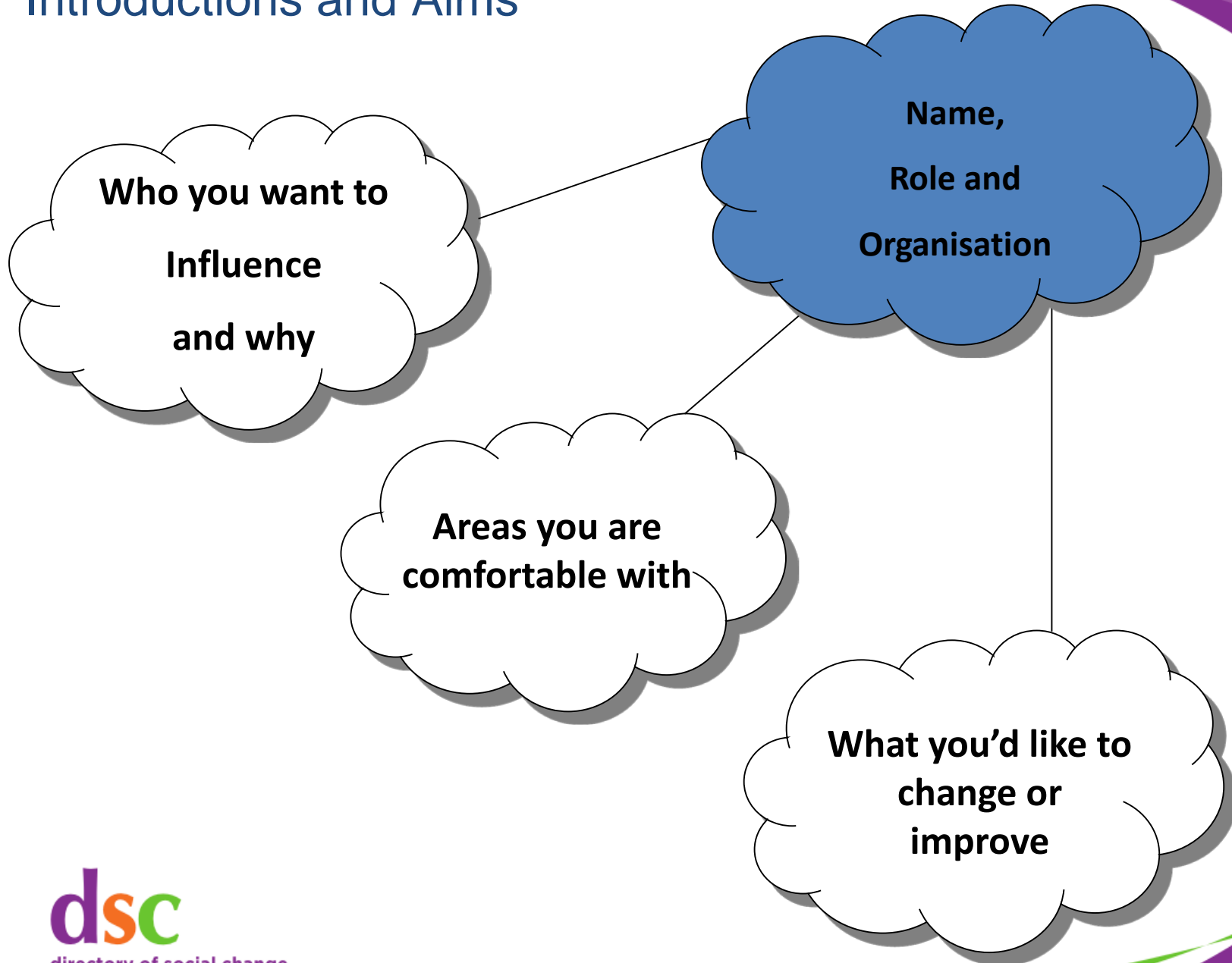


# Communicate to Influence



# Introductions and Aims



# Working Together Today

- Mobiles off
- Timekeeping
- Confidentiality
- There's no such thing as a silly question
- Experiment and take risks
- Respect – space and values
- Participation – involvement/contribution
- Bit of fun!

# What makes us tick?



... and what's that got to do with onions?

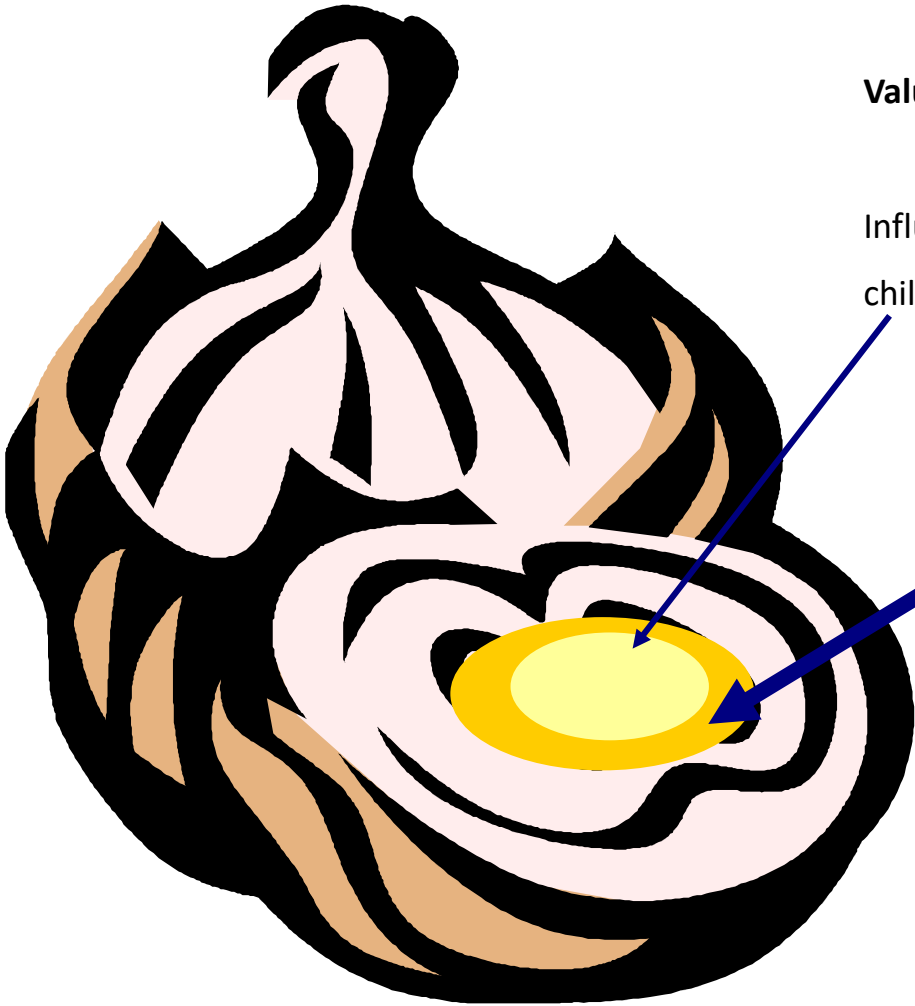
# THE HUMAN ONION





## Values

Influenced from early on in our childhood – by the ‘big’ people.

