WORKSHEET
Make A Difference:
Understanding Influence, Power, and Persuasion

This workshop\(^1\) is intended to help participants to choose and use appropriate power, influence tactics, and persuasion as an effective leader and follower.\(^2\)

**What is Influence?** It’s the capacity or power to have an effect on the character, development, or behavior of someone or something.

---

**Activity #1**

Who are some of the best influencers you have run across? What have they done?

Who are some of the worst influencers you have run across? What have they done?

---

**Identifying a Specific Influence Situation**

Now, identify a current situation in your life where applying what you learn in this workshop will help you increase your influence ability. Take your time in choosing because you will be referring back to this situation throughout the workshop, and you will have a surefire influence plan for it by the end.

**Who do you want to influence?**

**What do you want to influence them about?**

**What are the challenges you face in this situation?**

**What is your time frame? Do you have just one meeting to influence? Or an option for several meetings?**

---

\(^1\) This presentation was originally developed by Toby Spanier. Additional revisions by Lisa Hinz. Both U of M Extension

**Power and Persuasion** are important elements under the umbrella of influence. Understanding the relationship that exists between these elements is helpful when deciding the appropriate influence tactic.

**Power** is a person's potential influence over others. Because power is the *potential* to influence, you do not actually have to use power to influence others.

There are two sources of power: **Position and Personal**

**Position** power is a formal source of power, derived from the position a person holds in an organization or context. It is delegated down a chain of command. Every day elected officials and managers use position power to get work done.

**Personal** power is more informal, but just as real. It's rooted in interpersonal relationships, drawing from how the personality of a person attracts others. Charismatic leaders have lots of personal power. Followers have and use personal power too.

---

### Power Types & Examples

<table>
<thead>
<tr>
<th>Power Types</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Legitimate</strong></td>
<td>- a.k.a. positional power, based on the office or title a person holds. Usually, the greater the status, the more compliance one is able to get</td>
</tr>
<tr>
<td><strong>Reward</strong></td>
<td>- based on a person's ability to influence others with something of value to them</td>
</tr>
<tr>
<td><strong>Coercive</strong></td>
<td>- based on a person's ability to influence others via threats, punishments or sanctions</td>
</tr>
<tr>
<td><strong>Connection</strong></td>
<td>- based on a person's relationship to others: the &quot;it's not what you know but who you know&quot; power</td>
</tr>
<tr>
<td><strong>Information</strong></td>
<td>- based on a person's ability to get &amp; give access to vital info &amp; control its distribution</td>
</tr>
<tr>
<td><strong>Expert</strong></td>
<td>- based on a person's knowledge, talent, &amp; skill coupled with respect for it &amp; having it seen as valuable</td>
</tr>
<tr>
<td><strong>Referent</strong></td>
<td>- based on individual personal traits like charm, charisma, sensitivity, &amp; creativity</td>
</tr>
</tbody>
</table>

---

Communication Skills and Strategies⁴:

1. **Avoid “Trigger Words”** Get rid of resistance. Effective boundary setting is rooted in solutions based language. Therefore, it is in your best interest to consider eliminating the following words from your messages to others:

   “You must…” “You have to…” “You should…” “You ought to…” “Don’t do that.” “You are not…” “You need to…” “You cannot…” “S/he is xylo.” “You shouldn’t…”

2. **Feeling/Need Sequence**

   I am feeling stuck on this issue and...
   ...
   ...need to know you are committed to attending these meetings.

3. **Awareness of the “Shaping Method”**

   Step 1: Tell them what they did [fact]

   Step 2: Tell them how it made you feel or state a consequence of their behavior

   Step 3: Good time to point it out, bring it up, put it on your radar, thought you should know, etc.

4. **Use the ACT Method**

   **Step 1 - A** Ask them to meet with you [give them at least 10 min.]

   **Step 2 - C** Clear concise statement [10 -12 words]

   **Step 3 - T** Transfer responsibility [repeat about 10 times]

5. **“Steering” Through Conflict (C.A.R.)**

   **C - Commonalities**
   
   Keep coming back to common problem, task or goal

   **A - Acknowledge**
   
   Acknowledge person’s opinions & feelings

   **R - Redirect**
   
   Ask questions to redirect attention and emotions

---

⁴ Janati, J. (2014) Communication Innovation, Balance Difficult Communications adapted by Tobias Spanier, University of Minnesota Extension Center for Community Vitality
Persuasion

How do you get a positive response to a request? That’s at the heart of the science of persuasion.

Persuasion and influence are closely related. “Influence grows out of well nurtured relationships. It's the end-result of actions, behaviors, and intentions geared toward building trust, establishing credibility, and adding value. Persuasion is more of an “in the moment” skill. It's the combination of charisma, talent, and technique that can get things done without preamble.”\(^5\)

Research into social influence by Dr. Robert D. Cialdini and others give us insights on how to exercise persuasion effectively.\(^6\)

<table>
<thead>
<tr>
<th>6 Forms of Persuading(^7)</th>
<th>Notes</th>
<th>Ideas to Apply</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reciprocity</strong> – Sense of obligation to give when one has received</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Scarcity</strong> – People like to get something when there is less of it</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Authority</strong> – Use credible information and people to persuade</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Consistency</strong> – Ask for small commitment, then build on it</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Liking</strong> – We like people who are similar to, affirm, and cooperate with us</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Consensus</strong> – We follow the actions of others</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

Two Fundamental Factors of Any Influence Situation

Your Goal

- What do I want?
- What will make it clear to the other person?
- What assumptions am I making about the person(s) I need to influence?

The Other Person(s)

- What is their mindset?
- What is important to them?
- What is going on in their organization or department that might affect the situation?

