Exercising Influence

Impact Begins with Influence

MOR's Eleven Influence Impact Styles

January 2025



MOR morassociates.com
462 Main Street, Watertown, MA 02472 617-924-4501 info@morassociates.com

Impact Begins with Influence

MOR's Eleven Influence Impact Styles

MOR Associates
462 Main Street, Watertown, MA 02472
(617) 924-4501
help@morassociates.com

MOR's Eleven Influence Impact Styles



Aristotle's Three Modes of Persuasion

Ethos
Trust of the speaker, focuses on the speaker

Pathos
Appeals to the emotion of the listener

Logos
Logic and rational explanation

Leadership in higher education is more often accomplished by exercising influence rather than exercising authority.

Leaders who have situational awareness and a broad repertoire of influence styles will be more effective in selecting the best approach for advancing initiatives or goals.

Leaders who have a narrow repertoire will be limited in their ability to engage and enroll the stakeholders who may be essential to making progress.

This resource was developed as a guide to MOR's Influence Impact Indicator, a self-assessment that focuses on eleven influence styles. We elaborate on each style, including when to use it, suggestions for using it, and practices for making the style part of one's repertoire. For those individuals who step up to lead, whether they complete the self-assessment or not, it provides an expansive menu of influence styles they can use to advance needed changes more effectively.

Brian McDonald, Founder,
MOR Associates
Maximizing Organizational Resources

Copyright © 2024-2025, MOR Associates, Inc. All rights reserved.

in·flu·ence

verb

1. To sway someone to take action toward a particular direction

Leaders will often be working with others to create a common vision, to move critical initiatives forward, to engage people to get them to take action to achieve a specific goal or set of outcomes. The leader's role is to enlist people in helping to bring about the desired future state. The more skillful the person leading is in understanding the different sources of power, along with the various influence styles, the more likely they are to be successful in accomplishing the desired ends.

> **"Power is nothing unless you can turn it into influence."**
>
> **Condoleezza Rice, Former Secretary of State and Past Provost at Stanford University**

Sources of Power

Power comes from the Latin word *potere*, which means "to be able." There are two kinds of power in organizations. The first is formal power or *authority,* which is designed into the organizational structure: "Authority is legitimate power which is vested in leaders within formal organizations. Authority involves a sanctioned right to make decisions. The second is informal power, or *influence*. Influence represents an ability to affect outcomes and depends on personal characteristics and expertise" (Bush). While those in authority may choose to use power, informal leaders are self-selecting. They use different styles to create their own ability to influence. Ultimately, individuals work from their own power base as well.

Jeffrey Pfeffer, a faculty member at Stanford Graduate School of Business, shared the following types of power at a leadership workshop MOR was facilitating:

Positional power, the type of power you have when you have a specific rank or title in an organization. It usually comes with legitimate power, which is the formal power to act in an organization.

Referent power, the ability of a leader or person to influence another through respect, admiration, influence, or identifying with the leader.

Information power, the power held by someone due to their ability to possess or access information to which others may not have visibility.

Reputational power, the person or brand's ability to leverage (ideally) the favorable perception of others to be associated with the direction being advocated.

Expertise power, having the knowledge or command in a specific area and confidently sharing this with others can be persuasive.

Reinforcement power, the action of strengthening or encouraging something, this is intended to increase the probability that the behavior will occur again.

Moral power, the degree to which a person, by virtue of their perceived moral stature, or the morality of their position, can persuade others to adopt a particular belief or take a particular action as this is simply the right thing to do.

Pfeffer also shared that being assertive is a core communication skill. Assertiveness can help you express yourself effectively and advocate for your point of view or the desired direction. It can also help you do this while respecting the views and beliefs of others.

MOR Influence Impact Styles

MOR Associates has developed the MOR Influence Impact Indicator©, a self-assessment that focuses on the following eleven varied influence styles. Subsequent pages elaborate on each style, including when to use it, suggestions for using it, and practices for making the style part of one's repertoire.

Relationships

Relationships are the coin of the realm; the more you have, the more you can get things done, so it helps to develop relationships across a broad spectrum. If you have a rapport with someone, you can more easily recruit them—or be recruited by them—to provide support or help with a particular issue.

Building Goodwill

Directly supporting others with your time, effort, and attention builds a reservoir of goodwill that makes it much more likely that people will support your efforts and less likely they will do things to impede your success.

Consulting

People like to be asked for their input and ideas. When leading an initiative, it is helpful to engage people early in the process so they have an opportunity to help shape the strategy or solution. This early opportunity to provide input influences people to buy-in to the eventual solution or direction.

Shared View of the Future

Facilitating a shared view of a desired future state can help people to see and appreciate their common interests, thus uniting them in their efforts to achieve the desired future state. Agreeing on the criteria for success helps people see specific outcomes.

Inspirational Impact

Selecting the most compelling or inspirational ways to support the idea or direction you are proposing can influence people to get on board. Arousing emotions through making a dramatic presentation, sharing an emotional story with a clear message, or creating a powerful experience supporting your proposed solution or course of action are all ways of influencing through inspirational impact.

Logic

Using sound reasoning, facts, and data to support the proposed course of action can be persuasive. Making a logical case based on what matters most to people can be especially persuasive.

Bargaining-Receptive

Bargaining recognizes other people or parties have interests or positions that may be different than the ones being put forward. The Bargaining-Receptive style involves understanding who the stakeholders are and what their interests are and proposing solutions and courses of action that address their interests. This style may require compromise or negotiation.

Bargaining-Expressive

Bargaining recognizes other people or parties have interests or positions that may be different than the ones being put forward. The Bargaining-Expressive style involves expressing and supporting the merits of your own ideas, which is integral part to the bargaining process. In some cases, people may be swayed to shift their position based on tradeoffs. This style may require compromise or negotiation.

Political Savvy

Political savvy is a deep understanding that organizations are complex systems consisting of different factions with varying goals, interests, or motives. It involves recognizing these dynamics, acknowledging the interests of others, leveraging sources of power, building coalitions, and forming partnerships to get things done.

Modeling

How you behave is one way to influence the actions of other individuals. Your mood, energy, and example all model for others. Modeling can teach a new behavior, influence the frequency of a previously learned behavior, or increase the frequency of a similar behavior.

Directive

A leader can use their positional authority to align people with the needed action, and there are times when providing a directive is appropriate. Providing clear direction, setting expectations, and providing critical feedback will help influence people to do the right thing(s). Using this style selectively when the context requires it is important. It will be helpful to develop your influence repertoire so that you can select the best style for the different situations you encounter. The next section offers specific suggestions and practices to support your ability to develop greater capability in any one or all the identified styles.

"Influence behavior uses your sources of power to move another person(s) toward making a choice or commitment that supports a goal you wish to see achieved.

The best influencers think carefully about what they're trying to achieve and how they want it to happen. They reflect on who they need to influence and how best to go about it. They have a variety of styles that they feel comfortable with. And they choose the styles that they know will work—situation by situation.

Great influencers are true to themselves. They are aware of their preferences. They play to their own strengths. But they are also clear about the situations in which they will use a less preferred style—because they know they need to—and they use it with integrity and credibility."

Hay Group

Your Thoughts on Exercising Influence

1. How do you think exercising influence relates to leading change at your organization?

2. Where have you seen leaders exercise influence with some success?

3. Where have you seen people fail to exercise influence and what was the result?

4. How do you determine what influence style to use in various situations or with different stakeholders?

5. How can you connect exercising influence with the three lenses?

6. What can the participants in this cohort do to become more effective at exercising influence so that they can move initiatives forward more effectively?

Relationships



> **"The real beginning of influence comes as others sense you are being influenced by them—when they feel understood by you—that you have listened deeply and sincerely, and that you are open."**
>
> **Stephen R. Covey,**
> **7 Habits of Highly Effective People**

Relationships are the coin of the realm; the more you have the more you can leverage these to get things done, so it helps to develop relationships across a broad spectrum. If you have a rapport with someone, you can more easily recruit them—or be recruited by them—to provide support or help with a particular issue.

