

PROFESSIONAL (I.E, ETHICAL) INFLUENCING IN THE WORKPLACE AND BEYOND

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FIVE CONTRIBUTORS TO SUCCESSFUL INFLUENCING

1. An **idea or proposal** that stacks up
2. An appreciation of how **personality** affects the way you convey your message and how it is received by others
3. An appreciation of **organisational culture** and its impact on the decision-making process
4. The **ability to adapt** your approach to meet the personal and cultural preferences of those decision makers
5. An awareness of **internal processes** and decision-making cycles in the target organisation

NORMAL REACTIONS TO BEING INFLUENCED...

- **Not another thing to think about!!** -
 - You may be asking me to consider something I had **not** thought about previously and I already had enough to do before you came along!
- **But I'm right!!** –
 - You may be asking me to think **differently** about an issue and possibly set aside my previous position
- **What if I say no?** –
 - Will I miss out on something? There may be **negative** fall-out for me if I reject your idea and so I am feeling pressurised
- **Why didn't I think of it?!!** –
 - I may resent being told something that perhaps I should have thought of before and so I may want to **save face** by playing hard to get!

OUR 'UNTHINKING' APPROACH TO INFLUENCING OTHERS.....

1. People think the way I do... or they should!
So,
2. I will sell my idea/plan in a way that would appeal to me
3. If they don't 'get it', I will say it again, speaking louder and more slowly;
4. If they still don't get it, I will conclude there must be something wrong with them, so
5. I will find somebody else there with a bit more common sense and then.....
6. See 2 above!

THE REALITY IS THAT....

- People are different:- they prefer to engage, consider data, make key decisions and organise their environments, in ways that almost certainly differ from your own approaches
- In addition, their workplaces will have developed different organisational cultures from your own, which then guide their unique collective behaviour and processes
- Therefore, if you want those other people onboard with your idea, you need to identify those different personal and cultural preferences and then adapt your approach to fit them
- The alternative is to keep trying to get people to see things your way and act surprised when they get annoyed.

SOME WAYS IN WHICH PEOPLE'S PERSONALITIES DIFFER

- Preference for **External Engagement** or **Internal Reflection**
- Preference for **Hard Data** or **Big Picture Intuition**
- Preference for **Objective** or **Subjective** Decision Making
- Preference for **Ordered Lifestyle** or **Unstructured Spontaneity**

THINK OF PERSONALITY PREFERENCE LIKE 'HANDEDNESS'

- We use both hands every day but most of us are either left- or right-handed
- Some tasks just feel 'right' and easier using our preferred hand and we don't even have to think about which to choose (for example, writing our name)
- It looks weird if we see someone using the 'wrong' hand to do the same task
- *If we had to use our non-preferred hand for a while it would be slow and awkward at first before improving*
- *However, we would quickly revert to our preferred hand when able.*

EXTERNAL OR INTERNAL

External Engagement

Direct energy outwards to people and things

Focus on change and interaction

Outgoing, confident

Think whilst, or after, speaking

Seek variety, action, company

Internal Reflection

Direct energy inward to concepts and ideas

Focus on understanding, questioning

Prefer inner dialogue to unrehearsed vocalising

Think before, or instead of, speaking

Often seek quiet for concentration.

DATA OR INTUITION

Data

Place a heavy reliance on the five senses

Focus on practicality and reality, the here and now

Pay attention to detail

See accuracy, initially, as 'more important' than impression

Intuition

Rely on possibilities and inspiration

Focus on future and innovation

Asks "What if...?"

See the big picture

View impression, initially, as 'more important' than detailed accuracy

OBJECTIVE OR SUBJECTIVE

Objective

Use logic

Value things, truth, principles

Want to solve problems
dispassionately

Display an impersonal
approach

Treat people and problems
with Fairness (consistency)

Subjective

Tap into human values and
needs

Value people, tact, harmony

Want to bring emotion into
the problem-solving process

Factor in feelings

Treats people and problems
with Fairness (unique)

ORDERED OR UNSTRUCTURED

Ordered

- Value plans and structure
- Look to be self regimented
- Have exacting standards
- Focus on completion and moving on to next thing
- Deal with essentials

Unstructured

- Value Spontaneity
- Curious
- Flexible
- Tolerant
- Focus on starting
- Often seek more information and see delaying irreversible action as a good thing

IMPORTANT TO APPRECIATE...

