**Influences Summary**

**Module 1: Introduction**

### Coconut Game

In this game a player could only decide what to play in anticipation of what the other will play. His loss or gain is contingent on the other player choice between co-operative play and defection. Co-operation can lead to a win-win situation, where both parties benefit from a cooperative play. Defection on the other hand, will lead to a loss-win or a loss-loss situation. The dilemma here is the individual’s benefit from one-sided defection versus joint benefit from two-sided cooperation. In this game and similarly in negotiations, cooperation or defection is simultaneous. In influencing, the players’ cooperation or defection is separated in time. Cooperation and then reciprocation are not necessarily instantaneous.

### Prisoner Dilemma

Originated at the RAND Corporation. Both prisoners must contemplate what the other prisoner will choose. Again, his benefit is subject to the other player’s move. No person can unilaterally choose the final outcome; their choices are bound together. If they both working in co-operation, they would both be in a better position. If one co-operate and the other defects, the co-operative person will be punished by the defectors move.

### Red-Blue Games

There are three possible outcomes in this game, each with a different payoff. Again, the player is in a situation whether to choose “ what is best for me alone” or “what is best for both of you”

### Tit-for-Tat

Blue play is only viable if the other party reciprocates. By playing blue in the first round, you are compensated by useful information about the intentions of your partners because their behavior is the safest indicator of their intentions. People predominantly play red to exploit their partners, when in fact they are undermining their own interests.

Red players might explain their actions as an act of protecting themselves, but it is safest to interpret their action as an act of exploitation. Actual Behavior is more reliable than explanations.

The Tit-for-Tat strategy calls for starting with the good intention of playing blue, and thereafter you continue to play the same card that the partner played in the previous round. In effect, you are telling your partner that you will continue to continue to play red as long as she attempts to exploit you, you would revert to blue once she reciprocates.

The three main elements in a Tit-for-Tat strategy are:

1. It’s nice but ruthless: it gives your partner an indication of your co-operative intention, but ruthless when it immediately switches to red when your partner defects.
2. Forgiving: It immediately forgives the defector when she switches to blue.
3. Simple to understand. Players can easily understand the intentions of a tit-for-tat player.

#### Co-operation and Defection in the game of Life

Cooperation is a universal behavior practiced by humans. Although it is universal it is not always the chosen behaviour, people may choose to defect.

Co-operative reciprocity is a central principle in the practice of influencing.

In a thought experiment, bands in the primitive age could only succeed as replicators if they and their children lived long enough to breed and the generations afterwards. On the other hand, carelessness as behaviour in nurturing children will endanger the replication process.

Acts of cooperation gave individuals an advantage in replication, as they increased their chances of survival. However, a single act of co-operation will ensure an eternal fruitful outcome. **Relationships consist of a sequence of actions and reactions that reinforce or undermine their defining qualities.**

Human bands with cooperators in them have had a reproductive advantage over bands without co-operators in them. Bands that socially enforced co-operation through sanctions, such as exclusion from the band, any defector would gain a reproductive advantage over bands.

**Summary**

Influencing is about creating opportunities for cooperation and limiting temptations for defection. Informal relationships between managers are required to ensure cooperation, even if formal procedures existed to maintain this cooperation.

Influencers seek to enhance cooperation and prevent or circumvent defection. If you don’t deploy influencing skills in relationships with other players, you leave them to act in ignorance or disregard of your interests. Their defection could be the result of their being influenced that way by somebody else.

Influence or be influenced by others. Influencing strategies *aim to develop strong relationships with the implicit goal of preventing defection*. It is easier to defect when the victim is a stranger, but more difficult when the victim is an ally.

Influencing through relationship building strategies is a powerful barrier to defection.

**Module 2: The need for Influence**

There are two types of models of how decisions are made in an organization.

## Type I Model Organization

Emphasis is on rationality of decision-making. Organizations make decision based on a rational process. This usually entails going through the three steps of rational decision-making:

**Step1:** Organization identifies a problem or an opportunity for improvement by detecting external or internal changes for the status quo.

**Step2:** Key people in the organization search for available options to overcome the problem. They may refer to experts in the field. Options are sifted through

**Step3:** one of the alternatives is chosen based on a set of criteria that conforms to standard rules. Implementation and evaluation may also be part of this step.

Type I decisions are not subject preference, subjectivity, favoritism or prejudice; rather they are based merely on rational and logical solutions.

## Type II Model Organization

Decision processes are neither objective nor rational. Type II decisions are prejudiced and are manipulated by people to achieve a desire outcome. The more complex the decision, the more likely management will use its discretion in this manner.

Subjective judgment is often used. Data is massaged to secure a preferred decision. This decision would usually be different than a decision taken under the type I model.

Some people resort to Type II methods to ensure the adoption of their Type I decisions that made. This is to reinforce the acceptance of the decision.

**Politics of Decision-Making**

Leadership is a set of “top down” and “sideway” behaviours in which leader lead followers. Influencing is “ upwards” and sideway behaviour in which followers influence those above them and in their equivalent rank.

**Scope of Politics**

Interactive politics, or influencing, is one of the main means by which organizations actually work in the real world.

Individuals interpret their roles and the roles of others from differently. This interpretation causes tension between the different functions within the organization.

***For example****, the different campuses request major purchases in academic and non-academic equipment. Because of unexpected increase in student intake, and the college interest to increase its student enrollment, the Purchasing department is requested to provide all necessary equipment with days. Purchasing need enough time to prepare tenders, make sure quality of products is up to standards. This require months in advance for such transactions to be delivered on time*.

