



ELICITING EXCELLENCE

"Bringing Out the Best in People"™



The Art of Influence

*How to think more strategically,
become more persuasive, and
get buy-in for your ideas*

Presented by Michael Beck
Executive Coach & Strategist

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Background/Professional Highlights





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What We'll Talk About Today

- Strategic Thinking •
- Persuasion & Influence •



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**Strategic
Thinking**



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Enhancing Strategic Thinking



What a strategy is not
Problems vs. Symptoms
Developing good strategies



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Enhancing Strategic Thinking



What a Strategy is Not

- **Platitude**
- **Goal**
- **Tactic**

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**Problems
vs.
Symptoms**

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**Develop Good
Strategies**

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Enhancing Strategic Thinking



Important Not Urgent	Important Urgent
Not Important Not Urgent	Not Important Urgent

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**Persuasion &
Influence**



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Enhancing Persuasion & Influence



- **FAB**
- **Influence Factors**
- **Use of Questions**
- **A.C.E.S.**
- **Use of Analogies**



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FAB



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Features, Advantages and Benefits (FAB)

FEATURES	ADVANTAGES	BENEFITS
Good Horsepower	Vehicle Goes Faster	Feeling of Freedom
Good Towing Capacity	Able to Pull More	Pull Bigger Toys
Good Legroom	Able to Stretch Out	Arrive Relaxed
Good Quality	Lasts Longer	Smart Investment
Good Safety	Safer Than Competitors	Peace of Mind

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**Influence
Factors**



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The 6 Influence Factors



- Scarcity
- Reciprocity
- Likeability
- Authority
- Commitment/Consistency
- Social Proof

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**Use of
Questions**

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A.C.E.S.





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A.C.E.S. - THE 4 PERSONALITY STYLES



A = Analytical

C = Commander

E = Expressive

S = Stabilizer

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ANALYTICAL

“Seeks Perfection”



Strengths

- ★ Analytical
- ★ Organized
- ★ Accurate
- ★ Works Well Alone
- ★ Intellectual

Weaknesses

- × Easily Depressed
- × Lacks Spontaneity
- × Overly Idealistic
- × Thrifty to Extremes
- × Avoids Relationships

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COMMANDER

“Seeks Control”



Strengths

- ★ Decisive
- ★ Loves a Challenge
- ★ Born Leader
- ★ Action Oriented
- ★ Likes to be Self-Managed

Weaknesses

- × Workaholic Tendency
- × Arrogant
- × Opinionated
- × Low tolerance for advice
- × Manipulative

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EXPRESSIVE

“Seeks Fun”



Strengths

- ★ Colorful
- ★ Creative
- ★ Exciting
- ★ Makes Friends Easily
- ★ Spontaneous

Weaknesses

- × Dislikes Schedules
- × Talks Too Much
- × Exaggerates
- × Easily Distracted
- × Loses Track of Time

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STABILIZER

“Seeks Peace”



Strengths

- ★ Good Listener
- ★ Considerate
- ★ Likes Relationships
- ★ Good Administrator
- ★ Makes Peace

Weaknesses

- × Uninvolved
- × Avoids Conflict
- × Weak at Goal-Setting
- × Works Slowly
- × Unenthusiastic

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How to Read Someone's Personality Style



- Observation
- Listening



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How to Read Someone's Personality Style



Observation

- Clothing
- Surroundings
- Body Language



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How to Read Someone's Personality Style



Listening

- Pace
- Volume
- Words



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How to Read Someone's Personality Style

Practice wherever you go...

- 
- » Coffee shops
 - » Bank lines
 - » Grocery stores
 - » Restaurants
 - » Clients
 - » Prospects
 - » Co-workers



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How to Modify Presentations to Improve Results

Don't Follow the Golden Rule

Deliver your message
in the style ***they*** best relate to

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How to Modify Presentations for Analyticals

Things they like

- ✓ Quality
- ✓ Accuracy
- ✓ Organization
- ✓ Not being rushed
- ✓ Clear expectations
- ✓ Logical analysis
- ✓ Facts
- ✓ Efficiency

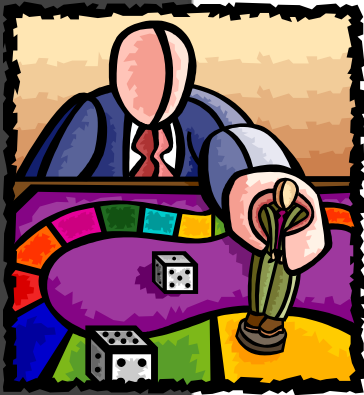
Things they don't like

- × Vague answers
- × Inaccuracy
- × Being rushed
- × Generalities
- × Joking around
- × Lack of focus
- × Exaggeration
- × Fast pace



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How to Modify Presentations for Commanders



Things they like

- ✓ Action
- ✓ Goals
- ✓ Negotiating
- ✓ Speed
- ✓ Making decisions
- ✓ Practicality
- ✓ Taking charge
- ✓ Responsibility

Things they don't like

- × Indecision
- × Chit-chat
- × Irrelevant information
- × Slow pace
- × Irresponsibility
- × Long explanations
- × Red tape
- × Excuses

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How to Modify Presentations for Expressives



Things they like

- ✓ Flexibility
- ✓ Little structure
- ✓ Having fun
- ✓ Color
- ✓ Creativity
- ✓ Spontaneity
- ✓ Excitement
- ✓ Open-mindedness

Things they don't like

- × Structure
- × Schedules
- × Repetition
- × Boredom
- × Facts/Details
- × Lists
- × Formality
- × Slow pace

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How to Modify Presentations for Stabilizers



Things they like

- ✓ Cooperation
- ✓ Pleasant people
- ✓ Slow pace
- ✓ Relationships
- ✓ Helping others
- ✓ Low pressure/stress
- ✓ Trust
- ✓ Feeling needed

Things they don't like

- × Conflict
- × Making decisions
- × Insensitivity
- × Pressure
- × Impatience
- × Rudeness
- × Hurried pace
- × Deadlines

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A.C.E.S. ACTION STEPS

- Practice reading people wherever you go
- Be “observant” with your eyes and your ears
- Practice speaking to others in their style



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**Use of
Analogies**



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Summary

- ✓ Differentiate between problems and symptoms
- ✓ Develop strategies to solve the underlying problem
- ✓ Become clear on the benefits
- ✓ Use influence factors when appropriate
- ✓ Use questions to influence people
- ✓ Learn to read Personality Styles
- ✓ Modify presentations to suit the other person
- ✓ Use analogies when appropriate

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*Specializing in
Executive Coaching
Leadership Development
"Problem Leader" Coaching
Successor Development*



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