

LEADING THE WAY

Negotiating with Influence & Persuasion



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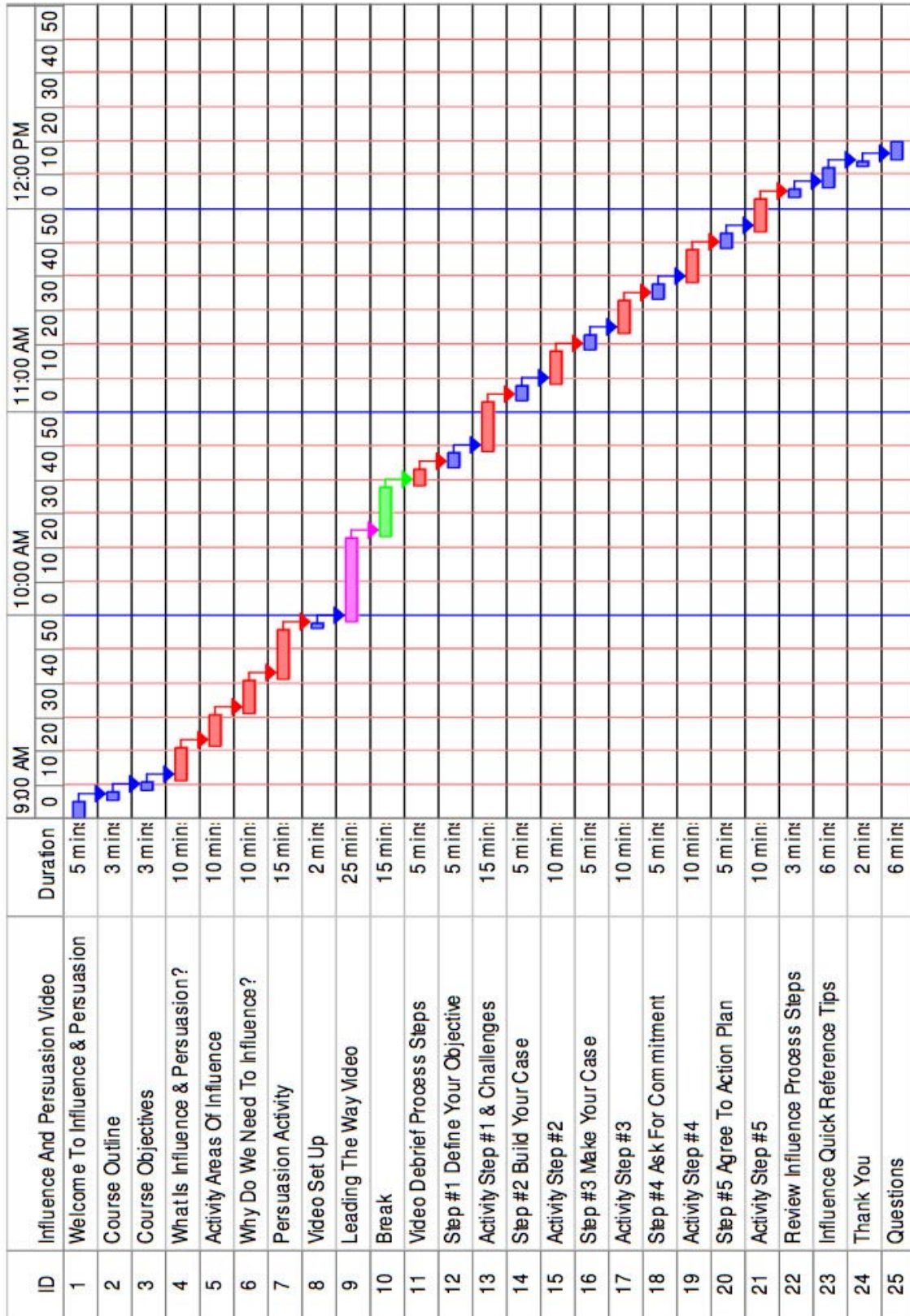
INSTRUCTOR'S GUIDE