Statements from the Influence Impact Indicator that refer to this influence style:

- I invest in relationships that are important.
- I maintain a wide network of people across the organization.
- I make connections with others.
- I work to get to know others and develop friendships.

When to Use a Relationships Influence Style

Cross-Departmental Projects: When you need to collaborate with colleagues from different departments to achieve a common goal. A prior relationship will enhance the likelihood of smoother coordination and cooperation.

Client Relations: For roles that involve client interaction, having a strong network can enhance your ability to meet client needs and manage expectations.

Networking Opportunities: In attending industry events or conferences, existing relationships can lead to new opportunities and collaborations.

Crisis Management: In times of crisis or urgent situations, having good relationships with key stakeholders can expedite problem-solving and decision-making.

Mentorship and Development: When seeking mentorship or career advice, having a network of trusted colleagues can provide valuable insights and guidance.

Change Management: When implementing organizational changes, having allies and supporters across the enterprise can help facilitate acceptance and adaptation.

Remote Work Coordination: When working remotely, maintaining strong relationships helps ensure continuous collaboration and communication across the team.

Conflict Resolution: In situations of workplace conflict, having good relationships can help mediate and resolve issues more effectively.

Resource Allocation: When you need to secure resources, such as budget approval or additional team members, strong relationships with decision-makers or stakeholders can be crucial.

Suggestions and Proposed Practices

- Greet others regularly.
- Use every opportunity to ask questions to genuinely connect with others, their well-being, and what matters to them before getting down to business.
- When checking in on an initiative underway, ask how you can help.
- Identify a few people you want to bring into your trust network, take action to build a more confidential relationship with these individuals.
- Relationship multipliers - know people and their strengths, refer others to them and make connections (help connect others directly).
- Make meaningful connections
  - Get to know people and find out their interests. Ask for advice when it could be helpful. These interactions build rapport with others and can be genuinely helpful to both parties.
  - Make a list of your peer's contributions and ideas; genuinely reference them the next time you see them. "I really appreciated your input on our call regarding ___. I wondered if you could say more about your idea…"
  - Follow up on personal events and remember personal details. Most people value when you know them beyond the work relationship.
  - Look for common ground with others whether it is personal or professional, again making a connection.
- Expand your network
  - Use the 4 I's when meeting new people, initiate-inquire-invest-influence.
  - Make a list of people you want to meet or invest in getting to know better, reach out to two of these individuals each week.
  - Use existing relationships as introductions for you to create new ones.
  - Leverage your network for others by making introductions and opening up opportunities.
  - Intentionally develop your strategic network by identifying the people with whom you may need to partner or collaborate with to get things done and move initiatives forward. Start by making a list of the top five people with whom you want to include or strengthen the relationship. Then commit to reaching out to one a week and having a conversation. Once you make the rounds, make the next list of five.
  - Connect before you transact: Ask your manager to name two people they think you should meet with regarding an issue you are seeking to influence. Once you meet with those two people, ask them to name two other people they think you should meet with to discuss the issue. This will point you in new directions and multiply your field of vision exponentially.
  - As you identify people you believe would be good to include in your network, look across your organization, look at the other units where there are interdependencies, expand your view to include your counterparts at other institutions. Consider regional or national affiliations relevant to your interests.
  - Get to know people up, down, and across organizational levels. You may very well hear some helpful advice from people who may not have the highest status yet are key information brokers.
- Maintain your network
  - Make it a practice to meet with your key stakeholders or key clients or those who are critical to the success of your unit outside your sphere of control on a periodic basis. You want to be sure people are offering their direct input or feedback to you. These are also opportunities to share information or consult with the person or parties.
  - Recognize when you need to renew a relationship, make it a point at the outset of the month to consider who you want to touch base with in the weeks ahead; reach out and schedule one-on-one time.
  - Use all-hands meetings or social events as opportunities to engage.
- Invest with no expectation of return/reciprocity.
- Never burn bridges. You never know when you'll have to cross one.

Building Goodwill



> **"Goodwill is no easy symbol of good wishes. It is an immeasurable and tremendous energy, the atomic energy of the spirit."**
>
> **Eleanor B. Stock**

Directly supporting others with your time, effort, and attention builds a reservoir of goodwill that increases the chances people will support your efforts and reduces the likelihood they will impede your success. However, it's important to remember that creating goodwill doesn't oblige others to reciprocate. Indeed, those who subscribe to "servant leadership" are doing things in service to others, supporting them with no expectation of a return.

Statements from the Influence Impact Indicator that refer to this influence style:

- I look for opportunities to give positive feedback and recognition.
- I offer to be a resource if needed.
- I meet one-on-one with stakeholders so they feel respected and valued.
- I extend myself to support other people's initiatives.

When to Use a Building Goodwill Style

Team Collaboration: When working on group projects, fostering a positive and supportive environment encourages collaboration and enhances overall team performance.

Mentorship and Support: Offering guidance and support to colleagues can create a culture of learning and development, improving job satisfaction and retention rates.

Client Relationships: Building strong, trust-based relationships with clients can lead to increased loyalty, repeat business, and positive referrals.

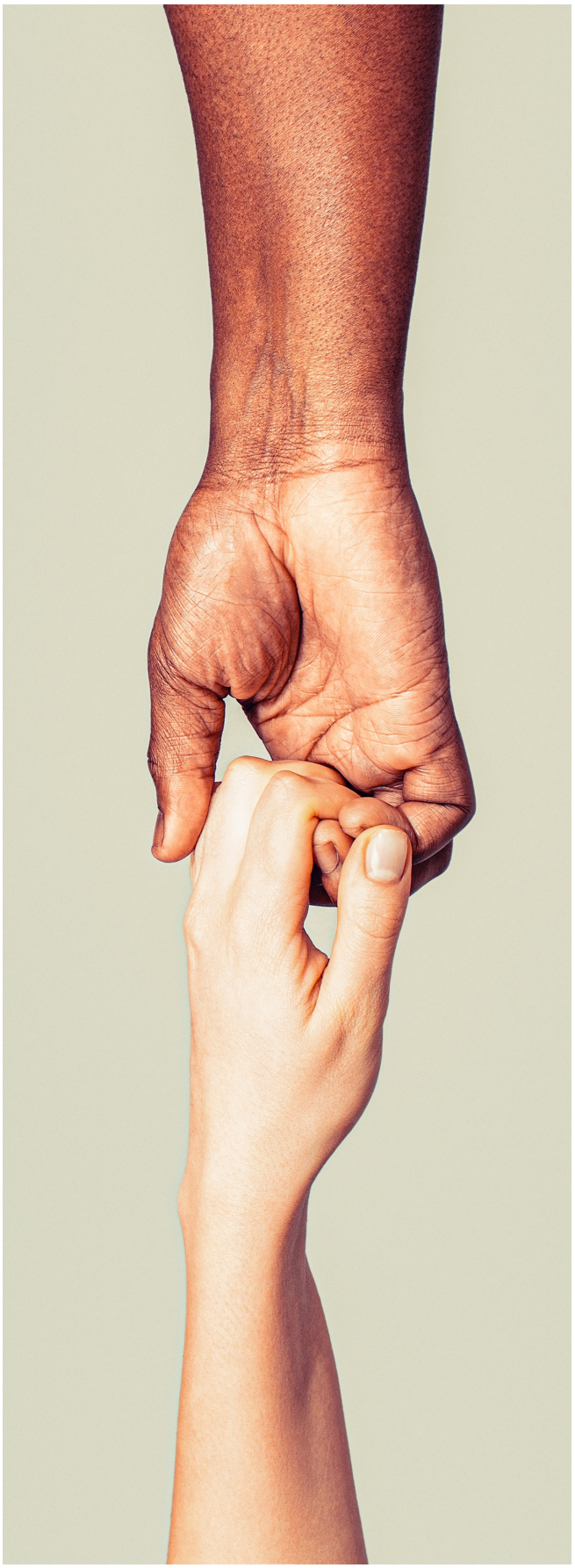
Change Management: When implementing changes, individuals with a track record of goodwill can facilitate smoother transitions by gaining buy-in and reducing resistance.

