

The Art of Influence

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Two Suns Consulting



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A Moment To Center



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Who We Are

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Norm Setting



- **Help Create a Sacred Space**
- **No Silly Question or Thought**
- **Nothing Has to Be Shared BUT Sharing Enhances Experience**
 - **(Learning Leaves/Stories Stay)**
- **Everyone's Perspective and Opinions are Valid**
- **Intention and Attention: Please Minimize Distractions**
- **Others From the Group?**

Influence Warm Up: One Minute Pitch

- **Who:** Groups of 3 to 5
- **Purpose:** Practice influencing skills through persuasive communication and create an elevator pitch to decision makers.
- **Activity:** Each group will discuss and map in 5 minutes:
 - **Problem Statement:** What is a current problem you would like to solve or what need are you addressing?
 - **Solution:** What is your idea or proposal? How does it solve the problem?
 - **Unique Selling Proposition:** What makes your solution unique or better than others?
 - **Call to Action:** What are you looking to get or what do you need from the decision maker?
- **Presentation:** To the larger audience your one minute pitch
- **Discussion:**
 - What worked well?
 - What was compelling and influential about the pitches?
 - What was challenging?

Learning Objectives: Today's Goals

- **What Does Leadership Mean**
- **How Do People Lead**
- **What Does It Mean to Have Power and Influence**
- **Different Models of Influence**
- **How to Positively Influence and Advocate**

What Is Your Learning Target?

What are you most excited to learn about?

What do you hope to receive as part of this training?



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What Does Leadership Mean



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What Does Leadership Mean

- **Webster-** the action of leading a group of people or an organization.



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What Does Leadership Mean



Leadership Is.....

Three blue arrows of increasing size pointing to the right, stacked vertically. The top arrow is dark blue, the middle is medium blue, and the bottom is light blue.

Accountability

Responsibility for decisions and wellbeing of those they lead

Guiding & Motivating

Inspiring and directing team members

Formal Authority

Position of power and decision-making

Share Out: Group Question & Discussion

**Can You Be Influential *Without*
Being a Leader?**



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What Does Leadership Mean



- **Perhaps If Leadership Is:**
 - A set of mindsets and behaviors that aligns people in a collective direction and enables them to work together and accomplish shared goals.....then
- **Leadership is a way in which to be influential but not *required*.**

How Do People Lead



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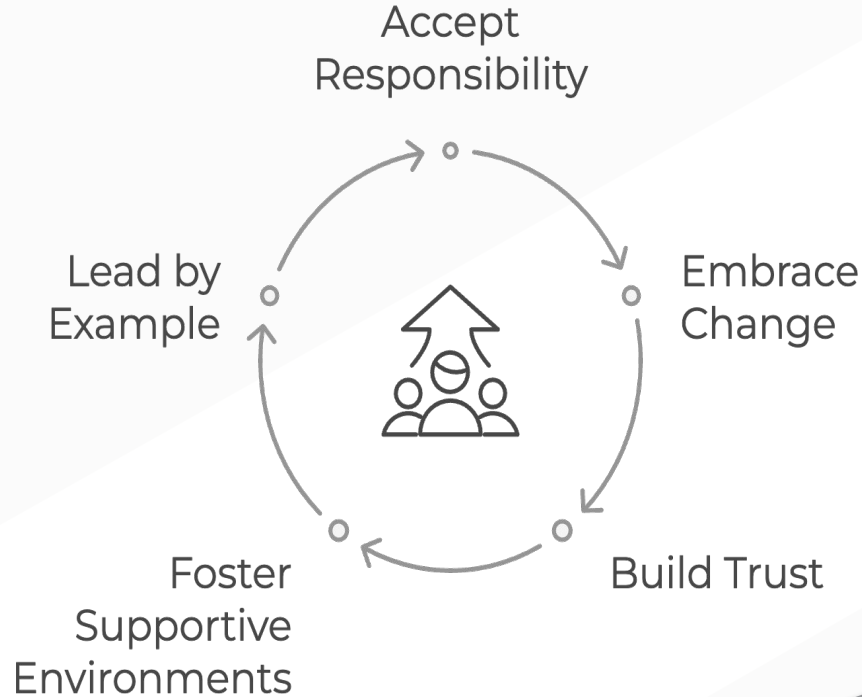
How Do People Lead

- **Leadership Is Delivered By:**

- Social Influence
- Inspiration and Motivation
- Visionary Thinking
- Relationship Building
- Empowerment
- Servant



How Do People Lead Leaders Should



Share Out: Group Question & Discussion

What Does Leadership Mean to YOU?