By Tony Iyob

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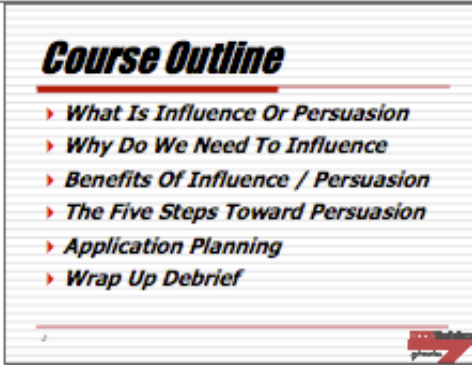
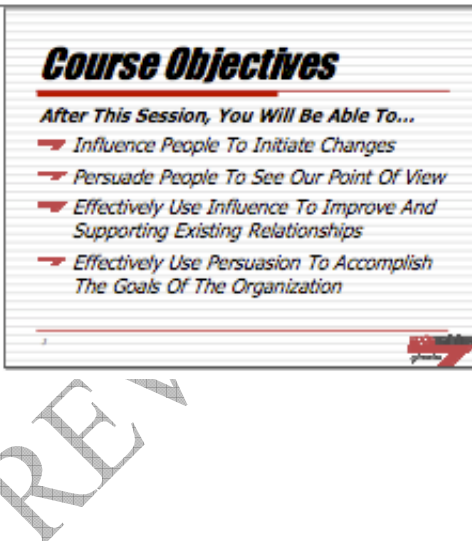
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FOR PREVIEW PURPOSES ONLY

Leading the Way Negotiating with Influence & Persuasion Instructor's Guide

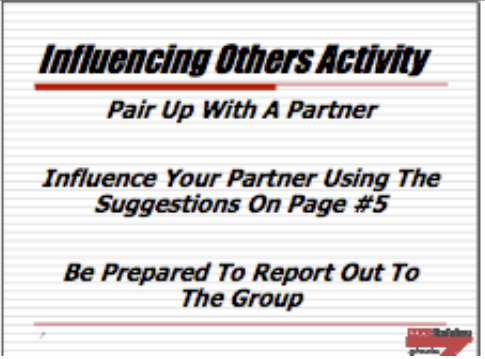

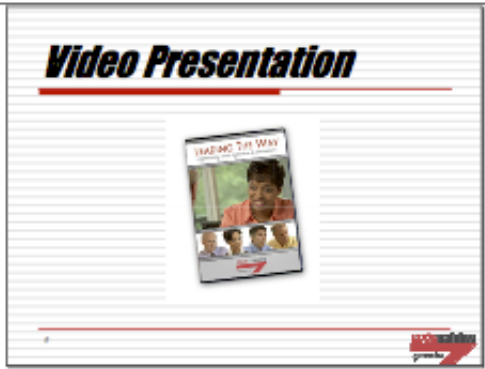
- Purpose:** This course is designed to teach participants how to move people forward to a specific business outcome using influence and persuasion. We are constantly challenged every day to influence people on all kinds of matters – this course can show you effective behaviors to accomplish these changes.
- Audience:** This class is designed for employees at all levels of development.
- Class Size:** Approximately 12 to 34 participants.
- Prerequisite Materials:** None.
- Materials/ Equipment:** The following materials are recommended for this course:
- Edge Leading the Way Video
 - Flipchart stand and paper or dry erase board
 - Notepaper
 - Tent cards or name tags
 - Edge Leading the Way Course Book, PowerPoint & Projector
- Organization:** The instructor's guide is designed to be used with the supporting Participant Coursebook.
- Duration:** 2 to 4 hours.
- The exercises in this Course Book are designed to allow the instructor to tailor the curriculum to fit specific class needs. Some exercises teach the same skills in slightly different ways. Depending on time allotment and participant needs, instructors may wish to omit certain exercises. Additionally certain exercises can be expanded to include individual, partner, small group or whole class options.

