

# Influencing for Agreement

## How to Move Past Conflict and Get Buy-in



ROBERT  
HARRIS  
RESOURCES  
INC.

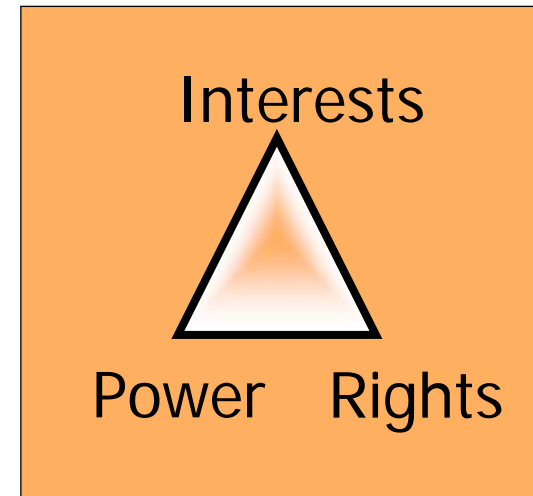
Presented to ESAO,  
2007

# 3 Ways to Influence Others...

1. **Power** - Exercise Authority

2. **Rights** - Demand Rights

3. **Interests** - Reconcile Deeper Needs and concerns



# Exercise: Resolving a Dispute – 17 Camels

The Will Stipulates:

$\frac{1}{2}$  - Eldest Child

$\frac{1}{3}$  - Middle Child

$\frac{1}{9}$  - Youngest Child

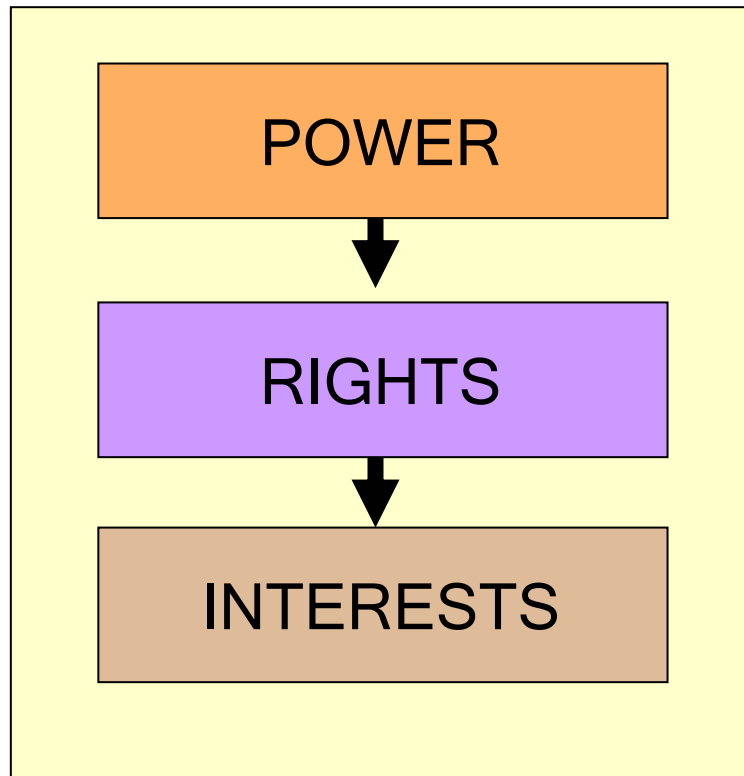


# Power / Rights / Interests

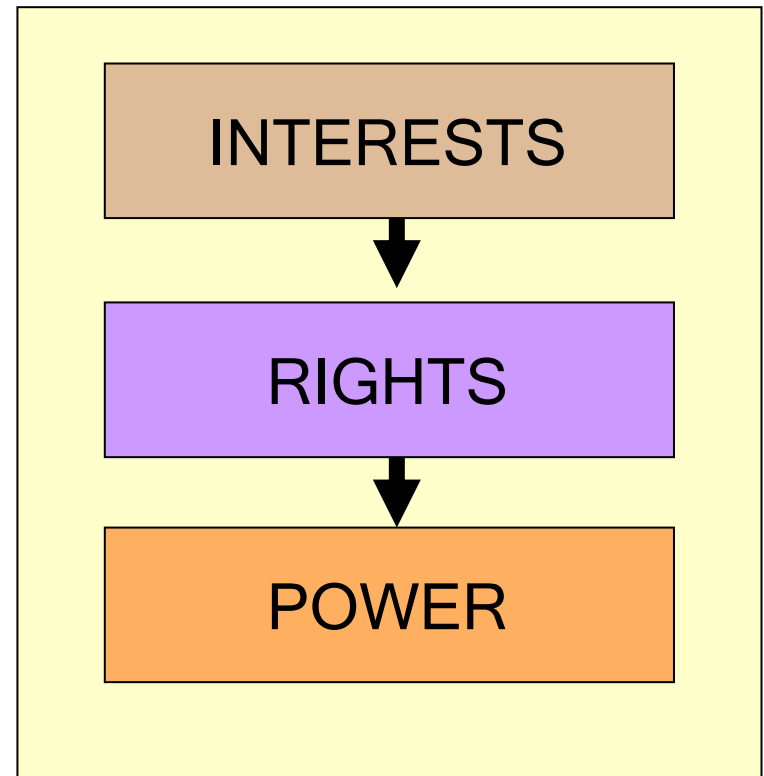
POWER	RIGHTS	INTERESTS
<ul style="list-style-type: none"><li>▪ Make Demands</li><li>▪ No Compromise</li><li>▪ Coercion, Forcing</li><li>▪ Pull Rank</li><li>▪ Withhold Information</li><li>▪ Do Things Unilaterally</li><li>▪ Guaranteed <u>Win/Lose</u></li></ul>	<ul style="list-style-type: none"><li>▪ Past Practice</li><li>▪ Precedent</li><li>▪ Intent</li><li>▪ Binding Contracts / Agreements</li><li>▪ Compromise</li><li>▪ Third Party Decisions</li><li>▪ Possible <u>Lose/Lose</u></li></ul>	<ul style="list-style-type: none"><li>▪ Identify What's Really Important</li><li>▪ Dialogue About Deeper Concerns and Needs</li><li>▪ Share Information</li><li>▪ Relationship Matters</li><li>▪ Solutions All Can Live By</li><li>▪ Possible <u>Win/Win</u></li></ul>

# What's Our Preferred Approach?

## TRADITIONAL



## INTEREST-BASED



# Advantages to Interests Approach

- Enriches understanding of the real issues.
- Surfaces deeper concerns and underlying sources of resistance.
- Fosters Innovative thinking and solutions.
- Minimizes the “Blame Mentality”
- Helps the relationship; Builds Trust



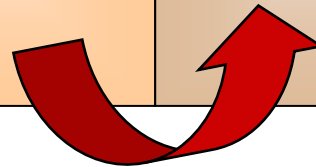
# Interests: Underlying Motivators

✓ A **POSITION** is a solution, that definitely meets one party's needs  
i.e. **What** I want

✓ **POSITIONS** are rigid and typically mutually exclusive

✓ An **INTEREST** is the underlying concern or need causing that position  
i.e. **Why** I want it

✓ **INTERESTS** offer many options for resolution



**KEY:** Convert Positions into Interests

# Example: The Teenage Dilemma

**Teenager's Position:** "I won't be home 'till 2:00 am on Friday night! Don't bother waiting up!"

**Parent's Position:** "You'll be home by midnight or else!"

**Parent probing Interests:** "Why is it that you have to be out until 2:00am this Friday; your normal curfew is midnight?"

**Teenager's Interests:** "Because Friday is prom night and all the kids are getting to stay out late. I don't want to look like a nerd...Besides, you let Johnny stay out until 2:00 am on his prom night!"

# Parent / Teenager Interests

Parent's Interests	Teenager's Interests	Interests Common or Separate (but not competing)
✓ Safety	✓ Being included  ✓ Fairness	✓ Safety  ✓ Being included  ✓ Fairness

# Solve the Problem based on Interests

STAKEHOLDERS	THE REAL ISSUE AS REFLECTED BY INTERESTS	DEVELOP A JOINT PROBLEM (HOW) STATEMENT
<ul style="list-style-type: none"><li>✓ Teenager</li><li>✓ Parents</li><li>✓ Other siblings</li></ul>	<ul style="list-style-type: none"><li>✓ Safety</li><li>✓ Being included</li><li>✓ Fairness</li></ul>	<p><i>“How do we proceed in a way that is fair and inclusive while also ensuring safety?”</i></p>

# Getting Buy-in

## Balancing the Interests



# Mini-Quiz..?



1. What % of people reach their target weight in “Weight Watchers”?
2. What % of people maintain their weight forever?
3. What % of people stop smoking and never start again?
4. What % of people stop smoking and never start again after a major health crisis?