Management may also face policy conflicts beyond functional conflicts. Such policy that may produce conflicts is that of centralization and decentralization. Should organization move into decentralized system where decisions are made at the different regions or should it all be controlled and run by the central office.

In real life organizational life, people take sides and deploy a range of different behavioural skill to ensure that their preferred option prevails. They seek leadership skills to motivate “downward” and they deploy influencing skill to motivate upwards or sideways.

For a manager to be successful in his career, he/she is to master ‘office politics”

##### Summary

Organizations are seldom ruled by Type I decision-making process. Since Type II processes are more prevalent, managers should seek to improve their interventions in the Type II processes in order to achieve their goals. Managers must use influencing strategies to obtain what they want through the thoughts, feelings and behaviours of the people who have an impact on the decision to be taken.

Influencing is a legitimate managerial activity. Influencing is about exploring ways in which people can effect the actions of others so as to help in the goal set by the influencer.

**Module 3: What is Influencing**

Influencing is the process by which we obtain what we want by affecting the thoughts, feelings and behaviours of others who are able to make decisions that affect ourselves and over whom we have limited or no formal authority

Influencing is an interactive process spread across many events and interactions. It is not a one-shot deal. The interactive process requires time and a wise use of energy and resources. Influencing behaviour aims at accomplishing something – a required end result is the goal of this behaviour. It aims to secure something that the influencer wants – promotion, policy, or a decision they prefer.

***Negotiation vs. Influence:***

* ***In negotiation***, there is an explicit exchange or trade. The transaction is immediate, and bounded by a contract, where laws and regulations apply
* In influence, there is an implicit exchange, unbounded by contractual obligations. The exchange spreads across time, and the target players may not know that they are being influenced. You are affecting the thoughts, feelings and behaviours.

#### Benefits of Influence

People usually erect barriers to other people attempting to affect their thoughts, feelings and behaviours. The criteria for determining appropriate targets for acts of influence are based solely on whether they are able to make decisions that affect the influencer.

The targets of influence are not normally the ones that the influence has authority over. The influence has to achieve the outcome by informal influence. Informal influence is required in organizations to allow department and those people within them to work efficiently.

#### Influence and the Modern Manager

As organizations shift from the traditional bureaucratic organization to a more delayered organization, more reliance will be put on team work and participate style management. Communication would be upwards and downwards, diagonal across all levels and teams.

Consultative management style allows opportunities for influencing to flourish. This means new projects and policies are public. Managers are visible and easily accessible which provides an opportunity to influencing.

Communication in all directions increases information flow and the need to targeting of influencing strategies. Also, training and development provide a platform for ambitious influencers.

**Relationships and Results**

Organizations have Structural and Cultural differences. **One of such “cultural’ differences is that of “Relationships” or “Results” as significant motivators.**

**Blake and Mouton** developed five combinations of results and relationships to produce their “ Managerial Grid” This was reduced to four dimensions: Low Rel : Low Res, Low Rel : High Res, High Rel: Low Res, and High Rel : High Res.

Porf. Kennedy labels them as

1. **Departmentalized**: Low Rel. & Low Res.
2. **Collegiate**: High Rel. & Low Res.
3. **Competitive**: Low Rel. & High Res.
4. **Cooperative**: High Rel. & High Res.

**Relationships:** The degree to which a manager has useful & informal interactions with others. ***High relationships*** are characterized by informal networks of friends; that cut across an organization’s functional foundries forming informal teams. ***Low relationships*** are associated with low tolerance of poor performance and avoiding friendly relations.

**Results:** Being task-oriented. ***High Results*** managers get the job done. They play down personal relations and friendly obligations. Low Result managers play down group results and favour punishment for poor performance.

**Cooperative Organizations** combines relationships through informal networks and teams, with a focus on achieving organizational goals. *Ex: Computer & software businesses.*

**Collegiate Organizations** require people to work round the formal structure. Organizations are large, successful and mature. *Ex: FMCG, conglomerates*.

**Competitive Organizations** are results oriented firms. Managers are expected to out-perform collegiate managers. High staff turnover.*Ex: KPMG or Ernest Young.*

## Departmentalized Organizations consists of high flyers that are ambitious for themselves but not the group. Managers pursue individual tasks rather than organizational or group tasks. *Ex: law firms*

Influencing will differ under the 4 different type of organizations. Influencing in high relationship will have a different slant compared to influencing behaviour under high result organizations. Trust level will be higher in relationship firms.

Relationship is the “softer” dimension – support, friendliness. While Results are the “harder” methods – competitive, assertive and coercive.

**Module 4: Building Relationships**

Behaviours between people can be complex, and difficult to comprehend, but one simplification is to identify them as either PULL or PUSH behaviours. A pull behaviour resembles “pulling’ someone to your viewpoint where pushing is to push one’s point of view unto another person.

Pull behaviours are soft in tone, usually used in early stages of a relationship. Pull behaviours are more about pulling people to your preferences rather than pushing your preferences onto them.

###### Pull Behaviours

## Listening is an extremely important skill for influencing to be effective. Influencers listen more than they talk and use a simple technique called “smart summaries”

Smart summaries are brief and focused summarization and they have strong assurance effect on a speaker.

Active listening through smart summaries is rephrasing of a speakers words ex:

“so what you are saying is….”

To react to view that you disagree with, you need to ask question to clarify the speaker’s position and to try to understand his viewpoint. Questions reveal how deeply convicted a person is to a given subject.

The four PULL behaviours are:

## Fishing Enthusing Wallowing Revealing

## *Fishing:* is the first natural thing that two strangers would do when they first meet. They try to fish for a short CV of the person then just met. If they are interested they keep fishing for more things, preferably for common interest or point of views. If you stop fishing for common ground, the relationship aborts. Finding something interesting about the person, creates more opportunities for further fishing.