**How Do Some of the Best Leaders
YOU Know Lead?**



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What Does It Mean To Have Power and Influence



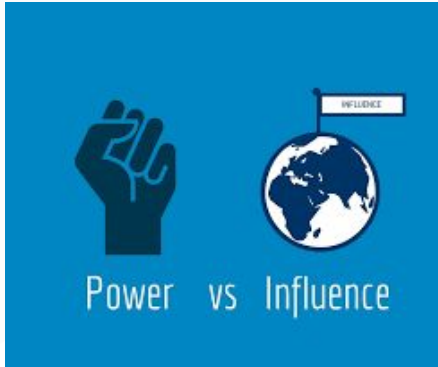
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What Does It Mean To Have Power and Influence



- **Webster:**

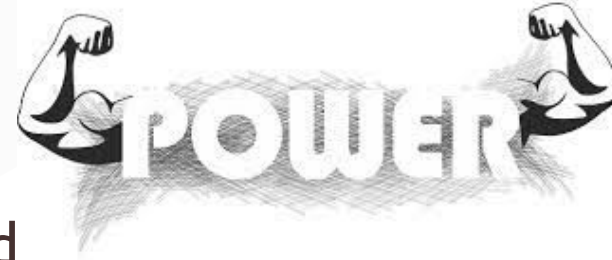
- **Influence-** to affect or alter by indirect or intangible means.
- **Power-** possession of control, authority, or influence over others.



What Does It Mean To Have Power and Influence

- **Power:**

- Neither **good** nor **bad** but
 - Maybe **used** for good or bad



- Key component of leadership
 - Must rely on ***follower communities*** rooted in mutual trust, respect, shared values, and goals, **beliefs**

What Does It Mean To Have Power and Influence



- **Influence:**

- Requires trust, effective communication, relational skills
- Linked to knowledge, experience or self-awareness
- *Another key component of leadership*
- Must rely on **BUILDING** followers rooted in mutual trust, respect, shared values, beliefs and goals



Share Out: Group Question & Discussion

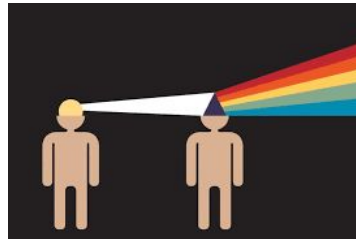
Can You Be Influential *Without*
Having Power?



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What Does It Mean To Have Power and Influence

- **Perhaps If Power Is:**
 - The ability to control or command.....then
- **Influence is the ability to persuade or inspire others to take action without formal authority.**



What Does It Mean To Have Power and Influence



Power and Influence Go Hand in Hand

- In order to study and determine ways to be **influential**:
 - It is essential to know and understand the ways in which **power** operates, is given, and is used to determine change.



What Does It Mean To Have Power and Influence



Who Is Holding The **Power** Currently?