# What Motivates People?



"People are motivated by two factors: Pain and Gain...of these two, the avoidance of pain is by far the greater motivator"

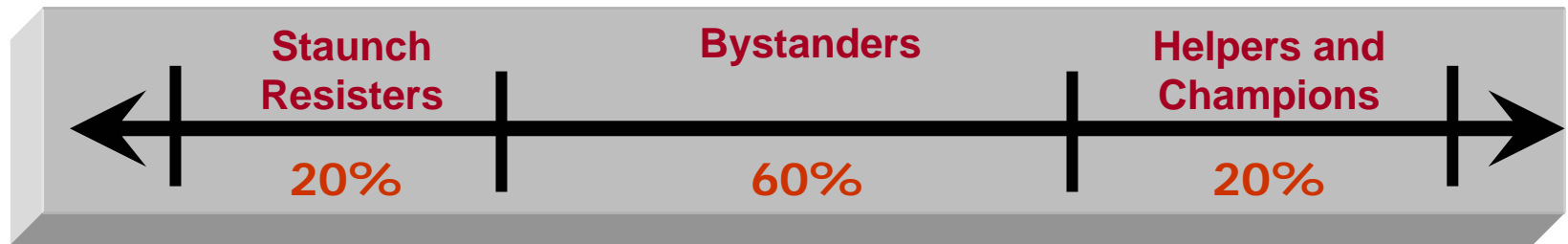
Tony Robbins

# Getting Past Resistance

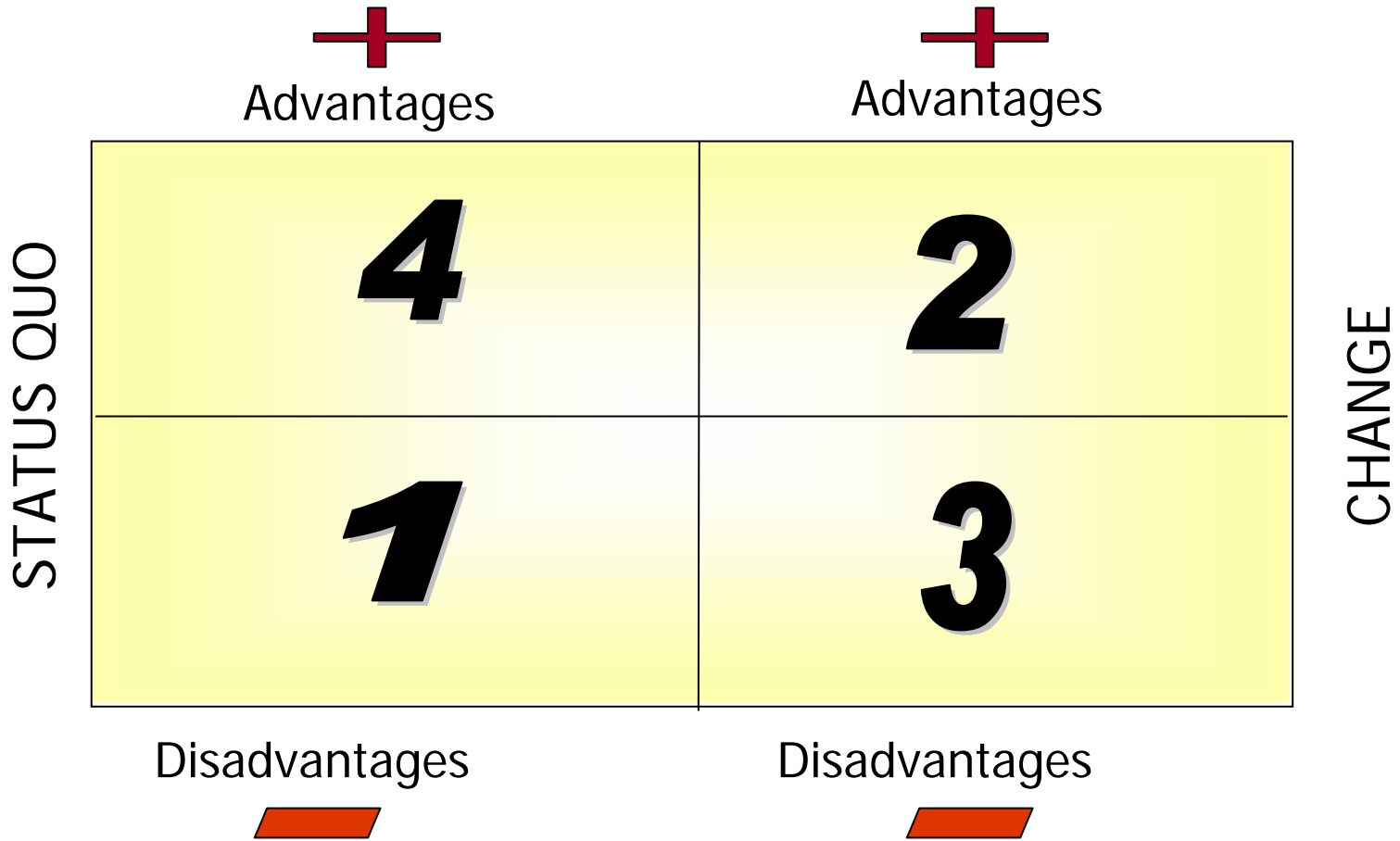


- ✓ At least 80% of employees, clients and other stakeholders are in mild to strong resistance.
- ✓ In other words... most people would just as soon not do what you need them to do

