

24TH HUMAN RESOURCE MANAGEMENT INSTITUTE

November 17, 2015 · Thompson Conference Center · Austin, Texas



SPEAKING TO INFLUENCE

Dr. Monica Scamardo
monica@variateconsulting.com



Leadership is the Ability to Positively Influence Others

Influence

- the ability to persuade, convince, motivate, inspire, and judiciously use power to affect others in a positive way.

How do you influence others?

Your boss:

Co-Workers:

Internal Customers/Clients:

People You Live With:

General Communication

Giving Info

- Recognize what needs to be passed on
- Determine how to pass it on
- Tell them how to use it

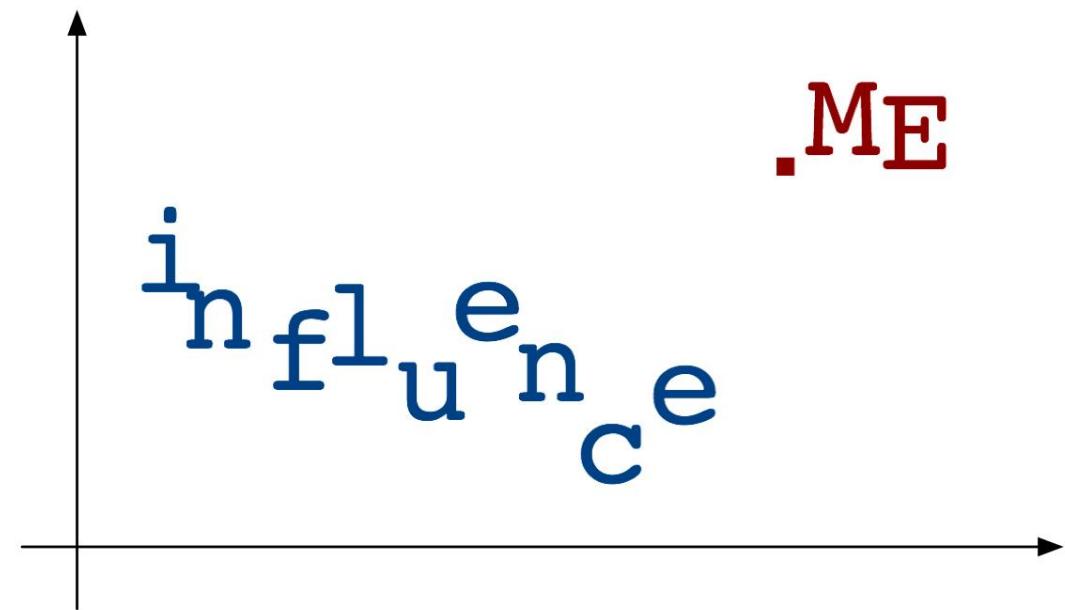


Receiving Info

- Recognize you are being given info
- Determine why you received it
- Understand how to use it

3 Ways to Influence

1. Speak Concisely
2. Listen to Understand
3. Build Trust



#1 Framework for Speaking Concisely

To be able to speak concisely you must understand the goals, expectations or desired outcomes of the person, group or project.

- P Make your point upfront
- R Give your rationale
- E Provide evidence & data
- P Repeat your point

#2 Listen to Understand

- Stop what you are doing and pay attention even if you think you already know
- Listen to what the person is saying in an attempt to understand it from their perspective.
- You do not need to agree or disagree.
- Do you understand what they are saying to you?
Why they are saying it to you?
- Summarize your understanding or what you know, think or will do based on what they told you

