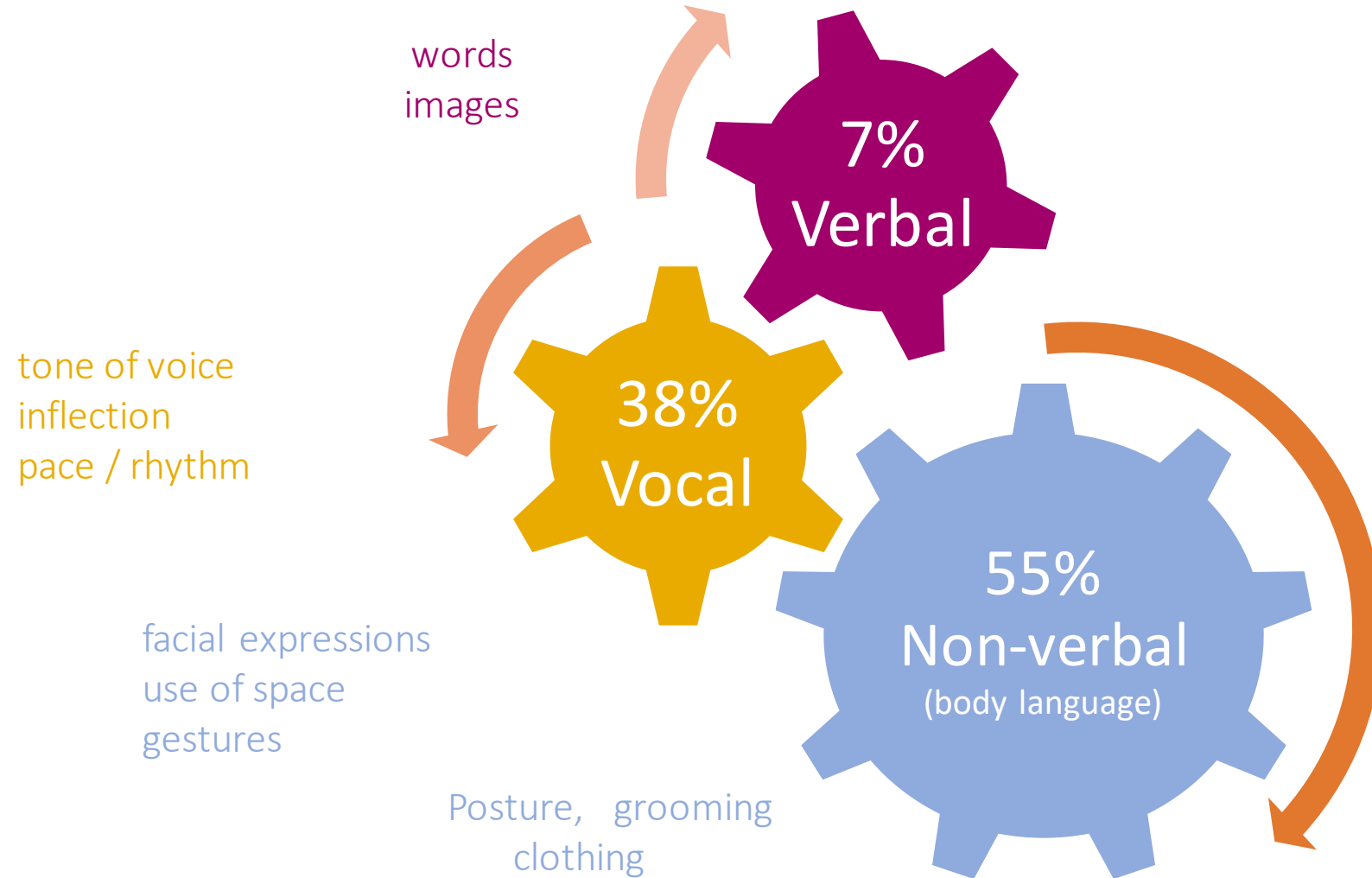
What are the key skills for influencing?

- Deep listening
- Asking open questions
- Summarising
- Making clear concise statements
- Empathy




What Do We Pay Attention To?

Source: Albert Mehrabian





Language makes a difference

- Focus on the positive
 - Consider the 'framing' effect
 - Beware of don't; 'don't do that' there are no neutral pathways for 'don't'. Therefore our brains will focus on the 'do that' element of the statement
 - Because our brains are naturally programmed to be negative and to look out for threats to our survival we are easily influenced by words that sound negative
 - Select words carefully to fit the situation, person and culture e.g. 'advice' rather than opinion
- 

Tone

- How does the tone of your voice match the message you want to get across?
- Does it come across as approachable and reasonable?
- Are your tone, words and body language in alignment?



