

TAKE A STAND

1) Lion

2) Owl

3) Bear

4) Deer

5) Dolphin

Shout Out

Shout out which one most appeals to you.

TAKE A STAND

Shout Out

Shout out which one most appeals to you.

1) BMW

2) Porsche

3) Mini Van

4) Truck

5) Motorcycle

TAKE A STAND

1) Inventor

2) Thinker

3) Doer

4) Planner

5) Facilitator

Shout Out

Shout out which one most appeals to you.

WHY INFLUENCING MATTERS?

- Change and complexity
- Flatter and/or matrixed organizations
- Team approaches to work, often with dispersed membership
- Greater collaboration and coordination across boundaries
- Decision making and time issues generated by increased collaboration

INFLUENCING DEFINED

“The **interpersonal behaviors** that we use, to have a **positive impact** on another party’s choices.”

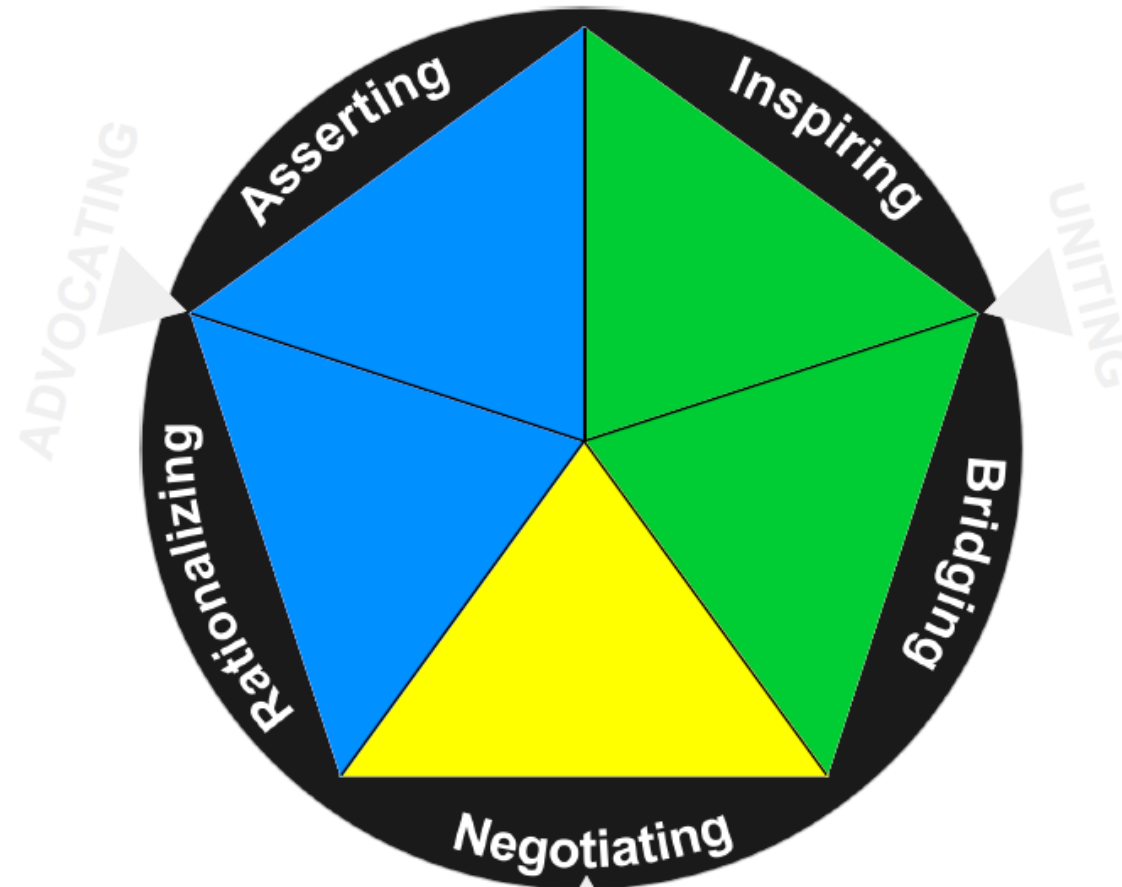
WAYS TO TELL IF YOU HAVE INFLUENCE

- Can work around policy or rules
- Access to vital information
- Involved in important decisions
- Can influence a change outside your role / area
- Access to resources
- Copied on correspondence

