

Influencing for Results Summary

This topic defines the concept of influencing as building commitment to an agenda without using hierarchical power. We explore a structured model for influence as illustrated below:



Integrity: There is a clear expectation that high integrity is critical for developing the credibility required to improve influencing skills.

Clarify Objective: Use the SMART model to help clarify objectives. A strong emphasis is placed on thoughtful planning to define a clear goal and the individuals needed to support it.

Analyze Stakeholders: Create a list of stakeholders who can help you achieve your goal.

Determine Impacts: The fourth step in the framework emphasizes the importance of thinking about your stakeholders' perspectives before trying to influence them. Specifically, consider the following 4 key perspectives for each stakeholder:

Drivers	Description
Impact	How directly will your objective impact the individual? People who are directly impacted may have strong opinions about the outcome.
Aspirations	Does the individual have aspirations that are related to your objective, or which your objective could possibly affect?
Concerns/Fears	Does the individual have concerns about your objective? Does he or she stand to lose something if you succeed?
Needs for Association	Does the individual have any needs for association (social, professional) which your objective could help advance?