

OMT GROUP GRASPS THE IMPACT AND INFLUENCE NETTLE

**Creating an impact in Business is desirable,
influencing effectively is vital, together they are powerful.**

As the Business world holds its breath in the face of the current economic downturn, for many of us our capacity to get things done feels as if it is diminishing. Yet, despite budget cuts, standing still is not an option. If Business are to survive beyond this credit-crunch, their People need to keep moving forward with new ideas, better solutions, differentiating innovations and, above all, the ability to see things through. Your power to create an impact in the work place and influence those who matter is the key to making this happen – leading to success for you in your career and success for your Business.

So, what is it to Impact and Influence in Business? Is it personal charisma that you are born with? For some People definitely, we all know someone with great presence and for whom so many things seem to come so easily. However, the ability to impact and influence is also a mindset and an approach that you can learn and implement to really make things happen for you!

**"There are four ways,
and only four ways, in
which we have contact
with the world. We are
evaluated and classified
by these four contacts:
what we do, how we
look, what we say,
and how we say it."**

Dale Carnegie, Author of
"How to Win Friends and
Influence People"

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Start with a mindset of personal impact, next learn to recognise and tap into the network within your Business and then start working your influencing techniques to really make things happen for you!



"Sorry, Longly, but you're a little over-dressed. When I said you were moving up the ladder today, I meant I needed my ceiling painted."

POSITIVE PERSONAL IMPACT

You need to start with your own mindset. Personal Impact comes from within. So approach the day with a CAN DO attitude, don't complain if things go against you, just try harder. To build on your positive mindset, consider the following three elements commonly associated with People who make an impact:

They develop and constantly promote their PERSONAL BRAND. Like Google or Coca-Cola, you have to decide what you stand for and stick to it, over and over again. People will remember you and your values when you approach them.

They are impeccable in their presentation of self. People make up their mind about you before you even start talking, so make a good impression. Dress smartly and neatly and maintain yourself throughout the day.

They know and practice the basic rules of etiquette. General good manners and behaviour has not gone out of fashion! Politeness, courtesy and consideration for others should never be under-rated



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"Simmons, when I said come back with a more positive mental attitude....."

"Whether you think you can, or think you can't, you are right."

Henry Ford

1. Take care of your appearance, look your best
2. Keep an open body posture with your hands away from you face
3. Stand up straight and tall but not rigidly
4. Assume every person you meet is important and treat them as such
5. Shake hands firmly, say something positive as you do so
6. Take the time to remember people's names and use them
7. Look at the colour of people's eyes, they will notice extra attention
8. Sincerely compliment people
9. Smile, ideally a little bit longer than the person you are looking at
10. Use positive body language, maintain eye contact, briefly touch people on their upper arm, move around while you speak
11. Be genuinely interested in those around you. Ask their opinions, inquire about their life and interests, listen and don't interrupt
12. Hear the emotions in people's words and respond to them

TAPPING INTO THE ORGANISATIONAL NETWORK

If the formal Organisation is the skeleton of a company, the informal is the central nervous system driving the collective thought processes, actions and reactions of its Business Units.

The formal Organisation is set up to handle easily anticipated problems. But when unexpected problems arise, the informal Organisation kicks in. Its complex web of social ties form every time colleagues communicate and solidify over time in surprisingly stable networks. Highly adaptive, informal networks move diagonally and elliptically, skipping entire functions to get work done.

David Krackhardt et al. HBR

	NETWORK TYPE		
	Operational	Personal	Strategic
Purpose	Getting work done efficiently, maintaining the capacities and functions required	Enhancing personal and professional development, providing referrals to useful information and contacts	Figuring out future priorities and challenges, getting stakeholder support for them
Location and Temporal Orientation	Contacts are mostly internal and oriented toward current demands	Contacts are mostly external and oriented toward current interests and future potential interests	Contacts are internal and external and oriented toward the future
Placers and Recruitment	Key contacts are relatively nondiscretionary, they are prescribed mostly by the task and organisational structure, so it is very clear who is relevant	Key contacts are mostly discretionary, it is not always clear who is relevant	Key contacts follow from the strategic context and environment but specific membership is discretionary
Network Attributes and Behaviours	Depth, building strong working relationships	Breadth, reaching out to contacts who can make referrals	Leverage, creating inside-outside links

Managers who think they are adept at networking are often operating only at an operational or personal level. Effective leaders also learn to employ networks for strategic purposes. Examine the different Network Types above – Operational, Personal and Strategic. Are you using all 3? Consider the role and purpose of each Network and how to locate it within your Organisation. Then establish yourself within it, drawing on its strength as needed.