- We use all of these behaviours, but we prefer some over others and so use them more often, the collective result being our 'default' personality
- Reflecting on these default behaviours (or getting feedback from others) helps us see how we come across when promoting/presenting our ideas
- We also need to recognize that others will be using their preferences when receiving your ideas
- The labels are not really important so don't try to diagnose another person's personality type, just be alert and look for clues as to how they might prefer to be approached and communicated with
- A useful tool for spotting those clues is **R.O.A.L.**

R O A L

- **R = Research**
 - Use internet, company website, social media, style of official documents and the experience of others, to get a sense of how that person ticks
- **O = Observe**
 - Take the opportunity to watch the person in meetings, conferences, etc., and pay attention to their pet topics, speaking style, triggers and personal demeanor
- **A = Ask**
 - If R and O are not available, or to cross reference what you have already found out, ask the person or those around them about the best way of approaching them/the issue
- **L = Listen**
 - Just be quiet and listen carefully to any answers you get. Listen for content and tone, and don't interrupt. Also respect silence – this may simply mean thinking is taking place and more content/clues will follow.

NATURAL QUESTIONS

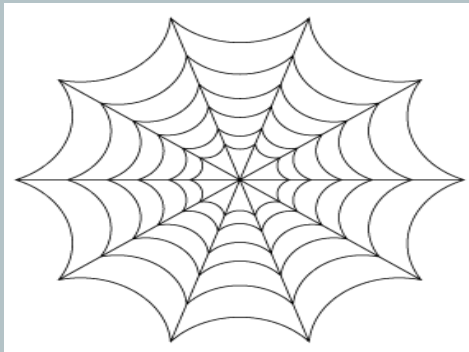
- How would you like to handle this?
- How much time do we have?
- How do you see this problem/issue?
- What would help move things forward?
- How can I help?
- When would be a good time?
- How much information do you need from me now/later?

RECAP

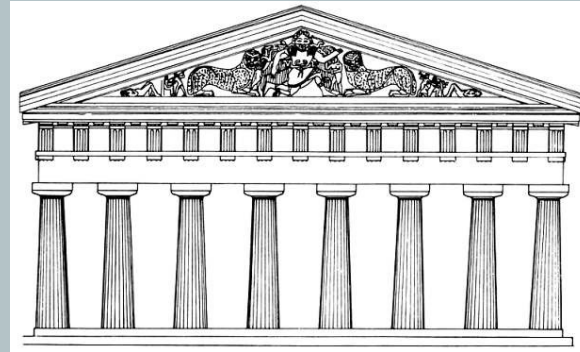
- People are different - so an approach that works with person A may not work as well (or at all) with person B
- You probably have your own default way of conveying an issue, and it is easy to for this style to become exaggerated in your enthusiasm and desire to get the other person on board
- A person who doesn't tune into your wavelength isn't being awkward, they are just being themselves!
- Do your prep - step back, reflect on your style and look for clues as to how the other person might prefer to be approached
- Then be prepared to adapt your methods to mirror the other person
- Don't be surprised or dispirited if you do not ace that changed approach the first time. Remember, you will have been using your 'wrong hand'!

