



# Influencing and Persuading Skills

Session starts at 10am



# HELLO!

I am **Karen Maher**

I am an experienced HR consultant and workforce development specialist originally from the North East of England.

I specialise in coaching, mentoring, mediation and training delivery. I deliver QQI accredited courses including People Management, Supervisory Management and Medical Secretaries

I am also qualified to administer and deliver psychometric tests including EQi2 (Emotional Intelligence) and MBTI (Personality Types).



# Overview

The difference between influencing and persuading  
Communicating in a more persuasive manner with others  
The essential skills of influencing and persuading  
Becoming a more active listener  
Knowing the difference between listening and hearing  
Acting as an opinion shaper  
Setting clear goals and objectives when negotiating  
Enhanced persuasion skills



# What's the difference?

What **do you** think the difference is between

influence

and

persuade?



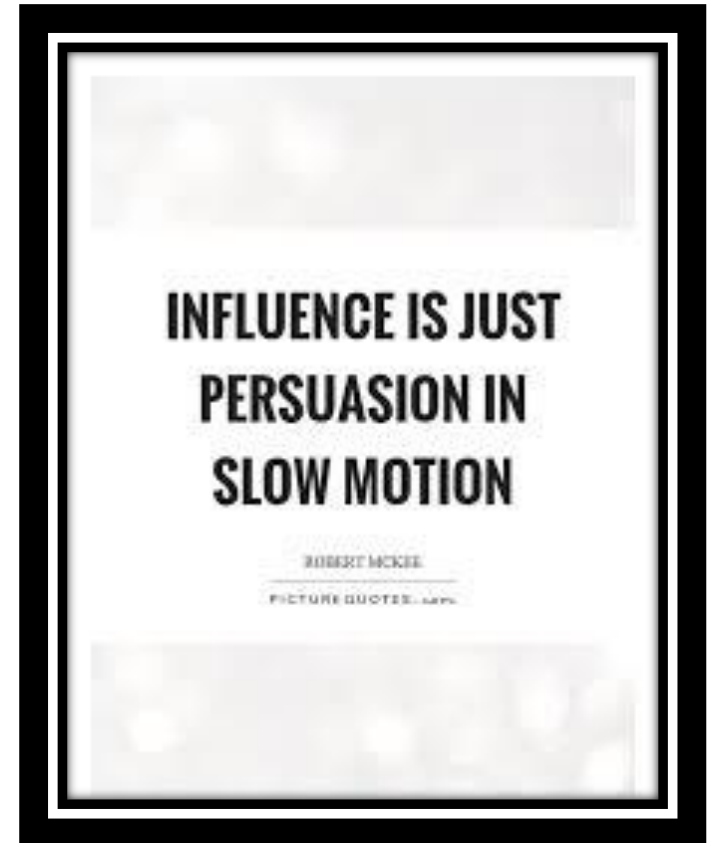
**INFLUENCE AND  
PERSUASION**

## What's the difference?

Influence comes from a trait that you possess. It is something that you *are*.

Persuasion happens because of an action that you take. It is something that you *do*.

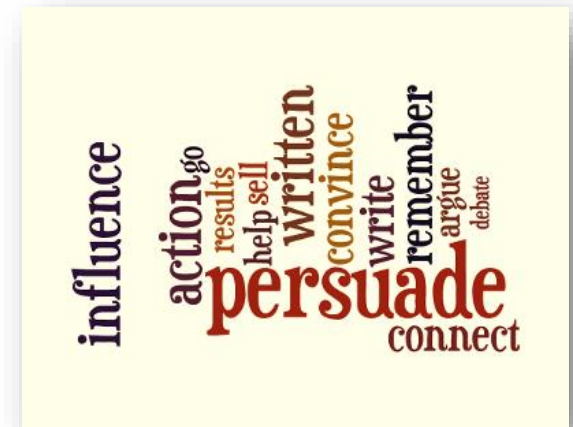
Influence is long term.  
Persuasion is short term.



