

K Moving Minds



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How **confident** are you with your influencing skills?



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You are Billy.

You work in the accounting department in your organization. You are implementing a new software package that will streamline the collections process, eliminating several unneeded steps. However, you need help from your colleague, Sam, to solve a problem. Sam has exactly the expertise you need. The problem is that Sam is extremely busy with their own projects, and has so far been unwilling to help.

Try to influence Sam to help.



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What is **influence**?

- **No magic words or manipulation, but does use framing to open doors & minds**
- **Recognizes 3 possible conversations**



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Core Principles

- Everyone needs to feel safe
- No gotcha moments: their problem=your problem
- Invest in the success of others: Help them write their victory speech



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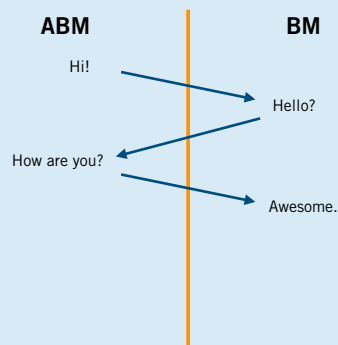
Our Conversation Map



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Observers what to look for:

1. What would **YOU** do?
2. How did they push ideas out to each other?
3. How did they pull ideas/information from the other person?



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How can we improve?

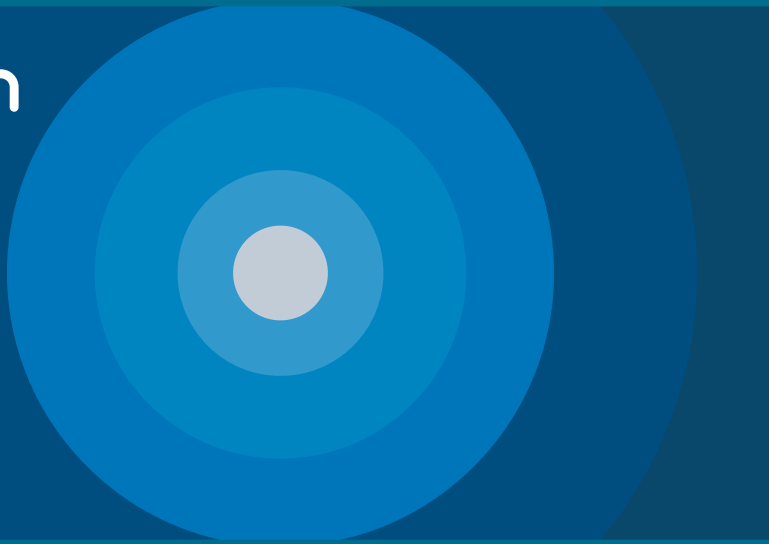
Autopilot: most of our conversations run on default decisions.

- Plan
- Push
- Pull
- Pivot



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Plan



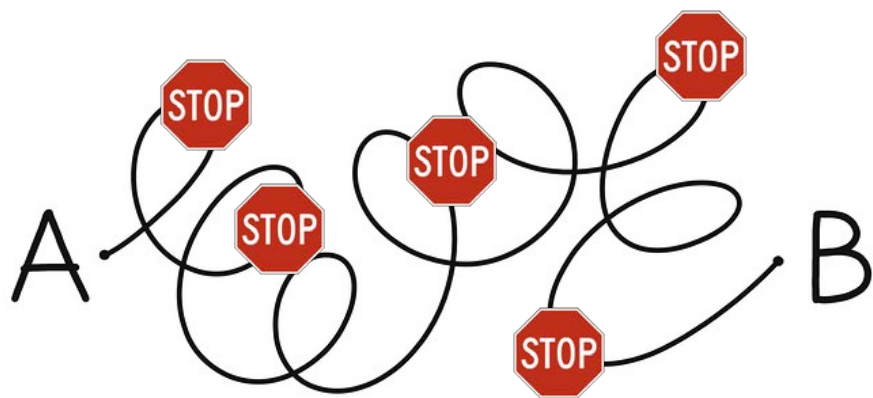
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Go Upstream.

- **Creating health rather than treating sickness.**
- **Be relational, not transactional. Map relations.**
- **Credibility: DWYSYWD.**



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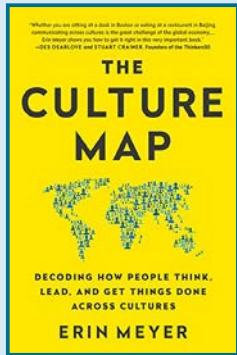
Culture



Context Character



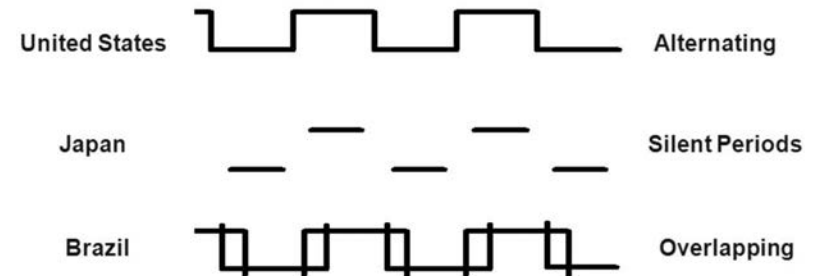
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The Culture Map 8 scales

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Conversational Overlaps



What unintentional problem could this cause at a meeting?