<p>Slide 1</p>		<p>Welcome the group to Leading The Way, Negotiating with Influence & Persuasion.</p> <p>Have participants sign in using the edge workshop sign in form.</p> <p>2 Minutes Opening Slide</p>
<p>Slide 2</p>		<p>Cover Course Outline</p> <p>2 Minutes Page #1</p>
<p>Slide 3</p>		<p>Discuss the course objectives</p> <p>2 Minutes Page #2</p>

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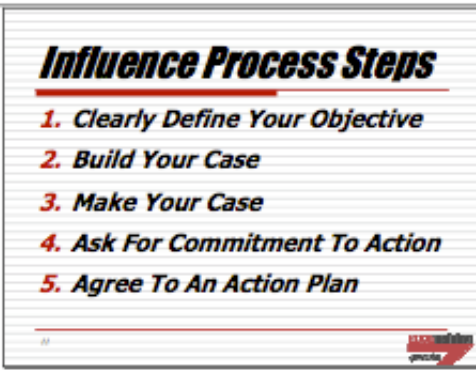
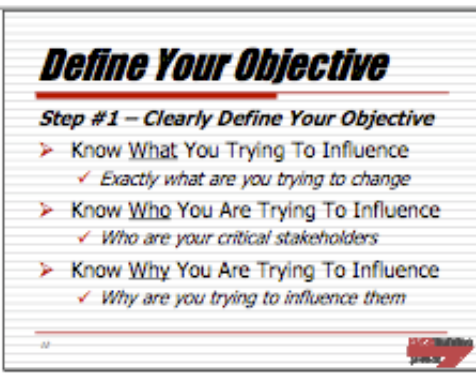
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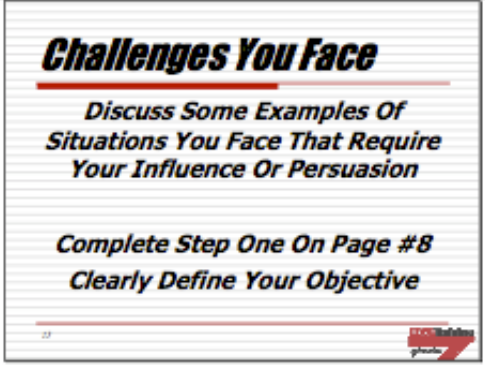
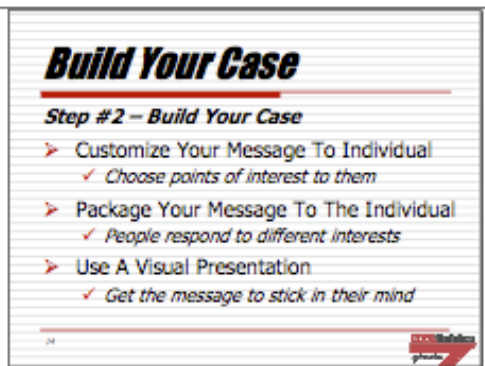
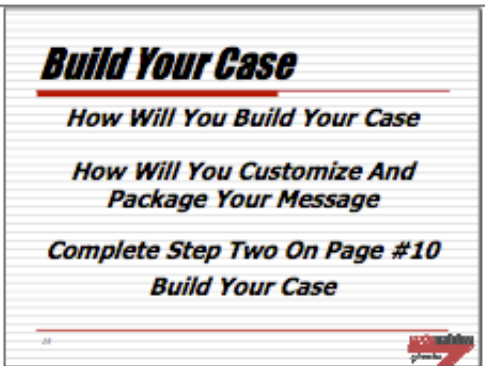
<p>Slide 4</p>	<p>What Is Influence?</p> <ul style="list-style-type: none"> ➤ Influence And Persuasion Are The Abilities To Move People Toward Specific Business Outcomes ➤ Effective Leaders Must Be Able To Influence Others In A Variety Of Ways In Order To Meet Company Objectives 	<p>Small Group Discussion</p> <p>Ask P's "What is their definition of influence?"</p> <p>Page #3 5 Minutes</p>
<p>Slide 5</p>	<p>Examples Of Influence</p> <p><i>In Your Table Groups</i> <i>Discuss The Following</i></p> <p>What Types Of Areas Would You Like To Influence Among Your Reports, Peers Or Mangers?</p>	<p>Activity</p> <p>Have P's discuss matters and areas they would like to influence among peers, direct reports and managers.</p> <p>Responses may include selling their ideas, getting people to work more efficiently, changing behaviors, etc.</p> <p>Post items on flipchart and debrief as a group.</p> <p>Page #3 10 Minutes</p>
<p>Slide 6</p>	<p>Why We Need To Influence</p> <p><i>In Your Table Groups</i></p> <p>Discuss The Reasons Why You Would Need To Influence Others</p> <p>Be Prepared To Report Out To The Group</p>	<p>Ask P's why they need to influence others. Have them list reasons in their table groups.</p> <p>Responses include gaining commitment, compliance or to get others to change behaviors, or buy into a new concept or procedure.</p> <p>Page #4 10 Minutes</p>