A MODEL OF FOUR ORGANISATIONAL CULTURES

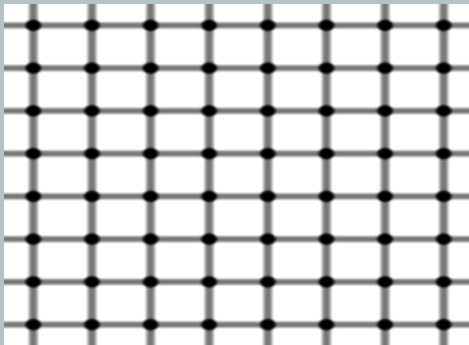
- The Power Culture



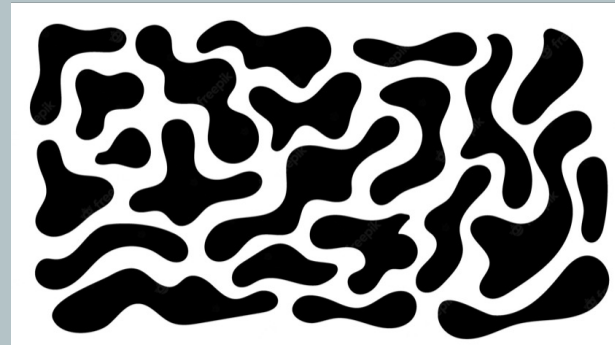
- The Role Culture



- The Team Culture



- The Individual Culture



A stylized spider web graphic with a central rectangle containing the title. The web is composed of concentric circles and radial lines, creating a star-like pattern. The central rectangle has a black border and contains the text 'THE POWER CULTURE' in a bold, black, sans-serif font.

THE POWER CULTURE

There will be a central Power figure (think of Zeus!) at the centre of the cobweb

Absolute power is retained in that centre and radiates out solely at Zeus' discretion

Mercurial (erratic and unchecked) behaviour is common

Staff can in favour, or swiftly marginalised, without obvious logic

Zeus' fads and whims are likely to consume time and resources



THE POWER CULTURE

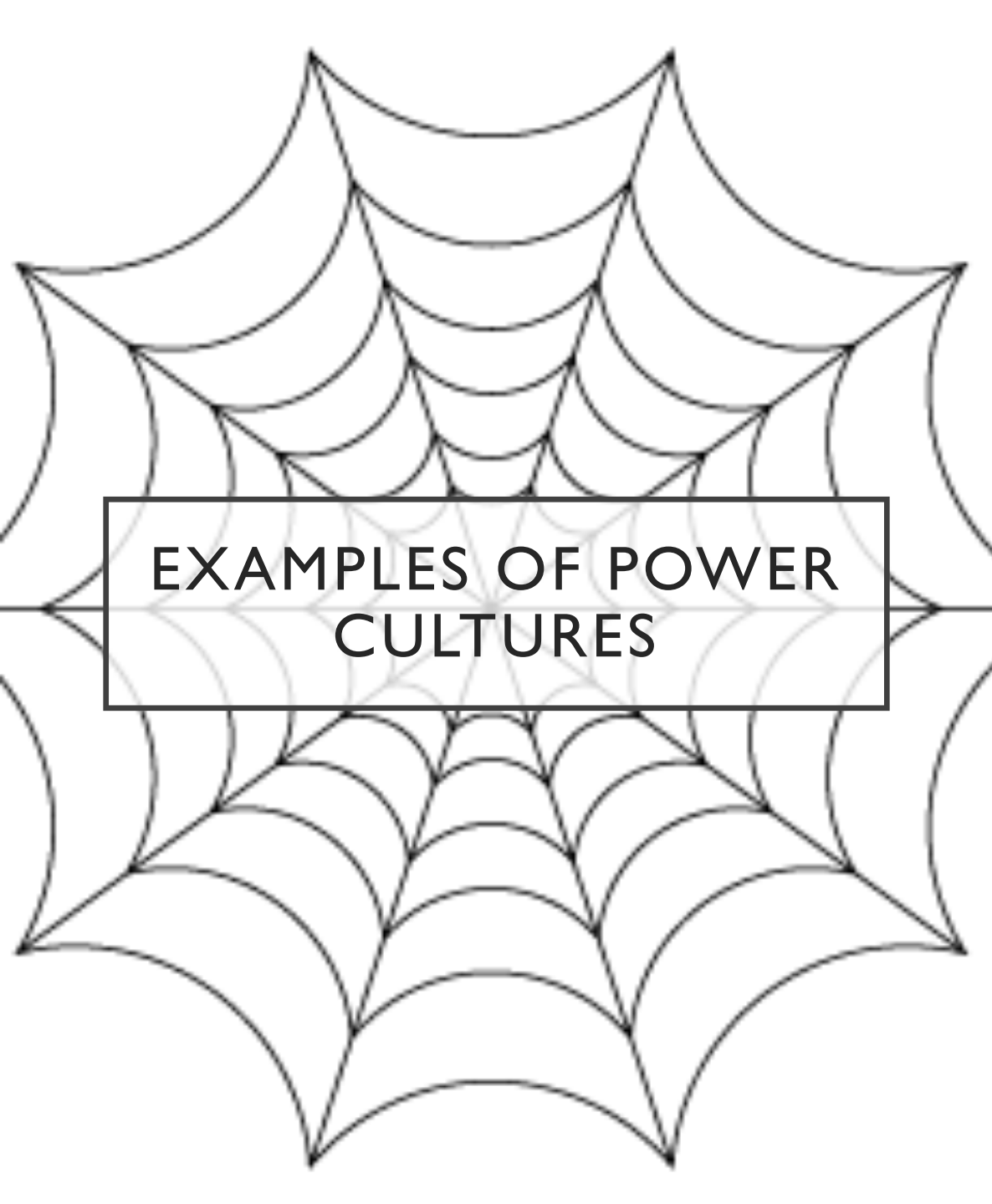
Force will be met with even stronger force and any challenges are likely to be anticipated

