

Influencing With Integrity

Presented by

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Kia ora, Hullo and Welcome to Influencing with Integrity.

Intro self & work background – teaching, social work, library work ...

7 years ago set up own consultancy offering:

Supervision and coaching, training, organisational, service reviews & Project work, both nationally & locally

AND 4 years ago completed a course in Canada and am

1 of 4 in NZ licensed to consult and train in LAB Profile

Imagine a time when you successfully influenced someone [pause!]

- What were the ingredients of that success?

Consider a study in which your successful interaction was observed,

Analysing your language and behaviour to identify common patterns

e.g. establishing rapport with your audience

These patterns could then be taught to others, enabling your success

to be replicated by them. In essence this is what underpins

Neuro-Linguistic Programming, Or NLP as you may have heard it called

out of which was developed the Language and Behaviour or LAB Profile

Learning Objectives

- To enable you to become consciously aware of elements of your own style, using two Language And Behaviour (or LAB) Profile patterns
- To customise your language to suit the 'reality' of your audience
- To understand the need to influence others with integrity

Language and Behaviour Profile (or LAB Profile)

- It is context specific – we will be using it in the context of work
- It assumes that people may change their style over time
And in different situations / contexts

Imagine an accident where 2 vehicles collide at a busy intersection.
There are three independent witnesses ... the Police are delighted!

BUT will all 3 independent witnesses provide the Police with exactly the same witness statement? Why / not?

- What we notice/pay attention to is shaped by our unique reality
e.g. car makes and models; what people were wearing...

The tendency is for us to relate to others as if they occupy our reality!

When someone communicates with us, we squeeze their message through our own personal filtering system in order to make sense of it - we pay attention to 'reality' based on how we individually process data

LAB Profile allows us to be consciously aware of our individual 'map' of reality & we can draw on that awareness when influencing others

Question

- How do you know that someone else (an equal of yours) is good at their job?
- How many times do you have to (insert answer from above) for you to be convinced they're good?

The format is:

- Put your name on a sheet of paper; Find a partner to work with
- Give your paper to your partner; Ask your partner this question
- Record your partner's answer, in their words
- Read it back to check you have it right; Swap roles

Answer this question in the context of your work....

i.e. imagine a colleague that has a similar role to yours

.... Then await further instructions!

SO: If I responded to the first part of the question with:

"By watching them in action"

My partner would ask:

"Karen, how many times would you have to watch someone in action for you to be convinced they're good at their job?"

Use the same format again, adding this second answer to your partner's paper & checking you have it correct; swap roles etc

When you have finished return your partner's paper

Convincer Channel

What type of information does a person need to gather to start the process of becoming convinced?

It is natural for us to assume, at a below conscious level,
That the way best way to convince or influence others is to
Approach others as if they shared the same reality or style as us!

What information might your client need before they become convinced
About your suggested course of action?

What might your boss need to know?

What might Ministry of Health staff member need to know
Before exercising any delegated discretion re a case?

For many of us, becoming convinced is a process

Convincer Channel

- See - Visually “see”



I think of Convincer Channel as relating to the senses we use when Gathering information

The First Convincer Channel pattern is 'See'

People with this style need to visually 'see' a product, service or idea

Or they need to see a colleague in action to become convinced

That they are good at their job

Convincer Channel

- Hear - need oral presentation



These people need an oral presentation or to hear their colleague

Or to hear accolades from others about the work of a colleague,
If they are unable to hear the colleague directly

Convincer Channel

- Read - need to read something



This group need to read something about a product, service or idea

Or to read something about a colleague's work, or something the Colleague has written, in order to become convinced