## From an influencing angle, it is more likely to have an influence on someone whom you have or can create something in common than if there was nothing absolutely in common.

## Influencer take an interest in the people they meet, they fish for opportunities.

Fishing is the first step in relationship.

## *Enthusing* is the next step in developing a relationship and that is to encourage them to enthuse about a personal interest and do likewise with them. By encouraging their enthusiasm, you reinforce their positive feelings. Since people like to talk about their enthusiasms, you are giving the opportunity to feel good while talking to you.

## From an influencing angle, it is more likely to influence someone, whom you encourage to enthuse about special interest or experiences. The more relaxed they feel about your interest in their enthusiasm, the more likely they are receptive of your influence.

## *Wallowing* is engaging in empathetic probing of incidents, problems or doubts. People are delighted when they practice wallowing. Wallowing has many applications in 1) influencing 2) persuading and 3) management of meetings.

Wallowing may seem to some as a waste of time, so they tend to cut people off. They in fact are eliminating an opportunity to consolidate relationships.

In sales, it was noted that sellers who encourage the buyer to elaborate on their problem were better sellers than those who didn’t. Allowing the buyer to wallow on their problems raises the profile of this problem on the buyer’s scale of priorities.

When a problem is mentioned en passant, it will not have a high priority for action, but when a problem is dwelled that brings psychic pain to the person give more attention to the problem. Recalling the experiences with the problem gives a greater urgency to do something about it. It focuses on the problem.

## *Revealing:* relationships in which there is a series of intimate revelatory exchanges are stronger than those without one. Revealing takes time and the correct circumstances. The main criterion for the successful exchange of revelatory behaviour is that what is revealed is revealed to you and that would not usually reveal to others. Any revelation should be tactically done in the right time and situations. To reveal too soon in a relationship, would be intimidating to other. To expect them to reveal with an equal revelation form your side would not be welcomed. Revelation in influence is mutual, proportionate and balanced. It becomes increasingly intimate as the relationship grows.

From an influencing angle, people who have shared their innermost secrets are more likely to influence each other than if they did not. Revelation is what one person to another intentionally reveals**.**

###### Push Behaviours

Push behaviours are viable only where there is a robust relationship between the two parties. Influence rests on relationships that are built overtime and through myriad circumstances. Potential relationships may be severely damaged by an act of a push behaviour where the relationship is still fragile.

When you restore to a Push behaviour, it presumes that a robust relationship has already developed using a Pull behaviour. Pull behaviour is a precondition for using a Push Behaviour. Pulling earns you the right to use Push.

The four PUSH behaviours are:

## Reasoning Suggesting Asserting Coercing

**Reasoning**: Rational reasoning is highly regarded in the west. There is a strong prejudice in favour of rationality. Logic is assumed to be superior to subjectivism. Indicating that a decision is based on logical reasoning bestows authority or legitimacy on it. A rational decision has a powerful claim to be meritorious in its own right. When you insist that someone set emotion aside, you are weakening his/her discretionary influence on the decision.

**Suggesting** is the softest of all Push behaviours because like an advice, suggesting does not have any weight. Although advising can be given from any person, a suggestion will be seriously considered given the robust relationship. As influencers we have an interest in the outcome, and therefore we would be disappointed if that person chose to act in manner not consistent with our interest.

**Asserting**  When assertion is made, it can be inferred that a strong relationship exists. Assertion is a step up from make suggestions. You are giving the person direct route in which he should act accordingly.

You must stand up…

Your team must do well

Assertive attitude is particularly used in appraisal interview to give the interviewee where he should be heading and what should be done to get a satisfactory appraisal.

## Coercing: The influencer puts pressure on the target to act in a specific way in pursuit of his/her goal. Coercive behaviour works in strong relationships. It is at the extreme of the influencing relationships. Coercing is a direct command. The use of coercive behaviour over other push behaviours indicates some form of power over the target. Relationships give power to the influencer.

Coercing is a complex behaviour that is not very different from bullying or intimidation. It can be accepted because of a sense of obligation, and can easily be resisted if the target feels humiliated or exploited.

###### Summary

Pull behaviour is associated with early or growing stages of a relationship, but Push behaviour is associated with more mature and robust relationships. These behaviours are not conducted in a any particular sequence, however, they should be combined to suit the circumstances. Some times there would be jumps form pushing to pulling, asserting to wallowing.

The key is to know how to behave in order to achieve what you aim.

**Module 5: Currencies of Influence**

One good turn deserves another – summarizes the foundation of the principle of reciprocation. Good turn is a show of kindness in intangible favour or a benevolent act that is made voluntarily for someone who needs it.

Ex: giving someone a ride, covering a shift, doing his work while he is gone.

If someone does a good turn, then he deserves to receive one when he needs it. You would expect the same treatment when needed.

###### The Reciprocation Principle

Early humans practiced co-operation and defection repeatedly. It was not a prisoner dilemma. Those who practiced co-operation survived and defectors where ostracized. This gave a signal that defectors are not welcome and will not receive the same treatment as cooperators.

For cooperation to work, the benefit of cooperating must exceed its costs. Without cooperation, everyone would be dependent on his catch, and they would go hungry if they didn’t. For benefits to exceed the costs, cooperation has to be reciprocated and defectors should be punished or avoided. Reciprocation is a universal principle, and in the same token hostility towards acts of defection. The most obvious punishment for defectors is not to deal with them again.

The reciprocation principle is not about the motives of any particular person’s kindness. The principle is not simultaneous, conditional and is not an explicit trade. Unlike negotiation, the exchange – if there is one – is separated by time and not always consummated.