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Be aware of culture to avoid forcing your lens on the interaction, but listen to the individual.


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What we have in common.

- No one likes pressure/upward appeal.
- Everyone likes consultation, and rational persuasion as a support.



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5 Minute Analysis: Allocentrism

- Why will they care about your topic/challenge? What do they want? Know their currencies.
- If they don't follow your suggestion, what is the cost?
- How could you be wrong?
- What questions will they want answered? (objections)
- What evidence will they believe?
- What do you need to find out? Be curious!

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Pull: follow their story



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Red Zone

- I think, in fact, I am going to take it up internally in the system, and if you'd like I can invite you to join.
- You are new to the organization so perhaps you want to do it the right way.
- I would love to take inputs from you going forward, but I strongly believe that this is a great opportunity for me.



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Our Conversation Map



PULL: Their story	Understanding, Validating	Exploring, Problem-solving	PUSH: Your story
	Blocking, Telling	Storytelling, Legitimizing	
	Leadership	Leadership	



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From Loudership to Pull

Understanding,
Validating



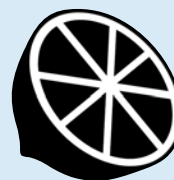
Blocking,
Telling

- **Change the frame, change the game.** What do they expect? Don't do it.
- **Bring the crowd.** Pre socialize, client voices (those impacted). Not upward. Blame Steve.
- **Jump on the train.** Use their words, not as weapons, but as way-finding. Show understanding, curiosity/excitement.



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The story of the orange



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What surprised you?

Most people do not listen with the intent to **understand**; they listen with the intent to **reply**.

—Stephen Covey



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Go open.

Whoever controls the questions, controls the conversation.

Go deep.



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Not all questions are equal



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Build that bridge

Understanding,
Validating

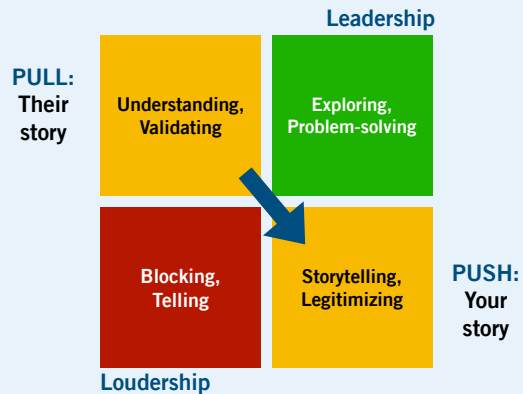
- **Listen & Follow-up:** Questions for greater information. And what else, tell me more.
- **Map the Journey:** How did they get there? Not just debating positions.
- **Empathize—Tag:** What is the emotion/sentiment behind what is said
- **Summarize & Validate:** How do you understand their message? Use their words to explore.

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Pivot

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Our Conversation Map



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Core principles

- You're never alone on the map: conversations are made of people
- Positively use what you are given. Don't drop the ball.
- If you're not learning, you're not listening

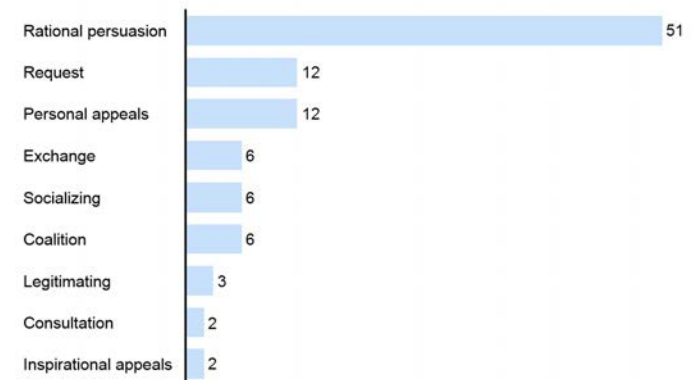


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Push

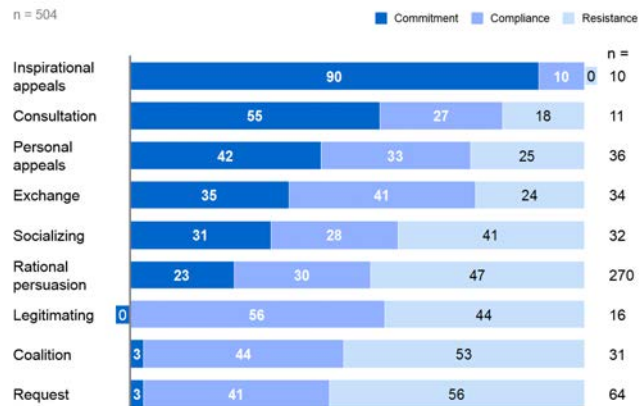
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What we think works.