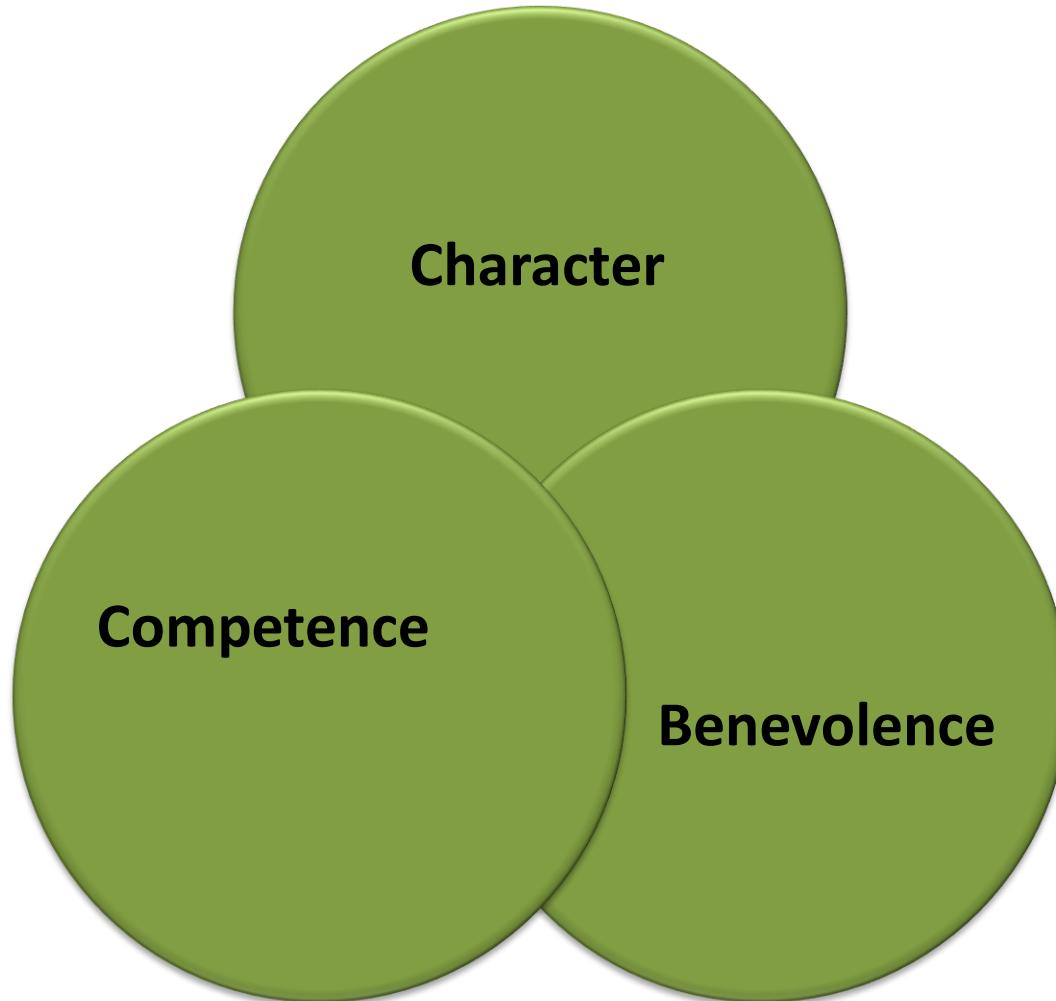
#3 Build Trust

Relationship Between Trust & Influencing to Get Results



Lencioni, 2002

Components of Trust



Resource: Mayer, Davis & Schrooman, 1995

Results of a Trusted Leader

organizational
productivity

job satisfaction

high performance

collaborative
teams

positive opinions of
leader

innovative behavior

crucial
communications

achieved goals

organizational
alignment



TRUST

MADE BY SMITHS INDUSTRIES LTD

Results of Low Trust

suspiciousness	turnover	presenteeism
marginal work	lack of communication	time wasted
increased operating costs	gossip	fear

Best Practices for Building Trust

Make & Keep Commitments

Give Recognition

Get Results

Seek & Implement Feedback

Sever Grapevine

Engage in Crucial Communications

Acknowledge Errors

Acknowledging Mistakes & Rebuilding Credibility

- R ECOGNIZE the impact of the mistake
- E XAMINE where the impact occurred
- P LACE it out there— ASAP
- A CKNOWLEDGE the impact
- I DENTIFY what you'll do to fix the mistake and go do it
- R EPORT on the actions once completed

Adapted from: [The Trusted Leader](#), 2002.

**Training & Retreats
Speaking Engagements
Leadership Coaching
Workplace Consulting**

Dr. Monica Scamardo

monica@variateconsulting.com



The single biggest problem
in communication
is the illusion
that it has taken place.

George Bernard Shaw