



The Art of Influence

Module 5

A Promoting Excellence Online Course

This is part of a series of online courses
available from Promoting Excellence
Leadership Consultants.



Promoting
Excellence

Module 5: B. To Become Effective at Influencing Others C. To Become Excellent

Read the list below and work through each point with the aim to become more effective in influencing others.

B. TO BECOME EFFECTIVE AT INFLUENCING OTHERS

1. Gain feedback as to how influential you are. Examine the probable impact of your words and behaviours. Reflect on whether your influence is constructive and ethical. Identify individuals you know in your organisation whom you consider to be supporters of your ideas, initiatives etc. Identify areas in which you lack support and target your impact and influence in an effort to build relationships to enhance your impact.
2. Identify as many approaches as you can when influencing others. Look at the strategies that have been presented on the PowerPoint. Ask colleagues for their input to identify the full range of tactics that are available to you.
3. Make sure you take the time to listen to others. Focus on the non-verbal messages as well as those which are articulated. When seeking to influence, practice linking your arguments to other peoples' underlying thoughts and concerns.
4. Before communicating any change to your team, play devil's advocate by writing down any negative reactions they may have to the proposed change. Address every concern by having clear logical arguments prepared to counter their reactions.

Reflect:

How have you progressed? Keep working on these ways to improve your effectiveness - even if you are not successful at the first attempt.

Make any notes here, or in your workbook, over the next few weeks

B. TO BECOME EXCELLENT AT INFLUENCING OTHERS

Finally work through the list below carefully following each point

1. Again identify individuals you know in your organisation whom you consider to be supporters of your ideas, initiatives etc. How are you doing? Identify areas in which you lack support and target your impact and influence effort to build relationships with them to enhance your impact.
2. Before an important briefing or presentation 'lay the ground work' by holding a number of meetings with key individuals. Use these as an opportunity to gauge areas of opinions, resistance or support, and try to get these people on-board – lobbying
3. Focus your efforts on trying to build strong working relationships as broadly as possible in your organisation so that you are better able to understand all perspectives and recognise those individuals who are influential now or will be in the future.
4. Study the style of a leader with 'presence'. Ask people what it is they find particularly engaging about the person's style. Use this insight to prepare your own influencing approaches.

Reflect: How far have you progressed? In which areas have you made progress?

Make any notes here, or in your workbook, over the next few weeks