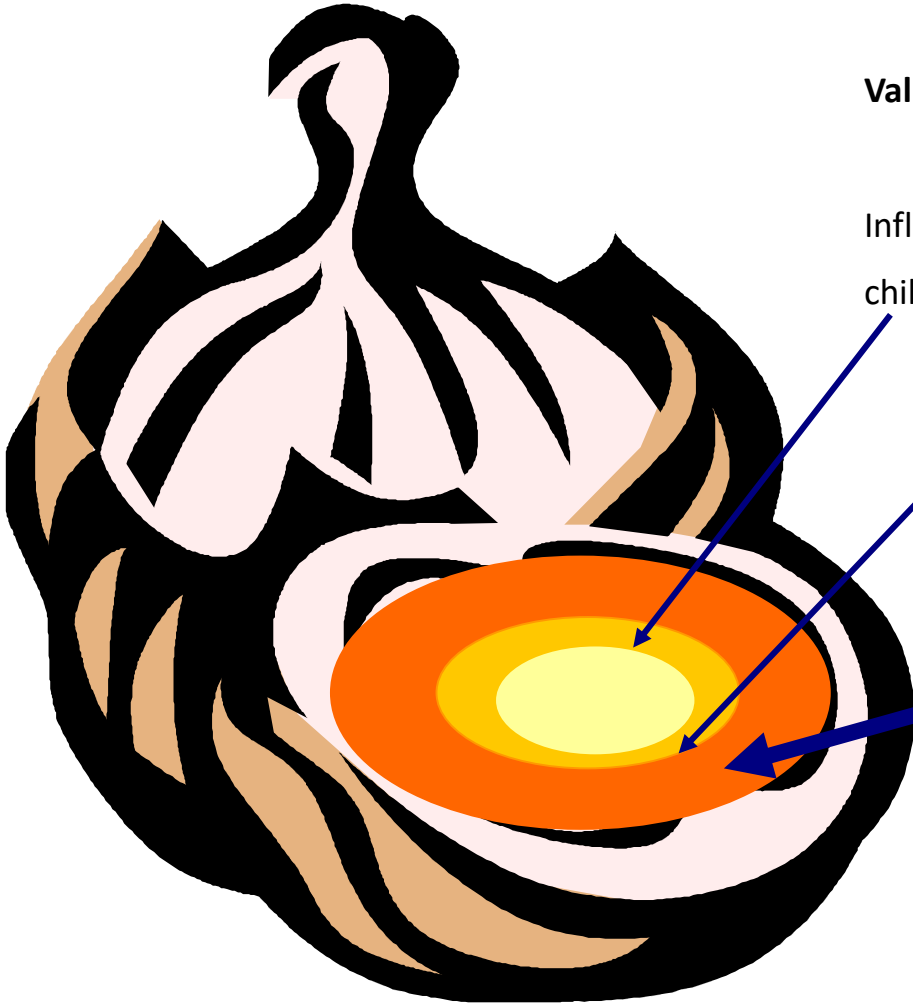


**Values**

Influenced from early on in our childhood – by the ‘big’ people.

**Attitudes and Beliefs**

Influenced by our values



## Values

Influenced from early on in our childhood – by the ‘big’ people.

## Attitudes and Beliefs

Influenced by our values

## Feelings

An internal response, related to our attitudes and beliefs





### **Values**

Influenced from early on in our childhood – by the 'big' people.

### **Attitudes and Beliefs**

Influenced by our values

### **Feelings**

An internal response, related to our attitudes and beliefs

### **Behaviour**

An external reaction to all of the above



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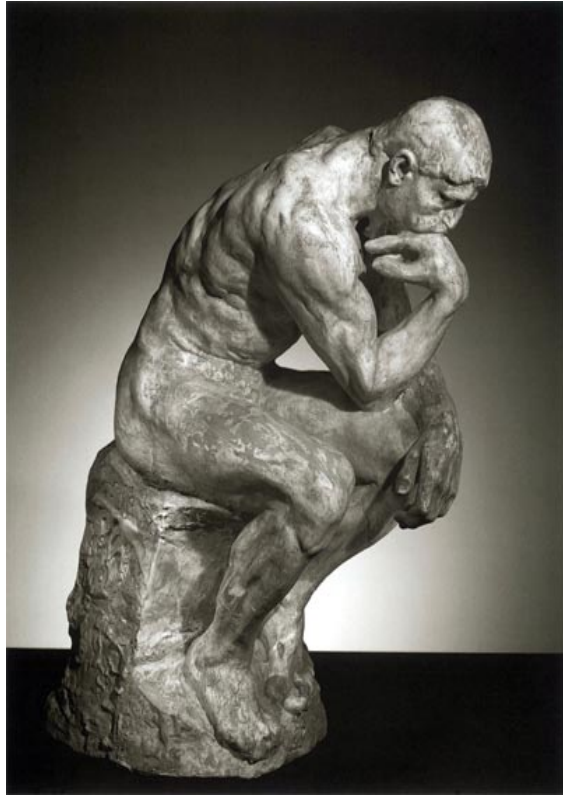
### **Feelings**

An internal response, related to our attitudes and beliefs

### **Behaviour**

An external reaction to all of the above

# A thought someone shared with me



**“Isn’t it funny how  
we judge others  
by their  
behaviour,  
but we judge  
ourselves by our  
motives”**

# Choose a babysitter

## CHARACTER A

## CHARACTER B

- Actively rebellious
- Showed disregard for law and authority
- Described as a promoter of violence and symbol of resistance
- Imprisoned, accused of terrorist type activity
- Married 3 times
- Consistently absent as a father and husband