# What's the difference?

**Influencing skills** are the ability to bring people round to your way of thinking about a certain topic, without force or coercion whilst acknowledging their opinions.

**Persuasion skills** refer to the talent of changing the attitudes, beliefs, or behaviours of a person or group towards another person, group, event, object, or idea. It is usually done by conveying, in a message, some feelings, information, reasoning, or a combination of these.



# Ways to Influence and Persuade

## Nagging

We all know people who aim to persuade by talking constantly. They seem to think they can grind others into submission, by simply reiterating their point of view constantly. This, basically, is nagging. And it does sometimes work because their colleagues or family give in solely to get some peace. But as a general rule, others persuaded in this way probably haven't bought into the idea, and are not committed to it.

## Coercion

Others fall back on the power of their position, and order others to do what they want. Again, their family or colleagues won't necessarily like what they're doing. If it's hard, they may well give up. More orders will be issued, to rescue the idea, but again, may be unsuccessful, because those involved are doing it because they have to, not because they want to.



# Ways to Influence and Persuade

## A Better Way?

The better way is to get others to buy into the idea, and want to do it your way....and the best way of doing that is in a way that others don't notice.

## Remember the fable of the sun and the wind?

The wind and the sun decided to have a competition to decide once and for all who was stronger. They agreed that the winner would be the one who could persuade a man to take off his coat. The wind blew and blew, but the man only held on more tightly to his coat. Then the sun shone gently down, and within minutes, the man took off his coat.





# Another example – choosing a leader

The group had agreed on the ideal type of person, and there were two obvious candidates within the group, Sue and Steven.

Sue suggested that Steven should take on the task, and he accepted happily. Decision made. Everyone smiled, except for one member of the group, John.

John, who had until that moment been silent, said: “Steven, don’t forget to let us know what you want us to do to help. With your new job, you’re going to have a lot on, and you’ll need to make sure you get us organised or we won’t get it all done.”

Steven looked thoughtful, and then said, “You know, on reflection, I’m not sure I’ve got time to do this as well as starting my new job. I have got a lot on, as you say. Maybe it would be better if Sue did it.”

Everyone looked at Sue, who said that she would take it on if the group wanted. They all agreed that would be best.

Sue later asked John privately why he had intervened when the group had already decided on a leader. He said that he thought she would do it better than Steven, and get a better result for the group.



# What happened?

What do you think happened in this example?

What skills were used?

In this example, John had used his persuasion skills very subtly to get what he wanted, and created a win-win situation from a potentially unpleasant conversation.

Steven was happy that the group had acknowledged his skills, and equally happy that he wasn't leading the task. In fact, he wanted Sue to lead it, without John ever having to risk upsetting him by saying that he thought Sue would be better.



# Influencing style

## Push behaviours

Telling  
Reasoning  
Using logic  
Disagreeing  
Leading questions  
Threatening  
Arguing

## Pull behaviours

Asking  
Building  
Bridging  
Agreeing  
Encouraging  
Modeling



# Influencing formula?

## FEATURES

INDIVIDUAL ELEMENTS OF A  
PRODUCT

EXAMPLES:

- PEN CAP
- HEALTHY INGREDIENTS
- BICYCLE REFLECTORS
- INSULATED CLOTHING

## BENEFITS

WHAT FEATURES DO FOR YOU

EXAMPLES:

- PREVENTS INK DRYING OUT
- CONSUME FEWER CALORIES
- VISIBLE AT NIGHT
- STAY WARMER WITH FEWER CLOTHES

## VALUE

WHY A BENEFIT IS IMPORTANT TO  
YOU

EXAMPLES:

- BUY FEWER PENS, SAVE MONEY
- GET IN SHAPE EASIER
- MORE TIME TO CYCLE SAFELY
- SAVE TIME PACKING, PAY FOR LESS LUGGAGE

# Essential skills

Who is a great influencer?

What skills do they demonstrate?



