

ARE YOU INFLUENTIAL?

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WHAT IS INFLUENCE?

- ▶ **Influence**: The ability to affect others, seen only in its effect, without exerting force or formal authority.

THREE PARTS OF INFLUENCE

- ▶ *“The ability to affect others”* – This is the positive use of power, the potential or capacity to influence. This power is like electricity– it’s only effective when you turn it on and put it into action.
- ▶ *“Seen only in its effect”* – In other words, results, not just methods, count. If you and your actions created a difference, incurred a change, or made an impact, then you had influence. What you did to create that change may not have been noticeable; you may not even have been aware of what it was you did.
- ▶ *“Without exerting of force or formal authority”* – Influence is a gentle skill, a much more refined approach to affecting others than the use of authority or coercion.

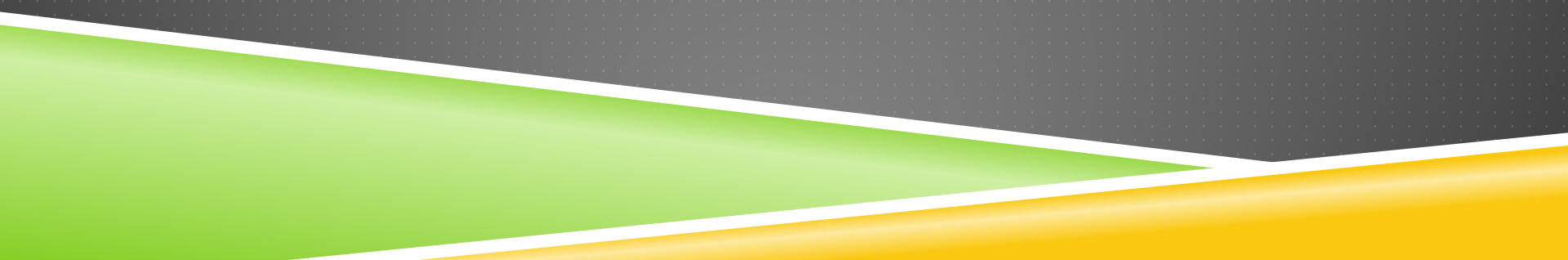
*INFLUENCE IS A POSITIVE PROCESS
THAT IS WIN-WIN*



TWO KEY ELEMENTS FOR THE DEVELOPMENT OF INFLUENCE

- ▶ **Attentiveness** is a human sonar system—sensitivity to both verbal and nonverbal communication.
- ▶ **Flexibility** enables one to take the lead, influencing in a positive manner, developing rapport and heading down the road called mentoring.

INFLUENCE ACTION PLANS: A FIVE STEP PROCESS

- ▶ Target the person or club to influence.
 - ▶ Identify the situation to be changed. Perhaps an action or inaction, or a misunderstanding that needs clearing up.
 - ▶ Envision a positive outcome. Will there be a long-term effect? (negative or positive)
 - ▶ Create benchmarks to measure success. What evidence will you need to ensure the goals have been fulfilled?
 - ▶ Set deadlines. Determine when you can realistically expect to see results.
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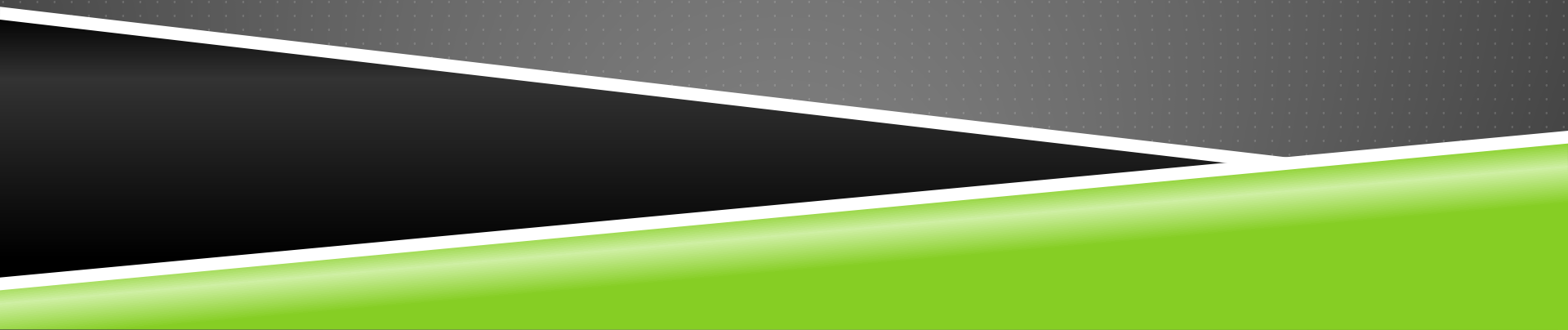
PERSUASION



WHAT IS PERSUASION

- ▶ **Persuasion** is the act or the action of influencing the mind.
- ▶ **Persuasion** refers to any attempt to influence the actions or judgments of others by talking or writing to them.
- ▶ What often makes **persuasion** a negative term is people who use its principles unethically.

