

[illegible]

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Selling



When's the last time you sold something?



We All Sell Everyday!

- Personal credibility.
- Competence.
- Caring / engagement.
- Ideas.
- Guidance.
- Our view of the world.
- Love.



Influence:

the ability to persuade another individual or group to carry out an action or carry it out in a particular manner.

- **logical persuasion—facts, a rational case.**
- **personal persuasion—inspiration, values base.**
- **consultation—grouping ideas into an idea.**
- **reciprocation—I'll do this for you if you...**
- **forcefulness—fear, bullying.**
- **alliances—rallying groups to convince the merit of a case.**

Credibility + Influence Competence

- People with low personal or professional credibility rarely are influential.
- Credibility alone—or even charisma—may gain short term agreement but rarely sustains commitment from reasonable people.
- Because we all act in our own best interests (individuals & families, groups, professions) **some alignment must occur between options in front of us and relationship to our interests.**

A Look @ Influence

- **The evidence on credibility.**
- **Influence in the workplace.**
- **Influence in political domains.**

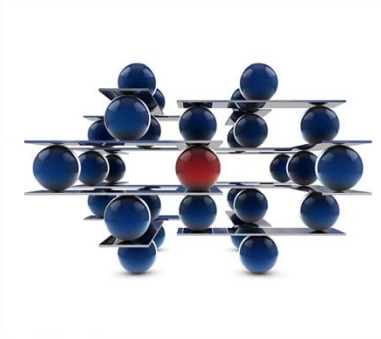
Personal and Professional Credibility

- Twenty years of evidence based research on personal and professional credibility.
- Originated @ University of Iowa regarding political candidates.
- Evolved to professionals and leadership credibility.
- Results not so surprising—***individual assessment and application is where the gold is.***

Three Domains of Credibility

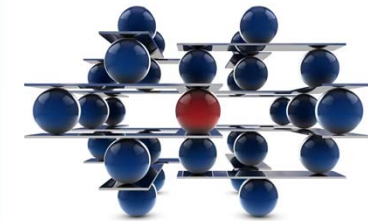
- **Competence**—know your stuff.
- **Trustworthiness**—can count on you.
- **Personableness**—easy to work with.

Competent



- Knows the job, stays knowledgeable.
- Achieves quality work outcomes in a timely manner.
- Prepared, always does homework; attends to detail.
- Adept problem solver, consistently produces results.
- Balances multiple demands, prioritizes.
- Concise and precise in communication.
- Helps lead team discussions, summarizes, focuses.

Competent



Gaps in competence substantially decreases your perceived credibility and therefore your chances of being influential.

Trustworthy

- Integrity prominent in decisions and behaviors.
- Withholds judgment until all information is in.
- Follow up, follows through, keeps word, accountable.
- Compromises as appropriate and with integrity.
- Accepts responsibility for “opinions” on sensitive issues.
- Shares information widely.
- Admits mistakes and errors; apologizes
- Respects diversity of opinion and encourages others.



Trustworthy



Perceptions that you are untrustworthy—even a little—will substantially reduced your credibility and decreases your chances to be influential.

You don't have to be unethical to lose traction here:

Do you have loose lips? A gossip? Frequently miss commitments others think you have made? Do you talk behind people's back?

Personable



- **Works comfortably with diverse opinion, style, culture.**
- **Available, approachable, cooperative.**
- **Shares knowledge and information easily.**
- **Maintains even disposition and sense of humor.**
- **Good listener, solicits input from others.**
- **Suggests rather than criticizes, compliments others, sincere.**

Personable



The highly charismatic can spin a web of potential respect for short periods...until performance and trust issues surface.

This is often seen in those running for office who cannot live up to the promise of their “stump power.”

This is particularly present in professional associations where election to office is frequently personality based (“I like them”) vs competence based (they know how to handle leadership).

Arenas where we Influence and our Credibility Matters

- Family and peers.
- Workplace—any setting where you're performing as a professional.
- Political—from the Greek “politikos,” affairs of the cities.
- Political settings include anywhere communities of interests (Fed., State, Local, Associations, Volunteer groups) look to working consensus to create systems of governance.

In the Workplace



A great team member.

An idea person.

In the Workplace



A great team member.

Works well with everyone.

Copes with idiots.

Supports and develops others.

Helps lead team accomplishment.

“If you want your boss to approve your idea, you have to sell them on it.”

Paul Lovett

In the Workplace: Improvement in Every Domain



In the Workplace



Every leader wants to look good.

In the organizational workplace that looks like:

Performance

Quality

An engaged team

Bragging rights for the higher ups

In the Workplace

What are you selling?

