

## **TRIAD Workshop**

### **Influence That Works**

**Saturday, September 25 – 0900-1230**

In today's interdependent, matrixed organizations, your ability to get things done depends on your ability to influence others' thinking and behavior. How to get your peer to get you what you need when your task is at the bottom of their priority list? How to talk to your chief about why their latest bright idea is unlikely to go over with the department? How to engage your residents, so that they understand why you need them to take more initiative?

Persuasiveness is more than making a clever argument. Yet time and time again professionals spend most of their time telling, explaining, repeating themselves. The latest research suggests that these are some of the least persuasive strategies you can use, yet these are the strategies we instinctively fall back on again and again.

This course uses the latest research in the fields of communication, negotiation, and social science to examine what is persuasive, and offers a shortlist of strategies and skills that will improve your influence and strengthen your relationships.

#### **Course objectives:**

To help professionals take a hard look at the strategies they currently use to try to influence those around them - when talking "up" to superiors, trying to engage their peers, and dealing with their direct reports. We then introduce the latest research on what is persuasive and what is not, and offer a menu of skills and strategies that will strengthen relationships and improve your ability to influence others.

#### **Course content:**

Concepts and frameworks --

- The Role of the Internal Voice

- Advocacy: the strategy of first resort, and the least successful strategy

- The Ladder of Inference: how people take in and process information, and why your views are self reinforcing

- Four skills for influence: asking questions, offering data and reasoning, speaking your concerns about consequences, engaging undiscussables

- Talking up, talking down: Tips on communicating with superiors, peers, and subordinates

- Identity: the ultimate roadblock to influence, and how to engage it.

Applications & Exercises --

- Participants offer their own challenging conversations where they have been unable to influence others

- Participant scenarios, team role play

- Corn exercise: group persuasion exercise

- Hot Button exercise: practice 1-on-1 talking with someone with whom you strongly disagree