Only Zeus' agenda matters – other issues are ignored

What others perceive to be abuse of power, the Power figure sees as passion and decisiveness

Conventional organisational processes will be minimised or subverted

Its an exhilarating ride!



EXAMPLES OF POWER CULTURES

Many family businesses

Steve Jobs at Apple

Robert Maxwell

Margaret Thatcher

Donald Trump

Alan Sugar

Mandelson (behind Brown)

Cummings (behind Johnson)



THE ROLE CULTURE

The culture of the
Bureaucracy

The job role is more
important than the
current job holder

Loyalty and soundness
are rewarded, not
maverick tendencies

Promotion is usually
vertical/hierarchical

The language is
impersonal

There is high specificity
of roles and authority
levels

Risk is to be avoided or
tightly managed



THE ROLE CULTURE

Committees proliferate

History, paper and evidence are valued

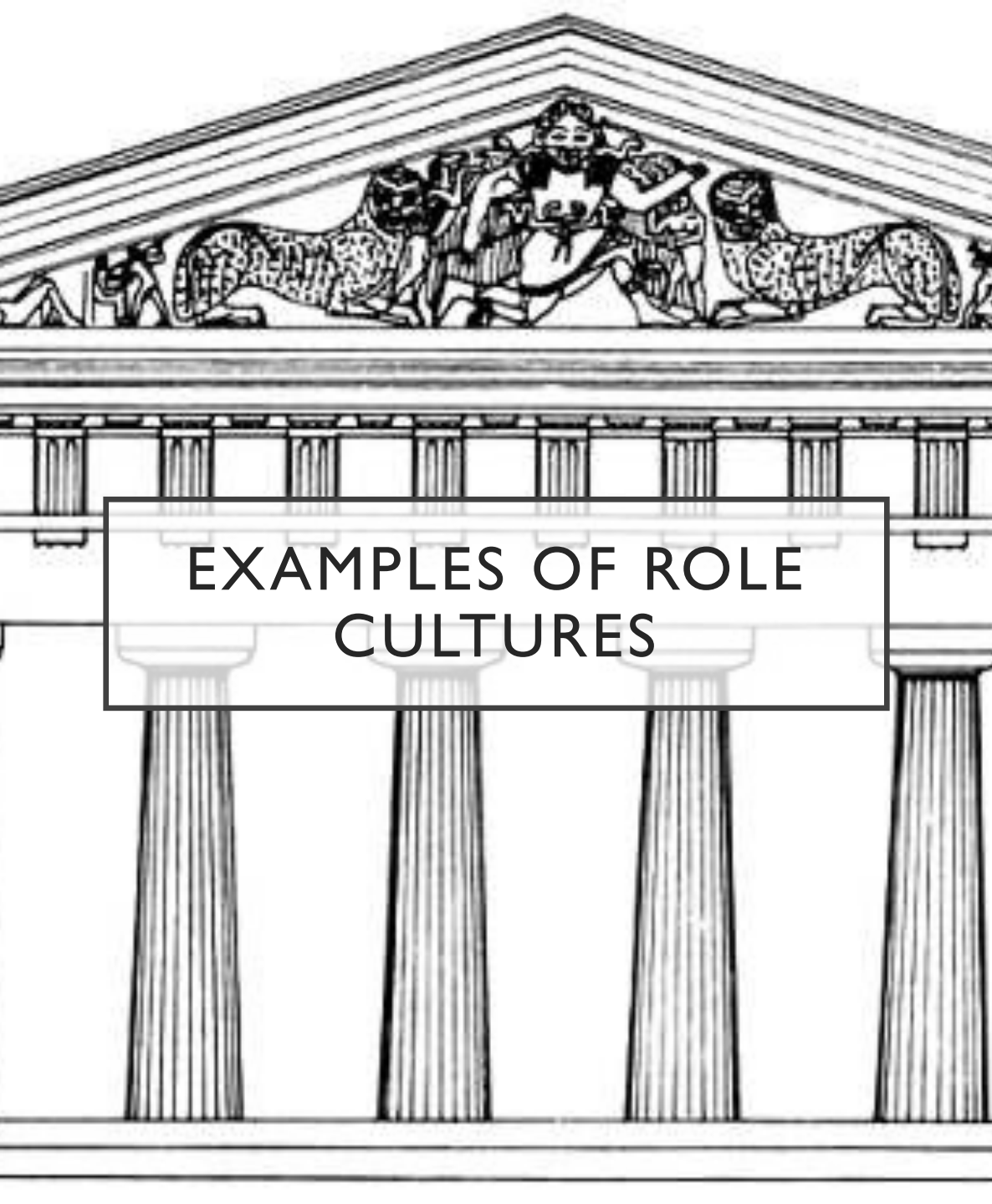
The 'currency' is strategies/plans/protocols