Networking is ACTIVE

Use a Network Analysis Technique to explore the networks in your Business. Once you have recognised them you can start to tap into them.

The Advice Network

On whom do you depend to solve problems when things go wrong? Who are the Subject Matter Experts that you would/could call on?

The Trust Network

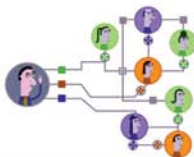
With whom do you share delicate political information? Who shares it with you? Who would back you up in a crisis?

The Communication Network

With whom do you talk about work related matters on a daily or weekly basis?

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Map your Network Start to Impact & Influence



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THE SCIENCE OF INFLUENCE

An interesting point about people who use their influencing skills well is that other people like being around them. There is a positive energy...it's because they don't sit around wishing things were different.... blaming others or complaining...They see what needs doing and set about getting it done.

Davidson, *The Physician Executive*



"Good proposal. We'll get back to you. We still have to hear from the cat."

Four Essential Steps to Influencing Others

- 1. Establish Credibility:** Use sound judgement, draw on external expertise if you need it, highlight your successes and be consistent in mood, values and opinions
- 2. Find the Common Ground:** Illuminate advantages for the individual, understand your audience, know their needs
- 3. Provide Evidence:** Back up persuasion with facts, statistics, stories, analogies and examples – different people think differently so make the information and goal come alive in different ways
- 4. Connect Emotionally:** People make decisions with their hearts as well as their heads, adjust your tone and argument to the emotional state of your audience, share your own emotions concerning your goal

The Necessary Art of Persuasion, Conger Health Forum Journal

"Don't criticize, condemn or complain. Give honest and sincere appreciation. Arouse in the other person an eager want"

How to Win Friends and Influence People – Dale Carnegie

PERSUASION PRINCIPLES

Principle	Example	Business Application
LIKING: People like those like them, who like them.	All Suburbans parties, guests' fondness for their host influences purchase decisions twice as much as regard for the products.	To influence people, win friends, through: Similarity: Create early bonds with new peers, bosses, and direct reports by informally discovering common interests - you'll establish goodwill and trustworthiness. Praise: Charm and disarm. Make positive remarks about others - you'll generate more willing compliance.
RECIPROCITY: People repay in kind.	When the Disabled American Veterans enclosed free personalized address labels in donation-request envelopes, response rate doubled.	Give what you want to receive. Lend a staff member to a colleague who needs help; you'll get his help later.
SOCIAL PROOF: People follow the lead of similar others.	More New York City residents tried returning a lost wallet after learning that other New Yorkers had tried.	Use peer power, to influence horizontally, not vertically; e.g. ask an esteemed 'old timer' to support your new initiative if other veterans resist.
CONSISTENCY: People fulfill written, public, and voluntary commitments.	92% of residents of an apartment complex who signed a petition supporting a new recreation centre later donated money to the cause.	Make others' commitments active, public, and voluntary. If you supervise an employee who should submit reports on time, get that understanding in writing (a memo); make the commitment public [note colleagues' agreement with the memo]; and link the commitment to the employee's values (the impact of timely reports on team spirit).
AUTHORITY: People defer to experts who provide shortcuts to decisions requiring specialised information.	A single New York Times expert-opinion news story cited on TV generated a 4% shift in U.S. public opinion.	Don't assume your expertise is self-evident. Instead, establish your expertise before doing business with new colleagues or partners; e.g. in conversations before an important meeting, describe how you solved a problem similar to the one on the agenda.
SCARCITY: People value what's scarce.	Wholesale beef buyers' orders jumped 800% when they alone received information on a possible beef shortage.	Use exclusive information to persuade. Influence and elicit key players' attention by saying, for example "...just got this information today. It won't be distributed until next week."

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