



National Third Sector GIRFEC Project



**Achieving your
objectives through
relationship building**

Why we need to build relationships

Prisoners dilemma

- If you confess and give evidence you will go free and the other prisoner will get 10 years
- If you do not confess and other prisoner does, you will get 10 years
- If neither of you confesses you will both get 1 year
- If you both confess you get 5 years each





What is influencing?

- Acting with little authority/power
- Achieving objectives through relationships
- Dependent on motivation and aims of people in other functions and/or organisations
- Clear aim(s)
- Takes time





Why become an influencer?

If you don't use your influencing skills then others will be acting in ignorance or disregard of your interests...

INFLUENCE OR BE INFLUENCED!





**Co-operative
Reciprocity is key**

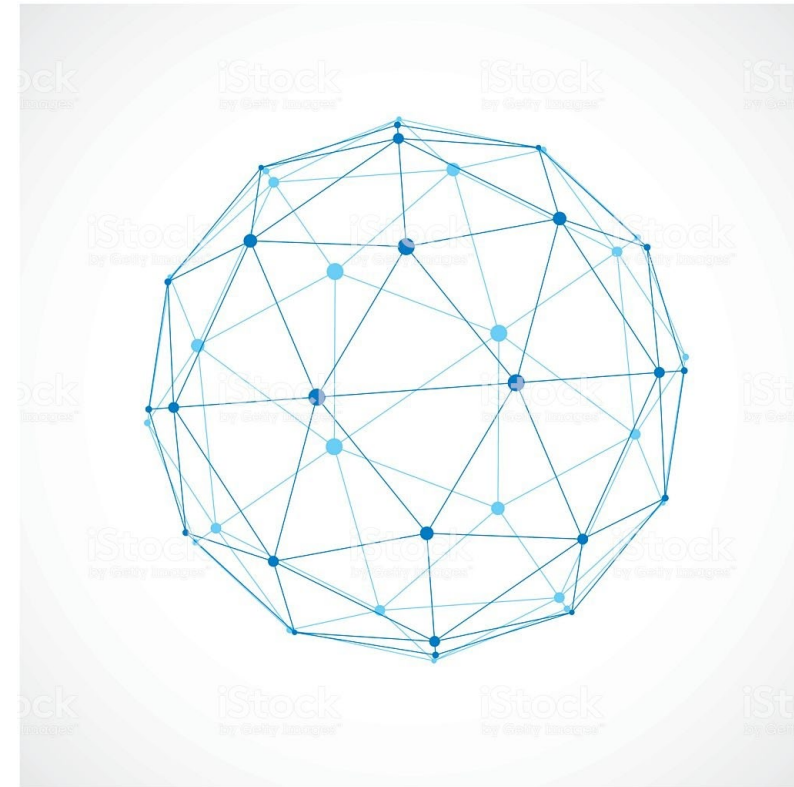
**Positive actions reinforce
strength of the
relationship.**

**Negative actions
reinforce the opposite.**



Push and Pull Techniques

- **Fishing**
- **Enthusing**
- **Wallowing**
- **Revealing**
- **Reasoning**
- **Suggesting**
- **Asserting**
- **Coercing**



What are currencies of Influence?



Any suggestions?

Listening to build relationships

Listen effectively and use smart summaries

- **Brief**
- **Timely**
- **Focused**
- **Strong assurance**
- **Clarification**
- **If you disagree, use questions to understand their perspective better**