- Brought up with a religious education
- Interested in the arts
- Described by many as studious and ambitious
- A willing volunteer and missionary
- Loyal serviceman
- Awarded for bravery
- Respected as an authority in his field

# Choose a babysitter

## CHARACTER A

- Actively rebellious
- Showed disregard for law and authority
- Described as a promoter of violence and symbol of resistance
- Imprisoned, accused of terrorist type activity
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## CHARACTER B



# Choose a babysitter

**CHARACTER A**



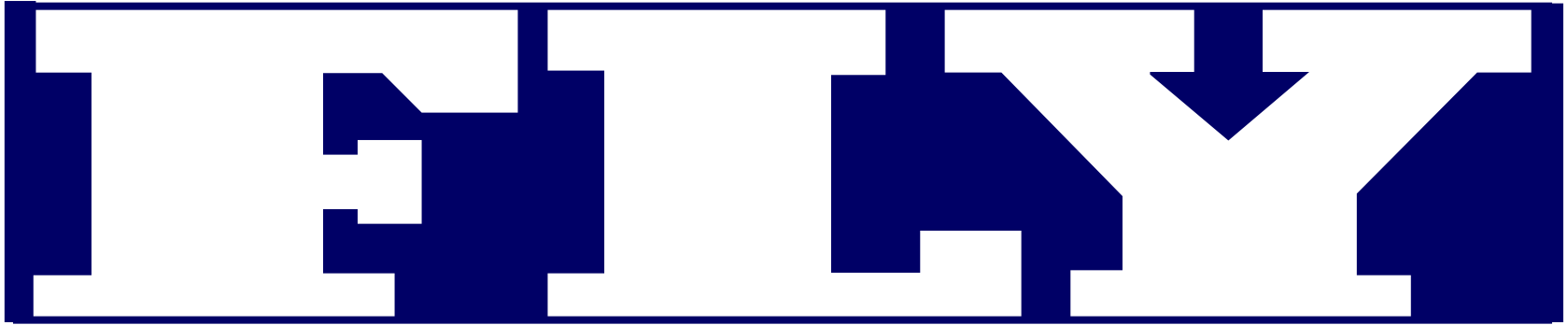
**CHARACTER B**

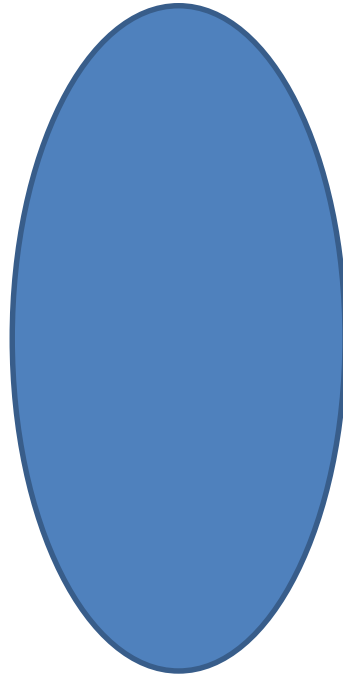
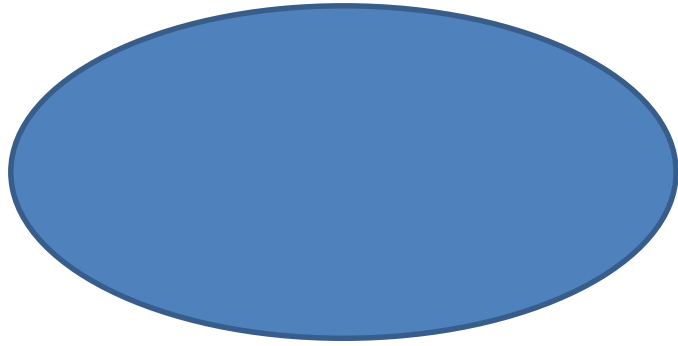
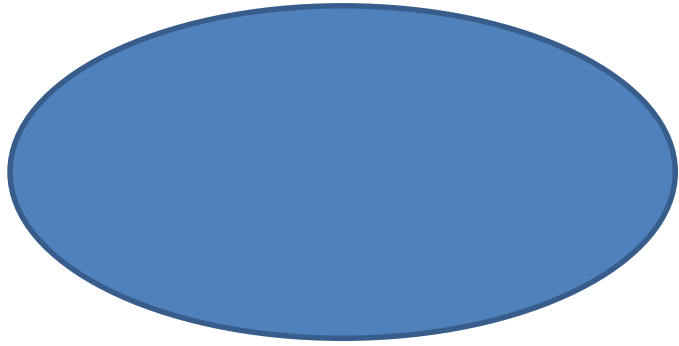














# Communication Style Preferences

<b>FACTS &amp; FIGURES</b>	<b>PEOPLE &amp; FEELINGS</b>
<b>NEW IDEAS &amp; CREATIVITY</b>	<b>CHALLENGE &amp; RESULTS</b>

# Communication Style Preferences

<b>FACTS &amp; FIGURES</b>	<b>PEOPLE &amp; FEELINGS</b>
<ul style="list-style-type: none"><li>▪ Logical</li><li>▪ Decides after evaluation</li><li>▪ Wants appreciation for job done – but does not want to be condescended to</li><li>▪ More concerned with ideas and principles than people</li><li>▪ May be self-critical</li></ul>	
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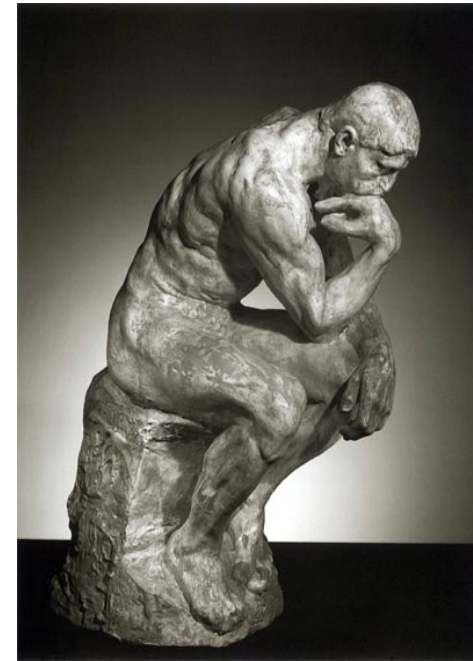
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# Reflection and Action

Thinking about communication style preferences ....

