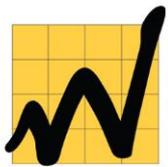
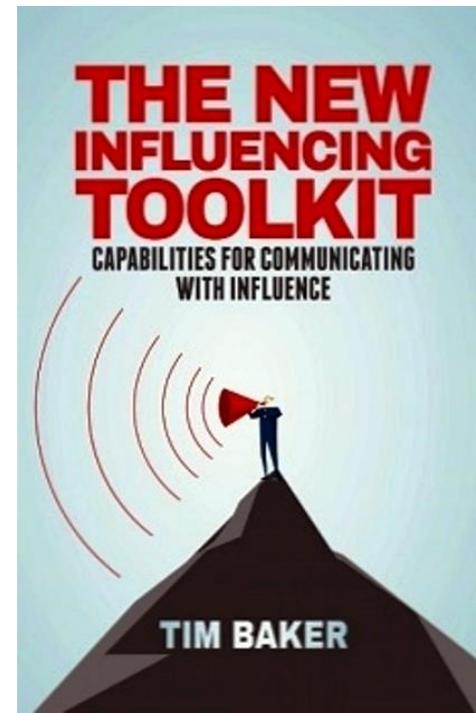


Four Ways to Improve Your Effectiveness

Dr Tim Baker

www.winnersatwork.com.au



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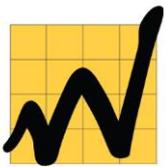
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Identify the four influencing strategies & their use

Objectives

Apply some practical tools to enhance influence in health & well-being

Enhance confidence in dealing with multiple stakeholders

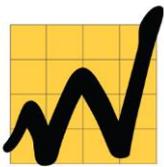


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Influence ...

The **power** to make other people agree with your opinions or get them to do what you want **willingly** and **ethically**.

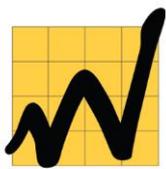


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Influencing Variables

- Your preferred style & approach
- The other person(s) style & approach
- The situation & circumstances



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TABLE 5.2 Push/pull influencing styles

Push	Pull
Driving	Enabling
Proposing	Testing understanding
Giving information	Seeking information
Blocking/shutting out	Building/opening up
Taking the idea to the person	Getting the person to come to the idea

TABLE 5.1 The influencing framework

<i>Push style</i>	<i>Pull style</i>	
Investigation	Calculation	<i>Logical approach</i>
Motivation	Collaboration	<i>Emotional approach</i>

TABLE 5.3 Logical/emotional influencing approaches

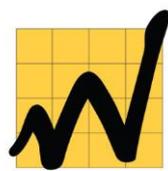
Logical	Emotional
Facts	Feelings
Evidence	Perceptions
Rational	Values
Structure	Flexibility
Measurement	Morale

Baker (2015)



TABLE 5.4 Influencing capabilities framework

<i>Push style</i>		<i>Pull style</i>		
Gather evidence	Counter arguments	Weigh options	Offer concessions	<i>Logical approach</i>
INVESTIGATION		CALCULATION		
Generate ideas	Assert ideas	Communicate standards	Provide feedback	<i>Emotional approach</i>
Communicate vision	Build morale	Share ownership	Build trust	
MOTIVATION		COLLABORATION		
Generate enthusiasm	Connect emotionally	Communicate openly	Listen actively	



The Inquisitive Investigator



- Investigators like to marshal their **facts** & **figures** & assertively advance their argument. They use logic to persuade & tend to be methodical & structured in their approach.
- Al Gore



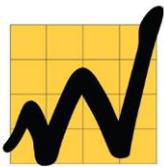
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The Inquisitive Investigator



- Police, scientists & researchers
- Workplace incidents such as safety or harassment
- Large scale human resource change initiatives when you want people to be onboard



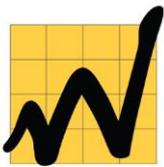
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The Clear Calculator



- Calculators like to promote the **positives** of a proposal & highlight the **weaknesses** in the current position. People know where they stand with calculators. They use logic to advance their cause. Generally calculators are good debaters.
- Margaret Thatcher



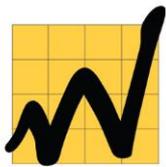
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The Clear Calculator



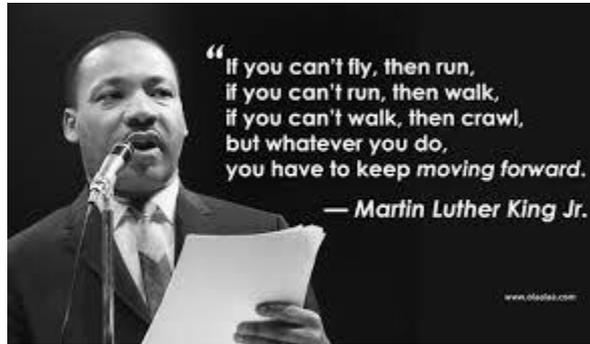
- Sales people, financial advisors, animal trainers, teachers.
- Any new change in the workplace that will affect employees & their well-being requires a manager to sell the positives of the change, e.g., harassment & bullying legislation.
- Situations where the direction is vague & unclear, e.g., changes in the way we monitor health & well-being data



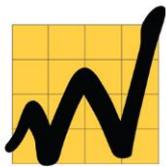
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The Mindful Motivator