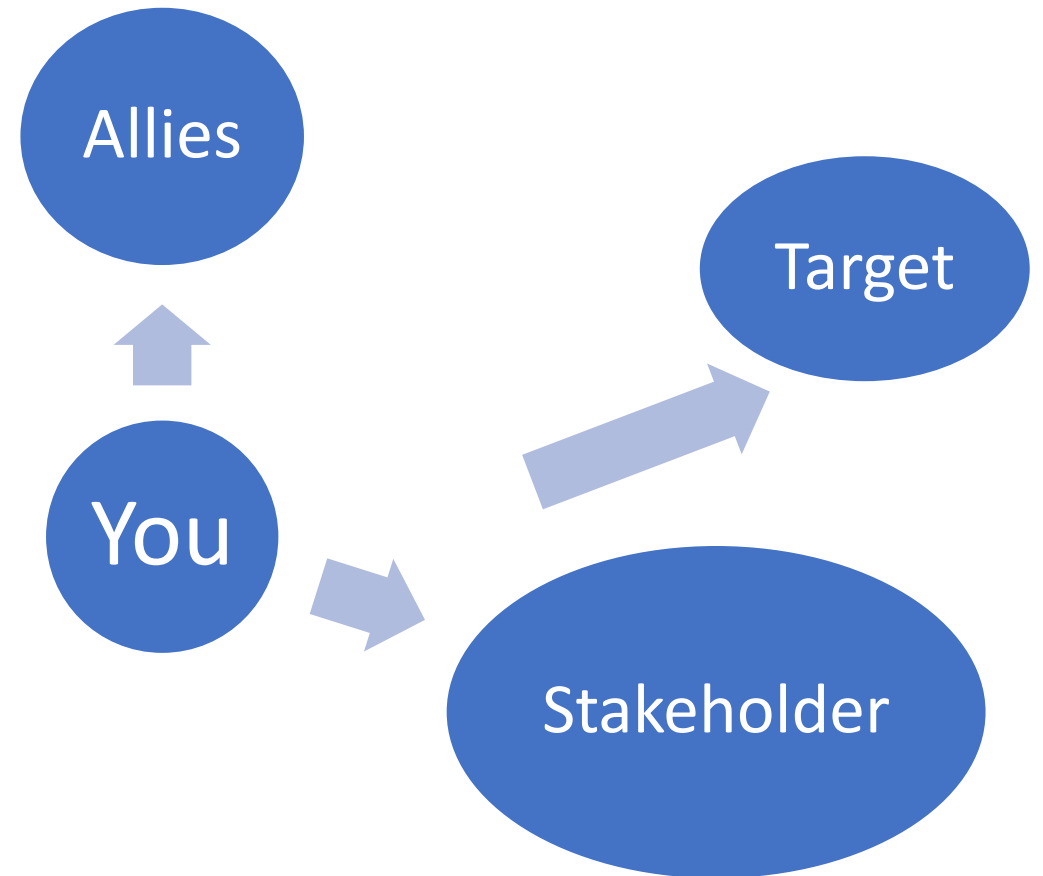


Creating a targeted influencing campaign

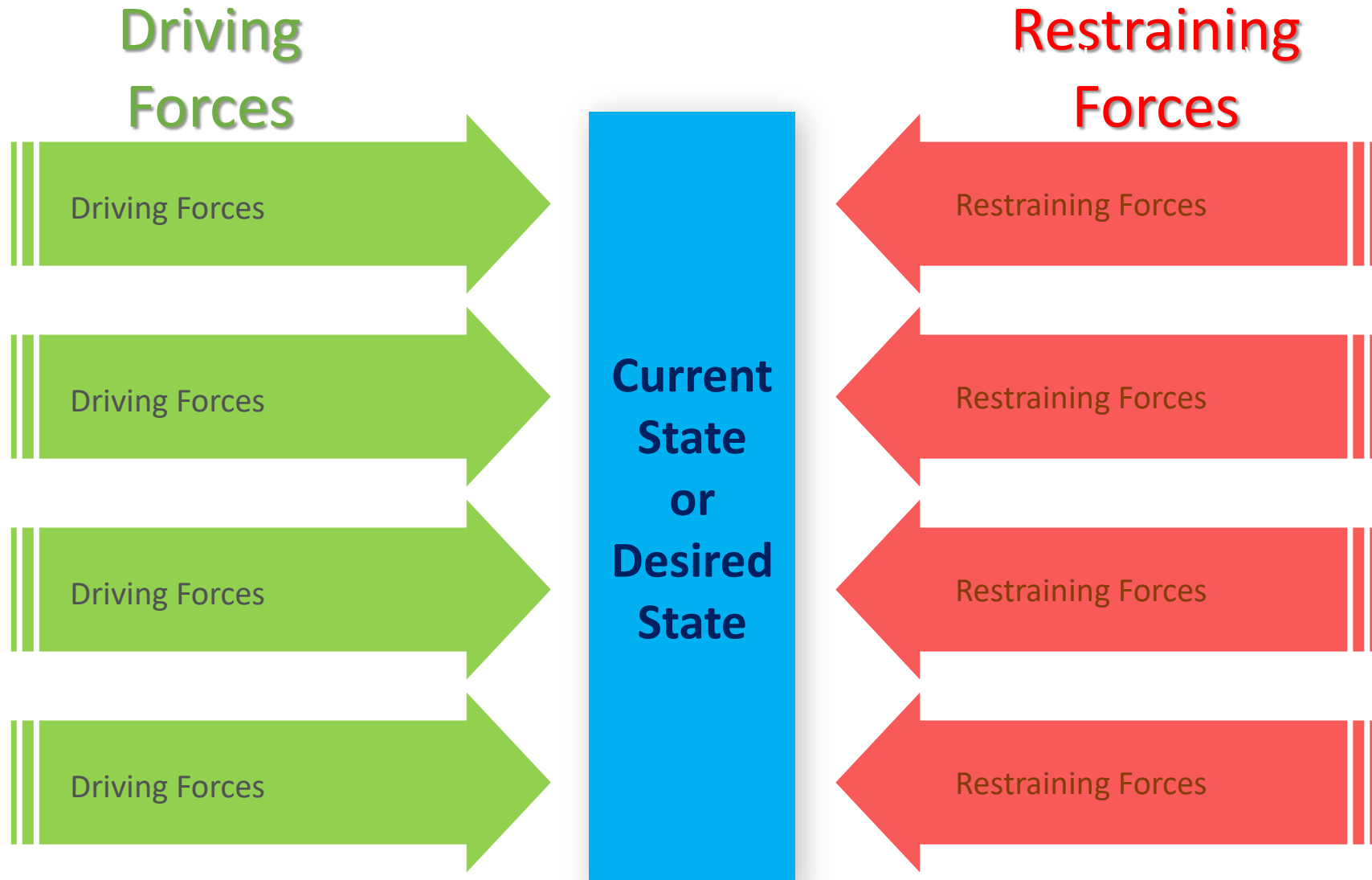
1. Clear aim and objectives
2. Identify Stakeholders
3. Identify Stakeholders interest
4. Create opportunity for extending network and relationships
5. Mobilise allies (and road test)
6. Execute strategy