###### Non-Reciprocation

A person may act in a kind way out of benevolence, and may not expect anything in return. However, the reciprocation principle does not address the motives that precede a good turn. What happens when the receiver of a good turn is in a good position to return a good turn? Non-reciprocation becomes relevant. The reciprocation principle suggests that is unwisely not to do a good-turn for someone who did you a good turn in the past.

Non-reciprocation is followed by an informal embargo on doing good turns.

###### Bad Turns

One bad turn deserves another. The same reason that a good turn is reciprocated. Bad turns are also reciprocated. Ex: not covering a shift, delaying their work.

People take non-reciprocation of a good turn unkindly, but they act more sharply for bad turns. The imposition of a Bad turn is a serious breach of an ancient code. People vividly remember bad turns. Reciprocated bad turns harm the organization.

**Currencies of Influence**

Adam Smith suggested that you are more likely to serve your own interest by serving the interest of others. In influence, the exchange is often intangible and always implicit. It involves currencies more like services rendered, commitments made or obligations fulfilled.

Currencies take different forms, and different people demand different currencies. The influence needs to identify which currencies are sought by which individuals and deliver them accordingly.

Your influence is likely to be greater when the targets perceive that you consistently do them good turns and avoid doing them bad turns. You are perceived to be contributing something positive to their sense of well-being.

People are usually fussy over the currencies they transact. You need to carefully study what type of currency, the target wants. They maybe frustrated if you misread what they desire.

Some of the generic influencing currencies: PPRIT

1. **Inspirational**
   1. Vision
   2. Excellence
   3. Ethics
2. **Task**
   1. Resources
   2. Assistance
   3. Information
3. **Position**
   1. Recognition
   2. Visibility
   3. Reputation
4. **Relationship**
   1. Understanding
   2. Acceptance
   3. Backing
5. **Personal**
   1. Esteem
   2. Comfort
   3. Gratitude

**Inspirational**: The influencer needs to identify which of these currencies the individual likes to transact. If the target deals with Inspirational currencies, the influencer needs to demonstrate that they share the same vision. Different people have different interpretation of their currencies.

Leaders like to be surrounded by people who can solve the problems according to the vision of the leader. If you cant then you should be neutral. If the target desires excellence, one should display excellence in his work. If the target lives with ethics as his principle, it would not be helpful to show sneaky behaviour.

**Task**: Organizations are task-oriented. This creates many opportunities to influence those who are charged with accomplishing a task. A deficiency of resources makes it more difficult to accomplish these tasks. Any task has Inputs ------ Process ------ Outputs

This enables you to identify opportunities to extend informal influence.

People who strive to accomplish their assigned tasks are more likely to be influenced by people who can help them in finishing their tasks, than those who make it more difficult.

Supporting people in obtaining and retaining resources they need to accomplish their tasks is a powerful source of influence. A reputation for getting things done, and a reputation for being powerful to help others get what they want raises one’s influence.

Initially, a currencies’ strategy should be spread over different competing groups. Again, if you cant help do not hinder.

**Position**: Positional currencies are powerful influencers. People like to be noticed. People like to be recognized and acknowledged for their contributions. Not acknowledging someone who deserves to be recognized, causes deep offence. Publicly acknowledging rivals does wonders to your own reputation. People also crave visibility, if the influencer is in a position to supply visibility, even self-denial, should do so to increase influence power. Self-promotion and gossip are destructive to the currency strategy.

**Relationship:** Influencing is about building a good relationship with the people around you. Understanding what they are about – their intentions, and aspirations …- is a key activity in influencing that you can only gain by build a robust relationship. Accepting them, and backing them in their endeavors helps the relationship.

**Personal:** Expressing gratitude to employees and raising their self-esteem through supportive conversations can be very beneficial to the influencer.

**Module 6: GAME**

Preparation for influencing takes time and is extremely necessary for successful influencing. Details are very important in influencing. Preparation provides an agenda through which what seems complex is simplified.

Using these tools will simplify and direct the influencing strategy.

To better prepare for the influencing project, we will use GAME for the sequence of influencing events.

#### Generate Objectives

Influencing is undertaken for a purpose. It is more than building relationships; it aims at getting something done for the influencer. The influencer must have an end that he wants to achieve.

Objectives are best dealt with in layers. You need to have sub-objective that lead to the main objective. Objectives dictate policies. Events and new information change policies. Flexibility in initiating new policies is required. New events arise as you proceed with attaining your objective, you should be able to make tactical changes as these events arise.

#### Arrange Access

Influencing is about people. The influencer needs to identify those people who maybe important to his/her objectives. Those potentially important people are called players.

**Key Players** diagram is the first tool to use in the influencing game. It shows the current access to key players and those others whom you have yet to access. The influencer should have access to all players. These players should be identified by name, and if name is not know yet, their department. This provides a visual aid to show where the influencer stands in accessing the players.

Influencing cannot be conduct from your office seat. It can only be done by physically going and seeing the people you must deal with. Influencers need to expend energy to purse their goals. They need to find the time to meet with the people they want to influence. This involves GOYA and GOTT. These should supplement each other. Influencing through occasional interaction rarely succeeds. You need to keep your contact and be in touch. The price of you influencing is your commitment, your time, your energy and your persistence in achieving what you want.

The Key players diagram will help in seeing the relationship with the players. The extent and depth of the contact is very significant. The influencer should know from the diagram who is an ally and who should still deserve to bring closer as an ally or at the least to neutralize this player.