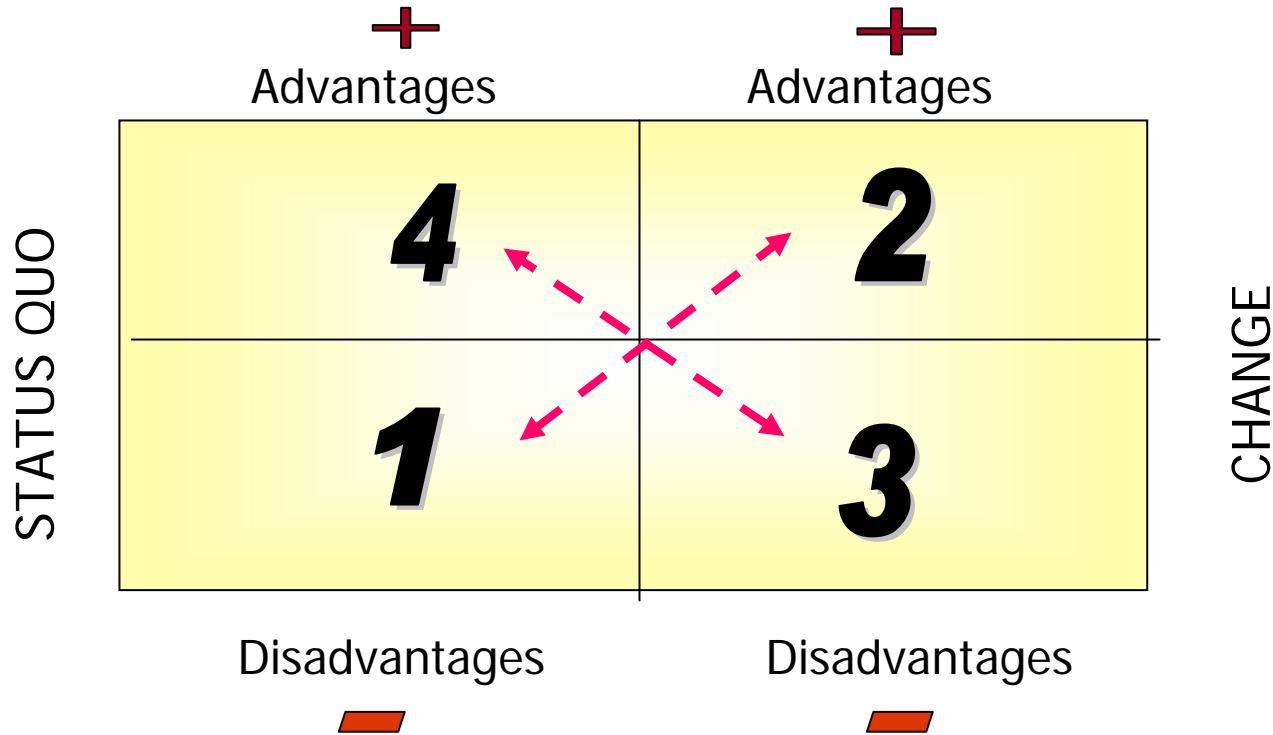
## Resistance Continuum



# Strategic Influencing Model



# The Natural “Disconnect”



Some points to consider:

- The “natural” persuasion pattern for the advocator is to present only quadrants #1 and #2 especially #2.
- The “natural” resistance pattern for others is to feel and think of quadrants #3 and #4.
- Remember to address advantages/disadvantages from the other’s perspective.