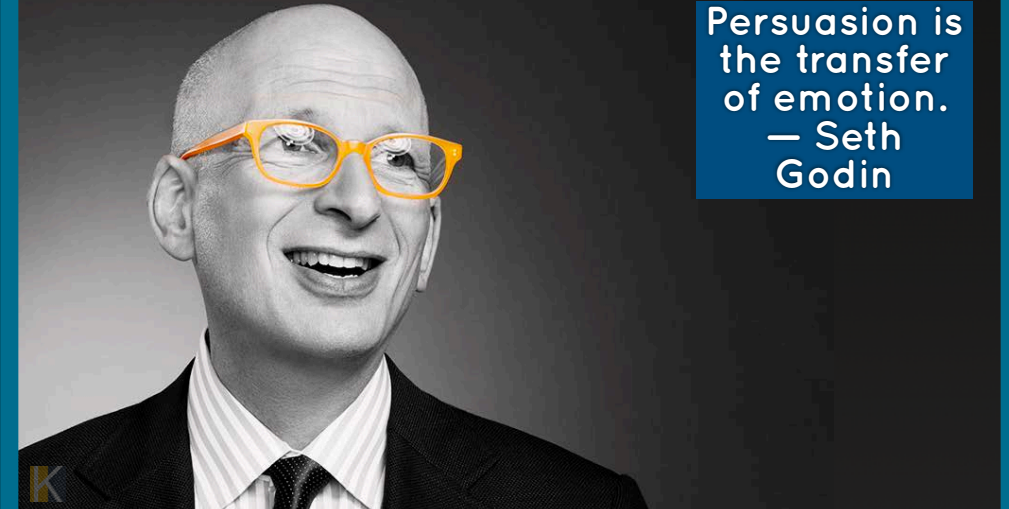


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What **actually** works.



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Narrative & Persuasion

- Sell the challenge first
- Break the status quo without blame
- Move from telling, to showing, to engaging
- “People like me do things like this.”

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Still Stuck?

- Shrink the change
- Co-create the story: consulting/ collaboration is powerful
- Ask what would persuade them: engage reciprocity without becoming transactional
- Ask them for advice
- Go for the coalition approach

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1. PLAN.

Step One: Analyze your objective & your audience away from the table.

- Why will they care about your topic/challenge? What do they want?
- If they don't follow your suggestion, what is the cost?
- What questions will they want answered? (objections)
- What evidence will they believe?
- What do you need to find out? Be curious!

2. PUSH.

Step Two: Get yourself invited in to share.

- How can you pre-socialize your ideas? Who can you talk to?
- What are likely objections and how can you avoid triggering escalation responses? How can you pivot away from reaction to curiosity/problem solving?
- What ideas will they likely share can you build off of/ incorporate? How can you invite them to problem solve/help?
- How will you use stories/cases/comparisons that create a strong shared vision of a path forward? How do you show rather than tell?
- How can you help them write their victory speech through what you suggest (both people win in the conversation)? We do things that align with who we are. How can you align the way forward with who they are?
- Are using good evidence that aligns with your target audience belief structures (what sources do they trust)? Do you avoid placing blame?
- How could you be 100% wrong?

3. PULL.

Step Three: Seek first to understand, before being understood.

- Listen & Follow-up: Questions for greater information. And what else, tell me more.
- Map the Journey: How did they get there? Not just debating positions.
- Empathize—Tag: What is the emotion/sentiment behind what is said
- Summarize & Validate: How do you understand their message? What parts can you agree with?

4. PIVOT

Step Four: Know when & how to switch quadrants.

- How will you pull them out of the red zone?
- How can you “hump on the train” and follow their momentum at first, and lead it to where you'd like to talk?
- How can you avoid overreacting?



Before:

- What do you need to remind yourself to do in conversation? What new habits do you want to put in place (look back at this sheet— which of these areas do you need to improve on: 1-3 max).
- What if/then triggers can you set up to make sure you don't lose track of your habits in the moment? (For If-then methods, see: <https://hbr.org/2015/10/a-tool-to-help-you-reach-your-goals-in-4-steps>)

After:

- How did the conversation go?
- What were the bight spots, and what would you change?
- Was the result relationship net gain, net loss, or net neutral?
- Who talked more? Did we really listen? Or just hear? How many questions did you ask? Of what kind?
- Did you focus on positions or interests?