

Negotiating
and influencing
November 2016

What we will cover

- What we understand by influence
- When and how influence is at work
- Skills to enhance our personal influence
- Avoiding pitfalls and using advantages
- Practical applications for more effective influencing and negotiating
- Working out how, when and whom to influence for your projects

What do we mean by influence?

- The ability to affect others' behaviour
- To get people to do what we want, willingly
- Persuading, inspiring, getting support, engaging others
- Understanding yourself and your impact on others

What influences us?

- Nagging, being worn down
- Coercion
- Fear
- Ambition
- Peer pressure
- Basic needs
- Pleasure
- Respect
- Empathy
- Understanding

The 5Ps

- Pitch: The lower the pitch the more authoritative and credible you sound
- Power: your volume – softer can be more effective than loud
- Pace: too fast, and your message can be lost; too slow and you may come across as boring
- Pause: using silences to allow people to absorb information. They can help force a conclusion
- Posture: your energy, the way you sit or stand to indicate control and authority

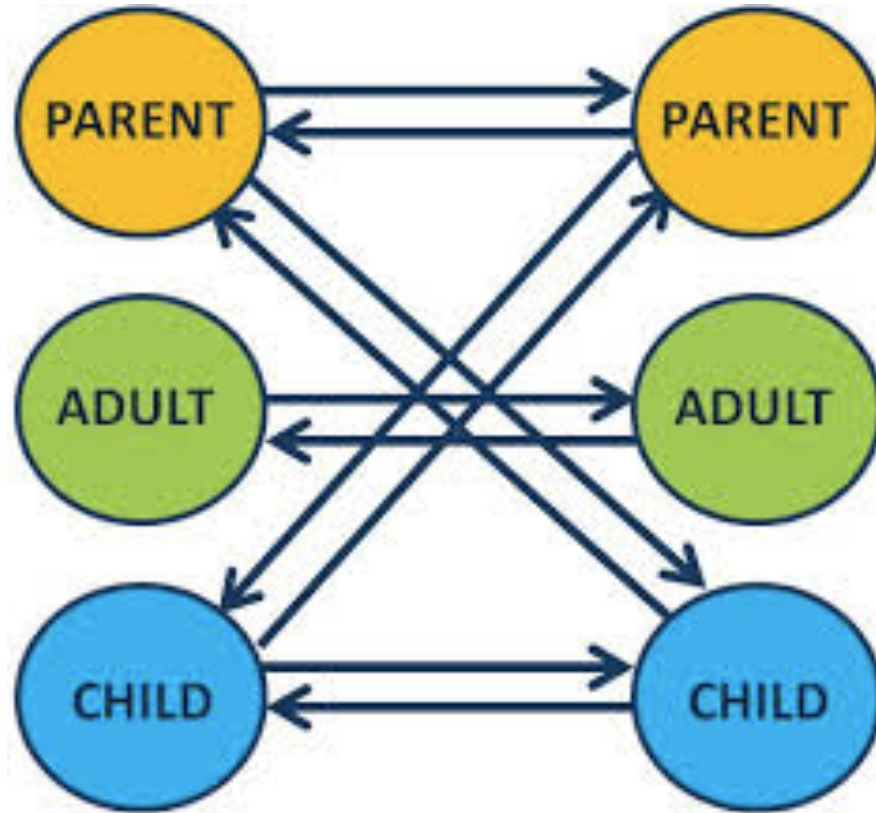
Communicating for influence

- Active listening:
 - *Listening to the other person/people in order to understand their ideas, opinions and feelings, in such a way that they KNOW they have been heard*
 - "So, what you're saying is?", "Let me check my understanding",
- Enquiring
 - *Using questions in such a way that you expand your understanding of the issues that are important to the OTHER person/people*
- Persuading:
 - *Putting forward your point of view backed up with reason and logic and with enough conviction in order to be taken seriously*
- Clarity of purpose
 - *Making a clear statement of what you want, need or expect from another/others and, where relevant, making precise the repercussions of meeting / not meeting your request*

Transactional analysis

- Three ego states in our personality: Parent, Adult and Child
- We adopt different states in different interactions – these are the transactions between individuals
- Transactions are formed of stimulus and response
- Different ego states are adopted in different conversations and stages of conversations
- We may have states in which are more comfortable

Ego states



Recognising ego states

Ego State	Stands For	Expressions	Body Language
Parent	TAUGHT Formed by beliefs & values imposed on us before we thought for ourselves	This is how to.. Under no circumstances.. Always... Never... Don't...	Finger pointing Patronising gestures Aggressive or impatient body language
Adult	THOUGHT Our ability to make decisions and analyse data. Keeps parent & child under control	Who, what, why, when, where, how much..? In my opinion, probably, I think.. Reasoned statements	Composed, calm, open
Child	FELT Internal reaction and feelings to external events	I wish, I want, it's not fair No! Pleeease.. Worst day of my life.. I don't care	Shoulder shrugging Whining Baby voice Giggling Tantrums

Not just what we say...

