



Influencing-

- People
- Time
- Issues
- Self

No matter what the job, success on the job often depends upon your ability to persuade and influence others. To accomplish this, you must acquire the people skills that include:

- Negotiation
- Assertive Communication
- Containing problems

This information is part of this portfolio.

You cannot acquire these skills by just reading about them -
Daily focus is required.

Begin by applying these skills with peers, friends, and family.
Master these skills and you will become a person of Influence.

NEGOTIATION STRATEGIES

Use this page for ideas on how to control the interaction between yourself and another person. In any negotiation you must first gain control of the situation - then, read the other persons style and apply the appropriate strategy. Review the detailed strategies on the following pages. Adjust your strategy and intensity to the other person. Use "Mirror Imaging" Techniques. The negotiation strategies listed here are not easy to master. We suggest you draw up a list of friends, family, and co-workers, and put each of them in a category (style #1, 2, 3, or 4) that matches their communication/negotiation style. Apply the appropriate negotiation techniques to each of them, every time you meet and communicate with them. Keep a record of your progress!

PROSPECT or CLIENT	STRATEGY
Skeptical, Suspicious	Agree on minor points and expand. Be conservative in assertions.
Nervous, irritable, high strung	Use a quiet, tactful, soothing manner.
Pessimistic, grouchy, complaining	Listen patiently, ask questions to find out their real concerns.
Egotistical, opinionated, high hat	Flatter their ego. Concentrate on getting results.
Argumentative, blustering	Create response by challenging in a sincere manner.
Silent, secretive	Be more personal than usual to draw them out.

- Improving Your Negotiating Flexibility -

When interacting with a person with the following “Assertive” style, type #1,:

Fast-paced speech
Gives a strong first impression
Impatient
Direct
Tries to control the situation

Factors that will improve negotiations with this type of person:

Speed up - omit some of the details
Speak with confidence
Flatter their ego
Don't waste their time
Stress Service - be fast and efficient
Stress new products and service

Factors that will create tension or dissatisfaction with this type of person:

Not reacting quickly
Speaking slowly and deliberately

When interacting with the following “Relationship” style, type #2:

Friendly and talkative
Impulsive
Uses many hand gestures when speaking
Gets emotional
Imprecise about the use of time

Factors that will improve Negotiations with this type person:

Be more demonstrative with your facial gestures
Be flexible with your time schedule....allow time for them to talk
Let them know you enjoy their company
Be prepared for them to be emotional
Let them know you are interested in helping them

Factors that will create tension or dissatisfaction with this Style person:

Not sharing information freely
Not displaying a sense of urgency

When interacting with the following “Supporter” style, type #3:

Patient
Easy going
Uses an unemotional tone of voice
Reserved
Deliberate - methodical

Factors that will improve Negotiations with this type of person:

Maintain a friendly environment
Show a demonstrated need for urgency
Present information in a systematic fashion
If change is necessary, give many reasons and benefits
Show sincere appreciation
Stress security
Assure them that many others are using your product/service

Factors that will create tension or dissatisfaction with this type of person:

Not demonstrating personal attention
Being possessive of information

When interacting with the following “Analytic” style, type #4:

Speaks slowly
Asks questions about facts and data
Deliberate in actions
Uses few gestures
Skeptical
Suspicious

Factors that will improve Negotiations with this type of person:

Be diplomatic and courteous
Don't ask probing, personal questions
Avoid criticism of their comments or choices
Provide assurances of correct decisions
Avoid sudden or abrupt changes
Don't threaten them

Factors that will create tension or dissatisfaction with this type of person:

Sloppy work environment
Overselling

- People I know -

Instructions:

Read the Negotiation Strategies and the four main types of people and how to influence them. Make a list of people you interact with on a regular basis. Put them in Category 1, 2, 3, or 4. Every day select one person from your list and apply the strategy and communication style that will best influence them. Practice this technique until it becomes natural for you. Your goal is to be able to persuade and influence others.