What's your body saying?

- How are you standing or sitting?
- What are your hands doing?
- Posture?



Techniques for Influencing and Responding

Taken from 'Assertiveness at Work' by Ken and Kate Back (2005)

Type	Definition
Responsive	A behavior that aims to find out where the other person stands, their needs, wants, opinions and feelings.
Empathetic	A behavior that contains an element of empathy as well as a statement of your needs and wants
Straightforward	A straightforward statement that stands up for your rights by making clear your needs, wants, opinions or feelings
Discrepancy	A statement that points out the difference between what has previously been agreed and what is actually happening or about to happen
Negative feelings	A statement that draws the attention of another person to the undesirable effect that their behavior is having on you. It can contain the following elements: <ul style="list-style-type: none">• When• The effects are• I feel• I'd like
Consequence	A statement that informs the other person of the consequence for them of not changing behavior. It also gives them an opportunity to change that behavior.

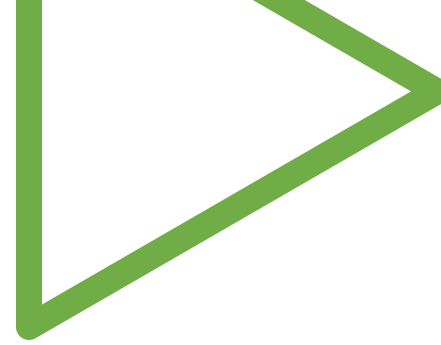
Examples of the words and phrases







Type	Examples
Responsive	“What problems does that create for you?” ‘What would you prefer to do?’ ‘John, I’d like to hear your views on this one.’
Empathetic	‘I appreciate that you don’t like the new procedure, Jenny. However, until it is changed I’d like you to keep your people working to it.’ ‘I know you are busy at the moment, Karl. However, I’d like to make a quick request of you.’
Straightforward	As I see it the system is working well.’ ‘I need to be away by 17.00 hours.’ ‘I feel very pleased with the way the issue has been resolved.’
Discrepancy	‘Marie, in my recent appraisal I remember you saying that you would delegate more of the correspondence work to me. I’m still keen to do that.’
Negative feelings	‘When you let me have your return at this late stage it involves me working over the weekend. I feel annoyed about this. From now on I’d like to have it by Friday lunchtime to enable me to complete it before the week end.’
Consequence	‘I’m not prepared, Jenny, to let any of my staff cooperate with yours on the project unless you give them the same access to the same facilities that your people have.’ ‘If this occurs again, I’m left with no alternative but to apply the formal disciplinary procedure. I’d prefer not to.’

- Different styles for different people

- How do you need to adapt to different style preferences?



4 KEY COMMUNICATION STYLES

-  Controlling
-  Diligent
-  Steadying
-  Persuasive

When people with different dominating styles interact, it can create negativity.

Those with a controlling style are often impatient, looking for quick and clear decisions they like to be in control and prefer action to discussion and debate. Other people can sometimes find them domineering and uncooperative and they can be focused on outcomes at the expense of details.

Those with a diligent style are concerned with detail, they like things to be logical and systematic. They will always strive for excellence and will want information to help them weigh things up before they make decisions. Others can find them frustrating as it can be seen that they take too long over decisions.

Those with a steadying style are happiest when working within a routine, they like everything to be consistent and harmonious they dislike and will avoid conflict where possible. They are reliable and dependable, others may find that they are not very innovative and may dismiss their opinions.

Those with a persuasive style are great with people, likely to thrive when working in a team environment often being the joker in the group. Will view everything with optimism and positivity, and attack any issues with enthusiasm and passion. Other people can sometimes find them a bit overwhelming and may feel frustrated by their need to be centre of attention.

Style: Controlling

Key characteristics

- Domineering
- Wants immediate results
- Prefers action to talking
- Quick decision-maker
- Good problem solver
- Craves power and authority
- Direct and to the point
- Loves a challenge
- Assertive
- Can be uncooperative
- Focuses on outcomes at the expense of others

Style: Steadying

Key characteristics

- Consistent
- Dependable
- Predictable
- Stable
- Good listener
- Likes routine
- Seeks harmony
- Dislikes and avoids conflict
- Patient
- Reliable
- Can be unassertive

Style: Diligent

Key characteristics

- Likes accuracy and detail
- Analytical
- Systematic
- Logical
- Weighs up options before making decisions
- Likes to be seen as an expert
- Reserved
- Professional
- Hard-working
- Careful
- Maintains high standards and expects the same from others

Style: Persuasive

Key characteristics

- Enjoys group activities
- People-orientated
- Engaging
- Likes to entertain
- Motivational
- Inspiring
- Encouraging
- Passionate
- Generates enthusiasm
- Optimistic
- Likes to be the centre of attention

COMMUNICATION STYLES



Consider your own dominant communication style and that of your colleagues.