# Essential Skills

Convincing people to help you influence others	Showing genuine interest in others
Resolving conflicts and disagreements among others	Conveying energy and enthusiasm
Using a compelling tone of voice	Behaving self-confidently
Bargaining or negotiating	Willingness to do favours for others
Building consensus	Listening
Having insight into what others value	Building close relationships
Building rapport and trust	Persisting

People who become highly skilled in the areas described can be extraordinarily effective at leading and influencing other people.

# Are you a good listener?

You are the bus driver at stop no 1, three people got on the bus, one of them was wearing a red hat.

At stop 2, four people got on and one got off.

At stop 3, two people got on, one person was carrying a bag and the person with the red hat got off.

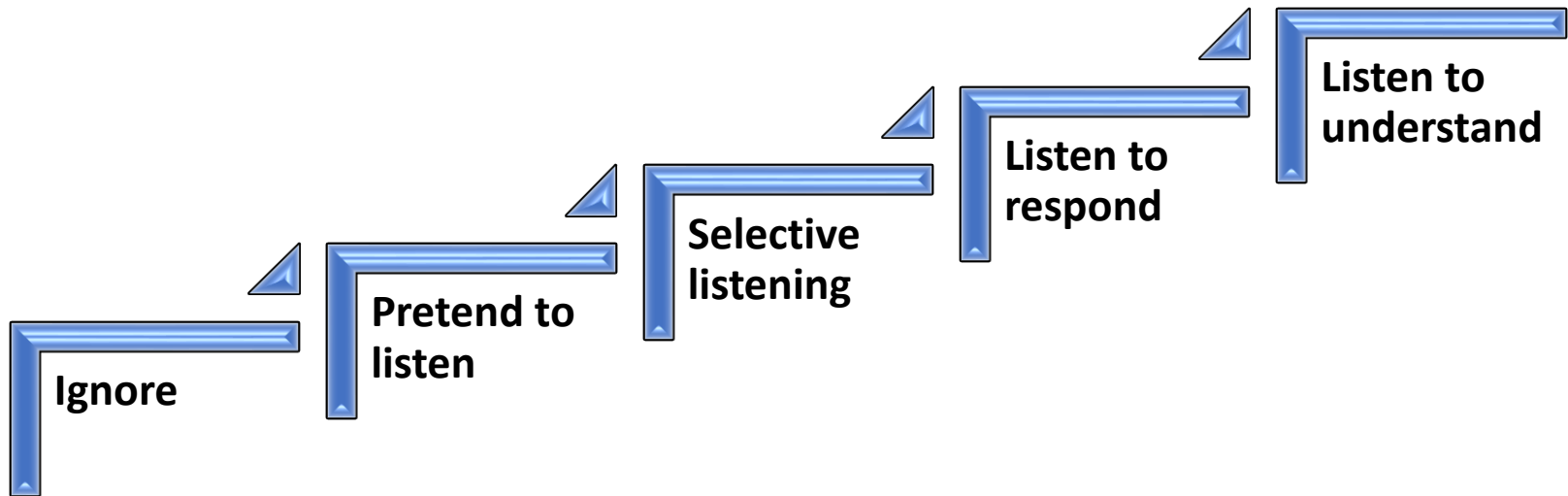
At stop 4 a man tries to get on the bus with his dog and you have to stop him.

At stop 5 a group of 20 tourists get on board and 5 passengers get off.

What is the bus driver's age?



# Levels of Listening





# Becoming an active listener

## **1. Approach each dialogue with the goal to learn something**

Think of the person as someone who can teach you.

## **2. Stop talking and focus closely on the speaker**

Suppress the urge to think about what you're going to say next or to multitask.

## **3. Open and guide the conversation**

Open and guide the conversation with broad, open-ended questions such as "what other strategic alternatives did you consider" or "how do you envision..." Avoid close-ended questions that can be answered with just a "yes" or "no."

## **4. Drill down to the details**

Drill down to the details by asking directive, specific questions that focus the conversation, such as "Tell me more about..." "How did you come to this conclusion?" or "How would this work?"