Activity #2

Applying the Two Fundamental Factors

Go back to your own influence situation that you outlined in Activity #1 and break it down into the two fundamental factors.

1. Write down your influence goal. What do you want in this situation, and what will make it clear to the other person? What assumptions are you making about the other person?

2. Write down your take on the other person’s point of view. What is important to them? What isn’t? What has worked with them before?

If you have only a few minutes to assess an influence situation before you take action, breaking it down into these two fundamental factors is the fastest way to get a handle on the situation and craft a strategy before plunging in.
Key Behaviors That Drive Influence Success

When we communicate with at least one other person in any influence situation the communication produces a certain energy. Think about it. Haven't you ever felt someone making a real effort to impress upon you the necessity or urgency of doing something? That's **PUSH energy**. Or haven't you ever felt really drawn to people or their ideas because they showed they really understood your point of view? That's **PULL energy**. Put them together, as we often do in trying to influence people, and you get **PUSH/PULL energy**. Knowing how to harness these two energies is the key that drives influence.

When does PUSH energy work with you? When does it fail?

When does PULL energy work with you? When does it fail?

When does PUSH/PULL energy work with you? When does it fail?

<table>
<thead>
<tr>
<th>PUSH SITUATIONS</th>
<th>BEHAVIOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>You believe the other person does not have a high need to control and may be uncertain or uncommitted on how to proceed.</td>
<td>Assert</td>
</tr>
<tr>
<td>You and the other person are relatively unemotional about the situation. The person is probably open to hearing your suggestions.</td>
<td>Suggest</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PULL SITUATIONS</th>
<th>BEHAVIOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>You want additional information and are interested in what the other person has to say. You want the other person to be involved and feel a sense of commitment. You are open to alternatives.</td>
<td>Ask (open-ended) Questions</td>
</tr>
<tr>
<td>You think the other person may be hesitant about the goal but needs to take responsibility for resolving the issue. You want the other person to identify alternatives.</td>
<td>Ask (focused) Questions</td>
</tr>
<tr>
<td>It is important that you show the other person that you understand her position or point of view. The other person may be upset or emotional. You think there may be some underlying issues that the other person has not confronted.</td>
<td>Summarizing</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PUSH/PULL SITUATIONS</th>
<th>BEHAVIORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>You have control over incentives and are willing to give them. You believe that getting the other person fully committed to your idea is not as important as getting the person to comply.</td>
<td>Offer Incentives</td>
</tr>
</tbody>
</table>
Personal Communication Styles

**The Authoritarian**
- Prefers to be in control
- Makes decisions quickly
- Focuses on the task at hand
- Is fast-paced
- Prefers brief, well-organized communication
- Wants to be in charge

Authoritarians are likely to say things like:
- “What’s the bottom line?”
- “Get to the point.”
- “Put it in a memo!”

What is your reaction to this style? Who do you know who uses this style?

How will your influence strategy be affected by this style?

**The Analyzer**
- Prefers to deal with (and focus on) facts and information
- Makes decisions logically and carefully
- Is slow-paced
- Is reluctant to decide without having all the information
- Wants to be “in the know

Analyzers are likely to say things like:
- “I need a lot more time and information before I can get back to you.”
- “Can you show me proof that this has worked before?”
- “You/I/we need to do your/my/our homework.”

What is your reaction to this style? Who do you know who uses this style?

How will your influence strategy be affected by this style?

**The Visionary**
- Prefers to deal with “The Big Picture”
- Makes decisions quickly, even impulsively
- Focused on ideas rather than details
- Is fast-paced
- Wants to share the vision with others
- Wants to be in the spotlight

Visionaries are likely to say things like:
- “Change is good.”
- “As I see it, here’s how we can make it happen.”
- “Let’s look at the big picture here.”

What is your reaction to this style? Who do you know who uses this style?

How will your influence strategy be affected by this style?
The Supporter
- Prefers to deal with (and focus on) people
- Makes decisions in the context of relationships
- Is more cautious before taking action
- Wants input from all involved parties
- Wants to be “in the loop”

Supporters are likely to say things like:
- “I am sure there is another side to this issue.”
- “I want everyone’s voice to be heard before we make a decision on this.”

What is your reaction to this style? Who do you know who uses this style?

How will your influence strategy be affected by this style?

Activity #3: Practice Makes Perfect

Scenario
1. What would you do? How would you approach this situation?

2. What would be your bottom line goal?

3. Influence and persuasion behaviors you might use?
Putting Together A Complete Influence Strategy

Step One: Identifying Situational Factors

Your Goal

- What do you want?
- Whom do you need to influence?
- By when?
- How will you know if you achieve your goal?
- What assumptions are you making about the other person(s)?
- About the overall situation?

The Other Person(s)

- How might the other person(s) think of you in relation to the situation?
- What can you do to make it easier for the other person(s) to agree?
- What are the goals of the other person’s organization? If you are in the same organization what are the goals of the other person’s department/division/team?

Step Two: Identifying Influence and Persuasion Behaviors

Refer to the Guide for Mastering Key Behaviors and the 6 Forms of Persuasion

Step Three: Determining the Behavior Sequence

<table>
<thead>
<tr>
<th>Behavior</th>
<th>Possible Wording</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Step Four: Distancing Strategy

Now that you have chosen, sequenced, and even worded your behaviors, ask yourself these two questions:

1. At what point would I abandon my chosen behaviors and seek to temporarily distance myself from my subject and the situation? What kind of response from the subject would compel me to distance myself?

2. How do I do so? What would be the wording? Here are some helpful hints:
   a. Change the subject, if the issue gets too hot.
   b. Suggest taking a short break, time to think or cool off.
   c. Suggest that you and the subject postpone discussing the situation to a later date, so that either or both of you can gather more data, consult with other people, etc.

FOR MORE INFORMATION