- What strengths do I have in my communication style approach?
- Which new approaches could I try to communicate with more influence?



# In order to be understood, Seek first to understand

Stephen Covey

*7 Habits of Highly Effective People*

# A Listening Exercise

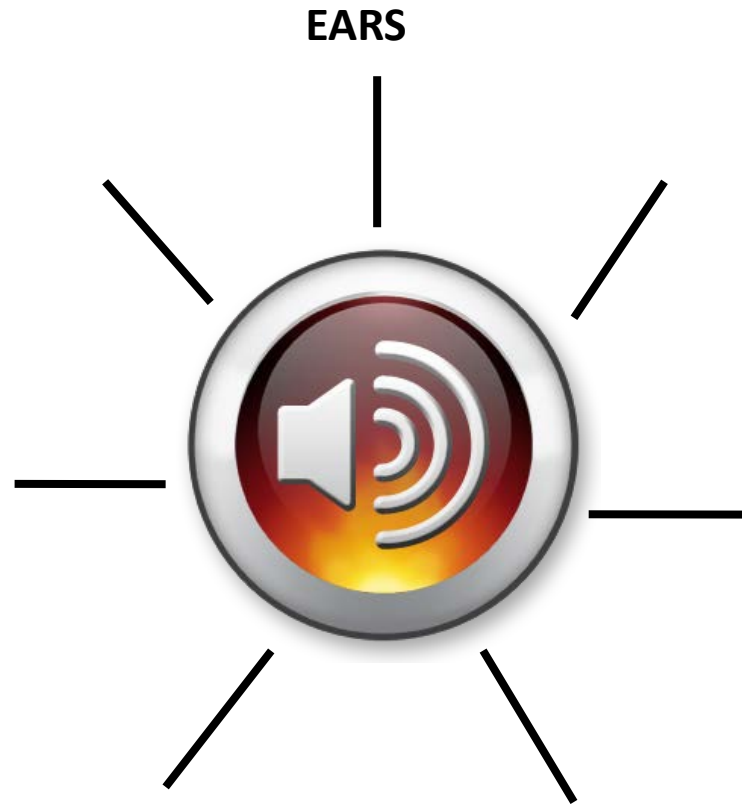
- You will need a pen and a piece of paper
- Work on your own – no comments or questions
- Instructions once only
- Follow instructions and do exactly what I say