# Becoming an active listener

## **5. Summarise what you hear and ask questions to check your understanding.**

Questions such as, "If I'm understanding you..." or "Tell me if this is what you're saying...."

## **6. Encourage with positive feedback**

If you can see that a speaker has some trouble expressing a point or lacks confidence, encourage him or her with a smile, a nod or a positive question to show your interest.

## **7. Listen for total meaning**

Understand that in addition to what is being said, the real message may be non-verbal or emotional. Checking body language is one way to seek true understanding.

## **8. Pay attention to your responses**

Remember that the way you respond to a question also is part of the dialogue. Keep an open mind and show respect for the other person's point of view even if you disagree with it.

# Active listening in action

- Be attentive
- Look at the other person
- Encourage the person to talk
- Ask questions
- Use non-verbal messages to show interest
- Use silence appropriately
- Empathise with feelings expressed
- Don't overdo the 'technique', be genuine



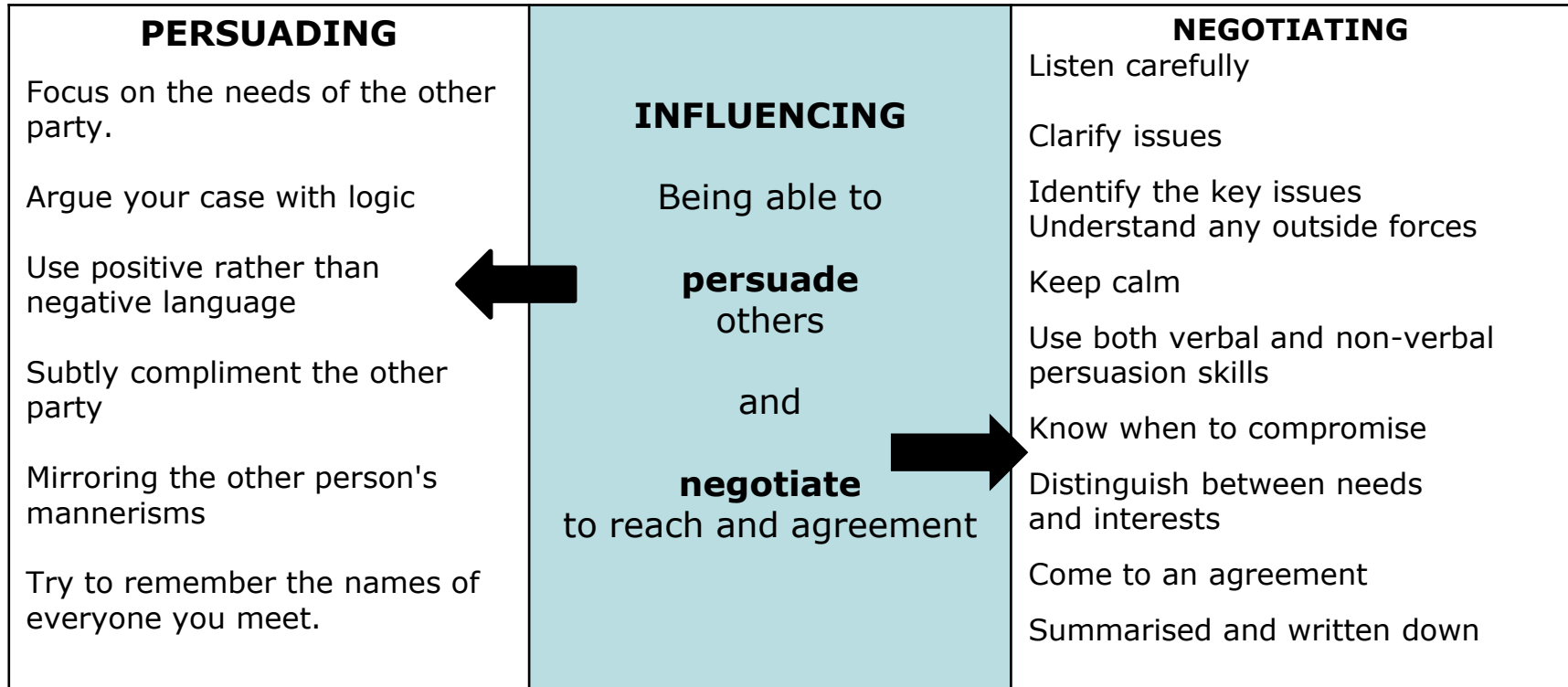
# Negotiating – setting clear goals

Negotiation involves two or more people finding an acceptable solution to a shared problem.

Successful negotiators control the process, and come away with a result they're satisfied with – whether or not they've made compromises along the way.



# Influence, Persuade, Negotiate



# Elements of Negotiation to Consider

## Goals

What are you trying to achieve during the negotiation? And what do you think the other person's goals will be?

## Trades

What might you be able to ask for, and what would you be prepared to give away?

## Alternatives

If you really can't achieve your goals, what would be your "best alternative to a negotiated agreement" (BATNA)? Your position will be more secure if you have a number of options, so it's worth putting plenty of effort into addressing this point.

## Relationships

How have negotiations gone with this person in the past? Just as importantly, what kind of relationship do you want with them in the future?



# Elements of Negotiation to Consider

## Expected outcomes

What precedents have been set? Based on those, and on any other evidence you have, what seems to be the most likely outcome of **this** negotiation?

## Consequences

Is this a big, one-off deal, or one of many smaller negotiations? What do you and the other party stand to gain or lose?

## Power

Who holds the power here? How might this affect the negotiation process?

## Solutions

Taking all of these points into account, what do you now consider to be a fair outcome – one that you can put forward with confidence?



