

INFLUENCING Pocketbook

2nd Edition

A pocketful of tips,
tools and techniques on
how to establish rapport,
deal with different
personalities, handle
resistance and, crucially,
get a decision

Richard Storey



Copyright Notice – Please Read

The contents of this electronic book (text and graphics) are protected by international copyright law. All rights reserved.

The copying, reproduction, duplication, storage in a retrieval system, distribution (including by email, fax or other electronic means), publication, modification or transmission of the book are **STRICTLY PROHIBITED** unless otherwise agreed in writing between the purchaser/licensee and Management Pocketbooks.

Parts of this electronic book may be printed out by the purchaser/licensee, for their personal use only. Multiple printing/photocopying is **STRICTLY PROHIBITED** unless otherwise agreed in writing between the purchaser and Management Pocketbooks.

If you are in any doubt about the permitted use of this electronic book, or believe that it has come into your possession by means that contravene this copyright notice, please contact us.



MANAGEMENT POCKETBOOKS LTD

LAUREL HOUSE, STATION APPROACH,
ALRESFORD, HAMPSHIRE SO24 9JH UK

Telephone: +44 (0)1962 735573
Fax: +44 (0)1962 733637
Email: sales@pocketbook.co.uk
Web: www.pocketbook.co.uk

Enjoy the read!

To help you move around this e-Pocketbook we have included a full '**Table of Contents**', with links that take you instantly to the chapter or page of your choice. Be sure to reveal the Table of Contents within the navigation pane (sidebar) of your file viewer.

In addition, we have **embedded links** within the book itself, denoted by coloured arrows ► and text that is underlined (or highlighted). These embedded links will get you swiftly from the Contents page to a specific chapter and from **cross-references** to other parts of the book. A link at the foot of the page ◀ will get you back to where you started.

Other features that will help improve your reading experience include word search, zoom, page view options and printing (see *Copyright Notice* on the previous page).

It is well worth spending some time familiarising yourself with your document viewer in order to get the best from this e-Pocketbook.

Enjoy your reading!

THE INFLUENCING POCKETBOOK

2nd Edition

By Richard Storey

Drawings by Phil Hailstone

“Influence is the unseen lubricant in the engine of business; a management skill more vital than understanding finance and equally important for a business's balance sheet. Richard Storey is an expert in this field. His comprehensive coverage provides managers with the most complete quick reference guide available today.”

Ed Lee, Training and Development Manager, BT Consulting & Systems Integration

“Provides extremely comprehensive guidance on a subject which many managers have difficulty with. It is well laid out so that it can be used as an introduction to influencing and for quick reference purposes prior to that difficult meeting.”

Steve Ravenhill, Director of Human Resources, SunGard Availability Services (UK) Ltd

Published by:

Management Pocketbooks Ltd

Laurel House, Station Approach, Alresford, Hants SO24 9JH, U.K.

Tel: +44 (0)1962 735573 Fax: +44 (0)1962 733637

Email: sales@pocketbook.co.uk

Website: www.pocketbook.co.uk



All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form, or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior permission of the publishers.

© Richard Storey 2000, 2015

First edition published 2000 ISBN 978 1 870471 79 4

This edition published 2015 ISBN 978 1 906610 76 0

E-book ISBN 978 1 908284 46 4

British Library Cataloguing-in-Publication Data. A catalogue record for this book is available from the British Library.

Design, typesetting and graphics by **efex ltd.**

Printed in U.K.

CONTENTS



▶ **PLANNING TO INFLUENCE**

5

Mastering the art, areas of hidden and open influence, six fundamentals, preparation, objectives, five easy steps to influence, how to behave, importance of rehearsal



▶ **INFLUENCING STYLES**

19

Eight influencing styles, the power of positive behaviour and how to replicate it



▶ **WHAT'S IN IT FOR ME?**

33

What makes people say yes, taking into account principles & values, beliefs & opinions, needs & necessities and wants & wishes, differentiating between features, benefits and advantages of a proposal



▶ **COMMUNICATING YOUR MESSAGE**

43

SuperQuestions to deal with lazy and limiting language, listening techniques



▶ **INFLUENCING THROUGH RAPPORT** 57

The importance of rapport, maps of reality, biographic matching and pacing, uses of mismatching, the role of networking



▶ **INFLUENCING DIFFERENT PERSONALITIES**

69

Four personality types – how to identify them through both positive and negative behaviour patterns, and how to influence them



▶ **HANDLING CHANGE & RESISTANCE** 85

Influencing change, why people resist, types of resistance, strategies & tactics, techniques for dealing with different categories of people



▶ **GETTING A DECISION**

101

Know when to ask for a decision, dealing with ditherers, tactics to secure a decision





PLANNING TO INFLUENCE

PLANNING TO INFLUENCE

WHAT IS INFLUENCING?



Influencing is:

Getting your own way, especially unobtrusively.

Most managers do it, most of the time.

- You can influence others simply by being *you* (notice how easily children are influenced by the behaviour of those around them)
- You can influence covertly, behind the scenes
- You can use more open strategies and tactics

Great influencers manage to get other people to go along with their ideas while maintaining the relationship. If people feel manipulated, relationships will be damaged. It is important to understand the different strategies available to you and to plan your approach.

PLANNING TO INFLUENCE

MASTERING THE ART



Increasingly, today's managers are measured by their ability to influence others at work. Being able to get people to do what you want has a direct effect on:

- The well-being of your staff
- The prosperity of your company
- And, ultimately, your own destiny

You are probably already successful at influencing others – some of the time. How can you become consistently successful? If you can identify your strengths and weaknesses and make a few changes, nothing can hold you back.

*What is the
number one need for success in business today?
To persuade others of my value and the value of my ideas.*

American Management Association
(from a survey of 2800 executives)

PLANNING TO INFLUENCE



TYPICAL AREAS OF *OPEN* INFLUENCE

A lot of the time, especially in business, influencing is necessary and we accept it as part of human communication. It operates openly and usually follows a recognised process. Open influence can be seen in:

- Meetings
- Presentations
- Sales conversations
- Debates and discussions
- Change management
- Reports
- Proposals
- Negotiations
- Performance management
- Process management

