

INFLUENCING SKILLS: USING DIFFERENT STYLES



CFA Society
Netherlands

vba

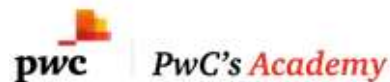
OBJECTIVES FOR THIS SESSION

After this session, participants will be able to

1. **Distinguish** the four main influencing styles
2. **Identify** their own preferred style
3. **Switch** to a different style when the situation requires it
4. **Increase** their chances of influencing
and convincing others

MYSELF

- Convinced that influencing is one of the key skills in a professional setting (and also in private...)
- Observation: my bosses over the years
- **5** professional lives, all linked to training and learning
- Different contexts:
non-profit, business school, Goodyear, PwC, SES
- **25** years as trainer, presenter, training manager, sales manager, and trainer of trainers



MY DEFINITION

Influencing is the act of getting someone to want to change their behavior in a way they would not have done without your intervention.

DISTINGUISHING

How is influencing different from

- A. Negotiating
- B. Manipulating
- C. Forcing
- D. Marketing

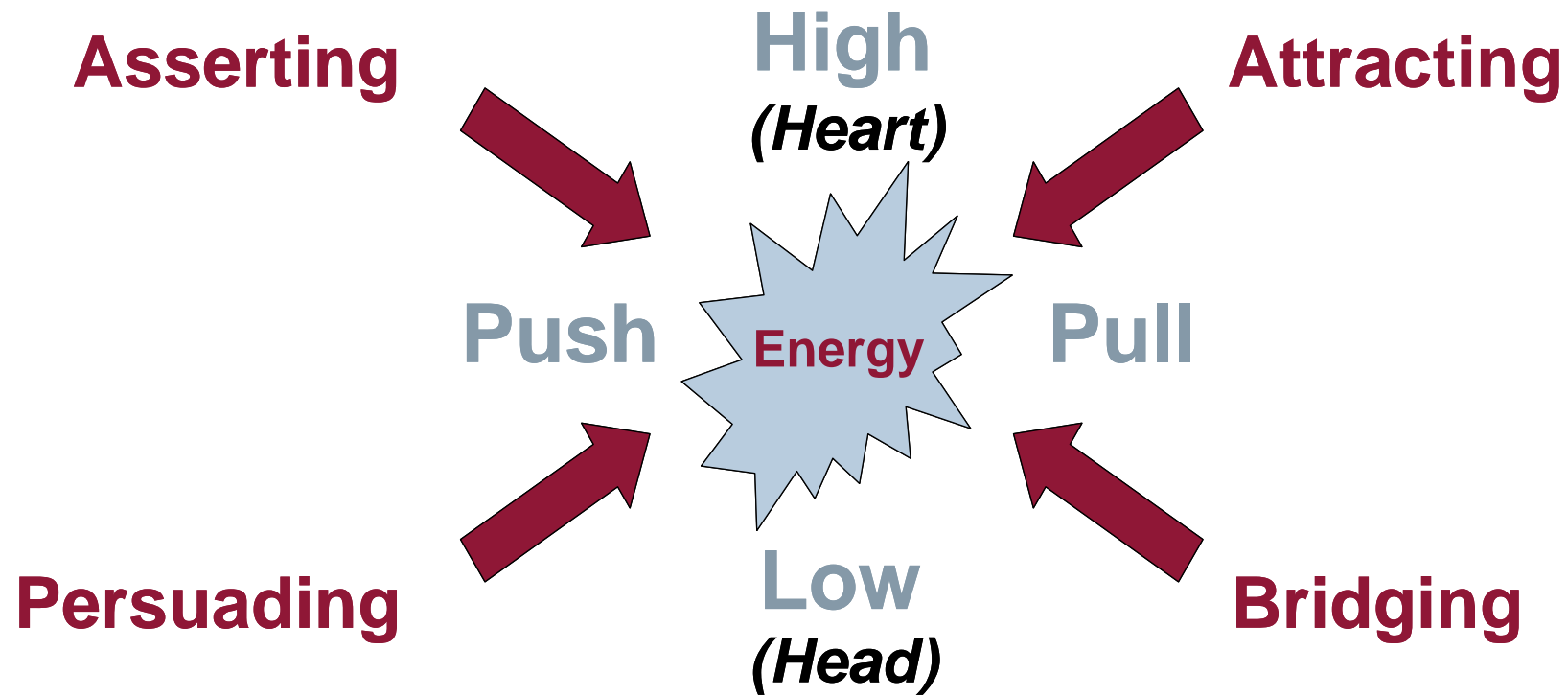
?

One size fits all?

We tend to use the style
that works for us...

Instead: situational approach

4 STYLES



PERSUADING = PUSH + HEAD

Culture

Rational, analytical, balanced, cold.

Words

Direct, measured, precise, no rambling, *“I suggest”*, *“because”*, *“I think”*

Music

Even balanced tones, clinical.

Dance

Few gestures, numbering with fingers.

Comments

Most used style, therefore most bad habits. Don't get drawn into others' case.



TRY PERSUADING

You want to influence your friend to invest in their «softskills», a.k.a. career skills.
How would you do that using the persuading style?

The Skills of Persuasion (= push + head)

Persuasion The skillful use of facts and logic to convince others to accept your suggestions or proposals

Proposing Putting forward succinctly your own proposals, suggestions and recommendations

Reasoning Offering reasons and facts to back up your proposal or disagree with another's proposal

ASSERTING = PUSH + HEART

Culture

Tough, confronting, evaluative.