Mapping your stakeholders/allies/targets

- Identify people who are important to objective
- Show current access
- Include those you don't yet know
- Find time to meet people
- Energise people about your objective
- Don't wait for events, create events



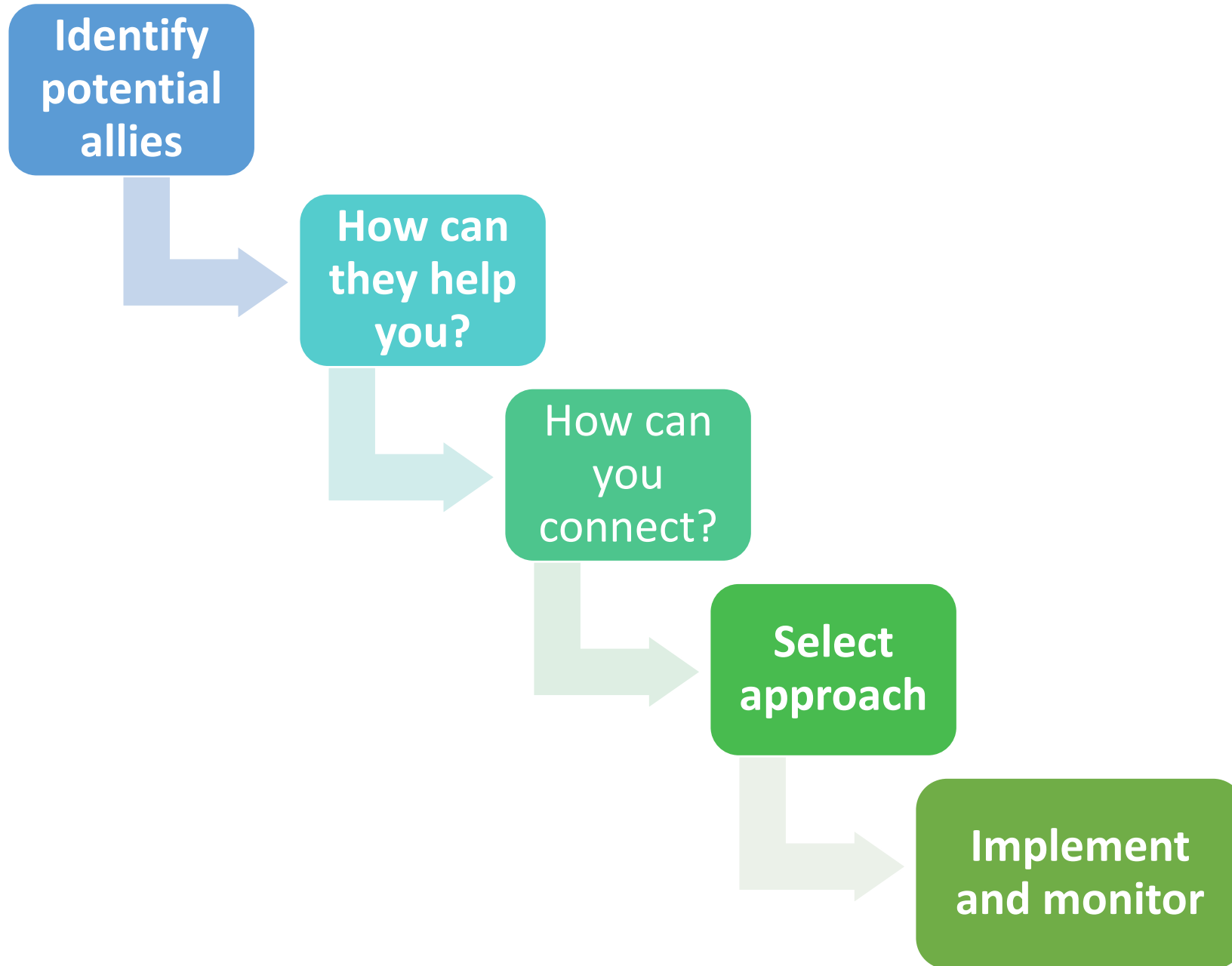
Lewin's Force Field Analysis



Force Field Exercise



- 1) Identify your main objective**
- 2) What are your driving forces supporting you?**
- 3) What is restraining you?**



Case for change must always be made positively



- Argue convincingly for change
- Can't win over everyone
- You want many others making the case for change (consensus creates momentum)
- Those on the margin are most susceptible to change
- Beware blocking devices
- Keep momentum



A word about objections

- Listen
- Treat them warmly
- More important is the impression that you create
- Thank them for raising a powerful point
- Influencing is a long term strategy





Any questions?



Let's start with
networking....