Organizational Culture: Individuals who consistently show goodwill contribute to a positive organizational culture, which can improve overall job satisfaction, employee engagement, and productivity.

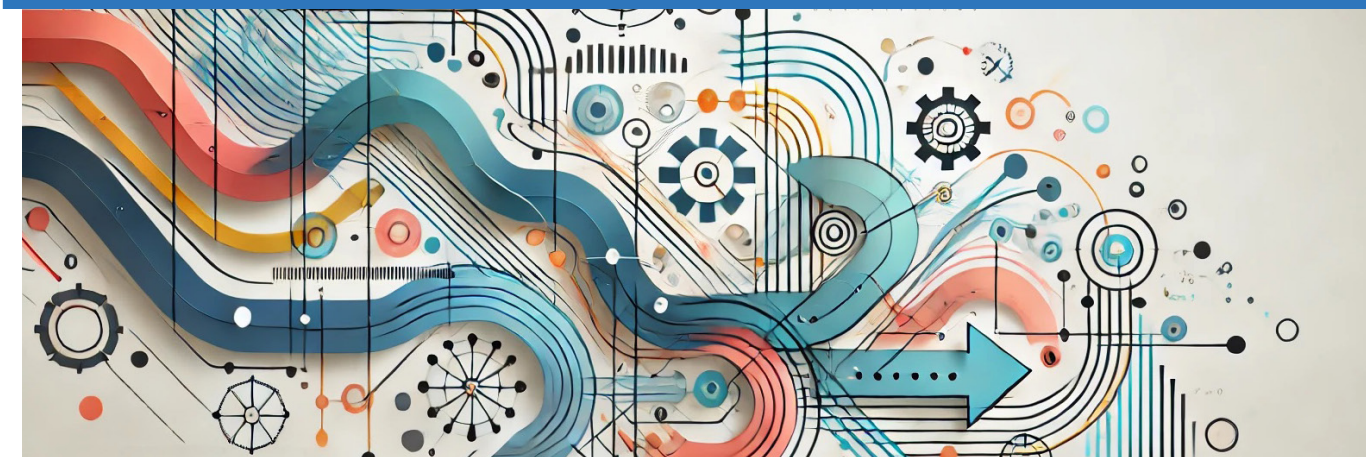
Conflict Resolution: In situations of disagreement or conflict, an individual known for their goodwill can mediate more effectively and help find amicable solutions.

Suggestions and Proposed Practices

- Use the first two I's, initiate, inquire and make a connection with others by showing an interest in who they are and see if there are common interests.
- Tune into what is important to the other person.
- Listen, ask open-ended questions to get to know others and build a rapport. Seek first to understand before being understood.
- In meetings use "yes and" to support other colleagues when they are advancing an idea or proposal.
- Meet with individuals before a project starts, find out what they would like to get out of this experience, ask what matters to them.
- Recognize people who are making a positive contribution in a way that works for them. Some people appreciate public recognition while others prefer to be acknowledged with a personalized thank you.
- Bring positive energy to your engagements even more so when the going gets tough.
- Help others when they need assistance or support from you or your team with no expectation of a return.
- Do things for others: whether you are spending time with a new hire, or going to a meeting to support a colleague, or offering information your group has that will be helpful to a team working on an issue, or by going out of your way to give someone a hand. These actions will result in others being predisposed to help you in return.
- Always be looking for opportunities to create alignments between needs and wants at the individual and organizational level. Seek opportunities for win wins.
- Finding out what your staff want to learn or where their strengths will be well utilized and giving them opportunities to do either of these will create goodwill.
- Give others the credit when things go well, take the responsibility when things don't turn out as well as expected.



Consulting



"The president (of American research institute] can act as the CEO and make a firm decision about the long-term development of the institution, but he or she does so in constant consultation with the faculty. It may not always work this way, but the greatest advances occur when governance is truly shared."

Henry Rosovsky

People like to be asked for their input and ideas. When leading an initiative, it is helpful to engage people early in the process, so they have an opportunity to help shape the strategy or solution. This influences people to buy into the eventual solution or direction.

Rather than starting with a solution and trying to convince others to agree, starting with the goal or the challenge and inviting people to offer their ideas on how best to proceed is a distinguishing aspect of the consulting style.

Statements from the Influence Impact Indicator that refer to this influence style:

- I consult others to get their ideas and support.
- I get input from others on my ideas.
- I consult with others to see how they would like to improve the work.
- I invite others to offer suggestions on my draft proposals.

When to Use a Consulting Influence Style

Collaborative Projects: When working on projects that require input and agreement from multiple stakeholders, consulting helps in gathering diverse perspectives and developing the path forward.

Client Relations: When managing client relationships, consulting with clients about their needs, concerns, and feedback can enhance satisfaction and build long-term partnerships.

Organizational Change: During periods of change, such as moving important initiatives forward or implementing new systems, consulting with affected stakeholders can help ease the transition and gain buy-in.

Strategic Planning: In strategic sessions, consulting with key stakeholders ensures that the resulting roadmap has taken into consideration the input of those who have a stake, is feasible, and aligned with the organization's goals.

Team Development: In scenarios where team dynamics and performance need improvement, consulting with team members individually or in groups can uncover underlying issues and foster a sense of ownership in the solutions.

Conflict Resolution: When there are conflicts or disagreements within the team, consulting with the parties often individually first can help identify the root causes and lead to developing mutually acceptable solutions.

Suggestions and Proposed Practices

The Overall Approach

- When considering who to consult, leverage existing relationships while also reaching out to build new relationships.
- Learn about someone's expertise and role before reaching out to them.
- Be curious so that you are using the process to learn, build your relationship, achieve greater rapport, and genuinely understand the other's perspective.
- Listen. Seek first to understand others' interests and ideas before you try to be understood. Avoid responding too early or being defensive when they point out where things could be done differently or better.
- Always be receptive to input. Even when it doesn't align with what you want, there is rarely a need to push back, which can shut down communication.
- Involvement, especially early, creates a feeling of ownership in the solution.

Early Involvement Matters–Projects or Initiatives

- Begin by sharing an analysis of the problem you are trying to solve or the goal you want to accomplish. This helps open people up to defining the problem or goal, the contributing causes or factors, the range of options for a solution, and often garners their support.
- Identify the stakeholders who will either be important to resolving the issue or implementing a solution. Interview them early in the process. As a result, you will get additional ideas and they will be more inclined to support the solution.
- Recognize "gradients of agreement" as you get input on the plan or decision. Listen for where there is support. Synthesize this support when building out the potential goals, solution, or value proposition.

Early Involvement Matters–Strategic Planning

- When it is time to develop strategic goals for the year ahead, identify clients and collaborators outside your team and create a few questions to gain their perspective.

Examples:

- What has been working well about our services or products?
- What could be done to improve our products or services or the delivery?
- What are some important developments our (division, work group or team) should consider as we formulate our strategic goals?
- What areas do you think we could simplify, automate, or innovate?

Scoping

- It can be beneficial to interview all involved to gain their perspective on what's in and out of scope and the key issues they believe need to be addressed. This can jump-start a group. The person doing this or charging others to do this needs to be seen as having the needed credibility.
- Establish boundaries and manage scope when they want you to solve it all.

Wrapping it up. After a major project or initiative, facilitate an after-action review by asking:

- What went well?
- What could we have done differently or better?
- What did we learn from this effort?
- What could we apply in the future to enhance our success when taking on a project or initiative?

Shared View of the Future



> **"Leaders are influential because they live and inspire other people's future."**
>
> **Aniekee Tochukwu Ezekiel**

Facilitating a shared view of the future state can help people see and appreciate their common interests, thus uniting them in their efforts to achieve the desired future state. Agreeing on the criteria for success helps people see specific outcomes.

