

Influence

WHEN TO USE THIS

- You are in a position of responsibility without authority
- You need to politic to get something done
- You need people to shift their priorities to help you

YOU KNOW YOU HAVE SUCCEEDED WHEN

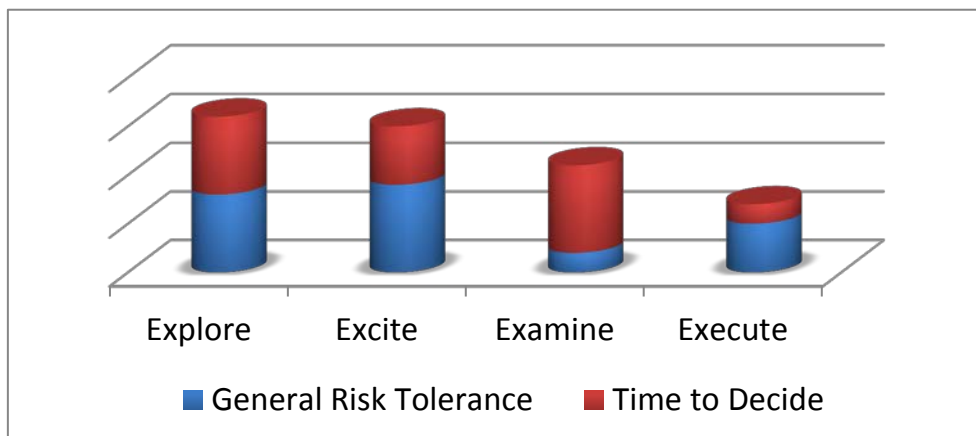
The other person acts to support you or, worst case, gives credible reasons why it would be impossible.

KEY STRATEGIES FOR YOU

- Genuinely empathize by suppressing discussion of what you want
- Know and use the other person's learning style(s)
- Appeal to the triggers of the other person's highest Energy/ies
- Anticipate objections and have answers
- Knock yourself out to be trustworthy in every detail

STEPS TO TAKE WITH THE PERSON YOU WISH TO INFLUENCE

1. Learn his/her 5 Dynamics intensities
2. Run a Leadership report
3. Study the person's learning style and adapt your teaching/conversational approach as necessary
4. Try to learn as much as possible in advance about the constraints the person is under (e.g., time, money or resources, risk, reputation)
5. Critical questions to ask:
 - a. What would you ideally like to get out of this?
 - b. What are your concerns?
 - c. What do you think are the biggest risks to you? Your department?
 - d. If this worked, how would it benefit you?
 - e. How could I make this easier for you?



TYPICAL LEVERAGE POINTS FOR EACH ENERGY

EXPLORE

- Opportunity to learn
- Opportunity to create something new
- Influence system-wide effects

EXCITE

- Improve other people's welfare
- See and be seen as a champion
- Increase fairness or equity
- Have fun and friendships
- Gain experience and connections
- Join a winning team

USEFUL LANGUAGE FOR INFLUENCING PEOPLE WITH THESE HIGH ENERGIES

EXPLORE	EXCITE	EXAMINE	EXECUTE
<ul style="list-style-type: none"> • Visionary possibilities • Competitive advantage due to innovation • Theories that support the idea • Case studies that could be improved upon 	<ul style="list-style-type: none"> • Enthusiasm • Appeal to feelings and emotions • Adjectives • Personal connection • “We”, “us” 	<ul style="list-style-type: none"> • Risk/benefit calculations • Relevant metrics • Risk reduction measures • Probability of outcomes • List of failure points and counter-measures • No emotional language • Financial exposure 	<ul style="list-style-type: none"> • Metrics and targets • Realistic timelines • Clear goals and objectives • Competitive advantage • Crisp operational plans • Financial upside

CRUCIAL ONLINE 5 DYNAMICS RESOURCES

First, log in to the 5 Dynamics application. If you have Superuser-level access, then you will next need to use the Select Group pulldown menu to open the Control Panel page for the appropriate group.

Individual Reports (Coach- or Superuser-level administrators)

1. Select a person’s name from the Individual’s Folder pulldown menu in the Group toolbar.
2. Click the Preferences and Maps tab to view or print the five Individual reports, especially Work Preferences and Learning.

Leadership or Peer-to-Peer Reports (Coach or Superuser)

1. Select Group Control Panel in the Group toolbar.
2. In “Relationship Reports” box, select Leadership or Peer-to-Peer button and follow the instructions in the popup window.

TYPICAL LEVERAGE POINTS FOR EACH ENERGY

EXAMINE

- Attention to detail
- Gather valuable data
- Reduce systemic risk
- Standardize processes or procedures
- Save money

EXECUTE

- Beat a challenge
- Accomplish
- Be seen as a victor
- Gain skills and confidence
- Material rewards
- Gain status