THE ISI MODEL: INFLUENCE STYLES

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

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



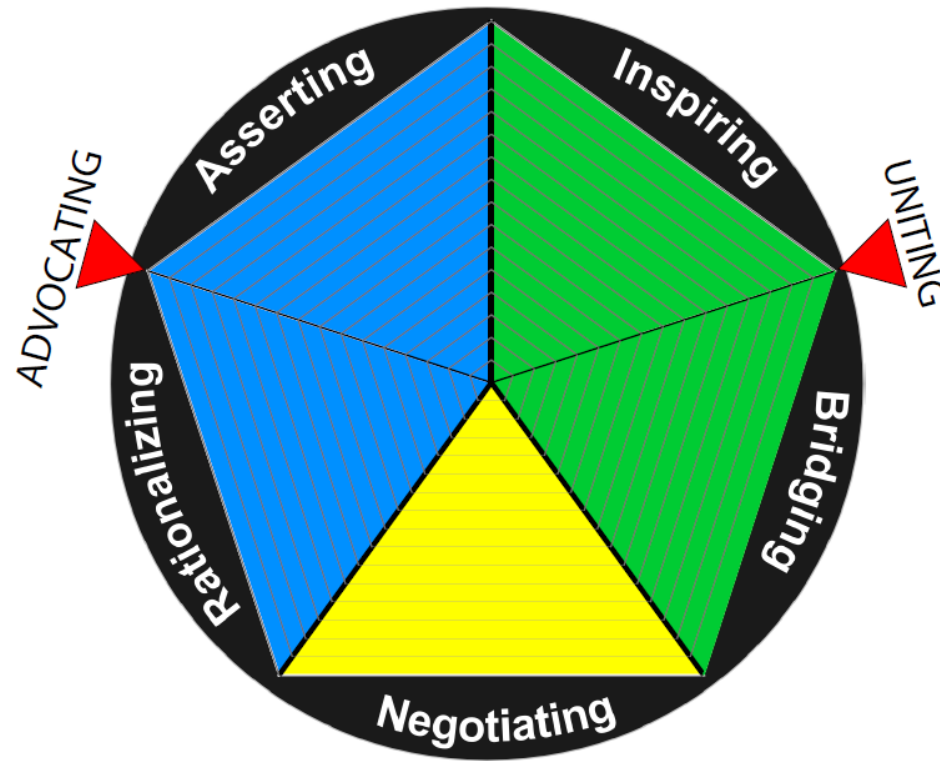
You advocate by
presenting a sense of
shared purpose and
exciting **possibilities**

You advocate by
connecting, building
relationships and
coalitions

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

THE ISI MODEL: INFLUENCE ORIENTATIONS

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



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

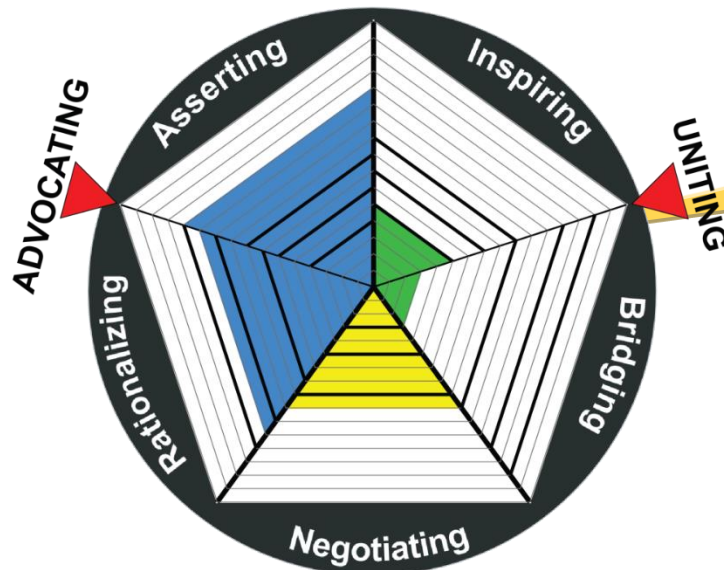
ISI FEEDBACK REPORTS: SAMPLE INDIVIDUAL REPORT

Influence Style Preference

Pat Sample

Category	Strength of Preference																
Rationalizing	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Asserting	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Negotiating	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Inspiring	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Bridging	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
	Underutilized				Slight				Moderate				Dominant				

Strength of Preference



Percentiles
25, 50, 75

Profile
Characteristics

Style Preference

You do not have a dominant influence style, however you show a moderate preference for Asserting (p.5), Rationalizing (p.4) and Negotiating (p.6). This indicates you can demonstrate flexibility with your influencing preferences and can likely adapt to different situations and people.

Underutilized Style

Your underutilized influence style is Bridging (p.13).

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**

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...**

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

RATIONALIZING SOUNDS LIKE...

**Our analysis
shows that...**

**The experts
say...**

**The only logical
solution is to...**

**What information
do you need to...**

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**.

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...