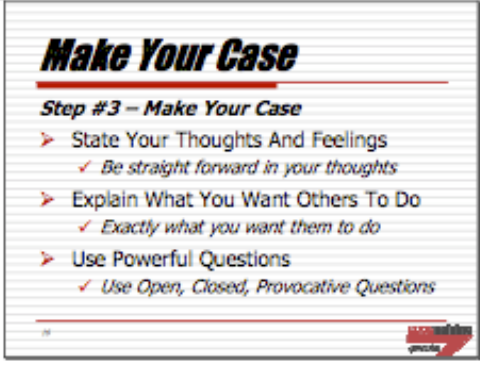
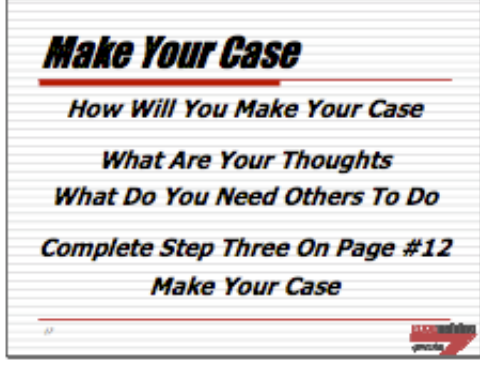

<p>Slide 7</p>		<p>Activity in influencing others</p> <p>Ask participants to influence their partner using the suggestions provided on page #5. The receiving partner should challenge and question the individual persuading them.</p> <p>The objective is to get people thinking about how they would influence people, looking at benefits and consequences of their approach.</p> <p>Page #5 10 Minutes</p>
<p>Slide 8</p>		<p>Show the video “Leading The Way: Negotiating with Influence and Persuasion.”</p> <p>Have P’s take note of the process steps for influence.</p> <p>Page #6 25 Minutes</p>
<p>Slide 9</p>		<p>Insert Video Here</p> <p>Leading the Way Negotiating with Influence & Persuasion</p> <p>Page #6 25 Minutes</p>