Share Out: Group Question & Discussion

**Who Do YOU Think Is Holding Power
Currently?**



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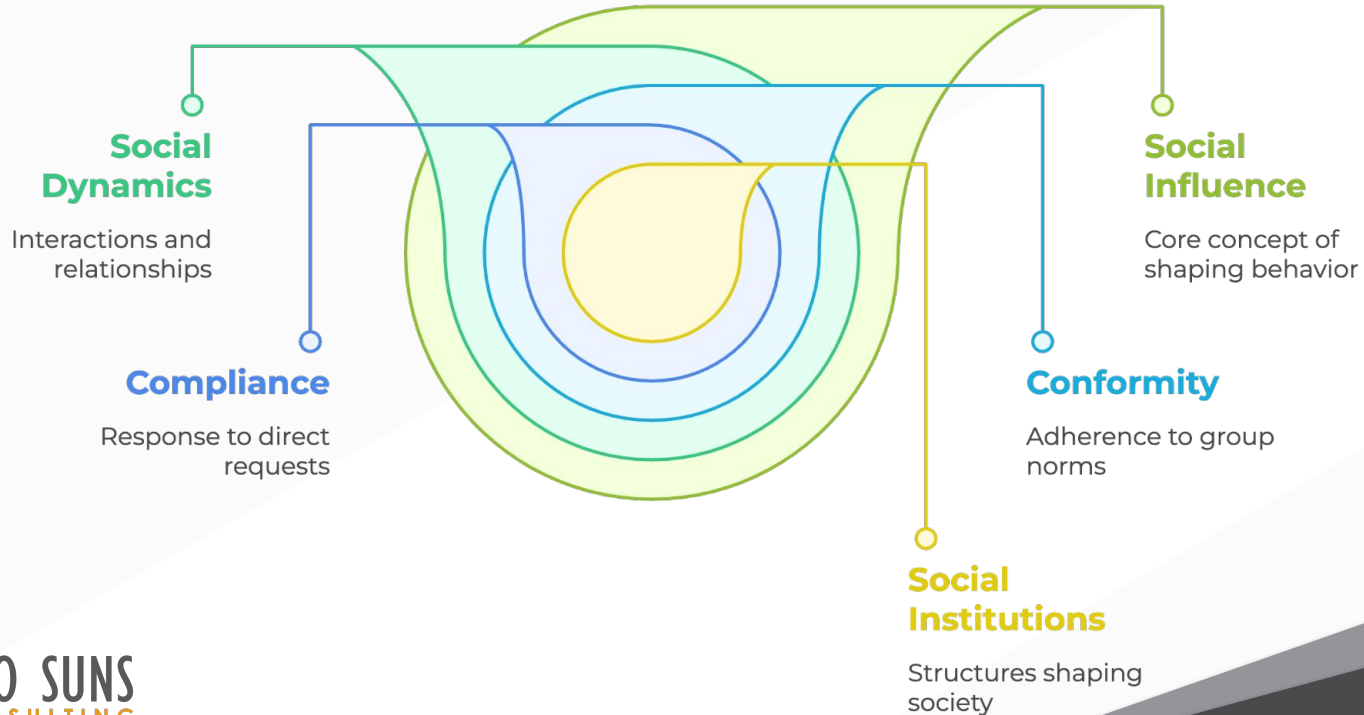
Different Models Of Influence and Power



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Different Models Of Influence: Social Influence Models

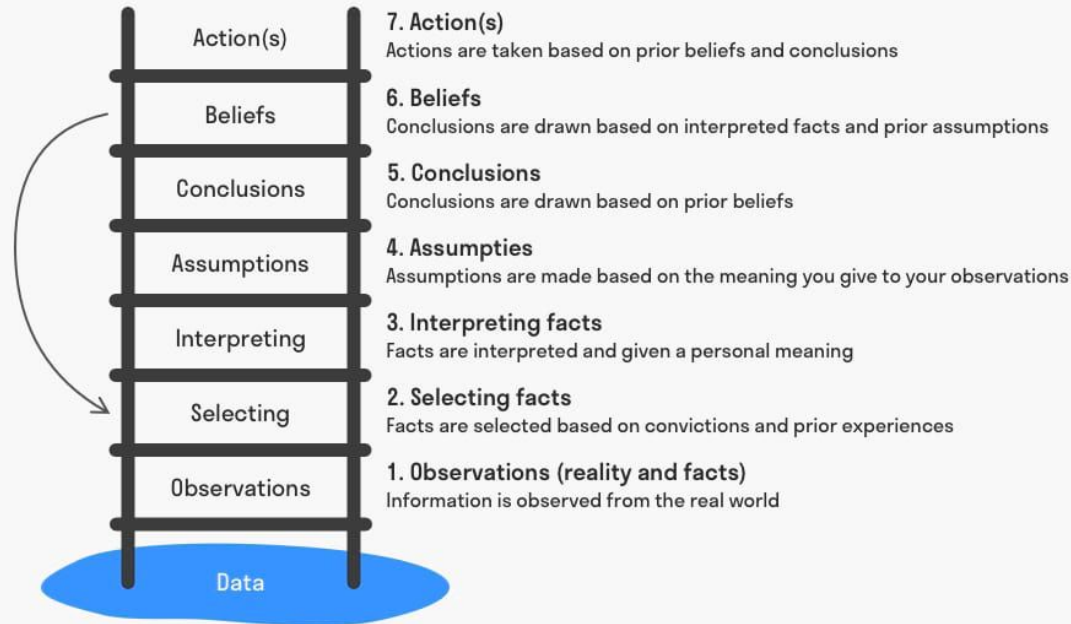
Social Influence Models



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Different Models Of Influence and Power

Ladder of Inference by Chris Argyris and Peter Senge toolshero



www.toolshero.com

Mental
process used
to move from
observations
to actions.