Time scales are long

No decision is preferable to a poor decision

The culture can be slow to respond to rapidly changing external factors

However, It delivers consistency!



EXAMPLES OF ROLE CULTURES

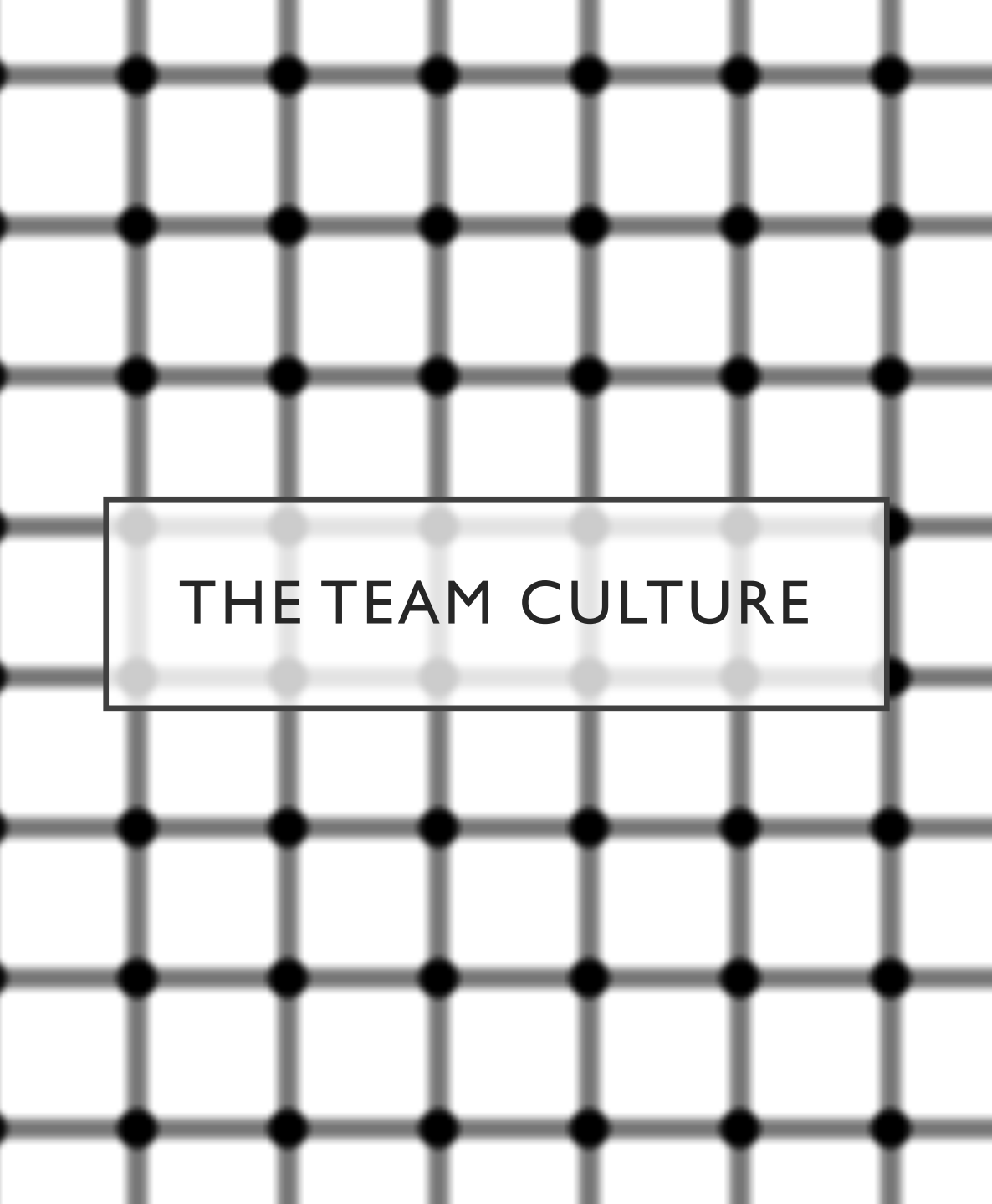
Civil Service

Roman Catholic
Church

Banks/Insurance
Companies

The Court system

Corporate Functions
– HR, Finance, Legal
etc.