INSPIRING STLYE: 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 peoples **hopes** and **dreams** to gain their support
- Using context - **stories** and **metaphors** to appeal to the emotions of others

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 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

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 ...**

THE ISI MODEL: REVIEW

Preference

With a Rationalizing preference you will almost always push your perspectives, ideas and beliefs using logical and rational reasoning to convince others of your point of view. You use relevant facts and data to persuade others and you use expert views and historical data to support your argument.

Rationalizing

Value of the Rationalizing Style

- Brings the facts of a situation into clearer focus
- Uses analysis to propose a logical solution
- Moves discussion to a more logical, less emotional plane
- Takes initiative to suggest solutions to problems

Rationalizing is best used when...

- You are perceived as having unique status or competence – recognized expertise.
- You have information or insights not readily available to others.
- The issue being considered is open to logical discussion – probably a "right" way.
- People involved are not emotionally committed to a predetermined outcome or to having certain values upheld.
- Others do not see you as directly competing with them (i.e. jobs, rewards, career paths).

When Rationalizing is used effectively

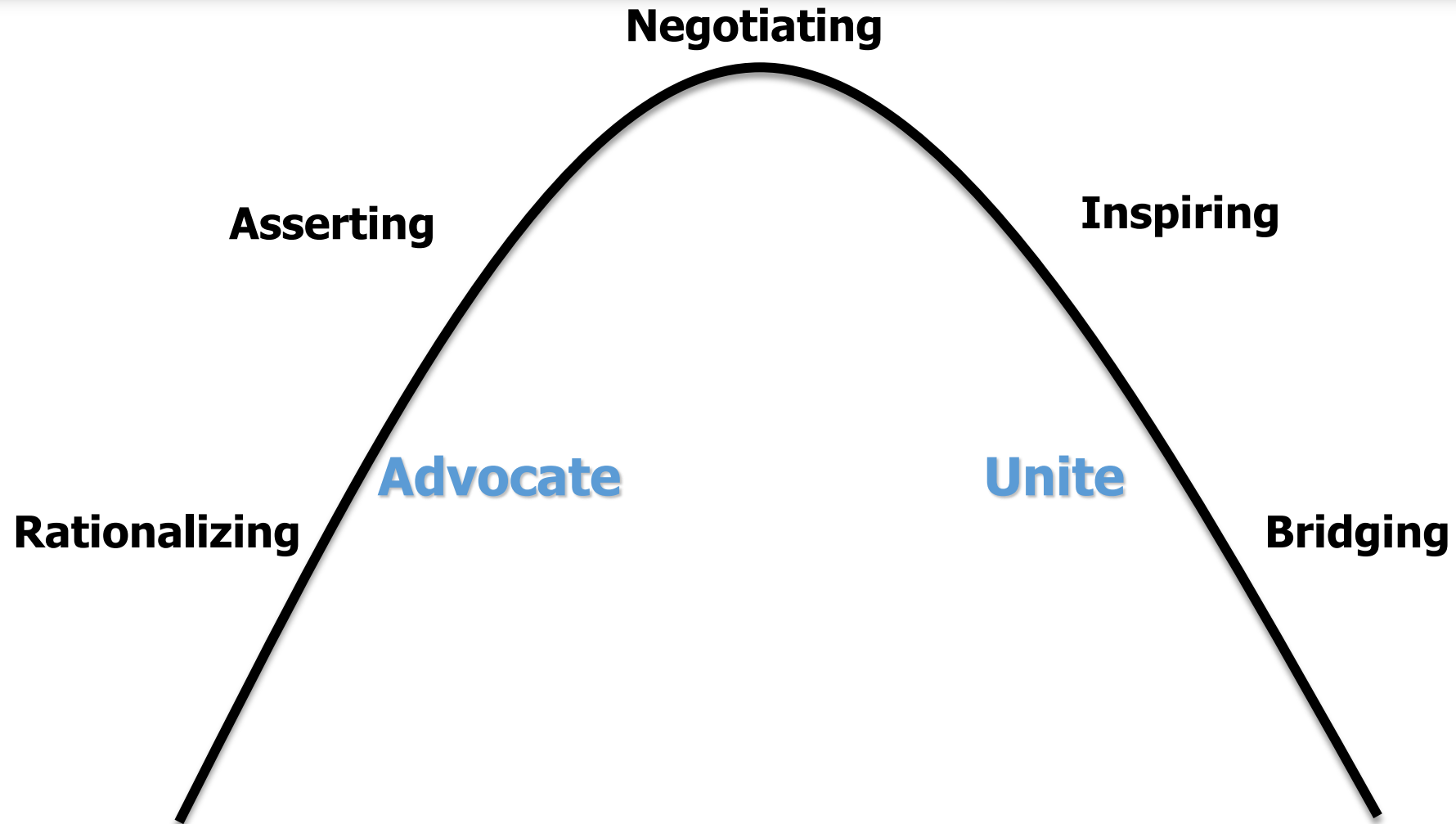
- You calmly and fairly present data and logic that enhances the understanding and awareness of other stakeholders.
- You base your position on accurate and relevant facts.
- You give other stakeholders time to ask clarifying questions.
- You avoid direct competition with those you want to influence.

