



INFLUENCE WITHOUT AUTHORITY

Even if you can't dictate compliance or have direct authority, you can get enthusiastic cooperation... **You don't have to be "the" leader to be a leader**

How to Be More Persuasive

- Demonstrate Empathy
- Find Common Ground
- Problem Solve
- Prepare for Objections
- Do Your Research
- Use Names Often
- "Mirror" Voice & Body
- Be Confident
- Take Notes
- Build Trust
- Be The Expert
- Gain Credibility
- Be Reliable
- Show You're Trustworthy
- Demonstrate Empathy
- Lead By Example

Connect to their Goals and Add Value

- Influence is not about your goals but how you help others reach their goals.
- Influence is about how we create value for others and the organization.
- Key is helping our client's link their actions to help them accomplish their goals and support their values.
- This "others-focused" approach has dramatic impact on the ability to influence others.

Credible Information

- People we are trying to influence often need to change their mindset (image, cognition, or perception) about an activity or behavior.
- A solid strategy to change mindset is to provide credible information from a trusted source in language that will resonate with them
- Anticipating likely sources of resistance and having information to address concerns will often be helpful additions

As-If

- Another primary lever of changing mindset is to invite the key stakeholder to behave "as if" they already committed by finding ways to make them visibly and publicly supportive.
- Business leaders with influence can support an HR agenda by chairing the HR team, being part of an advisory group, making presentations, and becoming a spokesperson for a key initiative.
- This strategy changes an "HR agenda" to a "business agenda".



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ASK STRATEGIC QUESTIONS

(HR professionals are often consulted by all levels of people in the organization. Asking questions is the best way to understand how you can help...just be sure not to put them on the defensive!)

- *What are you ultimately trying to achieve?*
- *What is the problem you are trying to solve here?*
- *What does success look like?*
- *What is the short-term goal? What is the long-term goal?*
- *What resources do you need?*
- *How will XYZ help you achieve your long-term goal/address that business problem?*
- *Walk me through your thinking...*
- *Who does this impact?*
- *What implication does it have for the business?*
- *What do you think is the root cause?*
- *What is at stake for the business if you/we don't address this?*
- *What else should I be aware of...? Need to know?*
- *Who needs to be involved? (And how?)*
- *What have you tried/what steps have you taken already?*
- *What is most important to you about this?*
- *What would be the potential ripple effects of this change?*
- *Are there any other possible factors that may be contributing?*
- *It sounds you want to make sure ABC... am I understanding that correctly? Missing anything?*

VERIFY FACTS

- *Tell me what exactly happened?*
- *What is bringing you to that conclusion?*
- *Is there actual evidence? Or could you be reading something into the situation?*
- *Is there any other possible explanation for their behavior/ actions/etc.?*
- *What evidence do you have to support that view? What evidence do you have to disconfirm it?*
- *What assumptions do you think you are making here?*
- *How do you think they may be viewing the situation?*
- *How might they be interpreting your behavior/actions?*
- *Let's assume the other person is a reasonable, decent, rational human being. Why might a reasonable, rational human being behave that way?*