#### Mobilize Allies

The Force Field Diagram is a very useful tool to use in Phase 3 (Mobilize Allies)

It is a very powerful visualization of the influencing forces that help or hinder the achievement of the objectives. The Force field diagram rests on the simple idea that at any one moment there are “forces” operating on a situation, some of which “drive” for positive changes in the status quo and some of which “ restrain” the driving forces to maintain the status quo.

To change a situation, drivers must overcome restrainers. To change a situation, you need to strengthen the forces for (drivers) and weaken the forces against (strainers)

Some forces are more important than others because of their impact for or against change. You can show that by identifying the forces as H for high importance, M for medium, and L for low importance.

Those forces that are marked High will attract the most attention. But those in lower level of importance should not be ignored. The ultimate goal is to get everyone on your side and in the “for” forces. The influence need to develop a strategy to weaken the “against” forces. The forces should be marked as Easy, moderate or difficult depending on the relative susceptibility to be influenced.

The people who mobilize on our behalf are our Allies, and those who cannot are potential allies. The names for the Key players diagram will show on the Force field diagram.

Force field diagram can be adapted to include the “***arguments***” for and against and the relevant “***events***” that may affect the outcome. The force field diagram takes the detail one more step form the key players diagram because it focuses on what might be done to secure the desired outcome.

It should be used to identify allies and potential allies, and to suggest the approach to weaken the opposition and strengthen the supporters. It is easier to weaken an opponents pressure than strengthening your own.

#### Execute Strategy

There are two parts to the execution of an influencing strategy. The first is to be clear on *what it is that you want to happen and why*, and the second is to have clear ideas about *who is to do what, by when and with whom*.

Has there been any thing happening that modified your objective. Are there new events that made you change your tactics? This may require revision of existing objectives or the generations of new major initiatives and much more minor initiatives.

Objectives must be realistic. It is not reasonable to have a wish list as an objective. You cannot always get what you want all the time.

To test the realism of your objectives can be done by assigning tasks, responsibility and behaviour for your allies to accomplish within agreed time frames. Unrealistic objectives can be spotted when the players’ fall short of the tasks set for them. Realistic objectives sustain their momentum; they do not drift.

The execution of the influencing strategy depends on ***player***, ***arguments*** and ***events***. You need to be aware of the arguments against your case. You need to focus on the arguments for your case as well as the arguments against. To ignore the influence of events would be a serious mistake.

The force field diagram provides an influencer at a glance with a manageable picture; it gives the influencer a structure to sift through a great deal of details. Prioritizing the importance of the forces for and against and assessing the relative difficulties of strengthening or weakening them produces an agenda of activity for the influencer. Those agendas become the strategies of influence.

**Module 7: Influencing for Results**

#### Inter & Intra Games

Influencing game can be within the same organization or across different organizations. Influencing people in the same organization involves interacting with different departments. Intra-influencing can have some advantages such as: knowing the players – allies and opponents. The territory is known so is the problem being faced. The collogues are also aware of the problem.

The Influencer may shift from Execution of strategy to Generation of Objectives as new events, or unknown factors, may appear. New players may be identified and the influencer must go back to arrange access.

The influencer has to be clear which phase of the game he or she is in and switch back and forth as need arise. It is also necessary to work with some players at one phase and another player at another phase.

**Will it play?**

The first thing an influencer should do is to test the waters for his endeavor. He needs to check if his plan is actually needed. The best way to do that is by consulting with those people who share the alleged problem and who are in the best position to know if the problem is worth rectifying. Others may not be convinced that the problem needs to be dealt with – at least not with the same urgency. Influencers need to bring recruit people to their cause. If the closest people to you are not supportive, then opponents will be even being more critical.

Not all ideas will pass this stage. Some critics will discredit the idea and kill it before its birth. Only worthwhile ideas will survive the first stage. And in organizations, not all ideas and solutions are judged by their merit alone. Some people will be hostile to the person who invented the idea.

Solutions to problems should first be discussed with trustworthy colleagues. They can be supportive and even offer amendments to the plan. These colleagues should be enrolled into the alliance. They can also refer others who can help in supporting or sponsoring other players who can affect the outcome.

Allies can provide useful feedback on the plan. But it is important to keep them informed and keep in touch. Having them on your side at first and abandoning them at a later stage is fatal to the plan. Your plan has to become their plan.

Other players might attempt to “takeover” the plan. These people see the plan more beneficial to them if they sponsor it. Some of these takeovers are benign and necessary to implement change. Some are malign, and rivals are interested in taking leadership of the plan to take credit and deny you the credit.

Here the influencer needs to decide on the motives. To enhance credibility and improve prospects or is it done to address an organizational problem. You need to decide on the uppermost.

You need to see if the commitment of the rival who is attempting to takeover is actually helpful and necessary, and then you may have to share the credit. Your closest allies will know that you initiated the whole plan.

If the influencer rejects any takeover and seem overprotective, this will damage his credibility. It is better, while building your influence in the organization, to be credited as an initiator than be know as a possessive and egoistic person.

When rivals on the same level attempt to take over the initiative, the best way to handle them is to welcome their involvement and then out-GOYA them. You will be the main link between the allies and the influencing process.

Tactically you delegate and closely monitor the individuals who undertake to deliver. Set SMART objectives as criteria when delegating. All delegated tasks should be SMART:

**S**pecific

**M**easurable

**A**chievable

**R**ealistic

**T**ime-bound

Delegating **SMART** tasks to people whom you think are trying to take over your project, the achievement of SMART standards will benefit you – because jobs do get done when smart is used. For those who are attempting to take over will be test. If they deliver, then that is good for the game. If they fail, they will not have a chance to claim the project is theirs.