Assertive People - Type 1

Name: _____

Name: _____

Name: _____

Name: _____

Relationship Oriented People - Type 2

Name: _____

Name: _____

Name: _____

Name: _____

Supporting People - Type 3

Name: _____

Name: _____

Name: _____

Name: _____

Analytic People - Type 4

Name: _____

Name: _____

Name: _____

Name: _____

ASSERTIVE COMMUNICATION

- Communicating with a purpose as a technique for managing and influencing others -

COMMUNICATION STYLES

Assertive communication is not being overbearing, it is a communication technique designed to enhance your sphere of influence over peers and subordinates. Assertion is a style of communication. We all have learned different styles of communication as we have adapted to the various situations of our lives. If some of our styles of communication do not work well in our current situation, they can be changed and replaced with new behaviors. Though there are times when it is best to be passive and times when it is best to be aggressive, in most situations it works best to communicate assertively, that is, to communicate with a specific goal in mind.

Assertion skills help you:

- Stand up for yourself
- Express feelings directly
- Improve relationships
- Give Compliments
- Give Criticism
- Make requests
- Say No / Set Limits

DEFINITIONS (from Lange & Jakubowski)

1) Assertion

...standing up for personal rights and expressing thoughts, feelings and beliefs in direct, honest, and appropriate ways that do not violate another person's rights.

...The basic message of assertion is: This is what I think. This is what I feel. This is how I see the situation.

...The goal of assertion is communication and mutuality; that is, to get and give respect, to ask for fair play, and to leave room for compromise when the rights and needs of two persons conflict.

The best managers know how to properly use assertion to achieve goals.

2) Passivity

...violating one's own rights by failing to express honest feelings, thoughts, and beliefs and consequently permitting others to violate oneself or expressing one's thoughts and feelings in such an apologetic, diffident, self-effacing manner that others can easily disregard them.

...The basic message of passivity is My feelings don't matter - only yours do. My thoughts aren't important - yours are the only ones worth listening to. I'm nothing - you are superior.

...The goal of passivity is to appease others and to avoid conflict at any cost. Managing others often means addressing and solving conflicts; not avoiding them.

3) Aggression

...directly standing up for personal rights and expressing thoughts, feelings, and beliefs in a way that is often dishonest, usually inappropriate, and always violates the rights of others.

...The basic message of aggression is: This is what I think - you're stupid for believing differently. This is what I want - what you want is not important. This is what I feel - your feelings don't count.

...The goal of aggression is domination and winning, forcing the other person to lose. Winning is ensured by humiliating, degrading, belittling, or overpowering other people so that they become weaker or less able to express and defend their needs and rights.

Based on the above definitions; the ideal management style is that of assertive communication. Good managers cannot be passive and even more important a manager who is aggressive actually creates disharmony within the organization and is disrespected by peers and subordinates. It is crucial to understand the difference between an assertive, passive, and aggressive management style.

IMPORTANCE OF PROCESS

The major impact of interpersonal communication comes not from what we say (content) but from how we say it (process). Assertive content with passive process will communicate passivity. Managers must project an image of authority and self-assurance. Some examples of important process variables include:

Assertion:

Direct but non-invasive eye contact, modulated voice, respect for spatial boundaries, use of illustrative gestures, an erect but relaxed posture.

Passive:

No eye contact (or indirect evasive eye contact), soft/whiny/or muffled voice, cringing/or physically making yourself small (hang-dog posture), use of nervous or childish gestures.

Aggressive:

Invasive/angry staring-eye contact, loud strident voice, invasion of spatial boundaries, use of aggressive gestures (parental finger), stiff, muscled up, posture, towering over others.

IDEAS TO KEEP IN MIND

1. Assertive behavior is often confused with aggressive behavior, however, assertion does not involve hurting the other person physically or emotionally.
2. Assertive behavior aims to equalize the balance of power, not to "Win the Battle" by putting down the other person or rendering them helpless.
3. Assertive behavior includes expressing your legitimate rights as an individual. You have a right to express your own wants, needs, and ideas.
4. Remember: Other individuals have a right to respond to your assertiveness with their own wants, needs, and ideas.
5. An assertive encounter with another individual may involve negotiating an agreeable compromise.
6. By behaving assertively, you open the way for honest relationships with others.
7. Assertive behavior is not only determined by what you say. A major component of the effect of your communication depends on how you say it.
8. Assertive words accompanied by appropriate assertive body language make your message more clear and have more impact.

9. Assertive body language includes:

- a) Maintaining direct eye contact.
- b) Maintaining an erect posture.
- c) Speaking clearly and audibly.
- d) Not using a soft, whiny, or muffled voice.
- e) Using facial expressions and gestures to add emphasis to your words.

10. Your communication style is a set of learned behaviors. Assertive behavior is a skill that can be learned and maintained with practice.

