

## INFLUENCE OTHERS

1. Use a variety of techniques to influence others. Consider as many ways as possible to influence a particular person and then tailor your approach specifically to him or her.
2. Observe people in your department who are highly influential and try out their techniques that best fit your own style.
3. Ask your peers for feedback on how persuasive and influential you are. Ask for suggestions on how you could become more influential.
4. When you think you may have to compromise on your agenda, classify your issues into “can drop,” “nice to have,” and “must have” categories. This will give you some flexibility for negotiation.
5. Be proactive. Show interest in the ideas, goals, and concerns of the people you work with before you need something from them.
6. Don't back down quickly when challenged. Instead, restate your position clearly to ensure that others understand your perspective.
7. To understand other people's perspectives, set aside your own agenda and listen to their ideas and rationales.
8. When faced with possible resistance, consider pre-selling your agenda to a couple of key players.
9. Analyze the costs of pushing your agenda to the exclusion of others' agendas: If you “win” this time, will you receive cooperation from the “losers” in the future?
10. Think about your audience's needs, concerns, and perspectives. Consider how people are likely to react to your message and, whenever possible, position your message in a way that appeals to them and avoids strong negative reaction.
11. Learn to recognize when others are resisting your agenda by observing both their verbal and non-verbal behaviors.
12. Be willing to discuss and accept the pros in the opposing viewpoint and the cons in yours.
13. Practice putting together clear, confident messages before delivering them to others. Role-play in your mind or actively practice by saying them aloud to yourself or to a trusted colleague.