THE TEAM CULTURE

Task and Outcome
focused

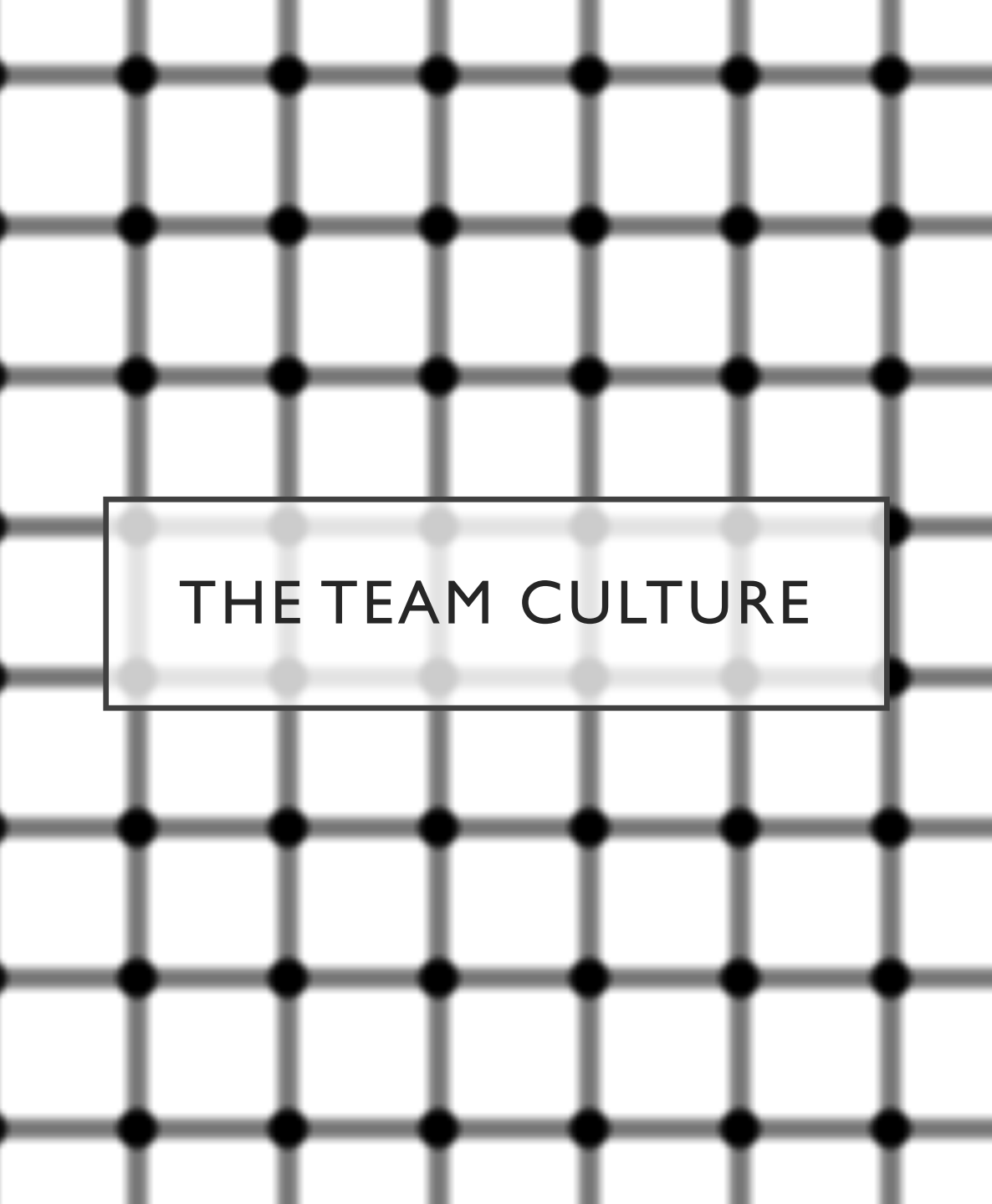
Problem oriented

Team working is
natural

Personal expertise is
more highly valued
than position