Then consider how you need to adapt your style to reflect the style of the other person to gain a better outcome in the negotiation.

Activity: Use this exercise to discover your personal style and to gain an insight into other people's styles

Look at the lists of characteristics which make up the communication styles opposite and choose the style which best reflects you. If you are not sure, to help you mark the words which really stand out and represent you then add up the amount of x's in each box.

ADAPT YOUR STYLE TO GET AN EFFECTIVE OUTCOME

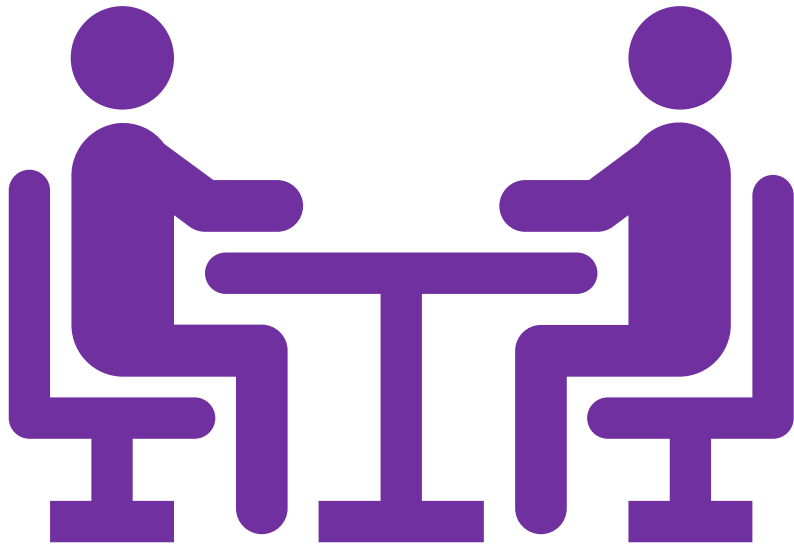
Communicating with a diligent style – state the best way to behave and communicate with a diligent person. What do they want from you?

Communicating with a controlling style – state the best way to behave and communicate with a controlling person. What do they want from you?

Communicating with a persuasive style – state the best way to behave and communicate with a persuasive person. What do they want from you?

Communicating with a steadying style – state the best way to behave and communicate with a steadying person. What do they want from you?

Overcoming objections



- Anticipate in advance what the objections might or could be and think about and make a list
- For each potential objection identify a helpful response in preparation.

- When you receive objections in the moment :
 - listen carefully to what the objection is
 - Acknowledge the objection
 - Explore the issue behind the objection
 - Look for common ground
 - Look for solutions either in the moment or later
 - Agree a way forward.

Resolving tensions

It is easy for things to escalate! We can choose how to respond (rather than react)

1. Finding common ground:

- Identify all the things you agree on
- Isolate and understand the TRUE disagreement
- Explore how you could both be correct/partially correct or agree to disagree
- What can you do now based on common ground?

2. Reframe:

- Assume good person and Bad circumstances

3. Notice, acknowledge, explore

- Notice their reaction and ask for their view
- Acknowledge their concern/frustration
- Explore their view



4. Positive contagion

- Our highly social brains are wired to sense the emotional state of others around us and sync with them.
- So remember your positive intention for the meeting/conversation and identify which emotion you want to project.

5. Manage your own emotional baggage

- Be clear what your hot buttons and triggers are and be aware of early warning signs

- There are six key influencing strategies
- You need to be aware of filters
- When influencing use deep listening and open questions
- Tone and body language lead your communication
- Assertiveness at Work

Summary



Further materials

Principles of Persuasion- Influence: The psychology of persuasion by Robert Cialdini

<https://youtu.be/cFdCzN7RYbw>

Thank You

- For any further questions, reach out to us on:
- E-mail: career.development@undp.org
- Yammer: Career Development & Experience
- Or visit our intranet page on:
- <https://undp.sharepoint.com/teams/TalentDevelopmentHub>