Statements from the Influence Impact Indicator that refer to this influence style:

- When presenting my ideas, I connect them to the desired future state.
- At the outset of projects, I ask what success looks like.
- I connect with key decision makers early in the process in order to align goals.
- I connect my proposals to agreed upon strategic goals.

When to Use a Shared View of the Future Influence Style

Strategic Thinking Sessions: When teams are involved in long-term strategic thinking, creating a shared vision ensures alignment on the desired future state, fostering more cohesive efforts and increased commitment.

Project Kickoffs: At the beginning of a project, establishing a shared future vision helps all the stakeholders understand the desired outcomes, leading to better coordination and execution.

Team Building: Facilitating a shared view of the future during team-building activities helps to create a sense of purpose and belonging, enhancing team cohesion and morale.

Client Relations: In client-facing roles, sharing a future vision with clients helps build trust and loyalty, as clients see a committed and forward-thinking partner in their service provider.

Leadership Development: Developing a shared vision of the organization's future fosters consistent leadership styles and decision-making processes that are aligned with the long-term goals and desired culture.

Change Management: During periods of significant organizational change, a shared vision of the future helps employees understand the reasons (the why) behind changes and their role in the new environment, reducing resistance and increasing buy-in.

Suggestions and Proposed Practices

Developing a common vision for a team or an organization can be done in various ways depending on the context, the issues, the proposed timeframe, and other variables. It can be an involved or relatively straightforward process.

Building Commitment

Simple inquiries, such as 'What would constitute success?' or 'What would the ideal outcome be from your vantage point?' move people toward a different mental state. As a project team gets underway, they can be a way to unify the group and put a collective stake in the future.

Where feasible, add emotions to the imagined future state, 'What will it feel like to come to work and engage in this way?' or 'Let's explore what the future state could mean for our clients.' Describe that emotion in detail.

Have an example or illustration of the future state—does it exist in another organization or university?

Ask, "What does success look like when implementing this initiative?"

For ***project teams or intact work teams***, a facilitator can use any one of several different approaches to establishing the desired future state. In some cases, the team lead will interview individuals before the session and ask for their input on what they see as success or the vision we are working toward. Gathering these ideas before the session allows the team lead to begin building themes or to develop a straw that gives the group a jumpstart on developing a shared view of the future. After sharing the various views of the desired future, the goal is to move from open to narrow, drafting a statement capturing the shared sentiments. It is desirable in some settings to engage the group members directly in exploring their ideas. As they work together to build their shared view of the future they also build commitment and trust as a team. Moving from the draft to a proposed statement is better done by a smaller subset of the group.

Setting a strategic vision starts with having a clear understanding of the context. What are the forces and trends shaping the current environment and their implications? With these trends in mind, ask the people involved to write down what they believe is the desired future state. In some situations you may want people to identify the best possible case or what a bold future could look like.

The Bigger Picture

If there is a higher-level vision, take the time to communicate this. Find meaningful ways to draw a line of sight between the work people are doing and the vision and/or mission statements. Engage direct reports about their understanding of these statements.

Sharing the vision of a senior leader, such as the president or provost is a way of bringing this back to your team. Many leaders have made short videos with these aspirational views of the future.

For ***individuals,*** it is helpful to use a coaching style to have people entertain what their development goals or desired future state might be.

In coaching or mentoring others, it can be an energizing exploration to ask what they would like to learn or what their success would look like in 6-12 months if they were to make significant progress or a quantum leap.

Be honest about the current state. Start and grow from where you are, don't plan to start ahead of where you are.

The following questions invite individuals to share their desired future state.:

- What have you found some success with this past cycle?
- What have you most enjoyed learning during this past cycle?
- What would progress on your individual development look like?
- When you look ahead, what would you like to learn in this next window?
- If you were to make a quantum leap in your capability, what would excite you? Or If you were to go from being good at a particular thing to being great at this, what would that be?

Inspirational Impact



"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

John Quincy Adams

Selecting the most compelling or inspirational ways to support an idea or direction can influence people to get on board. Arousing emotions by making a dramatic presentation, sharing an emotional story with a clear message, or creating a powerful experience supporting your proposed solution or course of action are all ways of influencing through inspirational impact.

Leaders who can command a room, who have a certain presence, or are seen as confident and competent, may be exercising influence by leveraging the inspirational impact style.

Statements from the Influence Impact Indicator that refer to this influence style:

- I describe a vision with passion.
- I present my point of view with conviction.
- I get and hold people's attention.
- I use stories with a clear message to support the case I'm making.

When to Use an Inspirational Impact Influence Style

Visionary Leadership: When you need to inspire and motivate a team toward a long-term goal or vision, such as during a transformation or a significant project launch. In roles, such as in executive leadership or project management, setting a long-term vision and inspiring others to strive towards that vision is crucial.

Change Management: In times of organizational change, using passion and stories can help convey the benefits of the change, alleviate fears, and build buy-in among employees.

Team Building: When fostering a strong team culture, using stories to highlight team successes and shared values can strengthen team cohesion and morale.

Working with Stakeholders: In roles where you need to persuade clients or staff, presenting your point of view with conviction and using compelling stories can differentiate your pitch and make it more memorable.

Public Speaking: When addressing large audiences, captivating your audience with passionate delivery and clear messages through stories can leave a lasting impact.

Teaching: When conducting workshops, using stories with clear messages can make the content more relatable and easier to understand, enhancing learning and retention.

Community Building: When working to build a sense of community or foster a collaborative culture, inspiration can help bring people together and create a shared sense of purpose.

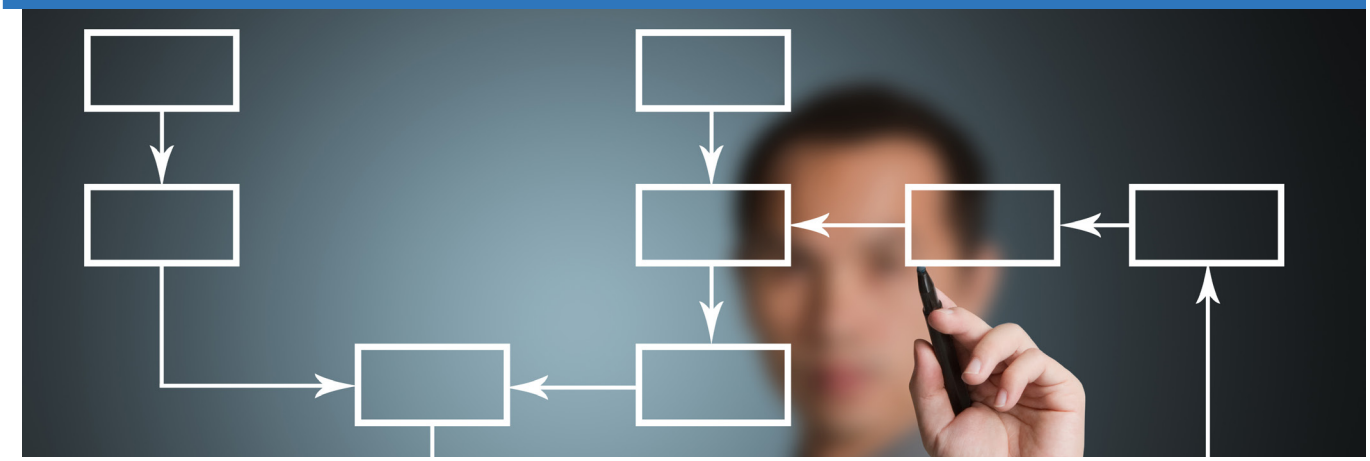
Employee Development: In mentoring or coaching roles, inspiring others can help individuals realize their potential and pursue personal and professional growth.