By becoming aware
of this process we:

**#1) Identify and
challenge our
assumptions and
beliefs to**

**#2) Make better
decisions, improve
communication
and influence!**

Different Models Of Influence and Power:

Five Types of Power and Influence

01	Positional	<ul style="list-style-type: none">• Job Title• Position• Role
02	Coercive	<ul style="list-style-type: none">• Ability to Punish• Impose Negative Consequences
03	Reward	<ul style="list-style-type: none">• Ability to Reward• Offer Positive Outcomes• Give What is Desired for Support
04	Expert	<ul style="list-style-type: none">• High Level of Expertise• Perceived Knowledge
05	Referent	<ul style="list-style-type: none">• Admired• Respected• Leading by Example

Different Models Of Influence: Influence Style Indicator (ISI)

Bridging

Fostering connections and understanding between different perspectives.

Rationalizing

Using logic and reason to persuade others.

Asserting

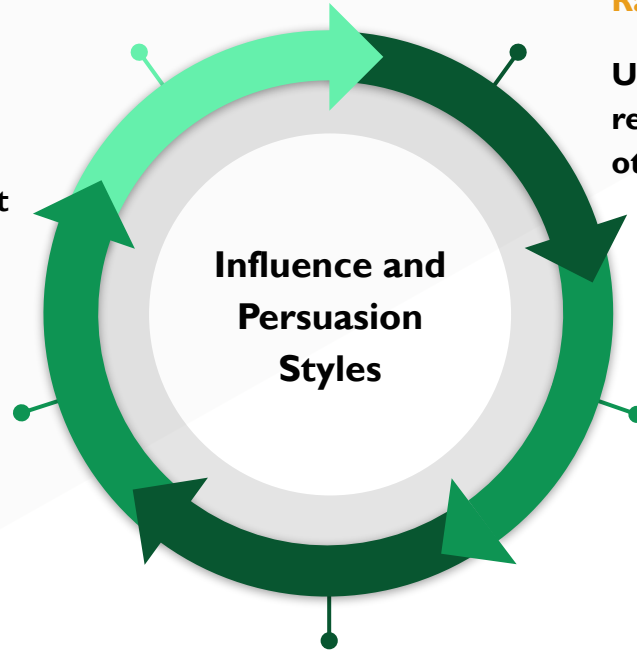
Relying on authority and assurance.

Negotiating

Seeking compromise and collaboration.

Inspiring

Motivating others through enthusiasm and vision.



Different Models Of Influence: McKinsey Four Part Influence Model

Fostering Understanding and Conviction

Clearly communicating rationale for change with they what, why and how to gain buy-in.



Role Modeling

Demonstrating the desired behaviors as an example. Use values to inspire and encourage others to follow suit.

Reinforcing with Formal Mechanisms

Using systems, processes, and financial/nonfinancial incentives to support desired behavior.

Develop Talent and Skills







Providing training and development to equip individuals for their roles. Enhancing capabilities through building skills and competencies.

McKinsey Influence Model

Helps manage change by influencing people's behavior and mindset. Best used in an organizational setting. Focuses on creating understanding and conviction, reinforcing change with formal mechanisms, developing skills and modeling desired behaviors.

Different Models Of Influence: Push and Pull Theory

SITUATIONAL INFLUENCE MODEL

ENERGY	STYLE	BEHAVIOUR
PUSH 	PERSUADING 	PROPOSING REASONING
	ASSERTING 	EVALUATING STATING EXPECTATIONS USING INCENTIVES (AND PRESSURES)
PULL 	BRIDGING 	INVOLVING LISTENING DISCLOSING
	ATTRACTING 	FINDING COMMON GROUND SHARING VISIONS

Push Influencing - Using force or direct pressure to achieve desired outcomes. Involves being direct, authoritative, presenting logic and facts.

Pull Influencing- Engaging others and motivating them to embrace ideas and actions. Involves engagement, motivation, desire for change.