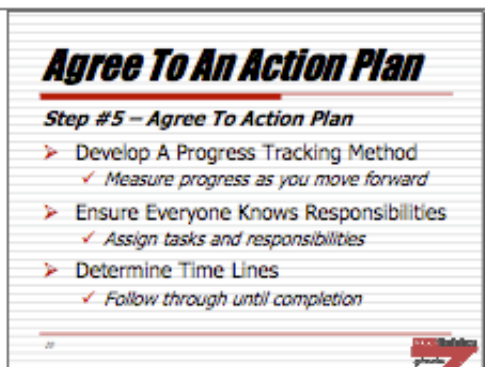
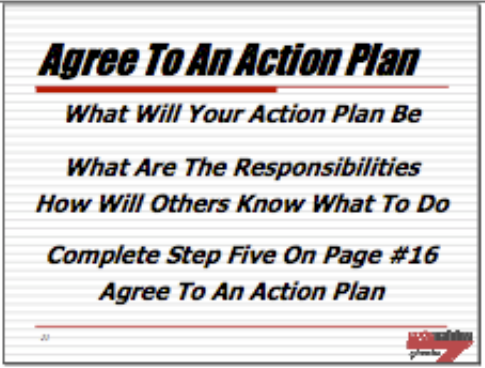
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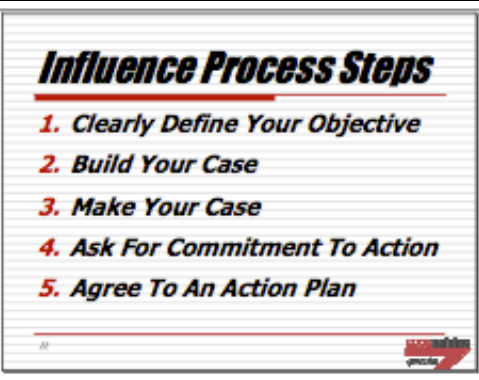
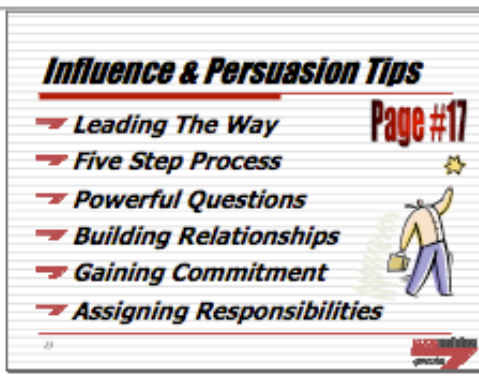

PROCESSES ONLY

<p>Slide 10</p>	 <p>Time For A Break</p>	
<p>Slide 11</p>	 <p>Influence Process Steps</p> <ol style="list-style-type: none"> 1. Clearly Define Your Objective 2. Build Your Case 3. Make Your Case 4. Ask For Commitment To Action 5. Agree To An Action Plan 	<p>Review Influence Process Steps from the video.</p> <p>Debrief the video by asking P's what they took away from watching the video.</p> <p>We will be covering the steps in more detail as the workshop progresses.</p> <p>Page #6 5 Minutes</p>
<p>Slide 12</p>	 <p>Define Your Objective</p> <p>Step #1 – Clearly Define Your Objective</p> <ul style="list-style-type: none"> ➤ Know What You Trying To Influence <ul style="list-style-type: none"> ✓ <i>Exactly what are you trying to change</i> ➤ Know Who You Are Trying To Influence <ul style="list-style-type: none"> ✓ <i>Who are your critical stakeholders</i> ➤ Know Why You Are Trying To Influence <ul style="list-style-type: none"> ✓ <i>Why are you trying to influence them</i> 	<p>Step #1 Define Your Objective.</p> <p>Explain the reasons why this step is so important. In order to successfully influence others, we need to know exactly what we are trying to accomplish.</p> <p>We need to know the What, Who and Why we are trying to influence.</p> <p>Page #7 5 Minutes</p>

<p>Slide 13</p>		<p>Break participants into small table groups and have them discuss situations they face that they will need to influence others.</p> <p>Once complete, have them complete step #1, defining their objectives and answering the questions on page #8.</p> <p>Page #8 15 Minutes</p>
<p>Slide 14</p>		<p>Step #2 Build Your Case.</p> <p>Explain the reasons why packaging their message to the individual is important. In order to successfully influence others, we need to capture the interests of others.</p> <p>People respond differently so we need to customize our message to gain buy in.</p> <p>Page #9 5 Minutes</p>
<p>Slide 15</p>		<p>Activity Step #2, Build Your Case.</p> <p>Break participants into small table groups and have them discuss how they will use Build Their Case.</p> <p>Have participants complete step #2, customizing their message, and answer the questions on page #10.</p> <p>Page #10 10 Minutes</p>