# Enhancing your Influencing Skills

## 10 Top Tips



### 1. Persuade Rather than Coerce

People may do things for you under pressure, but they won't like it.

If you take a gentler, more collaborative approach, people will be far more willing to be influenced by you than if you strong-arm them into submission.

### 2. Build Rapport

We like doing business with people we like; take time to ask about their children, partners, holidays and look to find common ground. Rapport is the oil that smooths the way.

### 3. Identify What's in it for Them

We all like a win/win. Identify what a win might look like for others.

### 4. Make it Mutual

If you do something, however small, for me, I am more likely to want to do something for you. Influencing is a subtle two-way process and can be as simple as making others feel acknowledged, understood and appreciated.

### 5. Identify their View

Often we only try to influence from our point of view.

If you've tried twice to explain something and they still haven't 'got' it then you have to try something different through a greater understanding of what the situations looks like from their perspective.



# Enhancing your Influencing Skills

## 10 Top Tips continued



### 6. Don't Worry about Who gets the Credit

Eleanor Roosevelt said; *'You can get anything done if you don't care who gets the credit'*.

Avoid becoming too attached to getting recognition. The important thing is getting your idea agreed.

### 7. Develop Your Current Relationships

It's far easier to strengthen bonds with people who are in your current sphere of influence than trying to do things on your own. The better they feel about you the more willing they will be to help you expand your network.

### 8. Expand Your Network

If you need access to people with whom you don't have a direct route, look to enlist people in your current sphere who could open those doors for you. People are willing to help if you make them feel valued.

### 9. Find out What Motivates Them

If you know someone is motivated by learning new things use that in the way you try to influence them. If they are motivated by bonding with others, talk about how it would be a great opportunity to work with a new team and with new people.

### 10. Become an Expert

Do your research and know your subject inside out which gives substance to your ideas.

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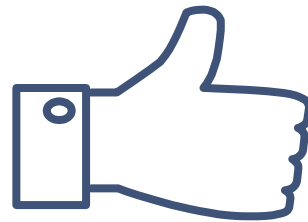
# Summary & Recap

## Q&A



**GOOD BYE &  
GOOD LUCK!**





# THANKS!

Any questions?  
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