Early influencing will not be a major change in the organization, and therefore no one will attempt to takeover. But when the stakes are high, it is likely to see serious threat to taking over the project. At that stage you will be a strong influencer to be easily intimidated and you who have formed a robust group of allies.

**Who to Access?**

Influence should use the key players diagram in order to gain access to their bosses, or whomever they identify as a major influence in the function. Not all heads are the most influential person in their function. The second-in-command may exercise more influence on the function’s decisions because of boss’s apathy, or newness.

People who control access to important and influential people exert influence given to them by their formal ranking. Sometimes approaching the target through a third person is the best way to gain access and exert influence, especially if the third person is highly regarded by the target.

Attempts to circumvent key people by dealing with second-in-command will not be beneficial as the key player may exert his/her real influence and block your access. It is important that influencing contacts lead to other relevant decision makers.

Your allies will provide important information on how the change will be taken from the different people in the organizations, they will provide important arguments against the change, and these arguments should be studied carefully. The influence needs to weaken the forces of this argument to win more allies to his plan. Arguments must be carefully considered and uncover what is behind them and treat them with respect. Opposition will be even stronger if influencer ignores or belittle arguments and thus ignoring the sensitivity of those who put out the argument.

The aim of the influencer is to shift the line upwards so as to increase the number of supporters and reduce the numbers of opponents. There will be strong supporters, lukewarm support, neutral and strong opponents and lukewarm opponents.

The doubts, fears and concerns of opponents should be taken seriously.

**Winning Allies**

You win by arguing convincingly for change and by weakening the arguments against it. You must do enough to marginalize stubborn opponents by winning those who are only lukewarmly opposed.

You need to mobilize your allies to convince others and make the case for change. Lukewarmly opponents are a key target group, they are more susceptible to hearing pro-change arguments.

Allies may swing back to opponents if they are left without regular infusions of the benefits of change and how it can change things for them. The influencer needs to keep the momentum going by reinforcing the arguments for change. Opponents tactically kill the momentum by delaying commitment and slowing the force of change.

When a radical change is obstructed by the cautious, the influencer needs to use a **salami strategy**. Salami strategy calls for a slice at a time for the entire project. Trials, pilot schemes, experimental projects can build an alliance to gain the approval of the full version of change.

People who oppose something usually find fault in the details. It is essential, therefore, that you respond effectively to all objections. You need to politely argue the opposition view and show how their concerns are taken care of. Unanswered flaws will fester and they can seriously hurt the influencing campaign. Answer all concerns and doubts by GOYA.

**Influencing for Results**

A linear presentation of how you would explore an organization if you were consciously auditing your influence within it. People in the organization can be grouped into three different groups:

**Functionaries** ---------- **Potential Allies** ---------- **Allies**

**Functionaries** are the people who make things happen according to their titles. Knowing who does what is a first step in building your influence.

The second step is to identify your **Potential Allies:** those whom you hope or expect to act with you in a manner that is more of a functionary. Those are the people whom you have established friendly relations. They are usually empathetic and kind to you, and you are to them.

The last step is to identify your **Allies** for your project. When they exert influence on your behalf they make things happen. They are a strategic group for the influencer who are extremely valuably and are considered a scarce resource.

Allies will usually be a smaller group than all of your potential allies. Some of your allies will be drawn from out of your potential allies. The rule that drives your relationship-building activities is that you should keep in touch with potential allies throughout the organization and built these relationships into allies. Allies come from potential allies among functionaries.

**Imperatives**

There are certain imperatives that must be met in order to achiever your objectives. An imperative can be political, commercial or can be related to people. Imperatives must be achieved if the strategic objective is to be achieved.

Example: if the objective is to reduce expenditure, you need to reduce rework.

Each of these imperatives, if met, delivers your objective. Identifying the four or five imperatives in each project that will deliver your objectives is crucial to planning. Use the key players diagram to identify the functionaries who are essential in order to meet the imperatives. Once an imperative is delayed, the objective is delayed. If the objective is not delayed, then it’s not an imperative.

Force field diagram should be constructed of the players, arguments and events that are relevant to each imperative and to the overall objective. Players should be inserted by name. They should also be ranked as allies and potential allies.

The influencing agenda for potential allies is very useful in helping to survey the state of your relationships with the players you have identified as essential for the accomplishment of the imperative.

1. Identify potential ally
2. Analyze ally’s world
3. Assess your resources relevant to ally’s world
4. Diagnose relationship with ally
5. Selecting influencing approach
6. Implement and monitor your approach.

Some functionaries may have an antagonistic posture towards you. You need to adopt a strategy to bring antagonists on your side. The best thing to do is not to personalize your feud with them. Keep it in business only. The best you can bet for is to neutralize them.

To bring people into play as allies requires your understanding of how they see their world. You should analyze their world and how they see it and asses what resources you have that can lessen their concerns about the proposed change.

You need allies to get the job done. You need to cultivate potential allies before you need them as allies. Develop a relationship and see how they see their world and how your proposal can help them. Allow Wallowing. Help them where you can and seek opportunities where you show your good intentions. Listen sympathetically to their concerns.

**The Grid**

The Key Players diagram contains the names of people whom you need to influence to complete the project. You want to mobilize to do something that you prefer and that is within their discretion.

If the people in the post cannot do what is required. Then you may be tempted to assemble a new team and circumvent the people in the post. These initiatives result in “special projects” being formed. This is can be very harmful to your career. Once you leave your functional role in an organization, it would be very hard to get back.

One way to keep your feet on the ground is to use a Grid diagram. It consists of six columns, each one headed by the tasks mentioned earlier.

The Grid enables you to keep track of where you stand in regard to each player that you identified in your Key Players Diagrams. As new players become know, you enter their names.

