

NACM 2016 Annual Conference: Tools for Leading in Loosely Coupled Systems

Thursday, July 14, 2016

Barriers to Effective Influence and Persuasion

- ▶ **Relationships**—How will the other person view your relationship to him or her? Will they know you? Like you? Trust you?
- ▶ **Credibility**—Will the other person see you as a credible advocate for your idea? Will they view you as competent? Reliable? Someone with special expertise?
- ▶ **Beliefs and Values**—Is your idea positioned as consistent with your audience’s important beliefs and values?
- ▶ **Interests**—Is your idea aligned with the other party’s interests?
- ▶ **Channels and Language**—Is your style of communication appropriate to your audience?

Six Channels

#	Channel	Definition	Channel Applies (Hi/Med/Lo)
1	Authority	Emphasis on using formal position or rules	
2	Rationality	Emphasis on using data and reasons	
3	Vision	Emphasis on organizational goals, purposes, and aspirations	
4	Relationships	Emphasis on linking, similarity, and reciprocity	
5	Interests	Emphasis on using trades and compromises	
6	Politics	Emphasis on managing perceptions and building consensus	

Six Channels Survey?

- ▶ If you would like to take the survey please send an email cbrundage@cfar.com.
- ▶ We will send you the results and an explanation of them. If you’d like a consultation we would be happy to spend a few minutes by phone.

<p>[1] Authority—When using the Authority channel you use influence based on both your authoritative, formal position in your organization and your reliance on authoritative rules, regulations, and standards. If you prefer this role but your job does not offer you a chance to play it, you may feel frustrated by your lack of positional power. If you do not prefer this role but are called upon to employ it at work, you may feel some stress and conflict at having to issue blunt directives when you would prefer to use some other, perhaps more inspiring or consensus-based, method to gain others’ cooperation.</p>	<p>[2] Rationality—The Rationality channel (sometimes called the “Data” channel) represents your tendency to rely on data-oriented approaches to persuade others. If you find yourself referencing expert data, thought leaders, or other research-based information, this is a channel you may prefer. Rationality is the second of the two (along with Authority) most common persuasion styles used in organizations. Research suggests that this persuasion mode is most often invoked in “bottom-up” or “peer-to-peer” situations, when people try to influence others over whom they have no formal authority.</p>
<p>[3] Vision—When using the Vision channel you attempt to persuade others based on common or shared purposes, hopes, fears, and dreams. This mode is perhaps the most overtly emotional or aspirational of the six channels. If you are working in an organization that values visionary persuasion, it helps to be enthusiastic about your initiatives. Otherwise, people may not take them seriously.</p>	<p>[4] Relationships—Your tendency to use the Relationship channel is a reflection of how much you rely on social capital and personal connections to others when attempting to influence or persuade. People who have a strong preference for this mode enjoy establishing genuine, one-on-one connections with others and may even refer to them as “friends”, “colleagues”, or “co-workers.” A relationship builder leverages the fact that people are much more inclined to say “yes” to those who they know and like.</p>
<p>[5] Interests/Needs—If you refer explicitly to interests, needs, and incentives as a mode of getting things done you are operating with the Interests/Needs channel. Some organizations with highly decentralized structures depend on daily “horse-trading” within and between business units to advance their goals; others rely on processes that require relatively little bargaining. But virtually everyone who works will, at one time or another, need to negotiate to resolve some resource allocation problem or conflict and can use the Interests/Needs channel to persuade and influence others.</p>	<p>[6] Politics—The Politics channel indicates how much you rely on consensus building, brokering power, and managing perceptions of others as you attempt to influence or persuade. In a typical corporate culture where politics forms at least a modest part of the background of everyday life, some willingness to use this channel may be necessary for success. In this context, brokering power is neither inherently good nor evil as an organizational activity; it is just one of the ways organizations operate to achieve their missions.</p>