Team self management
is demanded

Athenians may
operate in several
teams at once



THE TEAM CULTURE

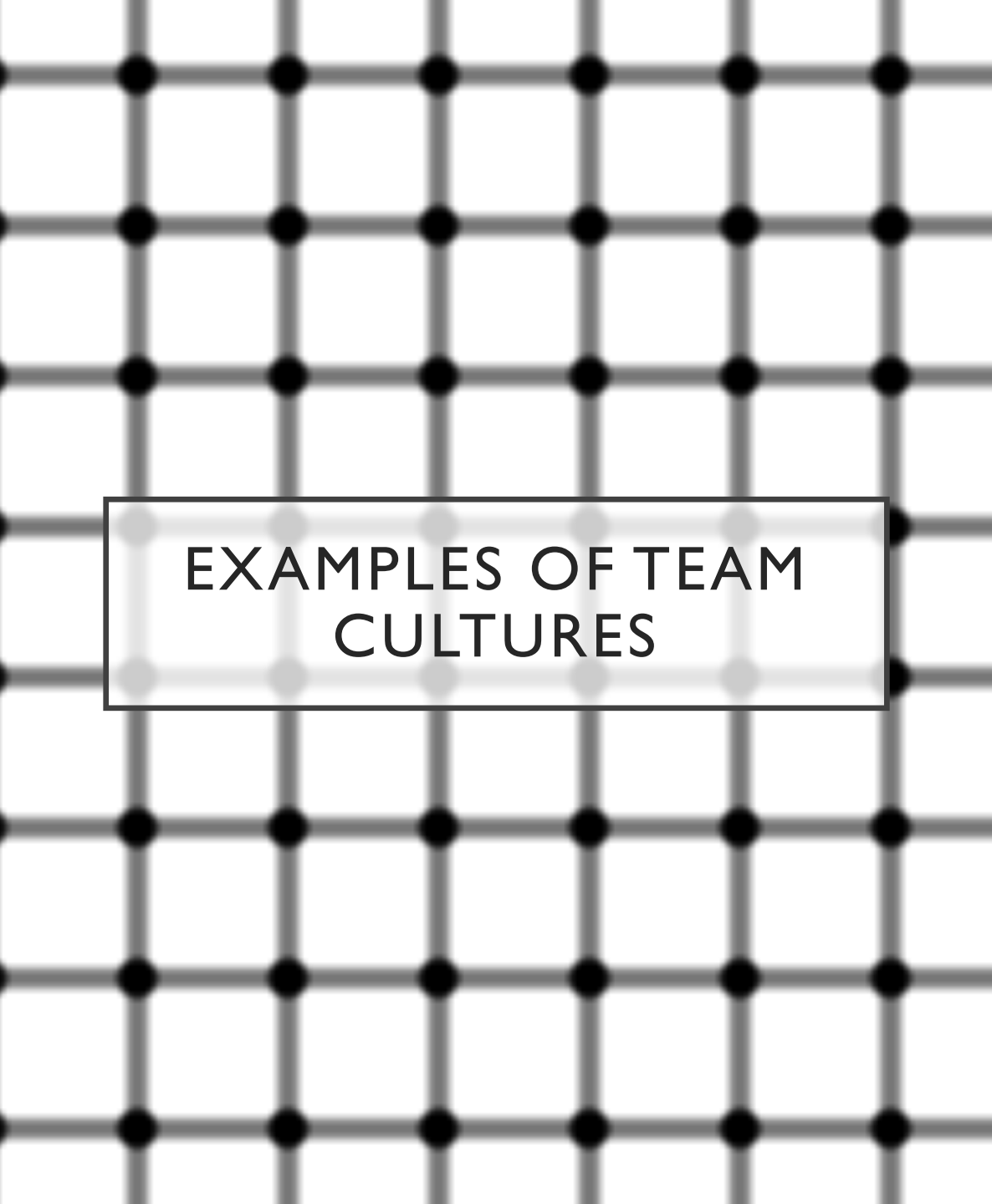
Happy to work within an overall strategy or direction