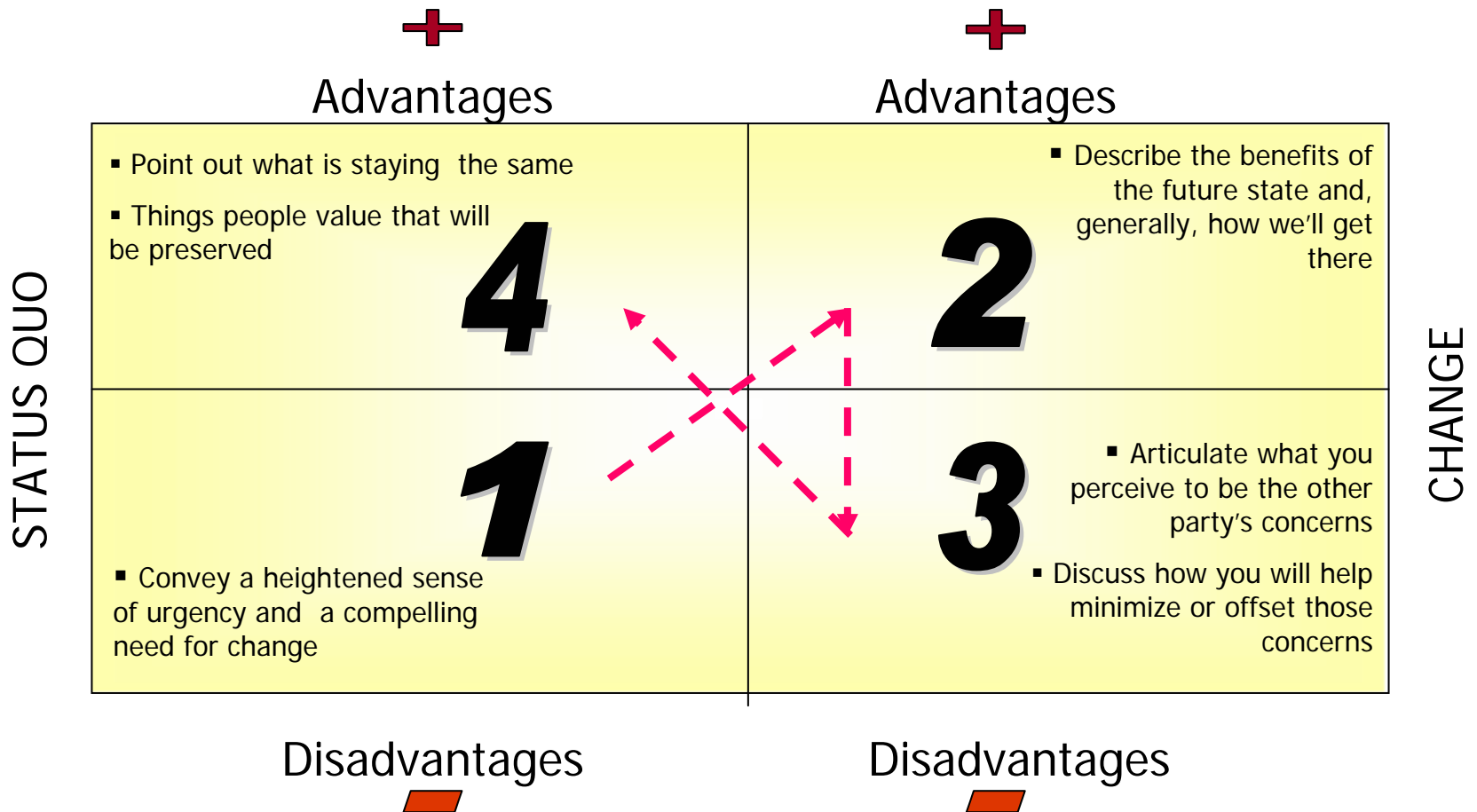
# Why Should I Believe You?

“The clearer you are about the ‘truth’ of your point of view, the clearer I am that you don’t have a clue about the truth of my point of view”

(Barry Johnson)



# Strategic Influencing – 4-Box Model



# Keys to this Approach

## Don't underdo Box 1: The Burning Platform

- it is important to present a compelling case for “why change”
- Wherever possible, reflect reasons from other's perspective

## Don't overdo Box 2: The Party Line

- you can always return to this during Q&A

## Spend lots of time on Box 3: The Real Needs and Concerns

- you can't always resolve all issues, but validating them is important
- Acknowledge that you are not presuming you understand all concerns and you would welcome input on this