When Rationalizing is used ineffectively

- Frequent repeating of logical proposals can feel like pressure and generate a negative emotional response.
- You do not account for value-based solutions.
- When overused it can be seen as competitive or self-serving and people may oppose your proposals regardless of the merits of the facts and your expertise.
- You may generate a competitive response from others.
- Stakeholders may feel that their values and feelings are ignored or are not important.
- People may assume you value your data more than their feelings.
- People feel they are being pressured and their perspectives are not being heard.

1. Review pages 4 – 9 for an overview of the five influence style preferences and the two influence orientations.
2. Draw a checkbox for statements that resonate, an X for statements that don't resonate, and a ? when you are not sure.

HORSESHOE ACTIVITY



STYLE GROUPS: INFLUENCING STYLES DISCUSSION

- For each **dominant style** represented in the group, discuss and make a list of:
 1. **Best uses** and situations for this type of dominate style
 2. **Potential pitfalls** if this style is either overused or used inappropriately given the situation
 3. **How we want people to influence us**
- Refer to your influencing style handouts for discussion prompts
- Be prepared to share highlights of your discussion with the others.

STRATEGIES

- Use the following **strategies** to improve your ability to influence others:
 1. Apply the right style to the right **situation**.
 2. Adjust your style to match the **other person's style**.

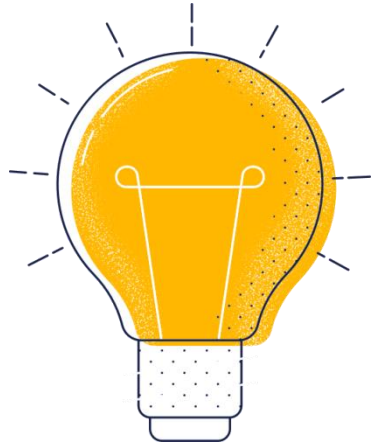
SITUATIONAL IMPLICATIONS

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

THE ISI MODEL: CASES

CASES

THE ISI MODEL: CASES



For the following case, determine:

1. Which influence style would work best?

Reference “[this style] is best used when” sections on pages 4-8.

Table Groups

TRAINING CASES - 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 department's efficiency and productivity across multiple divisions. 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 division 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.

What influence style would best work in the meeting with your peer?

Asserting	Rationalizing	Negotiating	Inspiring	Bridging

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What influence style would best work in the meeting with your peer?

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

TRAINING CASES - 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 influence style would best work for this phase of work?

Asserting	Rationalizing	Negotiating	Inspiring	Bridging

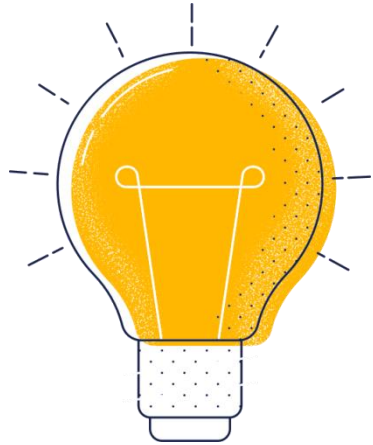
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What influence style would best work for this phase of work?

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

INDIVIDUAL APPLICATION



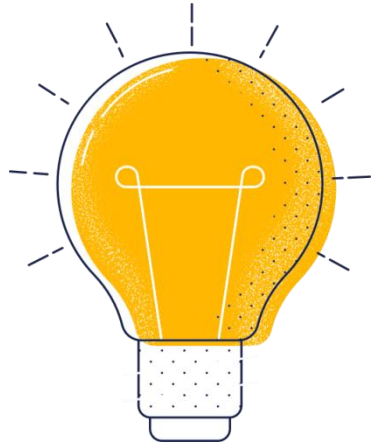
On Your Own

1. Refer back to the change you want to implement.
2. What is the best style to use for the current situation?
3. Choose one of the key players whom you need to influence. What do you think is their dominant style? What leads you to that conclusion?

INDIVIDUAL IMPROVEMENT

- Take the following **action** to improve your ability to influence others:
 1. Stop overusing your **dominant preference**.
 2. Develop your **underutilized styles**.
 3. Increase your **awareness**.

THE ISI MODEL: UNDERUTILIZED STYLES



1. If you took the online assessment, find your underutilized style at the bottom of page 3.
2. Review pages 11-12 for strategies to develop your underutilized style.

On Your Own

Questions?