

Influencing Up

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Objectives

In this webcast you will learn:

- The importance of influence at all levels of organizations
- How to evaluate the importance of six influence factors
- How to analyze your use of trust-building behaviors
- How to use a planner for influencing conversations

Influence

“The act of moving another person toward action without the use of direct power.”

Barnes, K. (2007). Exercising Influence. San Francisco: Wiley & Sons

Discussion Question



Use the chat box to give your input about this question:

Who do you need to influence?

Influencing Up

The ability to influence up is important because:

- Most organizations are flatter than in the past
- Some organizations have a matrix structure
- Best ideas come from all levels of an organization
- You will be viewed as someone with high career potential

Influencing Up: Typical Challenges

- Fear
- “They” won’t listen
- I won’t know what to say
- My words will not come out the way I want

Influence Factors

These key factors will impact your ability to influence:

Reliable: Keeps promises and commitments

Credible: Checks facts and impact of information

Resourceful: Innovative problem solver

Supportive: Offers assistance and follows through

Good Communicator: Clear and concise

Positive Outlook: Inspires others with attitude

Questions??



Discussion Question



Use the chat box to give your input about this question:

What is trust?

Discussion Question



Use the chat box to give your input about this question:

What role does trust play in ability to influence?

Influencing: Trust

Trust Building Behaviors:

- Follow through as you promise
- Communicate honestly
- Clear up mistakes/misperceptions quickly
- Use questioning to ensure understanding
- Share information appropriately/promptly
- Work through conflicts or difficulties productively

Influencing Up: Three Suggestions

1. When presenting ideas to upper management, remember that it's your responsibility to sell, not their responsibility to buy
2. Focus on contributing to the larger good, not just achieving your objectives
3. Present a realistic cost-benefit analysis of your ideas – don't sell just the benefits

“How Can I Do a Better Job of Managing Up?” Marshall Goldsmith

Influencing Up: Influence Conversation Planner

Three Parts:

1. Analyze Your Situation and Prepare
2. Prepare Your Communication Tools
3. Plan Your Conversation

Influencing Up: Influence Conversation Planner

Analyze Your Situation and Prepare:

- Who do I need to influence & relationship?
- What are my goals?
- How do I feel about conversation?
- Is topic priority for other person?
- What are benefits for other person?
- Other thoughts or concerns?

Influencing Up: Influence Conversation Planner

Prepare Your Communication Tools:

- Data or evidence needed?
- Possible resistance or obstacles?
- Possible reactions or behaviors?
- My emotional “hot buttons?”
- What if they say “No?”
- Other thoughts or concerns?

Influencing Up: Influence Conversation Planner

Your Conversation Plan:

- Your Opening: Set the Stage for Success
- Discuss, Listen, Explore
- Create Action Steps & Follow-Up

Influencing Up: Final Conversation Preparation

***“Rehearse your conversation OUT LOUD
with a trusted colleague or friend!”***

Final Questions??