<p>Slide 16</p>	 <p>Make Your Case</p> <p>Step #3 – Make Your Case</p> <ul style="list-style-type: none"> ➤ State Your Thoughts And Feelings <ul style="list-style-type: none"> ✓ Be straight forward in your thoughts ➤ Explain What You Want Others To Do <ul style="list-style-type: none"> ✓ Exactly what you want them to do ➤ Use Powerful Questions <ul style="list-style-type: none"> ✓ Use Open, Closed, Provocative Questions 	<p>Step #3 Make Your Case.</p> <p>Explain making your case is all about stating your thoughts on the situation, explaining to others what is needed from their involvement.</p> <p>Use Powerful questions and help get people to talk about it, explain more detail and then gain buy in.</p> <p>Page #11 5 Minutes</p>
<p>Slide 17</p>	 <p>Make Your Case</p> <p>How Will You Make Your Case</p> <p>What Are Your Thoughts</p> <p>What Do You Need Others To Do</p> <p>Complete Step Three On Page #12</p> <p>Make Your Case</p>	<p>Activity Step#3 Make Your Case</p> <p>Explain making your case is all about stating your thoughts on the situation, explaining to others what is needed from their involvement.</p> <p>Have participants complete the activity on page #12.</p> <p>Page #12 10 Minutes</p>
<p>Slide 18</p>	 <p>Ask For Commitment</p> <p>Step #4 – Ask For Commitment To Action</p> <ul style="list-style-type: none"> ➤ Steer People's Choices <ul style="list-style-type: none"> ✓ Assess the readiness of the stakeholder ➤ Confirm And Close <ul style="list-style-type: none"> ✓ Sense agreement and ask for commitment ➤ Seek And Develop <ul style="list-style-type: none"> ✓ You might need to help people along 	<p>Step #4 Ask for a Commitment to Action.</p> <p>This is where we steer people's choices and move into gaining their commitment. Explain the concepts of steering people's choices, confirming & closing and seeking & developing questions and responses in order to gain their commitment.</p> <p>Page #13 5 Minutes</p>

<p>Slide 19</p>		<p>Activity Step #4 Ask for Commitment</p> <p>Have participants complete the activity on page #14 by answering the questions provided.</p> <p>Page #14 10 Minutes</p>
<p>Slide 20</p>		<p>Step #5 Agree to an Action Plan</p> <p>After you have commitment, it's now time to get everyone to agree on an action plan. Assign responsibilities, create milestones, and time lines.</p> <p>Make sure everyone knows what they are responsible for accomplishing to complete the objectives.</p> <p>Page #15 5 Minutes</p>
<p>Slide 21</p>		<p>Activity Step #5 Agree to an Action Plan</p> <p>Have participants complete the activity on page #16. The objective is to fine-tune their action plan, what others are responsible for, what are the deadlines, timelines, etc.</p> <p>Also, to anticipate any obstacles that might get in their way.</p> <p>Page #16 10 Minutes</p>

Slide 22	 <p><i>Influence Process Steps</i></p> <ol style="list-style-type: none"><i>1. Clearly Define Your Objective</i><i>2. Build Your Case</i><i>3. Make Your Case</i><i>4. Ask For Commitment To Action</i><i>5. Agree To An Action Plan</i> <p>22</p>	Recap or review of the steps in influence. 5 Minutes
Slide 23	 <p><i>Influence & Persuasion Tips</i></p> <ul style="list-style-type: none"><i>➤ Leading The Way</i><i>➤ Five Step Process</i><i>➤ Powerful Questions</i><i>➤ Building Relationships</i><i>➤ Gaining Commitment</i><i>➤ Assigning Responsibilities</i> <p>Page #17</p> <p>23</p>	Have participants go to quick reference sheets. This is used as a quick reference covering the topics in the workshop. Page #17 5 Minutes
Slide 24	 <p>THANK YOU</p> <p>24</p>	Thank participants for their attendance and participation.

FOR PREPARE

PROPOSES ONLY

Slide 25



Solicit and respond to any questions the group may have. If you do not have answer, list questions with name of person and email or call them with the answer when you have the answer.

Have participants complete course evaluations, stand in the back of the room while participants complete course evaluations and thank them for their participation as they exit the room.

Course Evaluation (Last 2 Pages in Coursebook)

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