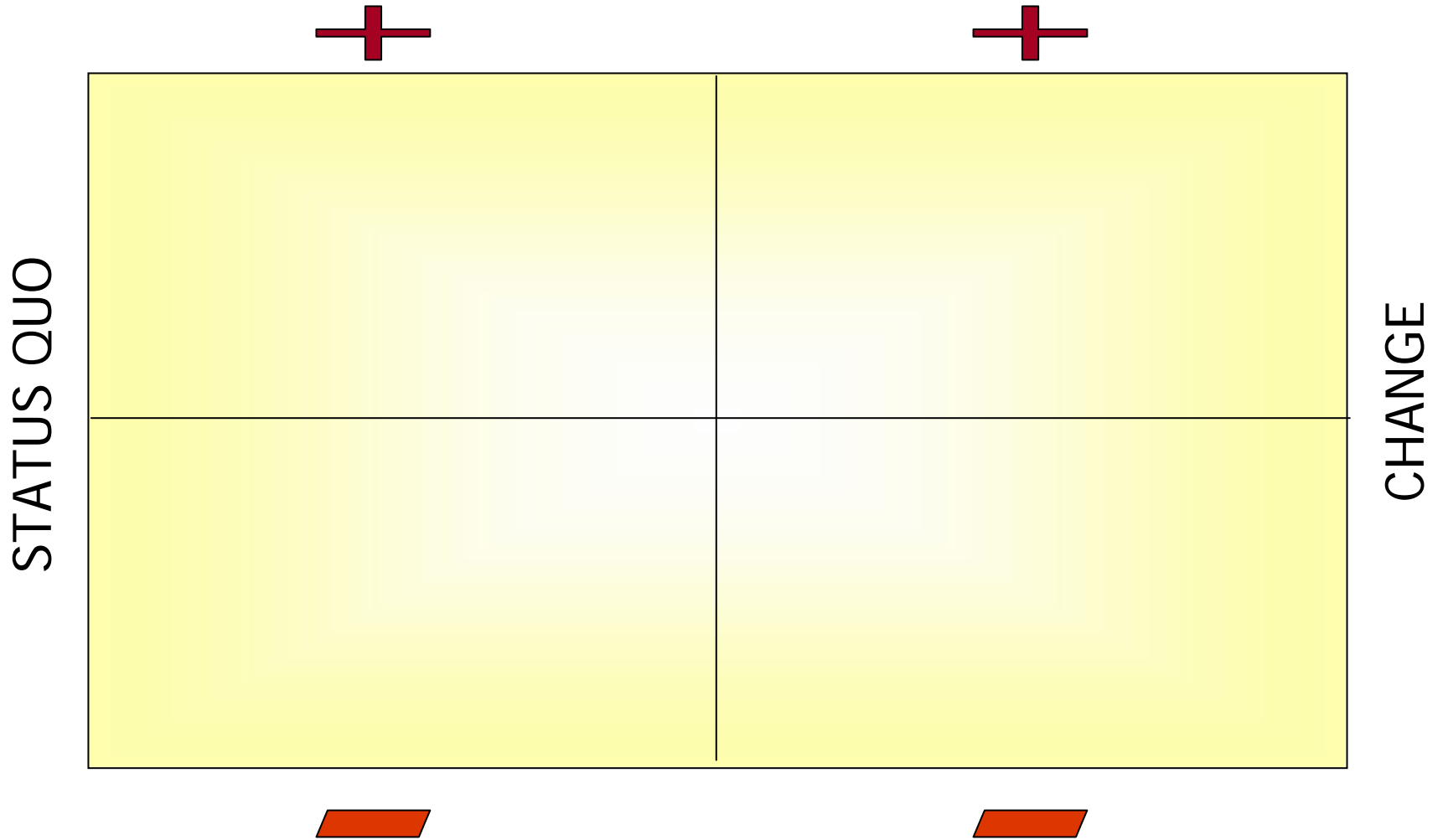
## Keep the flow

- don't go back and forth between boxes; this will totally lose audience and energy

# Applying the 4-Box Model

1. Identify a current or future initiative that you would like to get some buy-in on - where there might be some resistance or conflict.
2. Using the strategic communications 4-box (1-2-3-4) model, prepare a presentation that would lead to understanding and buy-in

# Worksheet – Issue \_\_\_\_\_



# Why Influencing Model Works...

“The clearer you are about my perspective, the more willing and able I am to be open to yours.”

Barry Johnson, Polarities



# Identifying Deeper Interests

Understanding What Matters Most



# 3 Levels of Listening

## Level I



### Sounds/Looks Like

- Blank faced, fading out
- Thinking about other things
- Staring, nodding
- “I see... un huh”

## Level II



- Processing information
- Waiting to respond
- Formulating your thoughts
- “That won’t work because..”
- “I hear you, but...”