Suggestions and Proposed Practices

- Excite people's imagination with what could be, rather than what is.
- Let your passion come through in your pitch or presentation. Your tone and your excitement will be transferred to others when done well.
- Stories are an effective way to inspire people. The classic story where good triumphs over evil has the audience rooting for a favorable outcome. Even a story where evil prevails can incorporate the unexpected and be used to appeal to people by saying, "With your support, there could have been a different outcome."
- Use personal anecdotes or examples in order to foster connection and make the topic relatable.
- Analogies and metaphors can be an effective way to make a point.
  - An analogy is a comparison between two things, typically for the purpose of explanation or clarification, a thing which is comparable to something else. For example, cloud computing is like a library not a bookstore, as it is a simple way to access every book without owning all of them.
  - Metaphors are a comparison between two things that are otherwise unrelated, and often sounds poetic. For example, 'Technology is a steamroller, you can either drive or become part of the road,' or 'Education is the key to new worlds.'
- Practice making a pitch that has an impact. What is it you are working to convince others they should support? Come up with a convincing pitch.
- Practice using language that can have a bigger impact on others; your words, tone, and intonation can influence how much you reach the audience.
- A compelling presenter who has vivid images is far more likely to have the ability to inspire people and achieve the desired impact.
- Use the SUCCES model[1], Simple-Unexpected-Concrete-Credible-Emotional-Story Based, for constructing messages and making your core message stick with the audience.
  - Simple - State the essential core of your idea succinctly so people will readily grasp it. Excite people's imagination.
  - Unexpected - Use surprise to grab people's attention so they will want to know more.
  - Concrete - Pack in solid ideas and images so they understand and remember. Vivid images are far more likely to inspire and achieve the desired impact.
  - Credible - Embed rational persuasion into your message so they will agree or believe.
  - Emotional - Make the listener feel positive so they will care. A heartfelt story of someone overcoming a challenge or your vulnerability both help evoke support. Use language that speaks to the passions of others. For example, frame your work as cutting edge or an evolving trend "we can take the lead on."
  - Story Based - Stories inspire people. Develop a repertoire of stories you can draw from when the situation lends itself. Think back on your leadership journey and all the lessons you may have learned along the way.
- Practice and prepare to improve your delivery
  - Develop a two-minute elevator speech that is convincing and has an impact.
  - In addition to words, practice your tone and intonation to reach the audience. Ask for feedback from trusted colleagues.
  - Practice speaking with conviction.
  - Experiment with ways to present that are more engaging.
- Consider the 5 P's for leading change, (purpose, picture, plan, part, practice) create or paint a picture that is powerful and inspiring.

1. Heath, Chip, & Heath, Dan. (2010). Made to Stick. Random House.

Logic



> **"Logic is the beginning of wisdom, not the end."**
>
> **Leonard Nimoy**

Using sound reasoning, facts, and data to support the proposed course of action can be persuasive. Making a logical case based on what matters most to people can be especially persuasive.

Statements from the Influence Impact Indicator that refer to this influence style:

- I offer logical rationales to support my points of view.
- I use facts and data to support my positions.
- I rely on logical argument to advance my proposals.
- I have well thought out positions to support my case.

When to Use a Logic Style

Data-Driven Environments: When you are working in a setting where decisions are made based on data and factual evidence, such as in scientific research, engineering, or technical fields.

Analytical Teams: When your audience consists of individuals who value critical thinking, analysis, and systematic approaches. These might be analysts, engineers, or academics.

Complex Problems: When the issue at hand is complex and multifaceted, requiring a detailed examination of evidence, logical reasoning, and structured problem-solving. Be careful not to make problems even more complex than needed.

Objective Decision-Making: In situations where decisions need to be made objectively and impartially, using logic helps to minimize biases and focus on the facts.

Persuading Skeptics: When dealing with skeptical audiences who need concrete evidence and logical arguments to be convinced.

Structured Environments: In environments that follow strict protocols, procedures, and regulations, logical arguments align well with the existing structure and expectations.

Long-Term Solutions: When you are advocating for solutions that require thorough understanding and long-term commitment, logical reasoning can help build a strong, sustainable case.

Suggestions and Proposed Practices

One frequently employed style people use to exercise influence is relying on a logical presentation to persuade others to agree or adopt the proposed direction or desired outcome. When making a logical presentation one shares facts and/or data that support the direction being proposed. Use the data or facts to draw a picture or as a backdrop to tell a story.

- Anticipate the perspective of others
  - When preparing to advance a logical point of view it is helpful to know what other people's interests are in advance. This may enable the presenter to share how the proposed approach addresses others' interests.
  - Be prepared with questions to help draw out the other party's rationale. It is useful to listen and appreciate why another person sees a different solution or outcome.
  - Anticipate the challenges, criticisms, and alternatives that others will posit. Consider beforehand the responses you may want to offer when these issues are raised. It may be advantageous to address these contrasting points of view preemptively. Letting people know you have considered their positions may be a respectful way to acknowledge their perspective. In other situations, a presenter may choose to create the space for the person to bring up their different position.
  - When there are competing positions, step back, zoom out, and create a map of the needs, requirements, dependencies, risks, proposed approaches, and possible outcomes.
  - Strong advocates may be prepared with counterpoints to challenge the logic or facts or basis or likely outcome of the other party's position. Be respectful or it risks turning into an adversarial proceeding which can make getting to an agreed course of action difficult even if it is otherwise achievable.
  - When different solutions are being put forward, ask for supporting facts and data.
  - When different perspectives are being advanced, explore the pros and cons of each. Share this analysis or create it with others for an objective assessment of the alternatives.
- Engage in a dialogue rather than a debate where positions can become polarized.
- Be open to other people's points of view so your thinking evolves, and you avoid digging in.
- Make a business case. Outline the return on investment (ROI) so people see you have done the homework.
- Provide examples of your idea working in other institutions or use benchmarking, real-world examples, or whitepapers.
- Logic is better used as a secondary or supporting role when engaging 1:1 with folks. It can be effective with groups though not in every situation.
- A risk is a presenter may overplay the logical approach thus failing to recognize when it may be useful to employ a different influence style.

Bargaining-Receptive



"The bargain that yields mutual satisfaction is the only one that is apt to be repeated."

B.C. Forbes

Bargaining recognizes other people or parties have interests or positions that may be different than the ones being put forward. Understanding who the stakeholders are and what their interests are equips you to propose solutions and courses of action that address their interests, and that can result in increased support. This may require compromise or negotiation.

Statements from the Influence Impact Indicator that refer to this influence style:

- I look to understand what is important to the other person and appeal to that.
- When I make a pitch, my approach is based on the interests of the other person.
- I look for ways to compromise when working to get other people's support.
- I work to understand what interests are motivating others in order to gain their support.

When to Use a Bargaining Receptive Influence Style

Client Relations: When interacting with clients, understanding their needs and tailoring your pitch to their interests can significantly enhance acceptance, satisfaction and potential support.

Team Collaboration: When working on a team project, understanding what motivates your colleagues and aligning your requests or proposals with their interests can lead to better cooperation and teamwork.

Leadership and Management: As a leader or manager, showing that you understand and care about the interests of your team members can build trust, improve morale, and increase productivity.

Mentorship and Coaching: When mentoring or coaching others, understanding their goals and interests allows you to provide more relevant and effective guidance and support.

Cross-Departmental Initiatives: In cross-departmental initiatives, recognizing the different priorities and interests of various departments and addressing them can facilitate better collaboration and project success.

Negotiations: During negotiations, whether internal or external, appealing to the interests of the other party can lead to mutually beneficial agreements and stronger partnerships.

Suggestions and Proposed Practices

In many settings there is an expectation that people will not only be consulted, they will also be part of developing the solution. In an ideal state, the solution or strategy that prevails will have considerable support across the stakeholder community. It can be challenging to gather input (the consultative influence style) and then use this to build agreement across a diverse group with multiple if not competing interests.

Bargaining receptive is the initial stage of a process designed to ensure an opportunity to provide input on the issues and potential solutions. Start by defining the issues, identifying the different stakeholders, and considering who needs to be involved to ensure different perspectives are represented. This may result in the formation of a committee or task force. In other cases where an identified person is taking up a cause or an initiative, this may provide a map of the people who need to be engaged in the process.