ASKING FOR BEHAVIOR CHANGE

One specific type of assertive behavior is a request for behavior change. For example: You may need to ask a spouse to turn down the stereo so you can study or ask an employee to stay later to complete an urgent assignment because they overextended their lunch hour. It is necessary to request that others change behavior that does not work, but it is often difficult for people to make such requests:

1. You have a right to ask for behavior change from others. (They also have the right to refuse.)
2. When you do not ask others to change a problem behavior, you risk allowing the behavior to continue and your relationship to be strained, or waiting until you are fed up and starting a fight.
3. Requests for behavior change protect your rights, at the same time they build clear communication and more effective relationships.

4. When asking for behavior change use an I message format:

WHEN ... (objectively describe the other's behavior)

THE EFFECTS ARE ... (describe how the behavior concretely effects you).

I FEEL ... (describe how you feel).

I'D PREFER ... (describe an alternate behavior you prefer).

OK? ... (or synonymous request for closure).

You may wish to follow requests for behavior change with statements of logical consequences (If you turn down the radio when I need to study, I will also make an effort to be considerate of your needs).

5. Demonstrate assertive body language when asking for behavior change: direct eye contact, erect posture, clear speech.

Now.Practice what we have learned!

CREATING THE TIME TO MANAGE EFFECTIVELY BY CONTAINING PROBLEMS

Techniques used to manage people are many and varied. As we solve one problem another will surely surface. The trick is to prevent the SAME problems from coming back to you again and again. REMEMBER: As a manager you have two duties -

1. Protect the Company
2. Protect yourself and your career.

TECHNIQUES FOR DEALING WITH WORK-RELATED ISSUES:

1. WORDS FLOATING IN AIR

Whenever you address a problem verbally your instructions and the entire discussion can often become nothing more than words floating in air. If the person with whom you are having the discussion grabs hold of the words and does something about it, then your verbal discussion was successful. This usually happens with compliments for a job well done or guidance with regard to a minor issue.

When addressing a systemic problem, like lateness, poor work performance, making personal calls on company time, doing personal tasks on company time, bad behavior, disrespect for others, etc. most managers use a combination technique of floating words, and assertive communication techniques, followed with documented action.

2. DOCUMENTING THE PROBLEM

Whenever verbal instruction fails. Documentation is necessary to protect the company and your position as a manager.

RULE: If a verbal discussion fails to correct a problem - NEVER DISCUSS IT AGAIN. DOCUMENT IT! By simply documenting the problem it can often be resolved as it is now out of the realm of discussion and into the realm of Official action.

Example:

a) *Lateness (personal calls, improper dress, poor performance)*

Bob is a great employee and a good worker. The problem is Bob has a personal issue that prevents him from starting work at 8:30 am along with others in his department.

Action: Discussion = Floating Words :

Manager: Bob, I noticed you were late twice this week. This really creates a problem for me as it is important for everyone to be on time. I understand you have to drop your son off at school in the morning but when you are consistently late, others notice it and resent the fact they make an effort to get to work on time.

(Assertive communication) What can we do about this issue; it cannot continue.

Bob: I know we've discussed this before and I really have tried to get to work on time but even if I leave the house early the school isn't open until 8:00 am and the slightest traffic problem makes me late.

Manager: (Assertive communication) I understand; but we have to set something up so your arrival time is consistent. (Accommodation) Look, you seem to be arriving at 8:40 so how about if we set your starting time at 8:45 and you take 15 minutes less for lunch. (Assertive communication) That should solve the problem, Agreed?

Next week Bob arrives late at 8:50 and even once at 9:00.

Manager s action - (Assertive Communication)

**RULE: If a verbal discussion fails to correct a problem - NEVER DISCUSS IT AGAIN.
DOCUMENT IT!**

Manager: Type a recap of the problem, under the heading **Warning.** if possible document the number of occurrences, List the ACCOMMODATION, discuss the AGREEMENT, and list the new infractions.

Leave a few lines at the bottom of the page for Bob to make comments.

Bob is called in to a private meeting.

Manager: *Bob, I see you were late twice last week even after we created an accommodation for you. I'm willing to work with you but (assertive communication) you did not live up to your agreement.*

Bob, It is up to you to solve the problem. I've documented the issue and our attempts at resolving it.

Please write in how you intend to correct this lateness. I should tell you this will be a part of your personnel file and the next step is an official warning. Look Bob, you are a good worker and I would hate to loose you so work with me here. It seems as if once I made the starting time later, you are not leaving your house on time. In any case, how do you propose we solve this once and for all.