## Level III



- Extrapolating deeper meaning
- **Active Listening**; e.g. **reframing, probing, summarizing, linking, suppositions, high-gain queries**
- “It sounds like...”
- “Why is that...?”

# Exercise: Level II Listening

**Partner up.**

One person can choose to take either side. That is, they discuss why they believe the federal Conservatives are doing a fine job of leading; or the natural superiority of men/women; or why the US approach is the right way; or why legalized gambling in Canada is good - or any topic you care about (e.g. smoker's rights, animal rights, religion, hockey)

Whichever perspective the first person takes, the other person prepares to counter, taking the opposite view.

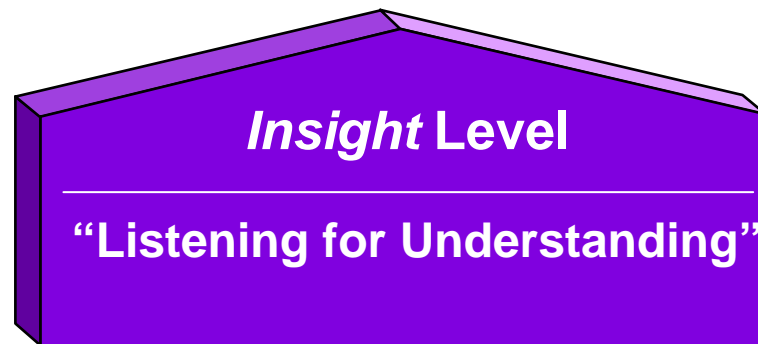


# Exercise: Level III Listening

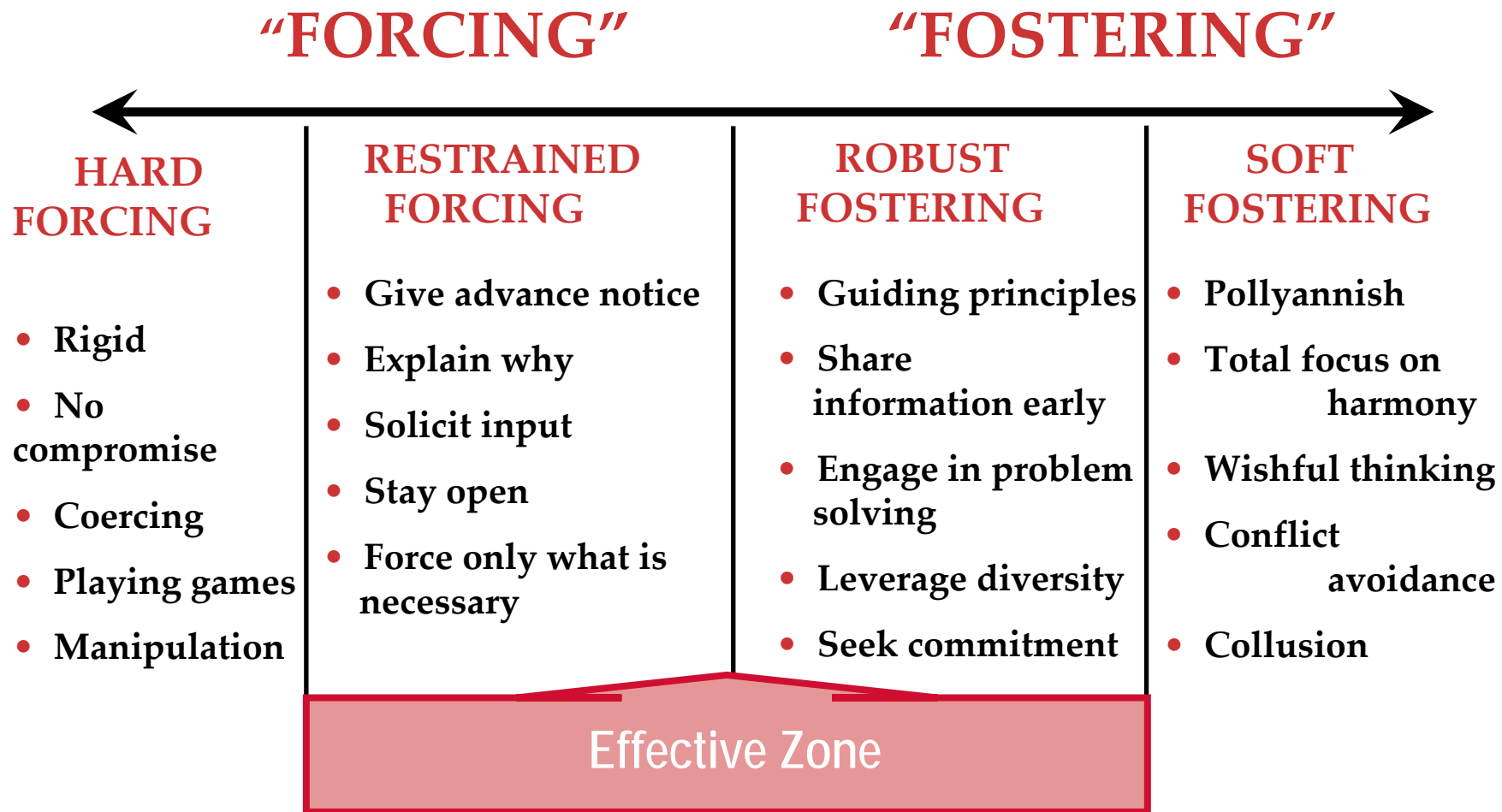
**Partner up.**

One person talks about a difficult professional or personal experience from which they learned something.

The other person demonstrates Level III Listening by reframing, probing, seeking further meaning, and other ways of demonstrating understanding.



# Exercise: Effective Forcing and Fostering



# Maximize Your Earnings



- ✓ Each table represents a Department within an organization
- ✓ Your CEO has announced an organizational review, over the next few months, whereby each Department is being measured on its contribution to the organization.
- ✓ During that time, your Department needs to demonstrate its viability by “making money”
  - **Your goal is to maximize your table’s money, which reflects your Department’s contribution**
  - **You are not, however, being measured against how much money other tables (Departments) make**
- ✓ The CEO has noted that, for Departments not doing well, there will have to be changes.

# Maximize Your Earnings



- ✓ Each table represents one team
- ✓ We will undertake six rounds
- ✓ Dollars will be totaled after each round
- ✓ **OBJECT IS TO MAXIMIZE YOUR EARNINGS**  
*Note: You are not being compared with what other tables earn; your goal is to maximize your table's earnings*

# Maximize Your Earnings



- ✓ The game involves six rounds
- ✓ In each round, each team has to make one simple decision - whether to vote **STRONG** or **OPEN**