# *Mummy Bull?*

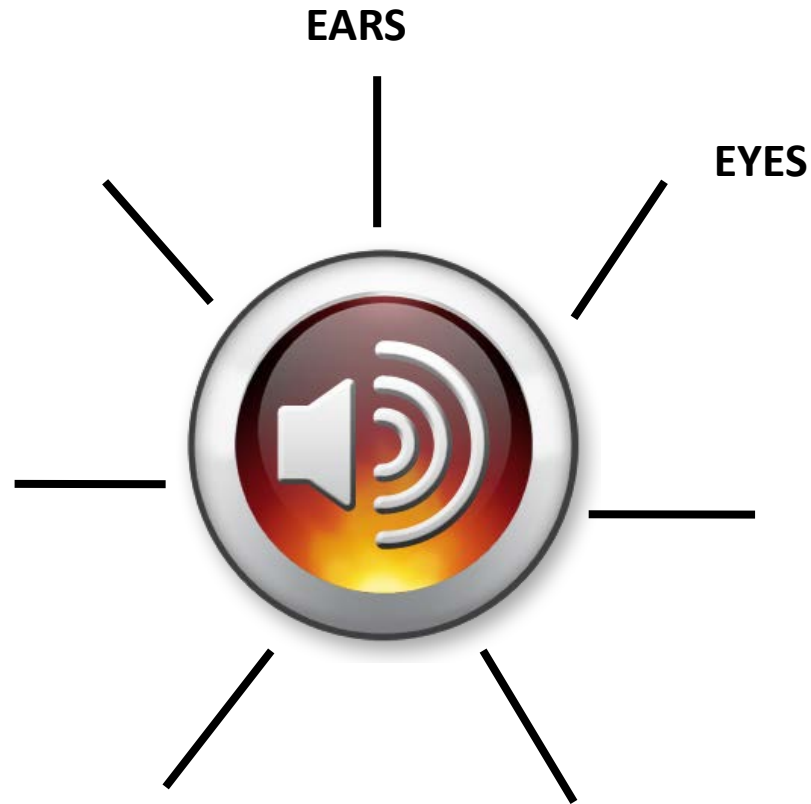




# E'sy Listening?

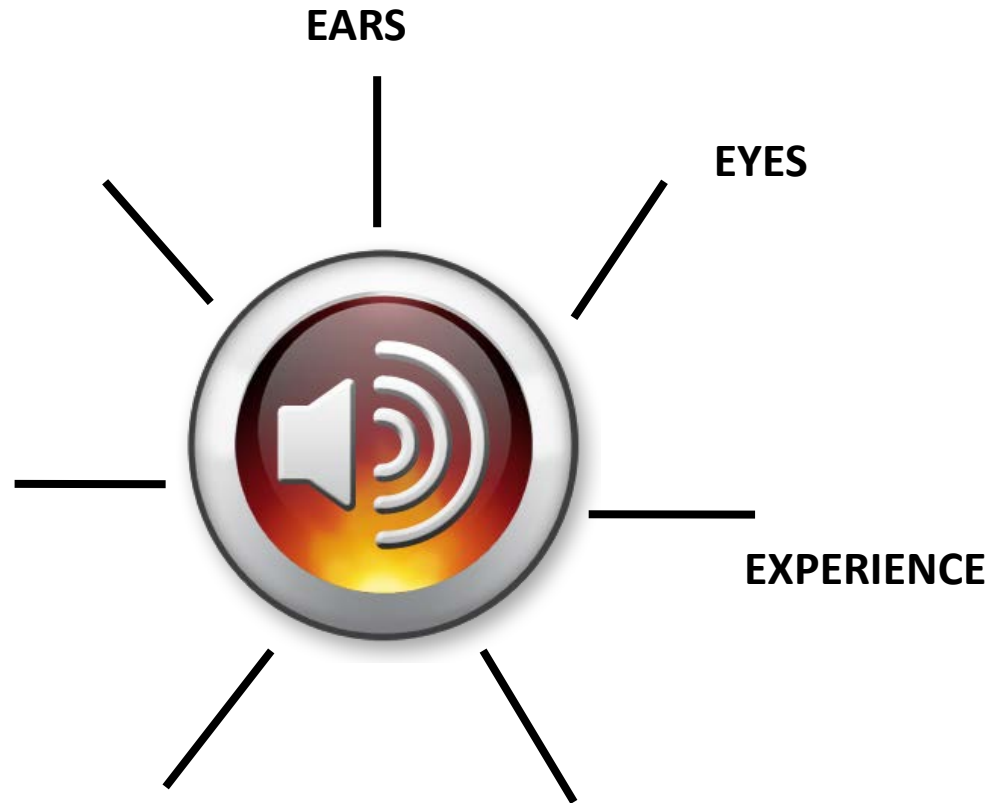


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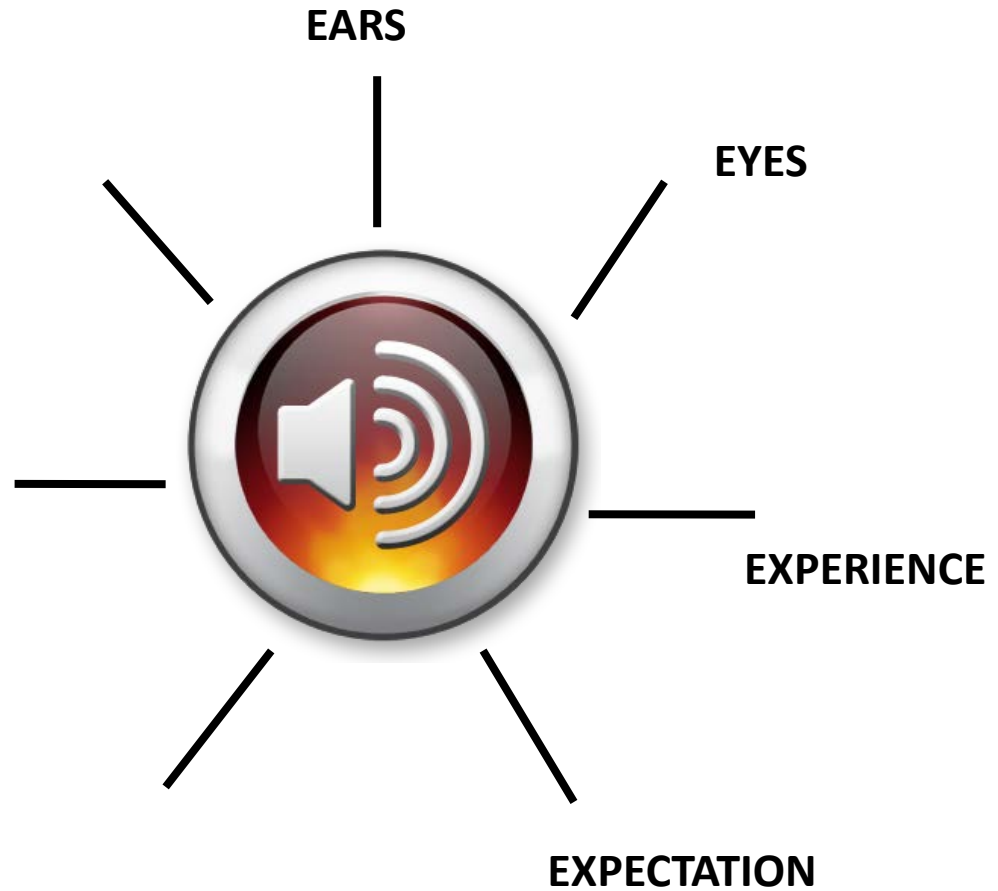




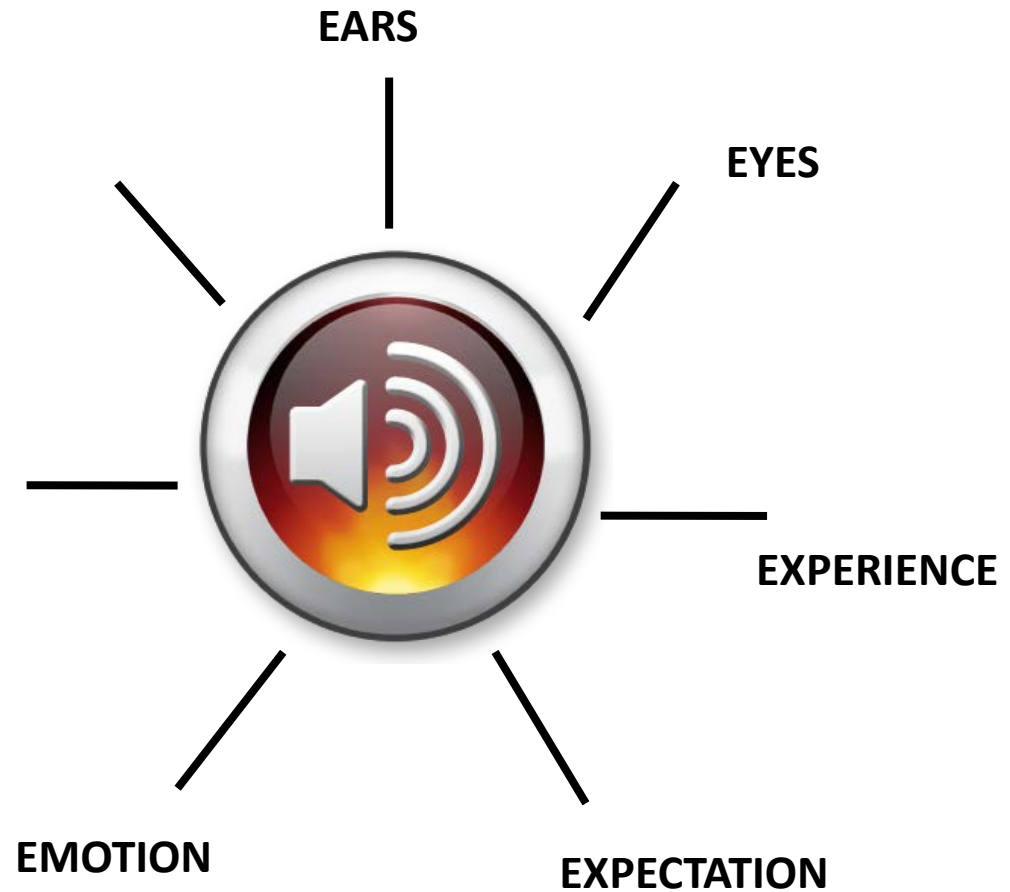
# E'sy Listening?