* Column 1: **Identify:** Enter name of player, department if you still don’t know. Mark each name with F for functionary, PA for Potential Ally or A for Alley. Allies have to be looked after and maintain robust relationship with them.
* Column 2: **Analyze**: for each player, you need to analyze how they see their world. Are they leaders in waiting or happy to go with the flow? Some want a quiet life; others want to expand their activities. Some want to portray an image of importance, while others like the low profile.
* Column 3: **Assess**: assess your resources relevant to their world, it’s important to figure out how you can help them. Assessing your resources relative to their needs, you could find out how you can best keep them on track with your game. Your resources include giving good turns and avoiding bad turns. If they have fears, comfort them. If they have ambitions, support & help them.
* Column 4: **Diagnose**: you need to diagnose how your relationship with the key players. You need to be honest in this diagnosis. You normally have no relationships with Functionaries. But you need to develop a good relationship to shift functionaries to potential allies.
* Column 5: **Select**: This is a vital step in which you need to select the appropriate behavioural tactics that will influence each player. How will you persuade the players to get along with your project? You need to make sure that their suggestion and advice is seriously taken and that the project is adjusted to benefit them. Have you provided the players a quid pro quo side deals? You might need to take a “walk in the park” to exchange implicit and explicit trade.
* Column 6: **Implement:** The implementation phase requires a large amount of GOYA and GOTT. You should keep in touch with the players as the Day of Judgment nears. You need to make sure they are attending and take care of any problems they might face.

*Persuasion*

Some people are easily persuaded and change their minds according to who has spoken to him recently. Others are easily persuaded by certain individuals and stubbornly reject anyone else.

There are some well-practiced persuasions techniques commonly used in selling, that have applicability in influence.

People make considered decisions on major purchases or policy change according to criteria. These criteria become the basis for the support or opposition to accepting the influencing attempt. The rational individual will use the rational decision theory:

1. You become aware of a problem
2. You look for solutions
3. You select the best solution according to criteria.

The criteria by which the target makes his decision should be of great interest to the influencer. You need to know what are his criteria for making decisions. Not knowing by what criteria they will make their decisions is very risky. Dismissing their criteria as unacceptable or overriding their objections, will leave more attached to their criteria.

Your target may already have adopted criteria or there might be existing criteria by which decisions are made. This could be long-established company policy, or technical prejudice, socially or politically biased.

Criteria are likely to be prioritized from highly important to low importance. Not only do you need to know what their criteria they will be influenced, but also the order of priority they will assess it.

Your task as an influencer is to bring into alignment your criteria with theirs, by influencing the priorities by which they use their criteria to judge your proposal. To do so, you need to generate awareness of the problem using the technique of wallowing. In discussing the problem, the target will hint to you which criteria any solution will be assessed. Do not attack the criteria that you hear from the target, instead you should ask questions to get more details on the decision criteria. You need to ask questions that focus on the problem and the need for a solution.

When the target mentions a criterion that your solution meets, you want to strengthen the importance of this criterion. You should make your criteria widely accepted in the organization. Their initial criteria can be marginalized by upgrading the importance of less important criteria that your project meets or by introducing other criteria that they have not thought of which.

When a set of criteria is highly important to an ally and that the influencer does not feature in his proposal, a special persuasion technique is required namely: “**Reframing**” and “**Levering**”

Reframing is well known in counseling. If individuals have a fixed view of something that affects them, it is not effective to go head-to-head with them over its importance. The unsolvable problem was reframed by a solvable problem.

Levering is more difficult than reframing because you want to lever the criteria that you can meet into a higher priority than the criteria you cannot meet. You should not compare the two, you should lever your criteria without any reference to theirs.

**Module 8: Power & Influence**

Influence has two distinct approaches: *managing without power* and *influencing with power.* In the first, you are trying to influence when you neither have power or authority over the people whom you wish to influence. In other words, you are trying to gain the power or authority you lack.

In the other approach, the study is on how individuals in powerful positions use their power to influence those with whom they interact – formally and informally.

#### Power

**Power** is the ability to make someone do what they otherwise would not. The effects of power on behaviour can be overt and invisible. Example of the effect of overt power on behaviour is when people start adhering to a new policy – they are instructed to do so. An example of the effect of covert power on behaviour is when an employee does not file a grievance because he feels he will not be successful.

Other definition of Power is that studied in OB: power is the ability to influence others, the capacity to modify employee behaviour in a desired manner without and avoiding one’s behaviour to be modified.

French & Raven classified the five sources of power:

1. **Legitimate** 2) **Reward** 3) **Coercive** 4) **Referent** 5) **Expert**

**Legitimate:** power is derived from the right of authority. Legitimate power is not effective in all contexts. Subordinates may not comply with orders, and thus questioning the legitimacy of their superior.

**Reward:** power is derived from an ability to reward. Reward power enables people to exert influence by virtue of their ability to reward those who obey their instructions. The ability to give a bonus begets power to this individual.

**Coercive:** power is derived from the ability to punish. The power to punish matches the power to reward. Imposing sanctions on someone to ensure their compliance is coercion.

**Referent:** power is derived from intrinsic qualities, such as charisma. It is the perceived characteristics of the individual by those influenced by them. Charisma, highly regarded, and much respected are examples. Referent power is intangible and an intrinsic quality of the individual that gives him power and influence over others.

**Expert:** power is derived from specialized “know how” It is more tangible and subject to evidence. Knowing how to operate a sophisticated machine can provide its operator with some power.

Some of the **sources of power can be mutually reinforcing**. Your legitimate power can be supported by reward and coercive power. Sometimes, **sources of power can also mutually conflict**. Your referent power can be undermined by a coercive power.