Words

**Punchy, direct, forceful, clear,
Positive, not woolly or
apologetic, “I want”**

Music

**Emphatic, use of intonation and
pauses, measured and forceful.**

Dance

**Grounded, confident, firm eye
contact, forward moving, strong
gestures, square.**

Comments

**Emotional, toughest style, not
aggression, respect needs of
others.**



TRY ASSERTING

You see a father on the sidewalk on his cell phone while his two kids are jumping around on the curb close to the traffic.
How would you intervene using the asserting style?

The Skills of Asserting (= push + heart)

Asserting The ability to freely express your opinions and needs with sufficient forcefulness to ensure others take you seriously. At the same time you must take into account the opinions and needs of others.

Evaluating Making value judgements about what you like and/or dislike

Stating expectations Communicating your own wants, needs or expectations

Applying incentives and pressures Offering rewards or applying pressures in order to get what you want from others

ATTRACTING = PULL + HEART

Culture

Disclosing, open, encouraging, exciting.

Words

Descriptive, feelings *“I”, “you”, “how about”, “let’s imagine”, “wouldn’t it be great if”*

Music

Lively, energetic, intonated.

Dance

Open expressions, good eye contact, smiling, reinforcing gestures, showing confidence.

Comments

Disclosure, generating excitement and building strengths in others.



TRY ATTRACTING

You want to influence your family to go for a long walk together next Sunday. How would you do that using the attracting style?

The Skills of Attraction (= pull + heart)

Attraction The skill of building relationships, inspiring and motivating others and building a climate of openness and disclosure

Generating excitement Using personal enthusiasm and creating and articulating a personal vision

Building strengths in others Being direct with positive feedback, building trust and being open with feelings and emotion

Disclosure Talking about yourself and your experiences. Building trust through sharing

BRIDGING = PULL + HEAD

Culture

Open, empathising, warm, sincere.

Words

Open, exploring, questioning, reflecting and summarising, “what?, how?”

Music

Soft tones and volume, receptive.

Dance

Open gestures, soft eye contact, accepting, mirroring.

Comments

Keep to their agenda, not yours. Don’t manipulate.



TRY BRIDGING

You want to influence your friend who is unemployed and often staying up all night and then sleeping until noon to go back to a more regular daily rhythm. How would you do that using the bridging style?

The Skills of Bridging (= pull + head)

Bridging The skill of finding connections between yourself and others in order to better understand their point of view and gain their trust

Active listening Demonstrating that you have listened to others by reflecting back facts and feelings they have expressed and summarising your understanding

Exploring Asking for information and opinions from others to increase your understanding of their position

Finding common ground Identifying common interests, views, goals and values with others in order to build better relationships and improve mutual understanding

Building trust Building a climate of openness and trust by supporting and encouraging others, sharing uncertainty and disclosing appropriate personal feelings or information

One final point:

Situational approach is what works best.

Some universal ingredients:

Credibility

Attention

Respect

Empathy

ADVICE

**Allow the other person to
influence you.**

The Four Horsemen in action

The Gottman Institute
A RESEARCH-BASED APPROACH TO RELATIONSHIPS

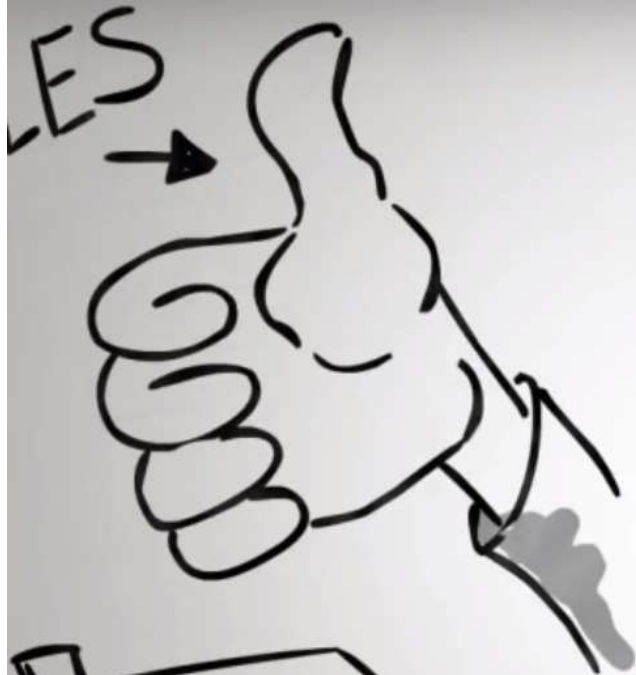
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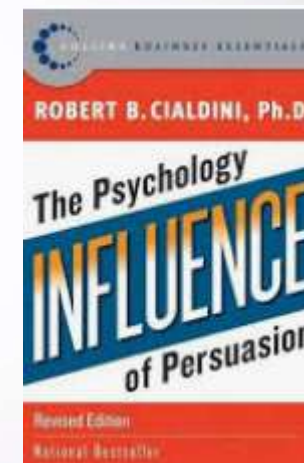
Criticizing/Attacking
Defensiveness/Blocking
Contempt/Sarcasm
Stonewalling/ignoring





6 SHORT CUTS

1. RECIPROCITY
2. SCARCITY
3. AUTHORITY
4. CONSISTENCY
5. LIKING
6. CONSENSUS



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