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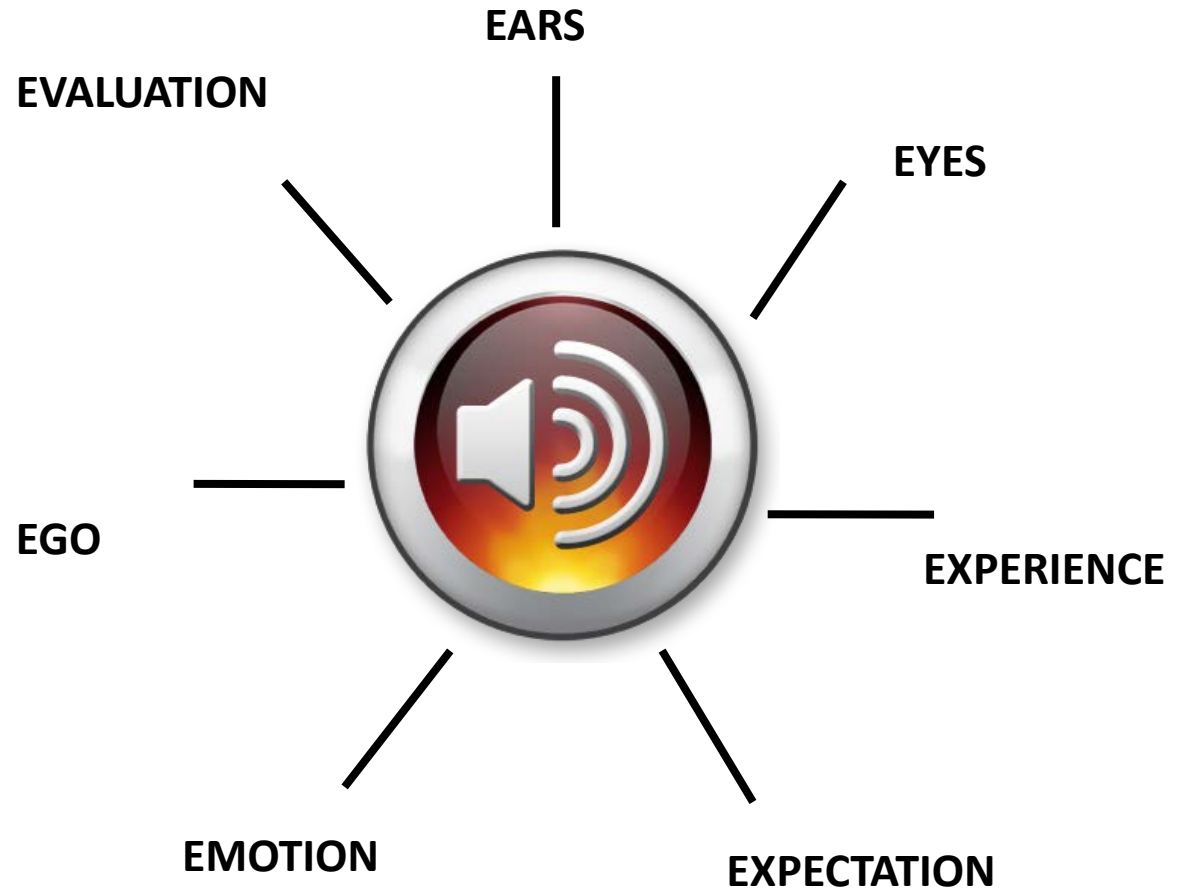
# E'sy Listening?



# E'sy Listening?



# E'sy Listening?



# Listening.....

*“Next to physical survival, the greatest human need is psychological survival; to be understood, to be affirmed, to be validated, to be appreciated. When you **listen with empathy** to another person you give that person **psychological air**. And after that vital need is met, you can then focus on influencing or problem solving.”* Steven

# 7 Ways To Listen More Effectively

- Silence the inner talk
- Don't interrupt
- Don't plan your answer half way
- Avoid assuming the end
- Sum up and reflect back
- Check for understanding
- Ask questions

# Assertive beliefs:

- I am responsible for what happens to me
- I can chose how to behave
- I am in control
- I can change
- I can initiate actions
- I can learn from feedback
- I believe assertiveness gets positive results



# Three Step Approach

## 3. Focus on the future

Could we agree that in future if you need to extend a deadline we could talk about it and agree the best way forward

## 2. Focus on feelings/ fallout/impact

Because I didn't get x in time, I had to stay late to compile data myself and had to delay my report to/meeting with ....

## 1. Focus on facts

Jo, we agreed I'd have x by 'date/time' and I didn't get it from you. I appreciate you have competing priorities and so do I.