- ✓ The gains or losses are tallied at the end of each round, based on your team's vote and the votes taken by the other three teams
- ✓ Scoring is based on the following payoff matrix

# Maximize Your Earnings



All four teams take a **strong** position

Each team loses \$100

Three teams take a **strong** position  
One takes an **open** position

3 teams win \$100 each  
1 team loses \$300

Two teams take a **strong** position  
Two take an **open** position

2 teams win \$200 each  
2 teams lose \$200 each

One team takes a **strong** position  
Three take an **open** position

1 team wins \$300  
3 teams lose \$100

All four teams take an **open** position

Each team wins \$100

# Earnings Score Sheet



Round	1	2	3	4	5	6	Total
Team	Vote \$	Vote \$	Vote \$	Vote \$	Vote \$	Vote \$	\$
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							

# Re Maximize Your Earnings

Discuss at your table

1. How effective were our “influencing” strategies?
2. Could we have done anything differently for better results?
3. How does what occurred in this game reflect real workplace influencing challenges?

# Sample Learnings



- ✓ Actions speak louder than words
- ✓ Reputations (**baggage**) are hard to reverse
- ✓ There are competing interests at all levels
- ✓ **Consensus** will only be achieved by focusing on **multiple interests**
- ✓ Communication is crucial (words, deeds, openness)
- ✓ As the stakes go higher, **trust gets harder to hold**
- ✓ The challenge is **rebuilding trust**, once broken

# The Reality is ...



- ✓ We need to first influence within our own team to be clear re mandate and have internal consensus re best approach.
- ✓ Collaboration isn't about 'being nice' - It's about finding innovative solutions to tough business challenges.
- ✓ We have to learn to become better **influencers** with people who don't see things as we do.

# Influencing Operates on Two (2) Levels

## Substance Level

- The Problem itself
- Cognitive / Logic Oriented
- Explicit

## Emotional (Interpersonal) Level

- Nature of relationship
- Emotions, attitudes
- Not always rational
- Beneath the surface

*“It’s a mistake to assume that others make react based on purely rational reasons.... you also need to tend to the emotional level -- yours and theirs.”*

*Peter Block, Flawless Consulting*