- Only 7% of stimulus / response is based on the words used
- 38% on how it is said
- 55% on facial expression
- Transactional analysis helps us to recognise and understand why communication is not working
- We can choose and adapt our ego state to get more effective communication and influence
- Keep transactions complementary so both parties hear what is really being said: pick the one that will be heard

When conflict occurs

- Move to an adult state where facts prevail:
 - Ask a question
 - State a few facts
 - Ask for their view
- Appeal to their nurturing parent:
 - Ask for their help / advice / expert opinion
 - Communicate your fears / worries
- Lighten the mood by using your Free Child to appeal to theirs (with caution):
 - Be yourself
 - Show the funny side
 - Be enthusiastic
 - Show an unconventional way of looking at things

Summary

- We influence and are influenced all the time, consciously or unconsciously
- Non verbal signals and influences are significant
- We are more likely to be positively influenced by respect, empathy and understanding so need to take time to listen
- Transactional analysis can help us understand where we or others are reacting, not responding, and manage our own responses differently for greater impact
- We don't always come across as we think we do: the meaning of communication is the response we get, not what we think we said

Using influence

- Who do we need to influence?
- Recognising how and when to use different levels of influence
- Communicating with effect
- Position power for effective influence in meetings
- Key negotiating steps

Who do we need
to influence?

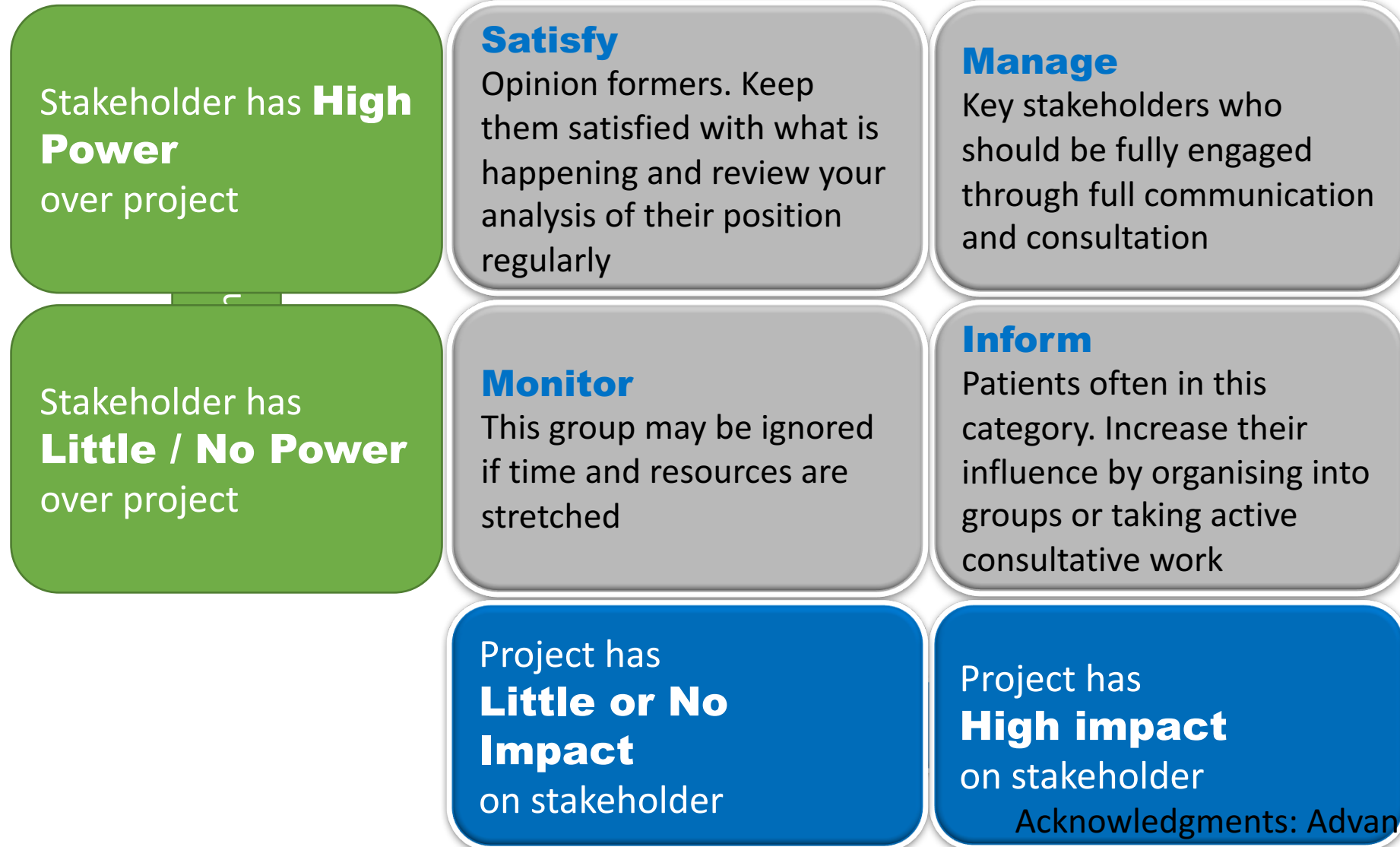
The Network Secrets of Great Change Agents