***Share Out:* Group Question & Discussion**

**Which Model of Influence and Power
Resonates With YOU The Most and Why?**



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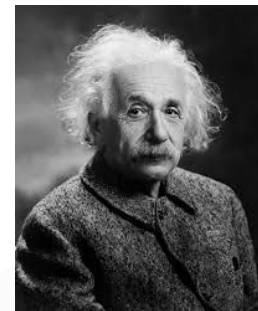
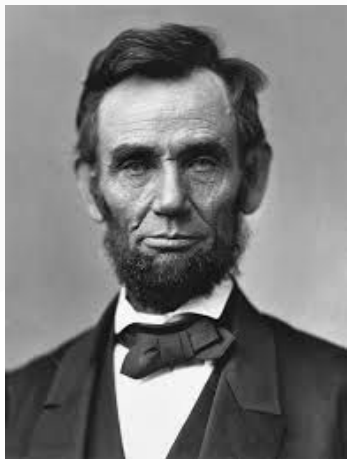
How To Positively Influence and Advocate



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How to Positively Influence and Advocate: What Do These Individuals Have In Common?



How to Positively Influence and Advocate:

What Do These Individuals Have In Common?



How to Positively Influence and Advocate **Start With The Why**



How to Positively Influence and Advocate

Develop Strong Messaging

Avoid Words of
What You Don't
Want

Prevent unintended
negative associations.

Integrate
Storytelling

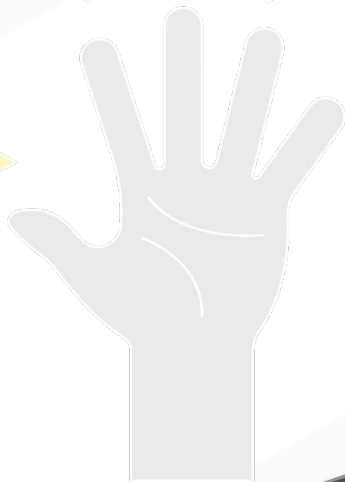
Engage audience
emotionally and
memorably.

Use Positive
Words

Focus on desired
outcomes to create a
positive impact.

Choose The
Right Channel

Ensure message
reaches the intended
audience effectively.



How to Positively Influence and Advocate

- **Understand Your Audience**

- Who are you trying to reach?
- What are their values, perspectives and concerns
- *Don't Think of an Elephant (George Lakoff)*
 - Conservatives = discipline, security, self-interest and personal responsibility
 - Progressives = empathy, cooperation, collective responsibility, fairness



How to Positively Influence and Advocate

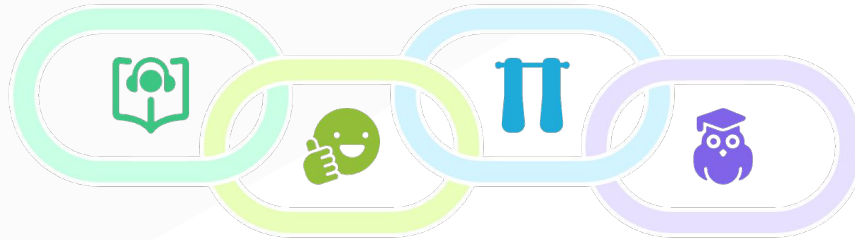
Build Trust and Relationships

Good Listener

Show genuine interest in others' perspectives

Openness

Acknowledge different viewpoints and find common ground



Appreciation

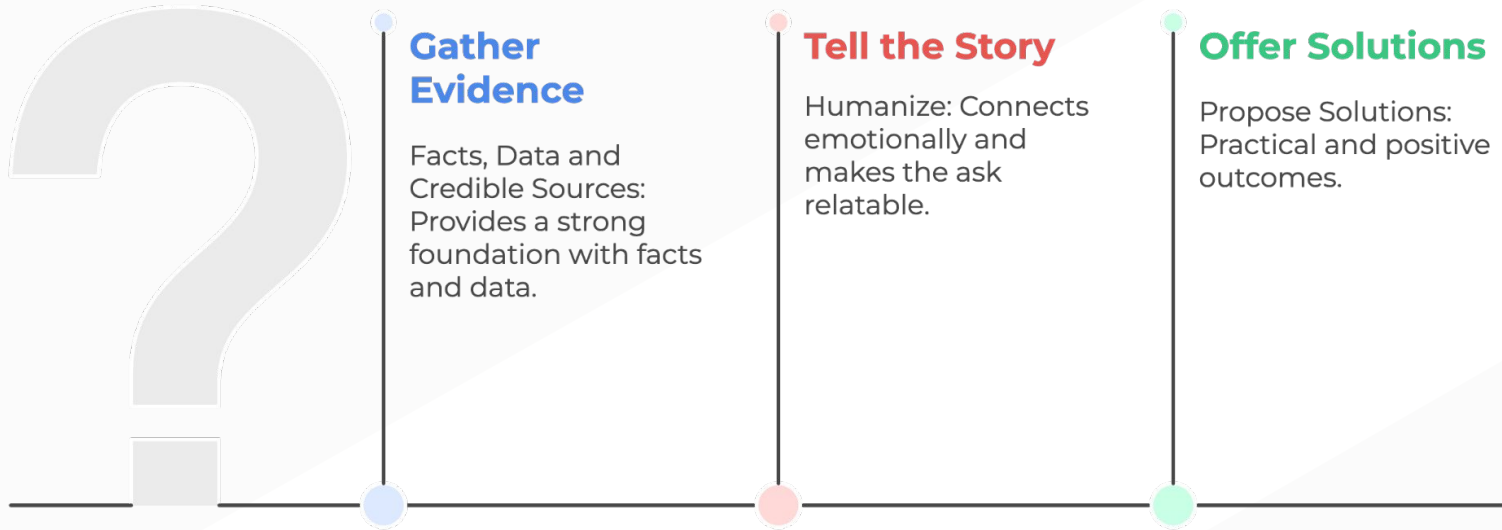
Recognize contributions and efforts of others