Understanding the Interests of Others

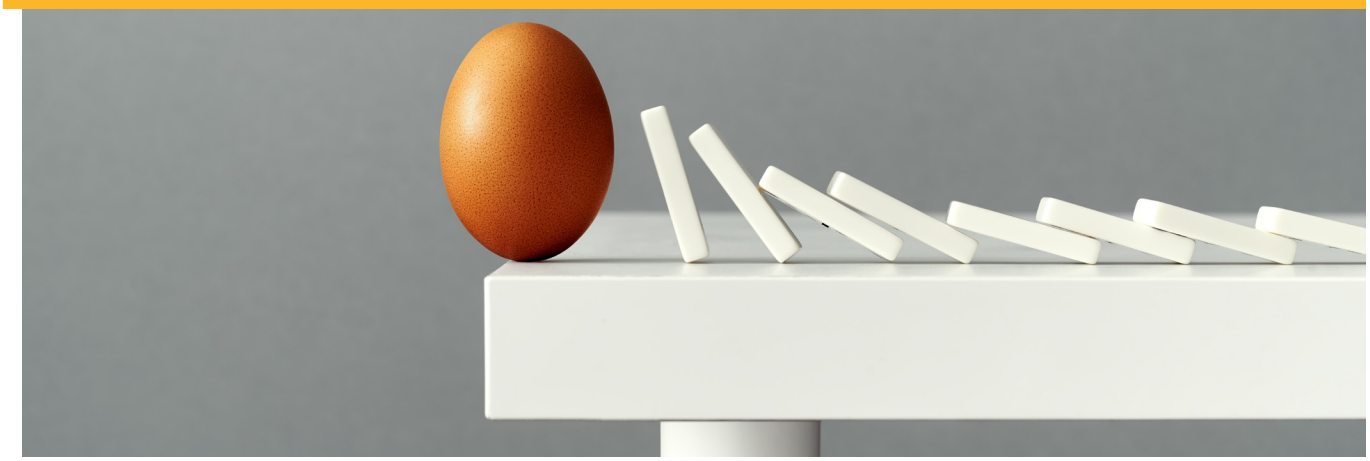
- Research the people you will need to reach out to get their perspective. What do you know, or need to know, about their situation and their possible role? Spend time asking both open-ended and specific questions to understand why someone is, or is not, interested in being part of the process or the solution.
- Identify their interests and concerns.
- Find shared interests or mutual benefits to stakeholders. This provides a starting place for the strategy or solution.
- Put yourself in their shoes and see issues from their perspective to anticipate their position, their interests, and what they may need to come on board.
- As the process gets underway, it is important to clarify with the sponsors or leads what is important in the eventual outcome.
- When you stay open-minded the answer may very well be in the room.

The Bargaining Process

- Ask what is needed compared to what would be nice to have.
- Present multiple approaches that will benefit the parties differently. Engage people on the advantages and disadvantages to these options to move stakeholders from the open to the narrow phase in the process.
- Consider where there may be room to make tradeoffs or compromises to get to an agreed-upon strategy or solution.
- To bring on board people you may need for the solution to be adopted, be willing to acquiesce to some things even if you don't fully agree.
- As early as possible, start building out what people agree on to illustrate progress. Ensure those involved aren't just focusing on aspects where there may be differences.
- It is possible to reach 80% agreement, but people differ on the other 20% to a point where progress unravels. It is better to converge on the 80% and declare sufficient progress to bring things to closure. You can always revisit in the future the other 20%.

When a project starts, the charge to the project team and the membership of that team can be the subject of discussion. Issues such as the timeline and resources may also need to be negotiated. Ensure charter, membership, timeline, and resources align with what needs to be achieved.

Bargaining-Expressive



"...the audience will not remember the vast majority of what you say. But they will remember what they thought about what you said. And what they felt about what you said. So help them. Leave moments in your narrative for the audience's reflection."

Peter Coughter,
The Art of the Pitch: Persuasion and Presentation Skills that Win Business

According to McClelland's Three Needs Theory, people are motivated by power, affiliation, and achievement. Give them a say, a chance to influence others so they feel a sense of power, a sense of belonging to encourage them to buy in, and build momentum to bring them on board.

While the previous style, Bargaining-Receptive, is collaborative, Bargaining-Expressive is hard-edged. The two often appear in a sequence. Bargaining-Receptive is used to solicit inputs and Bargaining-Expressive can used to make hard decisions. When Bargaining-Expressive is used exclusively as an influence style, however, many people perceive it as cold, calculating, and contrary to how they think things should work.

Statements from the Influence Impact Indicator that refer to this influence style:

- I point out the downside if others don't follow my ideas.
- I help people understand the ramifications if they don't opt in to something I propose.
- I work to get people's support by letting them know who is already signed on.
- I do things in support of others with an expectation they will reciprocate.

When to a Use Bargaining Expressive Influence Style

Change Management: When implementing organizational changes, emphasizing the drawbacks of not embracing new processes or systems to ensure smooth transitions.

Strategic Roadmapping: In strategic sessions, helping stakeholders see the long-term impacts of supporting a proposed strategy.

Stakeholder Meetings: When presenting to stakeholders, detailing the potential impacts this initiative could have if it moves forward and the downside if it doesn't get supported.

Executive Endorsement: When seeking approval for a project, highlighting endorsements from senior executives to gain further support.

Cross-Functional Initiatives: In cross-functional teams, noting which departments or leaders are already on board to foster wider acceptance.

Innovation Projects: When proposing innovative ideas, mentioning influential early adopters who support the idea to build momentum.

Mentorship Programs: Participating actively in mentorship programs, providing guidance and support with the anticipation this will lead to more professional growth opportunities for you and others.

Collaborative Projects: Contributing significantly to collaborative projects, projecting this may lead to future assistance or support in return.

Resource Sharing: Sharing valuable resources or information with colleagues, anticipating they will reciprocate when needed.

Suggestions and Proposed Practices

Once a proposed strategy or solution is developed, it may be necessary to get others to adopt this approach or take action as the organization's way to address the issue or problem.

The sponsors may need to sell, pitch, or negotiate the support needed to implement the desired direction.

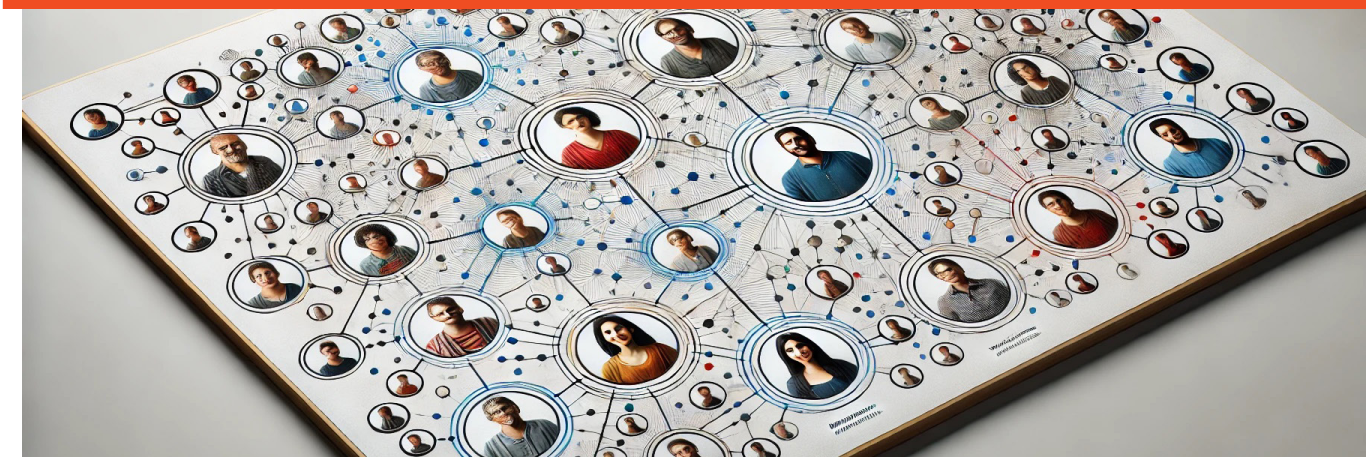
It may be important to have started with the bargaining-receptive process to illustrate there was a process where the primary stakeholders had an opportunity to offer input and help shape the course of action being proposed.