Convincer Channel

- Do - do something in order to know



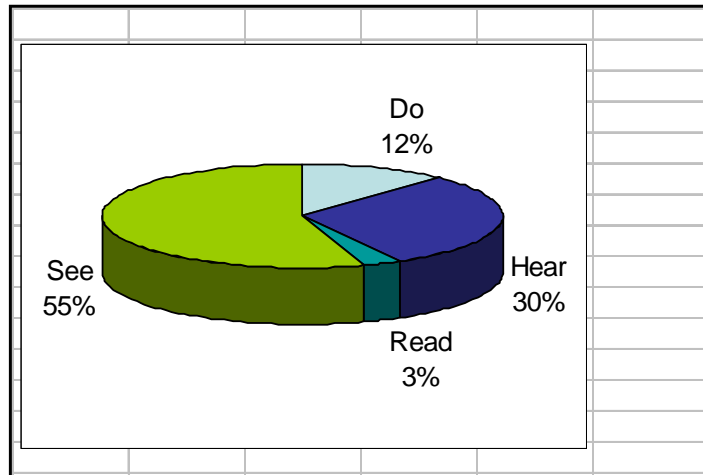
They need to do something – a more Kinaesthetic approach

e.g. to work alongside the colleague to become convinced

OK, looking at the first part of your answer, put up your hand if:

- You are a 'See' person
 - Hear?
 - Read?
 - Do?
-
- A combination of two of these?

Convincer Channel Distribution



Let's see how those in the room compared to the 'average'

This graph shows the distribution in the context of work,

Based on research by Rodger Bailey,
Across a variety of work settings

For those of you who have been involved in adult teaching,
you may recognise the Convincer Channels as being similar to
Learning styles

Convincer Channel Identification

See - “just by watching them”

(must see evidence to get convinced)

Hear - “when they explain ...”

(must hear something to get convinced)

Read - “I read their reports”

(must read something to get convinced)

Do - “I have to work with them...”

(must do it to get convinced)

We gather information in a particular sensory channel (convincer channel)
Then we treat that information in some way (convincer mode)

See e.g. using ‘vision’ related language; seeing what they do

Hear e.g. when they explain their decisions, I can judge their rationale

Read e.g. I need to read the data / evidence to be convinced

Do e.g. If I worked with them, I would get a feel for how they work

Sometimes people will have more than 1 answer / convincer channel
e.g. they may need to both see and hear evidence

Now review your first answer. Is your pattern clear?

Convincer Channel

Influencing Language

- See – look, see, show, view, see it in action, image, clear, clarify, visualise, picture it
- Hear – talk, listen, hear, wonder, ring, dialogue, in tune, harmonious, discuss, tell yourself, say
- Read – read the: report, data, article ...
- Do – feel, touch, grasp, gather, in contact with, concrete, solid, grapple with, link, try it, test it

Here is some influencing language you can use,
enabling you to match your language to the style of your audience
- sometimes you can pick this up by listening to the words people use

Examples of how to influence someone with each Convincer Channel:

See – use visual aids in a presentation e.g. flow charts; video clips

Hear – oral presentation and invite discussion

Read – provide a report to support your presentation

Do – invite participation in an event / demo etc

If unsure re your audience, cover all aspects in a presentation
e.g. today I have a power point presentation (visual); I am discussing
It with you (hear); you have notes to take away (read); and, if we had
Time, I would give you a chance to practice (do)

Convincer Mode

What has to happen to the information previously gathered to trigger a decision or conviction?

After a person has gathered the information in a particular sensory Channel, they need to treat it in some way in order to become Convinced, or make a decision, about it.

This is called the Convincer Mode and again there are 4 patterns or styles

Shortly we will see how this relates to the second question you Asked your partner ...

Convincer Mode

- # of examples - need data several times



The first Convincer Mode is ‘number of examples”

Need to be exposed to data or information a certain number of times
To be convinced, or to learn something e.g.

Some people may need to be exposed to something only a couple of
Times, whereas others might need 5 or 6 exposures to
become convinced about something

Convincer Mode

- Automatic - jump to conclusions, give benefit of doubt



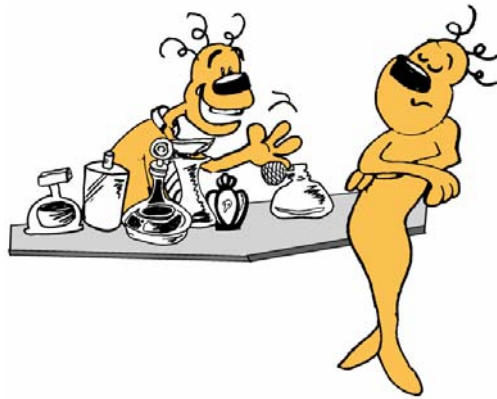
These people take a small amount of information and decide immediately, based on what they imagine the rest might be.