WAIT for Bob s response and then insist he write it down and sign it. If further aCCOMMODATION is possible, explore the option, BUT caution Bob that once he agrees to something he must will be held to it. If Bob refuses to sign then call in another supervisor or your manager, go over the problem and proposed solution and ask the other person to sign as a witness.

IF Bob comes in late once again. Follow the same procedure as above but label the document as **Termination Warning**

If after the official waming, If Bob is still late (more than once). Terminate.

Reasonableness: If Bob is on time every day but three months later has car trouble on the expressway, reasonableness dictates you accept this. Use judgement.

Look to your company policies about termination. As the manager, you should terminate preferably with your manager present. Again, document the reasons and ask Bob to sign. If he refuses, use the other party as a witness. Termination is a last resort but in this instance you discussed the problem, offered aCCOMMODATION, and two warnings. If you allow this to continue you damage your authority as a manager, not just with Bob, but with everyone in the department.

Example:

b) ***Disharmony and antagonistic behavior toward a co-worker, bickering, fighting.***

This behavior is extremely damaging to work-place morale . It is prevalent in organizations where a large part of the work-force is young, as it is a carryover of high school relationship immaturity. In the work-force, this type of behavior is not to be tolerated as it is absolutely unprofessional and can lead to harassment litigation.

Management s acceptance of this behavior or inability to stop it, is one of the major causes of job dissatisfaction and turnover. It is often the reason your best workers leave.

Another problem tends to be that even if two people are bickering, it never stays with just two. Each person recruits allies and creates alliances and pretty soon you have two groups within your department arguing or bickering with each other. Productivity Suffers.

The techniques used to handle this problem are basically the same we used with Bob s lateness.

1. Speak to each person involved in the dispute to understand their viewpoint.
2. Have a meeting in your office with both of them to discuss the situation. (Arbitrate)
3. Try to find a common ground or arbitrate the problem.
4. Caution each of them that the bickering **MUST STOP** as it is considered **UNPROFESSIONAL BEHAVIOR** and is affecting the morale of the department. Ask them to agree, and ask each ro repeat how they will work together. Before the meeting ends, caution each **NOT** to discuss this with their co-workers and if the problem persists to come to you.
5. If the problem recurs, Bring both parties together, document the problem, ask each person to write down what they are going to do to resolve the issue and ask each to sign.
6. If the problem continues:
 - a) Issue an official warning to the antagonist. Make certain they sign it and it is witnessed.
 - B) Call your department together and dictate how the problem is to be resolved.

Example:

*I called this meeting to discuss an ongoing problem. As you know there has been a dispute about how (state the issue) should be handled. I've spoken to the parties involved and I hope we've worked things out. It is important to me and to the organization that we work **WITH**, not against each other and that we act **PROFESSIONALLY** at all times; and that means respecting each other.*

I m not going to get into specifics but I cannot allow petty bickering to affect the performance of my department nor can I allow one person s behavior to damage another. As I said before, I think everything s been worked out but if the situation should flare up again I have no choice but to take more drastic action. So let s put these differences behind us and get back to working together as a team. I want to enjoy coming to work every day and I know you would like to do the same.

IF anyone has any suggestions about how we can better work together, please send an e-mail to me.

Thanks,

Let s get back to work and have a great day!

In this case it is evident that everyone knows what is going on. So the problem must be resolved between the two people engaged in the dispute but it also must be addressed in an assertive yet friendly manner with the whole team. **Why?** Because at this point the dispute has usually spread past the original protagonists and the dispute must be ended.

Afterwards. It would be a good idea for the manager to make some sort of positive comment to each individual in the department to show that there is no anger or resentment toward anyone. If the two who were involved in the dispute are making an effort; please compliment them and thank them for working together.

Recap:

As a Manager -

- " You must protect the organization
- " You must protect yourself
- " Address problems immediately
- " Practice Assertive Communication.
- " Look and dress the part to establish your authority as a manager.
- " Discuss issues verbally and in a friendly manner
- " If the discussion fails to resolve the issue - NEVER DISCUSS VERBALLY AGAIN!
Document It!

Congratulations!



Reading and implementing the Contents of this portfolio will Hopefully be the first in a long Series of personal and Professional success. Enquire About our various assessment and Performance Development Programs.