[Julie Battilana](#) & [Tiziana Casciaro](#), Harvard Business Review

- 1. Change agents who were central in the organization's informal network had a clear advantage, regardless of their position in the formal hierarchy.
- 2. People who bridged disconnected groups and individuals were more effective at implementing dramatic reforms, while those with cohesive networks were better at instituting minor changes.
- 3. Being close to “fence-sitters,” who were ambivalent about a change, was always beneficial. But close relationships with resisters were a double-edged sword: Such ties helped change agents push through minor initiatives but hindered major change attempts.

1C	Commissioners	Those who pay the organisation to do things
2C	Customers	Those who use the services provided by the organisation
3C	Collaborators	Those with whom the organisation works to develop and deliver its services
4C	Contributors	Those who help the organisation to provide services
5C	Channels	Those who recommend or refer customers (or provide a 'route to market')
6C	Commentators	Those whose opinions of the organisation are heard by customers and others
7C	Consumers	Those who benefit from the service of the organisation: i.e. patients, families, carers
8C	Champions	Those who believe in and will actively promote the project
9C	Competitors	Those who offer similar or alternative services (in the same area)

Prioritising Stakeholders



Know your stakeholder template

<p>Who are they? Specify their roles but also consider their status, connections, whether they are supporters, peers, influencers, saboteurs, funders, delivery partners...</p>	<p>What do they know? About you, the subject, the language, the history, the context, the people</p>
<p>What do they fear? Costs, time, boredom, requests they can't meet, missing something, letting people down, more work, bad publicity</p>	<p>What do they want? To make a difference, save money, hit targets, promotion, fame, a cause, their lunch...</p>

Do you prefer...

- Doing things right, or doing things better?
- Moving towards a solution, or away from a problem?
- A logical, rational argument, or the emotional, human effect?
- How many instances will it take to convince you: once, twice, consistently over time?

Stages of negotiation

- Preparation
- Discussion
- Clarification of goals
- Negotiate towards a Win-Win outcome
- Agreement
- Implementation of a course of action
- Or more informally: Attitudes, Knowledge, Interpersonal skills

Position for influence: The Corner Position

- Allows friendly casual conversation
- Good eye contact
- Allows you to use and observe gestures
- Table provides a partial barrier, reducing threat but avoiding territorial division
- Most successful strategic position for B to deliver a presentation
- Reduces tension

The Co-operative Position

- Allows good eye contact and the opportunity for mirroring
- A good position for presenting your case and having it accepted
- The trick is to move into this position without A feeling threatened
- Useful position if a third party is introduced and can be seated opposite A.

The Competitive / Defensive Position

- Good for restaurant meals!
- Can create a defensive, competitive atmosphere
- Each side may take a firm stance – the table becomes a solid barrier
- Can be used by A to establish a superior / subordinate role if on his territory
- Conversations will be shorter
- Less recall, shorter sentences, more likely to argue
- Less likely to achieve successful outcome

The Independent Position

- “Diametrically opposed”
- Signals lack of interest, indifference or even hostility
- Not to be used where open discussion is your goal

Increase your influence

- Most power comes from the head of the table (facing the door)
- Most cooperation comes from those beside you – more from the right than the left
- Most resistance comes from those directly opposite
- If you sit in the middle, you are part of the team, there to collaborate
- If you want more power, shift your chair slightly back to create space
- A round table suggests equality – unless one person has superior status, then power diminishes the further people are from them

How might you use this?

- Who do you most want to influence? Where is the best place to sit to achieve this?
- Who is most likely to argue or oppose?
- Who is in a seat that will give them power?
- If you want to control, where do you need to sit?

Influence in presentations

- People retain up to three times as much information about things they see in their right visual field than in their left
- People who sit at the front learn more, participate more and are more enthusiastic
- Those at the back will be more negative, confrontational – or simply disengaged
- Stand on the right of the stage (to the audience's left) when you want to appeal to their emotional response
- Use the communication skills we have practised!

Summary

- Pay attention to how you communicate, verbally and non-verbally
- Think about who you need to influence and negotiate with – not just the immediately obvious suspects
- Take time to understand their point of view and what drives them
- Think about who you need to influence in meetings or presentations and position yourself and them accordingly
- Different states and different positions are needed for different situations
- You are doing it already – this is just about doing it better

More information

- Kurt Mortensen: persuasion and influencing skills – more information at <http://www.magneticpersuasion.com/>
- Transactional Analysis: *Games People Play* by Eric Berne (widely available)
- For more information and to find out your preferred states try an online site and / or test eg:
<http://www.transactional-analysis.info/menutests.php>
- A good clear summary of the stages of negotiation and how to use them is available at:
<http://www.skillsyouneed.com/ips/negotiation.html#ixzz4H0pxLuGm>

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