

Influencing Strategies

October 2016, Louis King, Yale University, louis.king@yale.edu

1. **Empowerment**
Making others feel valued by involving them in decision-making, and giving them recognition.
2. **Interpersonal Awareness**
Identifying other people's concerns and positioning one's ideas to address these concerns.
3. **Bargaining**
Gaining support by negotiating a mutually satisfactory outcome; exchanging favors, sharing resources, making concessions.
4. **Relationship Building**
Taking the time to get to know others personally; to maintain friendly communications so that they will be inclined to support your ideas in the future.
5. **Organizational Awareness**
Identifying the key people in your organization, and getting their support. Knowing who the key influences are.
6. **Common Vision**
Showing how your ideas support the organization's broader goals.
7. **Impact Management**
Choosing the most interesting, memorable or dramatic way to present ideas, in order to gain people's support.
8. **Logical Persuasion**
Using logical reasons, expertise or data to convince and persuade others.
9. **Coercion**
Using threats, reprimands or pressure to get others to do what you want?

The Threshold Test

One can incorporate influencing strategies into the threshold (i.e. entering a meeting) test. Before crossing the threshold, answer these questions in order to prepare yourself to make the most impact.

1. What do I hope to accomplish?
2. What role do I expect to play in this meeting?
3. What influencing styles will I incorporate?
4. What triggers might I encounter that could challenge this outcome?
5. How will I respond to those triggers?
For instance, if someone says something that appears to undermine your idea, how will you react? Will you say, "Oh, I see you have strong feelings about that, tell me more?" It can help stay on target if you are prepared with language that will be open to colleagues and buy sufficient time for feelings to subside and an appropriate response to be formulated.

Excerpts from the Hay Group, 2009. Influence Strategies Exercise, www.haygroup.com/tl
Recommendation. Purchase and complete the Influence Strategies Exercise.