Knowledgeable

Be honest, reliable, and well-researched

How to Positively Influence and Advocate

Prepare Your Ask and Justify



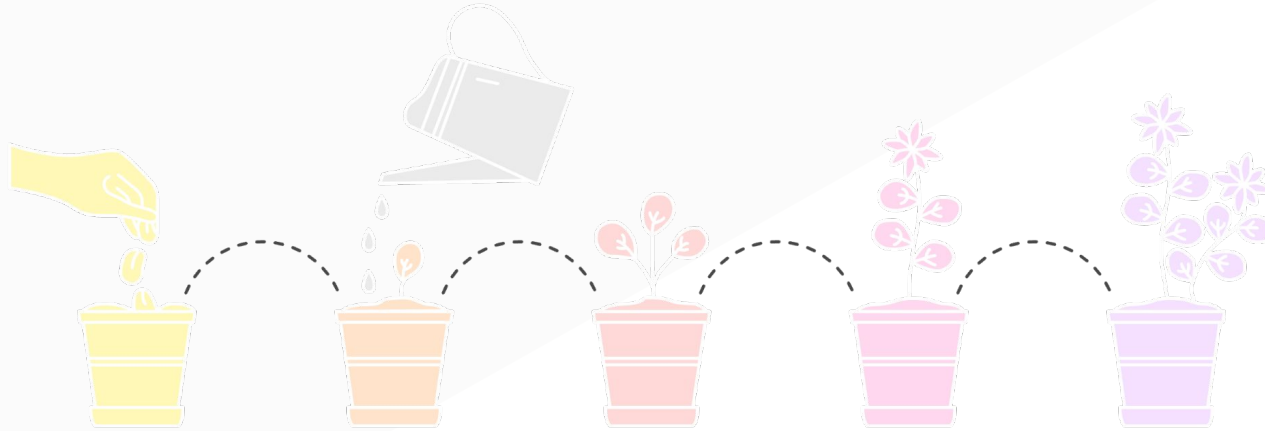
How to Positively Influence and Advocate

- **Learn and Gather Feedback**
 - **Learn From Mistakes**
 - Adapt the approach
 - **Evaluate Progress**
 - Assess effectiveness and make adjustments
 - **Celebrate Success**
 - Acknowledge and appreciate all efforts



How to Positively Influence and Advocate

Be a Positive Role Model



It Starts With YOU

Your presence in the world

Attitude

Maintain a positive outlook

Inspire Through Action

Lead by example and take initiative

Support Growth

Encourage others

Promote Collaboration

Inspiring and ethical influence

Share Out: Group Question & Discussion

What are other ways YOU can positively impact change?

How can YOU implement these ideas personally and professionally?

Key Takeaways



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- 1) **Leadership** - **Power** - **Influence** are interwoven but not dependent on one another!
- 2) Understanding models and theories of influence and **power** help to build a **toolbox**.
- 3) **Influence** and **advocacy** in a positive way starts with **YOU!**

Call to Action

What are your next steps after taking this training?

How are you going to implement this information into your life/work?

Did you achieve your personal learning targets?

***“Fight for the things that
you care about. But do it in
a way that will lead others
to join you.”***

~Ruth Bader Ginsburg



Questions & Reflections



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Evaluation Code for
NC Center for
Nonprofits



“The greatest success one can have is supporting the success of others.”

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