They will jump to conclusions, and once decided, do not easily change their minds

They will often give the benefit of the doubt

Convincer Mode

- Consistent - never completely convinced



For the third Convincer Mode:

'consistent' people are never completely convinced.

Every day is a new day and they need to re-evaluate each time

Convincer Mode

- Period of Time - gather info for a duration



Those with the fourth and final Convincer Mode ...

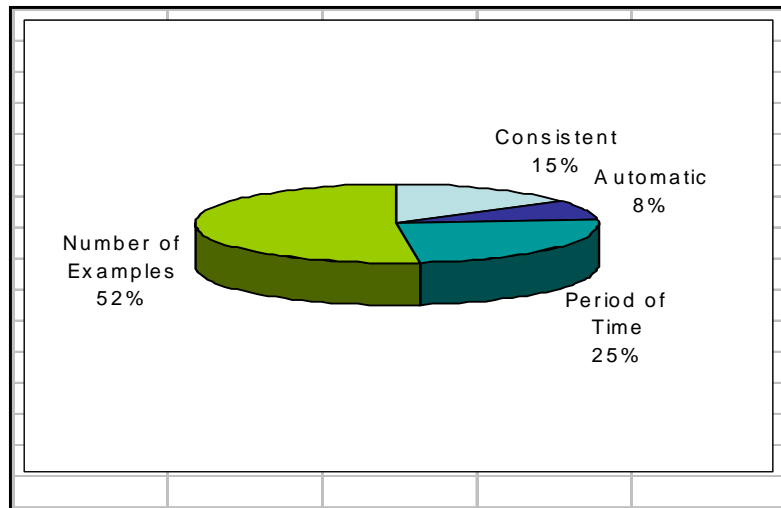
Need to gather information for a certain duration before their Conviction is triggered e.g. a week or a month or a day

These patterns are context specific

e.g. you may be more easily influenced if someone you know and trust is seeking to influence / convince you ...

Look at the second part of your answer and guess:

Convincer Mode Distribution



Here is the distribution at work, across a number of roles
Based on research conducted by Rodger Bailey in the early 80's

As you can see, the majority of us have a 'number of examples'
convincer mode

Convincer Mode Identification

- # of examples – specific # of times
- Automatic - assume people are good
- Consistent - judge each time, can't/won't get convinced
- Period of Time - talk about duration

Look at the answer your partner wrote ...

of times: will specify a specific no. e.g. three times

Automatic: need only one e.g. or just assume people are good; give them the benefit of the doubt e.g. I can tell right away

Consistent: never really convinced; judge each time; can't or won't Get convinced e.g. I have to judge each piece of work

Duration: will talk about a period of time
e.g. I would know after a month

Review your answer – if the answer is not clear, you may need to explore this further with your partner

i.e. what would it take for you to be **absolutely convinced**?

[Pause – for people to do that]

Convincer Mode Influencing Language

- Number of Examples - (use numbers)
- Automatic - assume, benefit of the doubt
- Consistent - try it, each time you use it, daily, every time, consistent
- Period of Time - (match period of time)

Here are some tips on how to influence those with each style

52% of us have a 'number of examples' convincer mode

e.g. advertisers work on the theory that if you repeat a message 6 times within a given period, most people will get the message

And act on it!

Most people have a 3-4 or fewer convincer mode

e.g. after 4 times I will know

Automatic e.g. if they have been appointed to that role, then they must

Be competent

A 'Consistent' style is ideal for those in quality control

i.e. they have to be re-convinced every day

25% of us have a period of time convincer mode

e.g. after a month I will know ...