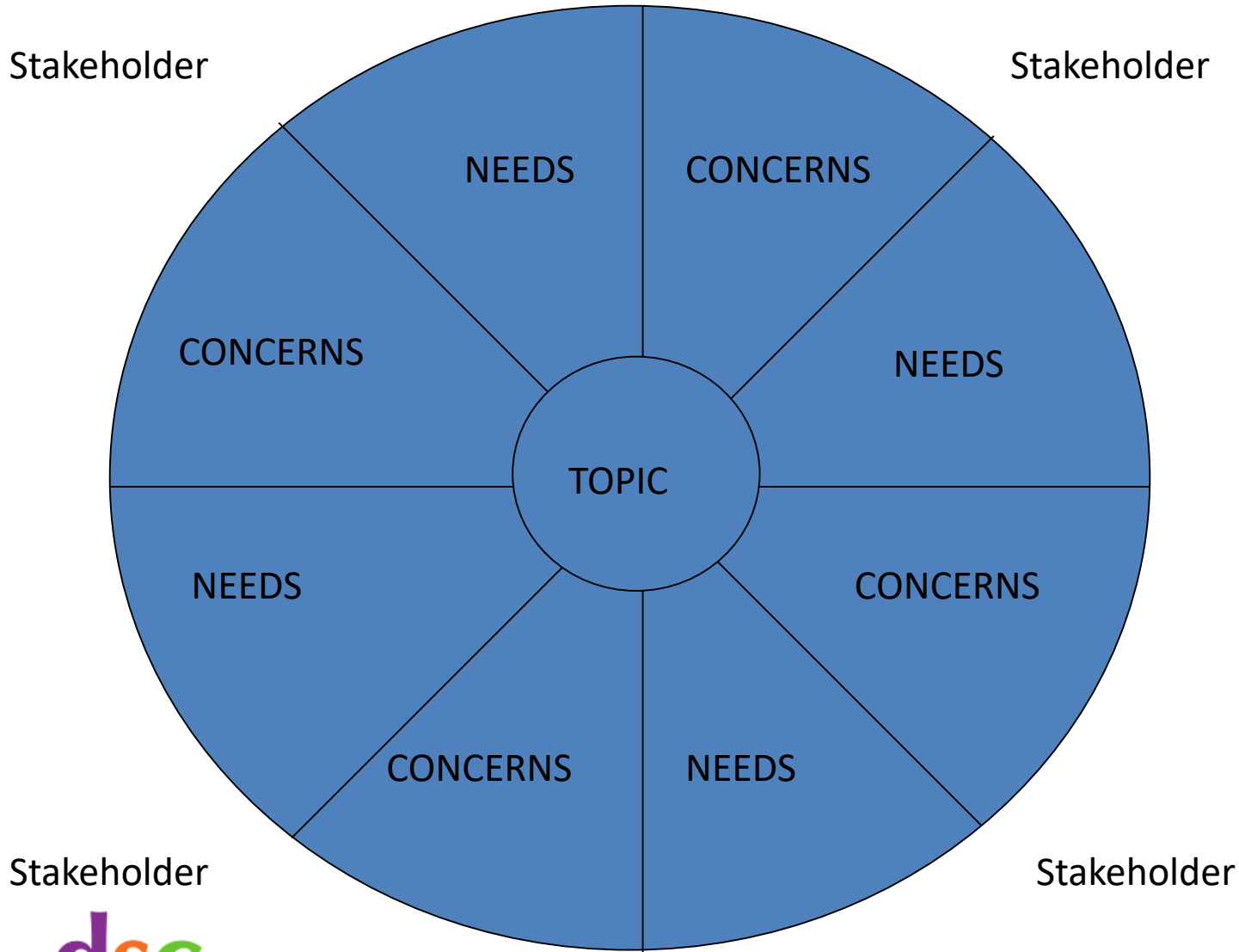
# 7 Ways To Engage More Effectively

- Consider opener
- Clarify goal – to you and them
- Use 3 point frameworks
- Plan the opener – get attention
- Show benefits to them
- Choose language and jargon
- Ask effective questions

# Monroe's Motivated Sequence:

- ***Step One: Get Attention***
- ***Step Two: Establish the Need***
- ***Step Three: Satisfy the Need***
- ***Step Four: Visualize the Future***
- ***Step Five: Inspire Action***

# Addressing Needs and Concerns



# Portraying Confidence



**Yea, though I walk through the valley of the shadow of death,  
I will fear no evil.**

**PS. 23:4**

## Useful Influencing Behaviours

I express my views and opinions backed by reasons, forcefully enough to be taken seriously

I openly express my feelings about the current situation

I demonstrate listening by giving attention, reflecting data and feeling and summarising

I disclose personal and work information appropriate to the relevant situation



I use questions to increase understanding of your position

I focus and build on common ground

I spell out the benefits or consequences of meeting ... or not meeting my expectations

I state what I want or what action I want taken

# Monroe's Motivated Sequence:

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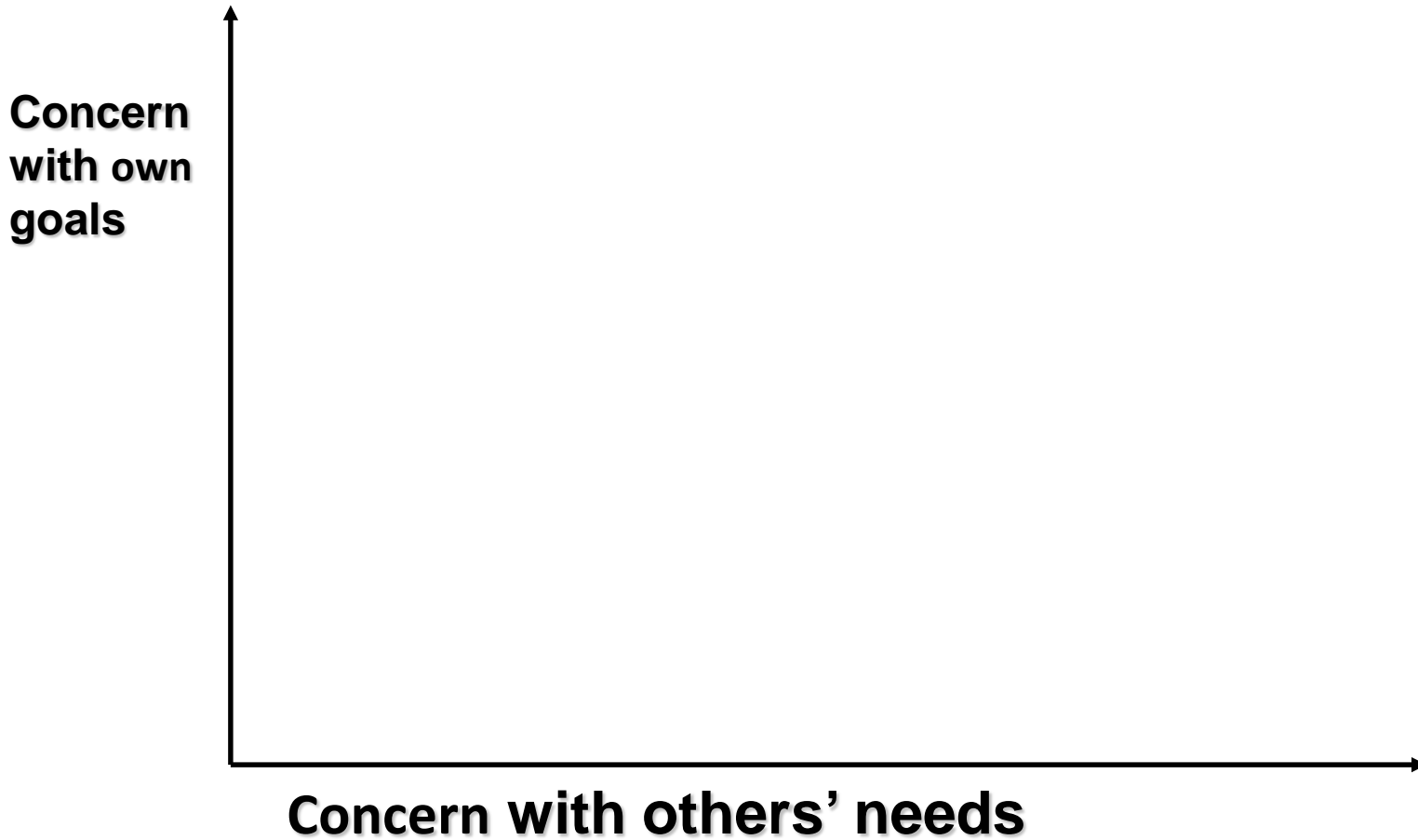
# Conflict – A Definition