Other sources of power can be added to French and Raven’s five.

**Emotional** power: include qualities such as love, friendship and loyalty. These emotional qualities can be sources of power and influence that so bind together the people they affect.

**Positional** power: power and influence from occupying a crucial position in an organization. Positional power is not the same as legitimate power because positional power comes form controlling key resources, even though the position may be relatively low in the formal hierarchy.

Changes in organizations and other societal changes have weakened the effect of the sources of power. Organizations are delayered, adoption of team work and participative management have changes organizational cultures and thus have weaken some sources of power such as – legitimacy, coercive and reward powers.

A superior does not single-handedly punish and promotes anymore. Committees oversee the legitimate application of promotion and termination.

Changes in the bases of power have increased the role of influencing strategies because of the wider use of groups in decision-making.

#### Politics

Politics can best be understood by a representation that distributes managers along two dimensions that are critical to political behaviour: Political Awareness & their Scruples.

Political Awareness

Beginners Innocent

Retiring Astute

Leaders Cunning

Followers Apathetic

Scrupulous

Unscrupulous

Scrupulous

Politically Astute

Politically Naive

Scrupulousness Dimension

Managers may be politically naïve or politically astute and all the points between them. **Political naivety** is strongly associated with inexperience. They adhere to Type I model of decision-making and are innocent of how decisions are made. They can also gain experience and remain naïve, they choose to leave the politics to others and slip into followers.

The **scrupulous-unscrupulous dimension** is the second definer of political behaviour. This dimension shows to what extent is a manager guided by scruples. The young inexperienced person tends to idealism and has innocent scruples. The experienced manager’s scruples have been tested by events and ambition

Political astuteness is associated with experience and the experienced practice their politics in the prime of their managerial careers. They know the bodies are buried. They know how decisions are made and how to get others to do what they want done, cunningly using all political manipulation at their disposal. They use their influence through wise use of their power over colleagues and followers. They get the job done without regard to relationships.

Astute manager approaches retirement, they pass from unscrupulousness to the rediscovery of scruples. They become astute but naïve. They can make things happen but they remain out of disputes. Politically astute managers, who know their time had passed, exit the organization.

#### Political Activity

The political awareness is an indicator of political activity and two of the many political activities are described as **High Machs** & **Low Machs**.

**High Machs:** are people with manipulative orientation who are cool, emotionally detached, amoral and logically oriented. They act in disregard to their feelings or the feelings of others. The end justifies the means. They believe they are the masters of their destiny who are responsible for what ever happens to them.

**Low Machs** are emotionally involved in what they do, hold to ethical principles, and are affected by their feelings and the feelings of others. The means determine the ends. They would never justify evil or immoral means to achieve a worthy end. They are comfortable of being a victim of the behaviours of others.

The nature of the organization tends to influence the way High Mach and Low Machs thrive.

**Highly structured organizations (Bureaucratic)** are not favorable to High Machs because employees have to work within the system as given by their rules, regulations and restrictions. Low Machs do will in such organization because they are comfortable working with structures that have rules and constraints.

**Organizations with limited** formal structure are far looser, open and flexible. High Machs thrive in such circumstances, while Low Machs are ineffective and are not comfortable in the absence of strict structure.

For High Machs to be successful in bureaucratic organizations, they have to play very hard at appearing to have all the attributes of Low Machs.

When stakes are high Low Machs can switch into bouts of High Mach behaviour.

Detecting High Machs

High Machs keep their emotional distance from those around them. They do not get involved with colleagues. They look for potential sponsors or potential protégé. They do not get too close and friendly because there is a chance to ditch that same person. High Machs will want to win the confidence of upper management, so they tend to support their decisions and in case – like termination – they are willing to take the decision.

They are also very selective as to whom to share decision-making. Keeping decision making confined to a tight group keeps it under control and protects the High Machs form unforeseen events. Participative management does not fit the bold and confident leadership that the High Mach tries to project.

High Machs receive more information more than they share. They keep info until its useful for their purpose. They tend to join departments in organizations that have a future in growing. They also jump to an opportunity to join a moribund department. A moribund department is not a declining department but a department that is not performing well under the existing leadership.

High Machs mimic the expressions, beliefs, attitudes and behaviours of those above and around them.

#### Managing with Power

**Power symbols** are exercise enormous influence on the holder of high office. Driving a luxury car, huge offices, furnishings, views and so on. Regular employees need to be aware of who is the boss through power symbols.

**Location** is also important in influencing with power. They need to be on the floor where decisions are made. Location is important in building alliance and in containing the threat of others.

**Resources**: using positional power, a person who controls the resources that others want to access can exercise enormous influence, sometimes way above their formal station. Players who can gain control of resources – the Golden Rule - exercise power disproportionately.

In organization where decisions are made by committees, it is essential that the players who seek influence locate themselves or their allies on these committees. Some players base their influence from the membership of these committees. (Personnel Committee)

Powerful people have influence to the extent that they know everybody that matters and know whom to call (GOTT) or visit (GOYA) Influential managers have powerful associates. Because they mix with powerful people, they appear to be powerful themselves by implicit association.

This means spending time socializing with people whom they do not necessarily like.   
They also participate in social activities were powerful people go.

Executing a tough decision successfully is a powerful confirmation of a person’s influence. That also gives a reputation of success.

If a policy has to be defeated, the people behind the policy have to go too. Underhand tactics are used to secure a victory. Underhand tactics include meeting without the target person present and securing the votes to dismiss him before the formal meeting. Ruthless takeover and attempted coup might go wrong. This results in the challengers themselves having to resign. There is no place for the two.