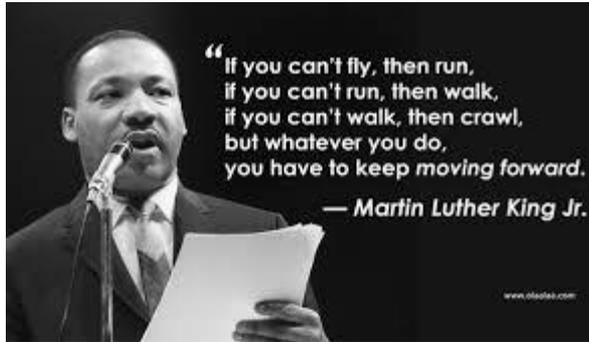
- Motivators use emotion to influence. They are **big picture** thinkers that link a cause with a compelling vision of the future. Motivators often have a way with words & can define a simple and convincing vision.
- Martin Luther-King



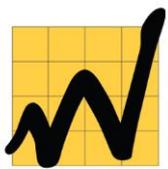
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The Mindful Motivator



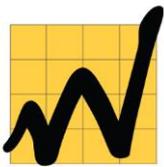
- Entrepreneurs, advertising executives, PR agents, artistic directors.
- Developing a new strategic direction for HR that requires the hearts & minds of people.
- Unclear about the rationale for a new initiative, e.g., introduction of a mentoring program



The Collegial Collaborator



- Collaborators also influence using emotion. But they persuade people by involving them in the decision. Collaborators are great **team builders**. They engage people's hearts & minds.
- Mother Teresa



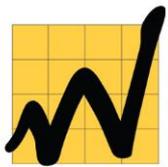
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The Collegial Collaborator

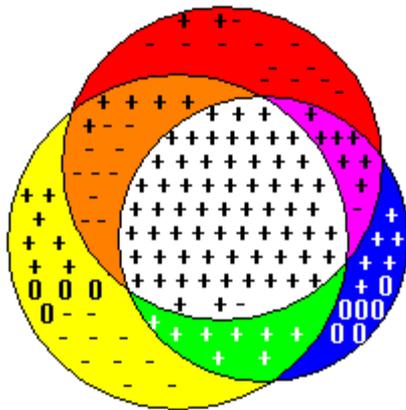


- Conductor of an orchestra, funeral directors, choreographers.
- In circumstances where there are diverse & strongly held views, e.g., comparing two different approaches.
- People need to know the logic & rationale behind a decision, e.g., budget cuts.



Leadership Development

SUMMARY



Q76 Generally, my team members seem quite willing to be open with me.

SELF: Agree

BOSS: Agree Agree :100% (3/3)

Neither : 0% (0/3)

Disagree : 0% (0/3)

TEAM: Agree

Agree : 56% (5/9)

Neither : 44% (4/9)

Disagree : 0% (0/9)

Q84 My team members trust me.

SELF: Agree

BOSS: Agree Agree :100% (3/3)

Neither : 0% (0/3)

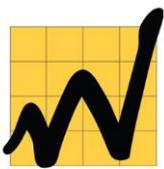
Disagree : 0% (0/3)

TEAM: Agree

Agree : 78% (7/9)

Neither : 22% (2/9)

Disagree : 0% (0/9)



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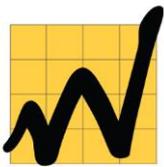
Investigation Tools

- Using third party endorsements
- Structured interviews
- Conduct a survey
- Process mapping



Calculation Tools

- Force-field analysis
- Cost-benefit analysis
- After action reviews



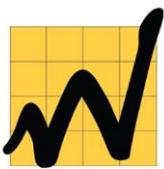
Motivation Tools

- Team values charter
- GROW model
- Storytelling
- Good news stories

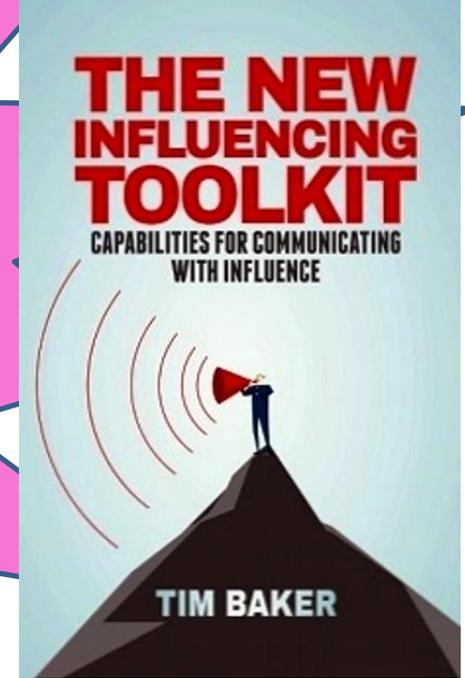


Collaboration Tools

- Begin with the end in mind
- Giving effective feedback
- Using a problem-solving approach
- Paraphrasing & active listening



You can purchase my book from [Amazon](#) or from my [website](#) or contact me at tim@winnersatwork.com.au
Special price today \$40. Normally \$47 (15% DISCOUNT)



Tim Baker has written an extraordinary book. The New Influencing Toolkit is comprehensive, practical, and compelling. The framework is clearly explained, the profiles 's in influence are intriguing and memorable, and the tools are immediately useful. The self-assessment is alone worth the price of the book. I highly recommend The New Influencing Toolkit.

Jim Kouzes, co-author of The Leadership Challenge; Executive Fellow of Leadership. Leavey School of Business, Santa Clara University.



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