Increasing Your Influence

- One-on-one – adjust your approach to match the other person's convincer style
- Motivating clients to change
- Encouraging staff members to adopt new systems / processes / policies
- Encouraging managers or MoH to take up a suggestion you are making

Now you are consciously aware of our own style, you can adjust it
i.e. use this information re Convincer Channels and Modes, building in
A variety of approaches, to suit all 'realities'

1:1 – adjust your approach to fit their style – if not sure, listen to their
Language / ask them what it usually takes to be convinced something

Clients – suggesting something once and expecting them to be convinced
/ make changes is not realistic; e.g. use a mixture of Convincer channels
and modes and repeat this, with variations, over time

Staff e.g.

whether you prefer to see the flow chart, hear the explanation,
Read the manual or have me walk you through it,
You will need to be familiar with the new client file systems
As it is to be introduced next week.

Encouraging management to take up a suggestion you are making:
Develop a presentation (or practice a speech) that sprinkles
Language & e.g.'s from all convincer channels and modes

Further Suggestions:

- Ensure presentations incorporate all Convincer Channels and Convincer Modes – practice your ‘pitch’
- Find a more credible source to quote
- Find relevant research or ‘evidence’ to present
- Seek higher level or ‘expert’ support
- Remember, the context is important ...

If you have tried influencing someone and have not been successful, here are some more suggestions:

Ensure your presentations (whether informal or formal) incorporate All Convincer Channels and Modes – to cover everyone’s reality!
... practice your pitch – to increase your confidence

You may not be considered a credible source in the context
e.g. your teenager may not value your opinion re his / her taste in Music as much as his / her peers opinions!

Your Manager or the MoH, if called upon to make difficult or potentially Controversial decisions may need evidence / research that the action you are seeking is justified or appropriate

Seek higher level ‘expert’ support e.g. with other Professionals ...
the ‘expert’ needs to be perceived as such by those
You are seeking to influence e.g. a letter from a psychiatrist or input
From an experienced manager may carry more weight than you do in some contexts

NOTE:

Other LAB Profile patterns underlie some of this – no time to cover
These in 1 hour session allotted to presenters at this Conference!

Influencing with Integrity:

- Be open, honest and transparent
- Respect others values / views; be flexible
- Ensure you do not disadvantage others or enable personal gain or benefit
- Adherence to a relevant Code of Ethics
- Use supervision to raise ethical dilemmas
- Ensure use of 'influence' is appropriate, given your role / relationship / status

When I first came across 'influencing language' in the LAB Profile, I felt Uncomfortable – what about ethics and integrity, I thought!?

What do we mean by 'integrity'?

= 'wholeness, entirety; soundness; uprightness' honesty ...

So we need to be clear about it's ethical use

I offer this basic set of guidelines, that may be of assistance:

You need to be honest in your dealings with others, as you know

It does not disadvantage others or enable personal gain/benefit

Practice is guided by a professional Code of Ethics (where appropriate)

Regular (external) supervision, where you can raise ethical issues

You consider ethics in relation to: your role / relationship / status

The LAB Profile tool is powerful & operates at a below conscious level

So it is very important to use it with Integrity

Influencing with Integrity

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With awareness of our own style,
we can modify our language to ensure we communicate
more effectively in a way that respects the differences between people.

This tool may enable you to more easily influence others
It must be used with integrity as it is very powerful,
because it operates at a below conscious level

If you are struggling to influence someone,
you can subtly change your approach -
And they won't notice, unless of course you have got it right!

There are 12 LAB Profile patterns and I have shared only 2 today
If you are interested in learning more please feel free to contact me
As I regularly customise and deliver LAB Profile training for org'ns

e.g. I have done so successfully for LifeLinks,
assisting them a couple of years ago to:
-Refine their recruitment and selection techniques
-Become more aware of the differences in style in their mgmt team,
enabling them to play to each others strengths

Please get in touch if you would like customised LAB Profile training
In your office

Thank you for your interest and participation.