SELF-ASSESSMENT QUIZ



SCORE

- ▶ If your total score was between 35 and 45, you are already successful in most of your communication.
- ▶ If your total score was 28-34, the upcoming section will help you use the skills you already have to make the better choices as a persuader
- ▶ If your total score was below 22, you will receive a great deal of help from the upcoming section.
- ▶ **ALL NINE STATEMENTS ARE MYTHS!!!!**

7 TYPES OF AUDIENCE



OPENLY OR ACTIVELY UNFRIENDLY

- ▶ These people oppose your position so strongly that they are willing to work actively against you— either by speaking openly or rallying support behind your back.

UNFRIENDLY

- ▶ This audience disagrees with your position, but not necessarily to the point of taking counter-action. Your idea may get voted down but they won't campaign against it or you personally

NEUTRAL

- ▶ They understand your position but aren't too excited about trying things your way. They see little reason to support you and have no strong preference either way.

UNDECIDED

- ▶ They are not neutral, they do care about the issues, but they don't see a clear reason to decide one way or the other.

UNINFORMED

- ▶ This group may be composed of new people in Pathfinder/Adventuring; they know very little yet, have no solid opinion one way or the other.
- ▶ They need a lot of background information to get up to speed.

SUPPORTIVE

- ▶ Most groups within Pathfinder/Adventuring will fall into this and the next category, if for no other reason than Pathfinder staff are some of the greatest, most gung-ho, enthusiastic people on the planet! They may, however, not feel inclined to support you totally to the point of taking action—yet.

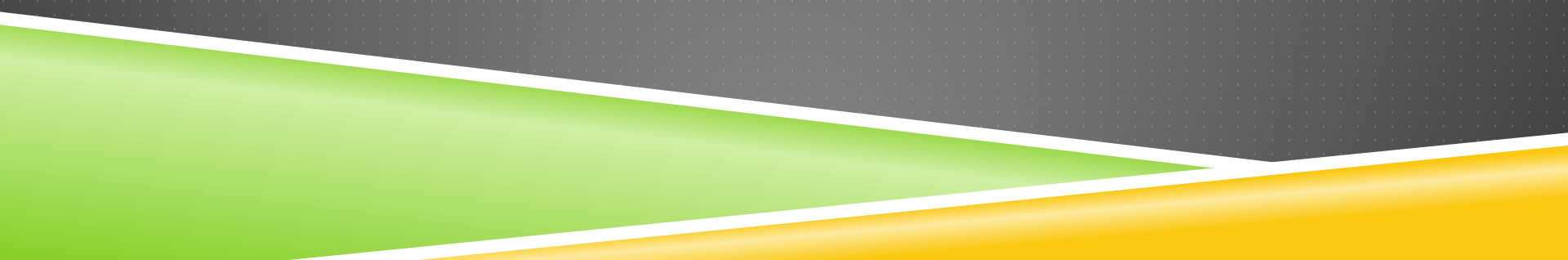
OPENLY ACTIVELY SUPPORTIVE

- ▶ They agree with you, perhaps have already begun to implement some of the ideas you represent, and will jump at the chance to go even further