- Use facts, examples, and data to support the proposed course of action.
- Point out where peer institutions may already be further down the road in implementing this strategy or solution.
- Provide incentives for people or units to opt in early.
- If there has been an early pilot(s), share the data from this to show the results.
- Avoid saying "no"; try "yes, and."

Sponsor and Senior Leader Support

- Create a clear and convincing way to frame the issue or pitch the proposed strategy or solution.
- The sponsor(s) could use the inspirational impact style as a framework for creating the presentation or pitch.
- It will be helpful to have senior leaders or key sponsors express their support publicly, whether it is in a large meeting or by including a statement from them in the presentation.
- It may be helpful to have influential stakeholders state their support in settings where others may be influenced to adopt the proposed approach.
- **Building the Coalition**
- Start building the coalition who are supportive and in a subtle way let this be part of the backdrop to the bargaining expressive effort to get wider adoption.
- People often have three social motivations: the need for power, affiliation, and achievement. Give them a say, a chance to influence others so they feel a sense of power. Give people a sense of belonging to encourage them to buy in. Building momentum can bring others on board.
- Understand what others need to support a strategy or solution. Be willing to meet them partway if their support is critical.
- Reiterate where helpful the shared interest in the outcomes people have.
- Shift their positions based on tradeoffs. When necessary, negotiate tradeoffs.
- Sometimes there is a quid pro quo, other times not. Don't look down at this process; at the end of the day, it is about getting things done and moving forward.
- Seek to reach an agreement with a win-win outcome in mind.
- Recognize bargaining takes place within our daily interactions as people make requests and others make commitments. If you are the recipient of the request, recognize you can "bargain" over the conditions of satisfaction.
- Sometimes, the consequences of not doing something can justify the proposal.
- Keep in mind that no decision is a decision.

Political Savvy



"If we define leadership as "the pro-cess of social influence in which a person can enlist the support and aid of others in the accomplishment of a common task" then political savvy is most definitely a leadership skill.

Politically savvy people demonstrate leadership. They pay close attention to the ever-changing political landscape, understand how to build visibility and influence through mutually beneficial relationships, and empower others as well as themselves to be successful."

Bonnie Marcus,
Political Savvy Is a Leadership Skill

Political savvy is a deep understanding that organizations are complex systems consisting of different factions with varying goals, interests, or motives. It involves recognizing these dynamics, acknowledging the interests of others, leveraging sources of power, building coalitions, and forming partnerships in order to get things done.

Statements from the Influence Impact Indicator that refer to this influence style:

- I study the political landscape to understand the important stakeholders.
- I can discern who the stakeholders with high influence are.
- I tactfully mention the names of other people who endorse a proposal when asking for support.
- I ask someone I know is respected to help me influence others.

When to Use a Political Savvy Influence Style

Change Management: During times of organizational change, understanding who the influential stakeholders are can help you gain support for new policies or practices.

Project Sponsorship: When seeking approval or funding for a project, identifying and engaging key stakeholders who have the influence to champion your initiative.

Navigating Organizations: When you are working in a large organization with multiple layers of management and you need to understand the power dynamics to get your ideas across.

Cross-Functional Teams: In environments where collaboration across different departments is crucial, knowing which stakeholders have the influence can help you coordinate and drive initiatives more effectively.

Cultural Integration: In diverse workplaces, understanding the influential cultural norms and key opinion leaders can help in integrating practices and gaining acceptance.

Advocacy: When advocating for changes within an organization, aligning with influential stakeholders who endorse your proposal can amplify your influence.

Resource Allocation: In scenarios where resources are limited, knowing which stakeholders control or influence resource distribution can be key to securing what you need.

Strategic Thinking: When developing long-term strategic plans, engaging influential stakeholders ensures that your plans are aligned with the interests of those who have the power to impact outcomes.

Crisis Management: In times of crisis, understanding the political landscape can help you quickly identify and engage the right stakeholders to manage the situation effectively.

Suggestions and Proposed Practices

MOR's session on Leading Change introduces the three lenses (strategic-political-cultural) and suggests if you want to advance an initiative you need to see and address the issues in each of the lenses. In the political lens, it was recommended that the sponsor or change champion map out the different stakeholders and find out their varying interests.

Advancing an idea from the concept phase all the way to implementation requires the sponsor(s) or team to navigate the political landscape to get the input and support needed to move forward. A leader needs to be politically savvy or have someone on the team who is. Otherwise, this may heighten the risk that the initiative will encounter pushback from key stakeholders.

It is also important to appreciate how leaders can develop and expend political capital to get things done.

Political capital refers to the trust, goodwill, and influence a leader has with their constituents and others. This goodwill is a type of invisible currency that leaders can use to mobilize people or invest resources. It is your credibility, reliability, and influence. It is accumulated through consistency, achieving organizational successes, and serving others. Political capital can be spent on needed changes or difficult choices others may not be predisposed to support.

Building the Foundation

- Develop your network. Build a broad set of relationships and do it with a purpose. The 4 I's and network mapping exercises are effective tools you can use to expand your connections.
- Identify the connectors between the key people in case you need to leverage relationships beyond your sphere of influence.
- Ask for help in understanding the landscape. Who are the key influencers? How does your view of it compare to others?
- Study and learn the culture. Gather institutional knowledge and cultural intelligence about organizations that will be involved or impacted.
- Understand the organizational history to learn how to navigate the landscape more fully.
- Find alignment and common ground between yourself and stakeholders.

Understanding the Interests and Influence of Others

- Use the stakeholder grid to map out who has interest and who has influence.
- 2x2 networking: Ask your leader or sponsor for two people they think you should meet with regarding the issue you are seeking to influence. Once you meet with them, ask them for two other people they think you should meet with, and so on. This will point you in new directions and multiply your field of vision exponentially.
- Develop an interview plan to learn about stakeholder interests and concerns. Listen more, talk less, and use the receptive approach.
- Based on the interviewing, determine who has an interest, who has influence, and where they stand.
- Seek to understand commonalities as well as differences.
- People often have three social motivations: the need for power, affiliation, and achievement. What's important to the different stakeholders?
- Identify the people who are supportive, who may be allies or early adopters, along with the people who may be roadblocks.
- Recognize who has needed resources and who has decision rights.
- Follow the money when appropriate–understand what path it follows and favors. Grants, funding, and donor support can incentivize people to agree.
- Communicate effectively and establish relationships with more senior leaders if they are going to be needed or if they are being asked to support the initiative. If you don't have this relationship, who does?
- Have 1:1 conversations to gain buy-in before delivering your message to larger groups. This is even more important if governance is not well defined.
- If governance is defined, understand the structure and know the composition of various committees.
- Tactfully use your political savvy to influence others ("talking to so and so, we both agree that…").
- Find a mentor who is politically astute who can help point out what you may be missing.
- Read *The Empowered Manager* by Peter Block for a solid framework for becoming more politically effective while maintaining your ethics and values.

Stakeholder Mapping

Stakeholder maps chart two key stakeholder elements, influence and interest, so that you can be more intentional in managing relationships to achieve your goals. It is often used for major initiatives. Here is the basic four-box model showing the different varieties of stakeholders and how to approach them.

Interest	Influence
Downstreamers *Keep Informed* Seeking information and possibly influence. Can become important allies.	**Key Players** *Manage Closely* Highly interested in your decisions, and have the power to influence them.
Watch Listen *Monitor* Unlikely to affect your initiative, but may move to another quadrant	**Casual Powers** *Keep Satisfied* Difficult to plan for. Learn their expectations early.

Notes

Notes on the Different Influence Styles

Potential Strategies or Practices that May Be Useful to Adopt

"There is no magic to achievement. It is really about hard work, choices and persistence."

Michele Obama

Modeling



> **"The most powerful leadership tool you have is your own personal example."**
>
> **John Wooden**

How you behave is one way to influence the actions of other individuals. Your mood, energy, and example serve as a model for others. It can teach a new behavior or influence the frequency of a previously learned behavior.

