Communication and Influencing Skills
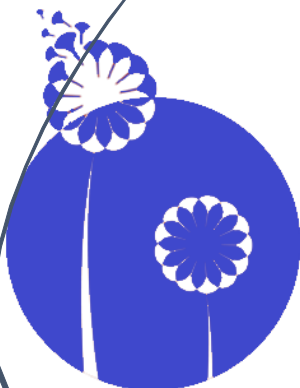
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NLP Communication Model

The outside world

is perceived through our senses – touch, sight, hearing, taste and smell.
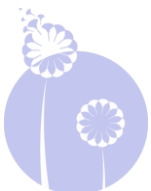
We filter that information

by deleting, distorting or generalising our experiences

and create our internal model of the world!

Each person sees reality in a slightly different way…

Choosing our words…

Listening to the words that people use can give us insight into their model of the world.

We may have a preference for visual, auditory and kinaesthetic learning or language modalities.
That could lead to different word choices such as:
- I get the picture…
- That sounds about right…
- Something feels wrong with that…

Consciously matching modalities in conversation can build rapport more rapidly.
People feel understood and more connected.

We create models or maps to help us navigate our world:
- Getting things right, following rules - perfectionism
- Avoiding conflict – pleasing people
- Solving problems – finding faults
- Being on time
- Doing a thorough job
- Being creative
- Being helpful
- Being direct/honest
- Being kind…

What landmarks are important to you?

Focus on the positive intent…
The unconscious mind ignores the negatives so focus on the positive intent…

I don't want to be late OR *I'll be there on time*
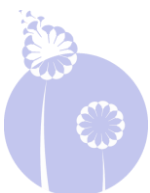
Don't spill that OR *Do carry it carefully!*

Don't forget to tell them OR *Remember to say…*

I don't mean to be difficult OR *I'd like to help*

I don't mean to criticise OR *Would it be more accurate if…*

That won't work… OR *Could we try…*

What do you want to say more positively?

Who or what do you want to influence?

There are different ways of getting things done and others are often motivated differently to us
- "power over" model – often attributes of position or rank
- "power to enable" model based on persuasion and influence – co-opt rather than coerce.

Are you clear on what you want to achieve – your purpose?

It can be very helpful to prepare and rehearse what it is you want to say, what you want to ask.

How can you create a win-win situation where you get all or most of what you want/need and help others to get all or most of what they need?

> **Who or what do I need to influence?**

> **How do they perceive me or the situation?**

> **How might I influence them more effectively?**

Perceptual positions

1) **How do things look/feel from your perspective?**
   What information do you have?
   What resources can you access?
   What constraints restrict you?
   What do you want or need?

2) **How do things look/feel from their perspective?**
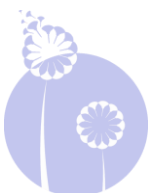   What information do they have?
   What resources can they access?
   What constraints restrict them?
   What do they want or need?

3) **How do things look/feel from the perspective of a disinterested observer?**

McClelland model – three needs theory

A simple model might consider three possible needs/desires/motivators:
- The desire for power or influence
- The desire to belong and be liked
- The desire to get things done

People with a high need for power, influence, position or status desire:
Ability to influence others
Direct, supervise, and control
Compete against or dominate others

Words and phrases used by people with a high need for Power:
Control - Power - Authority
Do it my way.
Now, listen to me.
I'm the boss.
It's my decision to make.

Actions to take with Power-motivated people:
Acknowledge their status, position, or authority.
Ask for their advice.
Give them credit for what they do.
Acknowledge it.
Include them in meetings.
Recognize them publicly.
Give them authority to act.
Let them know that they have influenced you.
Be supportive of their position even when critiquing performance.
Convince them that doing what you want will get them what they want.
Keep them up-to-date on all developments.
Provide symbols of authority.

Often people with a high need for power work best when they're in charge or are given authority over all or part of a project – they are clear about their domain and their status.

They enjoy competition and do well with goal-oriented projects or tasks – you need to ensure that the competition is constructive and not destructive. They may be effective in situations where people must be convinced of an idea or goal. They can be perceived as dominant or domineering.

When providing feedback, be direct with these team members and keep them motivated by helping them further their career goals

Who in your team/network has this motivation?

How does this knowledge help you extend your influence or achieve your goal?
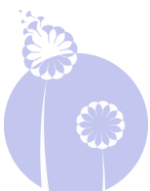
People with a high need for Affiliation:
    Like to participate as part of a team.
    Need to be liked.
    Need acceptance and positive interpersonal relationships
    Like to work with people.
    Like to minimize conflicts.

    Words and phrases used by individuals with a high need for Affiliation:
      Let's get together.
      Team effort / Group effort
      Let's do something for...
      Help others / people

    Actions to take with people with a high Affiliation need:
      Reward contributions to the group.
      Thank them for helping others get along and work together.
      Demonstrate that you enjoy working with them.
      Recognize the importance of social interactions.
   Smooth over potential conflicts.

People who are motivated by affiliation or belonging often work best in a group environment, so try to integrate them with a team (versus working alone) whenever possible.

Compared to some other styles, they can be wary of risk and don't like the thought of others losing – try to create win-win situations and be careful assigning them to high risk projects

When providing feedback to these people, be personal. It's still important to give balanced feedback, but if you start your appraisal by emphasizing their good working relationship and your trust in them, they'll likely be more open to what you say.

      Who in your team/network has this motivation?

      How does this knowledge help you extend your influence or achieve your goal?
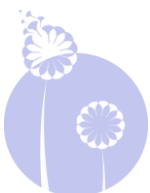
People with a high Achievement need:

Compete against a challenge or standard more than against others
Set high standards of achievement and/ or accomplishment
Develop new and original ideas and applications
Set long-range objectives
Plan for contingencies

Words and phrases used by Achievers:
Innovative ideas
I've got it!
Let's consider the long term results
Accuracy
Planning
Accomplishment
Meet plans
Better than expected

Actions to take with Achievement-motivated People:
Recognize their achievement through words and/ or awards.
Encourage their initiative and independent thinking.
Develop job and task structures within which people can work toward moderate risk goals.
Make standards of performance expected by the organization explicit, and provide individuals with concrete feedback relative to their achievement and/ or progress in achieving individual and organizational goals.
Develop an organizational environment in which personal responsibility is encouraged.
Have them participate in seeking goals and planning target dates.
Demonstrate appreciation for accuracy and planning.
Keep projects interesting and challenging.

People motivated by achievement prefer challenging, but not impossible, projects which offer them the opportunity to excel or to win. They thrive on overcoming difficult problems or situations.

People motivated by achievement work very effectively either alone or with other high achievers. When working with others or managing others they can have very high expectations and a low tolerance of what they perceive as failure or a lack of effort.

When providing feedback, give achievers a fair and balanced appraisal. They want to know what they're doing right – and have specific targets or areas where they can improve.

Who in your team/network has this motivation?

How does this knowledge help you extend your influence or achieve your goal?
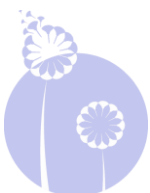
Going forward…

What models am I using?

What assumptions am I making?

Who or what do I need to influence?

How do they perceive me or the situation?

How might I influence them more effectively?