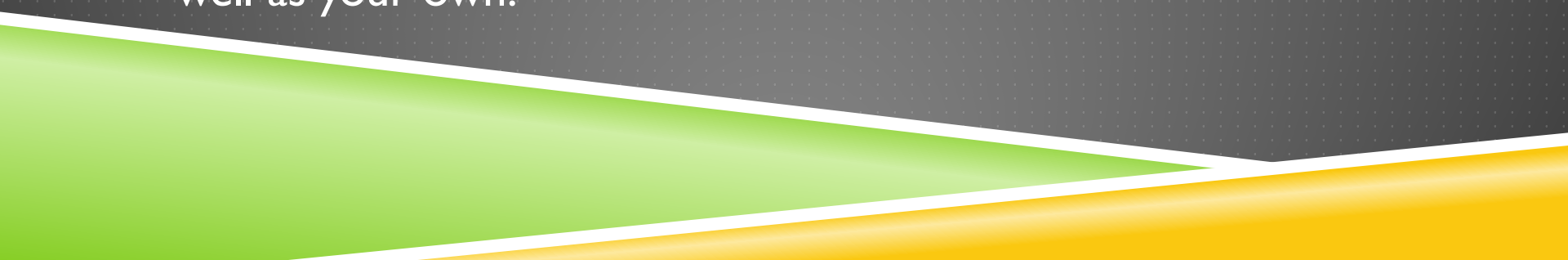
PERSUASIVE STRATEGIES



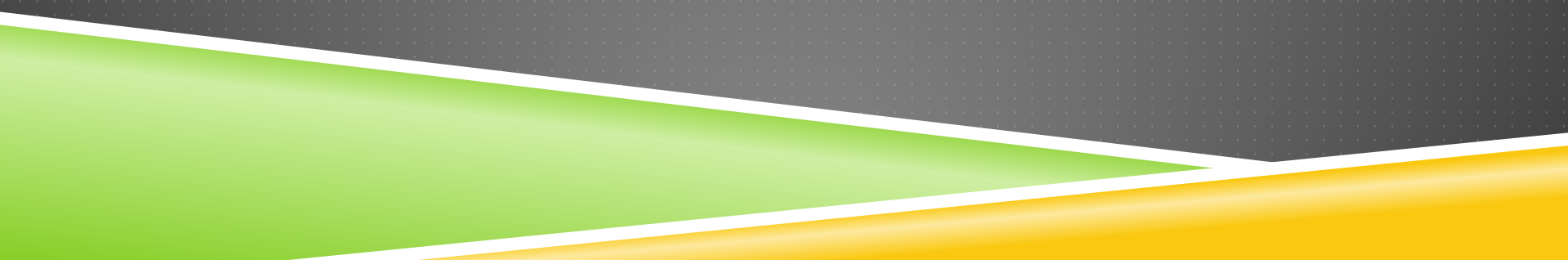
ACTIVELY UNFRIENDLY AUDIENCE STRATEGIES

- ▶ Stress areas of agreement first, before getting into areas of disagreement.
 - ▶ Break the ice with some humor or friendly story.
 - ▶ If possible, meet more than once before dealing with disagreements.
 - ▶ Let them know your position is not the only solution, respect their feelings and integrity.
 - ▶ Work with experts the group respects, even if they are not your first choices.
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UNFRIENDLY AUDIENCE STRATEGIES

- ▶ Avoid making important statements without evidence to support them.
 - ▶ Be clear about where your disagreements lie but don't overdo it.
 - ▶ Ask for a little and get it rather than ask for a lot and be turned down.
 - ▶ Avoid convincing yourself that you're being logical, you must convince them too.
 - ▶ Avoid conclusions that don't come strictly from your premises.
 - ▶ Demonstrate your understanding of other sides of the issues as well as your own.
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UNFRIENDLY AUDIENCE STRATEGIES (CON'T)

- ▶ Stress areas of agreement and common ground before introducing areas of controversy.
 - ▶ Use data accurately and fairly and indicate where they come from.
 - ▶ Only use experts the audience will recognize and respect.
 - ▶ Only use real-life examples that are representative, not fictional ones.
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NEUTRAL AUDIENCE STRATEGIES

- ▶ Stress the connection between your proposal and the interest of the group.
- ▶ Draw attention to your position, even if it means downplaying or ignoring opposing views.
- ▶ Avoid complex arguments; focus on simple, vivid claims.
- ▶ Stress mutual benefits and mutual losses. Be alert for “common enemies” you share.
- ▶ Describe vivid pictures of how much better things will be.
- ▶ Draw heavily on examples with familiar situations or events.


UNDECIDED AUDIENCE STRATEGIES

- ▶ Focus attention on your side of the issue. Do not misrepresent the other sides, but don't worry about a "balanced" presentation.
- ▶ Support your case with examples and expert testimony, not just stats, which should be simple and relevant.
- ▶ Quote from experts the audience knows and respects and are vivid and forceful.
- ▶ Use examples to personalize your case. The audience should feel as well as think.

UNDECIDED AUDIENCE STRATEGIES (CON'T)

- ▶ Be more aggressive in drawing your conclusions than you might with a hostile group.
- ▶ Look for ways to break your proposal into smaller action items your audience can accept.
- ▶ Whenever possible, do a follow-up. Undecided audiences can easily reverse their position.

UNINFORMED AUDIENCE STRATEGIES

- ▶ Stress your own credibility, expertise, training, experience.
 - ▶ Discuss your side of the issue without paying attention to the others.
 - ▶ Develop a clear structure, preview each point, review each point, summarize.
 - ▶ Don't expect too much at once.
 - ▶ Encourage your audience to learn, invite questions and requests for clarifications.
 - ▶ Alternate between stats and examples.
 - ▶ Make message lively and interesting to keep attention.
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SUPPORTIVE AUDIENCE STRATEGIES

- ▶ Make sure your audience knows what needs to be done.
- ▶ Try to get them to act as soon as possible.
- ▶ Reinforce their commitment with vivid testimonials from others.
- ▶ Use examples to intensify the position, not to prove your point.
- ▶ Stress group identity; encourage them to feel like they belong to each other and the cause.
- ▶ Prepare them for possible hostile encounters and how to defend their position.

ACTIVELY SUPPORTIVE AUDIENCE

- ▶ Invite the audience to encourage one another discussing their successes.
- ▶ Look for ways to stress “unfinished work.”
- ▶ Get them to commit to new but related goals.
- ▶ If they tend to be more militant or aggressive, work to achieve discipline among them.