Resists micro management

Team life cycle matches that of the issue

Able to respond rapidly to events

Organisation structure either invisible or mostly ignored



EXAMPLES OF TEAM CULTURES

SAS

Advertising and Media

Expeditions

Small Project Teams

Consultancy Firms

The graphic features a white rectangular area on a dark grey background. Inside the white area are several large, black, organic, wavy shapes that resemble liquid or smoke. A thin black rectangular border is centered horizontally, containing the text 'THE INDIVIDUAL CULTURE' in a bold, black, sans-serif font.

THE INDIVIDUAL CULTURE

No dependencies or structure, just multiple professional relationships

No policies or procedures

Two unwritten (but sacred) rules

I can't tell you what to do

You can't tell me what to do

Loose coalition of respected professionals

Fierce protection of professional freedom

An abstract graphic featuring a white background with numerous black, organic, wavy shapes that resemble liquid or smoke. A central rectangular box with a thin black border contains the text 'THE INDIVIDUAL CULTURE' in a bold, black, sans-serif font.

THE INDIVIDUAL CULTURE

Admin/management is a low priority, often delegated or denigrated

Leaving and joining is a low-key affair as there are no official 'positions'

Corporacy or collective action is avoided, except when the members feel threatened from outside

Pilot schemes and trials are viewed with suspicion

Members are both critical and curious

An abstract graphic featuring a white rectangular area on a dark blue background. Inside the white area are several black, organic, wavy shapes that resemble liquid or smoke. A thin black rectangular border is centered horizontally, containing the text "EXAMPLES OF INDIVIDUAL CULTURES" in a bold, black, sans-serif font.

EXAMPLES OF INDIVIDUAL CULTURES

Senior Medical Staff
High Ranking
Academia
Professional Chambers
Research Bodies
Think Tanks

So, what works?

With Power Cultures

Find out what is on the Power figure's agenda

Offer quick and simple solutions to those issues

Allow them to adopt and bask in the idea

Focus on success and impact

Work with the inner circle or prodigal sons

Don't argue until you are accepted as credible

With Role Cultures

Work with, and honour the evidence

Respect the hierarchy

Show detailed planning and risk appraisal

Include the 'do nothing' option

Put things down on paper

Promote consultation

Take time and allow for time

With Team Cultures

Honour the personal skills of those involved

Demonstrate trust

Handpick the team or its leader

Delegate genuinely

Tap into core purpose and intrinsic motivation

Set end goals and then get out of the way

Reward achievements swiftly

Encourage innovation

With Individual Cultures

Avoid corporate initiatives and roll out programmes

Establish personal credibility with one or two members

Work with them and let the results speak for themselves

Acknowledge professional freedom to opt out/in

Build up expertise and offer help

Accept initial suspicion as the norm

INTERNAL PROCESSES AND DECISION-MAKING CYCLES IN THE ROLE CULTURE

- Look for strategic documents, showing priorities and timescales – these could be annual, three yearly or longer
- Pick out current priorities and attempt to connect or piggy-back your proposal onto one of them
- Show how your idea solves a current problem, exploits a priority target market, removes an obstacle to making progress with another of those priorities or, quite simply, makes the decision makers' lives easier!
- Find out when funding decisions are made in the annual business planning cycle and time your presentation/pitch accordingly
- Find out which committees and boards make which decisions and make sure you go to the right one(s)

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