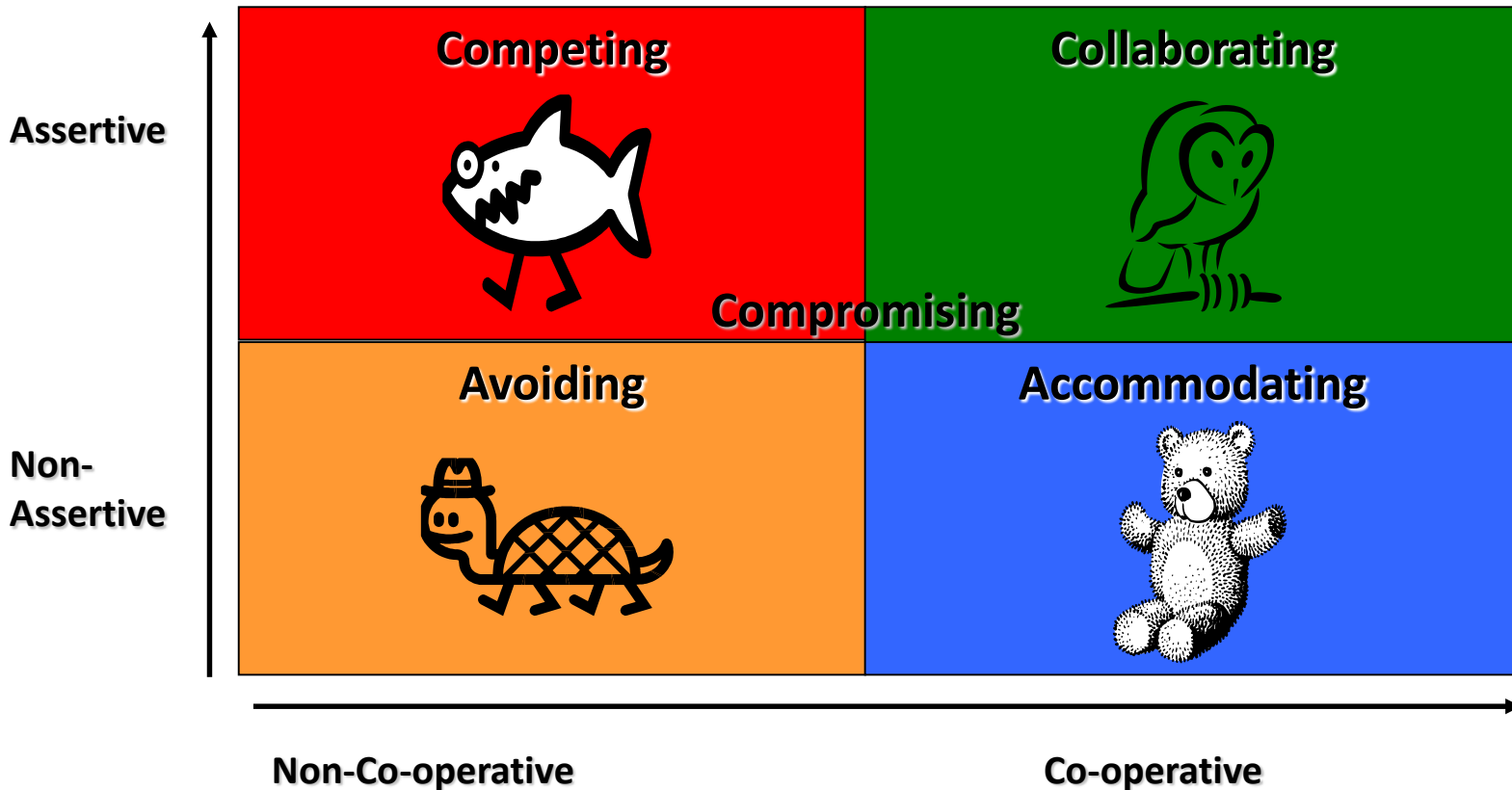
**PEOPLES' DIFFERENCES  
WORKING AGAINST  
EACH OTHER**



# Dealing with conflict



# Dealing with Conflict



# Dealing with conflict

**Competing** - can be useful when...

- A quick decision is vital e.g. an emergency
- An unpopular course of action needs implementing

**Avoiding** – can be useful when...

- Others can resolve the conflict more effectively
- More important issues are pressing
- Potential costs outweigh potential benefits

# Dealing with conflict

**Accommodating** - can be useful when...

- You realise you're wrong!
- Preserving harmony is particularly important
- Allowing someone to experiment to develop

**Compromising** ..... Can be useful in short term

But ...

- I win, you win – but I also lose and you also lose
- Can fail to satisfy anybody

# Dealing with conflict

## **Collaborating** – can be useful when...

- Concerns of both parties are too important to be compromised
- Merging insights to gain a consensual decision
- Striving for commitment to the outcome

**You CANNOT change  
other people,  
but you can  
communicate with influence**

*Thank you for listening*



## Further Reading

- The Pleasure and The Pain  
Debra Allcock Tyler, Directory of Social Change
- 7 Habits of Highly Effective People.  
Stephen R Covey
- I'm OK, You're OK.  
Eric Berne

## Next Steps



## Further Training from Directory of Social Change

- Becoming and Assertive Professional
- Confidence at Work
- Selling from the Heart



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