Leaders are always on stage. Leaders are always being observed by those with whom they interact. Their mannerisms, tone, and actions are on display for people to see and are used to determine if the leader is "practicing what they preach."

Statements from the Influence Impact Indicator that refer to this influence style:

- I am mindful of my mood and how it impacts others.
- I bring positive energy.
- I consistently set a positive example.
- I role model the changes I would like to see.

When to Use a Modeling Influence Style

Leadership Development: When you are in a leadership role and need to set an example for your team, demonstrating the behaviors and attitudes you wish to see in others will oftentimes have a positive influence.

Continuous Improvement: In environments focused on continuous improvement, modeling a growth mindset, curiosity, and willingness to learn from mistakes can inspire others to pursue personal as well as professional or organizational development.

Change Management: During periods of significant organizational change, showing adaptability and a positive attitude can help others adjust and embrace the evolution more readily.

Team Collaboration: In collaborative projects, modeling open communication, respect for diverse opinions, and cooperative behavior can enhance team dynamics, inclusion and productivity.

Ethical Decision-Making: When facing ethical dilemmas, consistently demonstrating integrity and ethical behavior can influence others to follow suit, fostering a culture of honesty and accountability.

Client Service: In client-facing roles, modeling excellent client service behaviors such as patience, attentiveness, and problem-solving can set a standard for others to follow, improving overall client satisfaction.

New Hire Training: When onboarding new employees, modeling the desired work ethic, communication styles, and organizational culture can help new hires assimilate more quickly.

Conflict Resolution: When resolving conflicts, demonstrating calmness, active listening, and empathy can encourage others to adopt similar behaviors, leading to more effective and amicable process.

Work-Life Balance: Demonstrating a healthy work-life balance can influence others to prioritize their well-being, reducing burnout and increasing overall job satisfaction.

Suggestions and Proposed Practices

Modeling is putting your words into action. Demonstrate you mean what you say by actively doing the behavior yourself. Self-awareness is important in understanding the behaviors you are modeling or want to model. Never forget: you are already exercising influence. Someone is always watching and reacting to you. Consistency matters when working to model behaviors. Walk the walk, not just talk.

- Be intentional about your presence
  - Follow through on your commitments. This is the definition of integrity.
  - Work to bring positive energy into your interactions with others.
  - Pay attention to your tone of voice and your mood as you are signaling to others messages you may not be aware of—are these aligned with what you want to convey as a leader?
  - Confidence conveys competence. If you come across as confident, you will be seen as competent. The reverse is also true, if you appear less than confident, some people will wonder whether you are competent.
  - Be willing to treat everyone respectfully if you want others to do so.
  - Be willing to take risks if you want others to do so.
  - Solicit feedback on your exhibited behavior from trusted colleagues. What you project may be different than what you believe you model.
  - Think like an actor. Shift your focus from the audience looking at you to you looking at the audience. Connect, smile, engage. Imagine you're at a play and you're watching the stage. Each actor is working to connect with you.
  - When we are stressed, our behavior, our tone, and even our breathing can reflect this state. Others can discern you may be upset, or you may create tension without being fully aware, and thus others may shut down. In these situations, take some deep breaths before you speak to help to calm you and moderate your tone.
  - Consider the mantra "balanced, centered, and neutral."
- When going into a challenging meeting or difficult conversation, have a clear and thought-out process to keep you on track and feeling more in control rather than just focusing only on the outcome you want to achieve.
- Hold others accountable so those who do deliver see everyone is being held to the same standard.
- Staying healthy, getting the sleep you need, practicing good nutrition, exercising, and tending to your well-being will help you model the behavior you want to exhibit.
- Practicing the three gratitudes can support maintaining the positive view that helps when you are working to influence others.

Directive



"Don't tell people how to do things, tell them what to do and let them surprise you with their results."

George S. Patton Jr.

A leader can use their positional authority to align people with the needed action, and there are times when providing a directive is appropriate. Providing clear direction, setting expectations, and providing critical feedback will help influence people to do the right thing(s). Using this selectively when the context requires it is important.

Leaders need to know when and how to use the directive style. If there is a safety issue, a security threat, a time-critical situation, or an emergency, these are situations where a leader may need to take on the directive style. Even in such situations, there are opportunities to delegate lower-level decisions. As a leader, you and the group are accountable for delivering the needed results. Often, these results are given to the leader or team and aren't up for discussion.

Statements from the Influence Impact Indicator that refer to this influence style:

- I am clear about expectations and deliverables.
- I make clear requests of others.
- I give direct feedback to people if they aren't doing their fair share.
- I give critical feedback when people don't follow through.

When to Use a Directive Influence Style

Leadership Roles: In leadership roles, making clear requests, being explicit about what needs to get done, and providing direct feedback maintains transparency and accountability within the team.

Project Management: In project management, making clear requests, sharing the expected deliverables helps ensure that tasks are understood and completed on time, reducing the risk of misunderstandings and missed deadlines.

Quality Control: In quality control settings, critical feedback ensures products or services meet the required standards and expectations.

Deadline-Oriented Tasks: When tasks are deadline-oriented, clear expectations and requests help prioritize work and ensure timely completion.

Onboarding New Employees: When onboarding a new employee, be very specific and prescriptive about what needs to be done and how it needs to be done to build initial competence. Provide a coworker as a resource to encourage them to ask questions or seek assistance. Ensure staff understand organizational directives and policies regarding ethics or safety practices or other similar requirements.

Underperformance: When dealing with underperformance, direct feedback highlights issues and encourages individuals to meet their expected standards.

Performance Reviews: During performance reviews, providing critical feedback or feedforward helps employees understand areas needing improvement. Setting specific goals can align their efforts with organizational goals.

Suggestions and Proposed Practices

Getting the Work Done

- A leader often needs to set expectations, establish what needs to get done, and identify deliverables essential to reaching needed outcomes. This can be done unambiguously by the leader so there is clear direction on what to accomplish and sometimes how.
- Leaders often identify "what" needs to be accomplished. Clarifying the goals or the desired outcomes (the "what") may be done using a more directive style while still giving those working the latitude to determine "how" best to achieve the "what." This ownership enhances employee engagement along with the investment in accomplishing the outcomes.
- Sometimes people simply want to be told what tasks must be completed. There is a benefit to being this direct.
- In your workgroup, communicate expected standards for performance and norms where you want everyone to act accordingly.
- Have metrics to enable those who take ownership to determine to what extent they achieve the desired outcome.

Onboarding and Performance Management

- When onboarding a new employee, initially be very specific and prescriptive about what needs to be done and how it needs to be done to build initial competence.
- When needed, be clear and prescriptive in a performance management review about what behaviors or outcomes are needed.
- When sharing critical feedback to an individual or team, a direct approach may be the best way to deliver this feedback. In many cases, it is beneficial to share the feedback in a straightforward way and then ask the person to reflect on this before having a follow-on discussion. This helps lessen the emotional or defensive reaction most people exhibit when they feel criticized.
- Ensure staff understand organizational directives and policies regarding ethics or safety practices.

Reflections

1. What influence styles are current strengths for you?

2. What influence styles would you like to strengthen or add to your repertoire?

3. What strategies or practices will help you develop these influence styles?

4. What will you need to do to raise your situational awareness to be more intentional in selecting the best influence style(s) for the interaction you will be having?

Prepare for a Meeting Where You Want to Exercise Influence

Describe the situation in brief:

1. What is the result or outcome you are looking to achieve?

2. How would you describe the relationship(s)?

3. What are other persons' interests?

4. What is the current context?

5. What influence styles are you thinking of using? Why?

Special thanks to David Sweetman for his early, pivotal role in developing MOR's Influence Styles Model, Laura Patterson for encouraging us to reach higher in support of the MOR leadership community, and Chris Paquette for his excellent work as editor and designer.

morassociates.com
462 Main Street, Watertown, MA 02472 617-924-4501 info@morassociates.com