Ideas

- **To increase performance** (however it's measured) volume, efficiency, lower costs.
- **Clinical Quality to patients / family, other providers.**
- **A safe and highly engaged workplace.**
- **For your ideas: An implementation plan that looks workable.**

Influence In the Workplace: Manager's Style

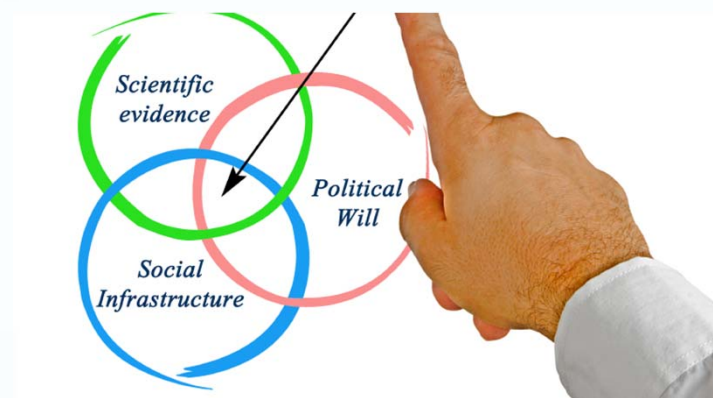
- Private or public input?
- Briefing and they ask questions—concise, prepared.
- Likes to sleep on it.
- Fastballs or softballs?

“Here’s a problem!” or
“Here’s something we might need to look into.”

- In writing? Oral? Email? Text? Memo?
- How might this work?

When “No” is the answer.

In Policy Decisions and Politics



What's in it for me?



**It's Biblical, anthropological,
sociological, hormonal and
psychological.**

That doesn't make it bad.

Precursors to Political Advocacy

- **Homework:** likely your lobbyist will have done this analysis.
- **Your own Homework:** “**benchmark**” what other states or organizations might also have done on this issue. The broader your scan--the better prepared you will be.
- **1:1 or small group not a herd.** Large groups might be impressive for “Capitol Day” visits but interfere with actual influence attempts when serious dialogue may be required.
- **Elected officials want to hear from you**—they get your lobbyist all the time.

Precursors to Political Advocacy

- **Have your best lead the rest**—and it's not always your current association president!
- **A seasoned and talented communicator leading your government relations committee**—not simply an emotional fireplug.
- **Use exec. summary format**—time is precious and you want to dialogue the issue not make a presentation.
- Remember to thank elected officials for supportive past history.

Advocacy with Politicians

- **Align personal / political values, history on the issue and longer term motivations of your target with your position.**
- **Evidence? Constituent support. Opinion leaders. Impact data real or predicted. Become a valuable source of information and networking. Don't cite it all.**
- **Let staffers know ahead of time.**

Advocacy with Politicians

- **Understand the opposition's position and arguments**—you may disagree but they have reasons and emotions behind their points of view.
- **Invite comments, questions, thought? Listen for opportunities to align.**
- **Inquire: “What do you need from us?”**
Data? Connections? Quiet/public?
- **Summarize and show appreciation.**

Advocacy with Politicians: Missing Links in State Associations

- Every elected official to your state legislature lives in a community where a CRNA also likely resides or is close by.
- Every single elected official should have a **CRNA buddy**-someone who shows up local political events, says hello at church, the grocery store or basketball game.
- Your association website should have advocacy talking points: how to schmooze, issue based data, resource contacts for support.

What Are You Selling?

- Your peers.
- Your employer.
- Your profession.

We all need you to be better at selling!

Questions



Helpful References

- Robert Cialdini, Influence: The Psychology of Persuasion.
- Allen Cohen and David Bradford, Influence Without Authority.
- John Daly, Advocacy: Championing Ideas and Influencing Others.
- Roger Fisher, Getting to Yes.
- Chip Heath, Made to Stick: Why Some Ideas Survive and Others Die.

Les Wallace, Ph.D.
President, Signature Resources Inc.
Les@signatureresources.com

- ◉ Dr. Wallace is recognized for tracking business environment and workplace trends and their impact upon business and government. His publications have appeared in Leadership Excellence, Personnel Journal, Credit Union Management, Public Management, and Nation's Business as well as numerous research and conference proceedings. His book, co-authored with Dr. Jim Trinko, A Legacy of 21st Century Leadership, outlines the leadership organizations need in a global, fast moving business environment. His book, Principles of 21st Century Governance (2013) is already being used by many boards to design governance development approaches. His newest book Personal Success in a Team Environment helps you become CEO of your own career.
- ◉ Les is a frequent consultant and speaker on issues of organizational transformation and leadership, employee engagement, strategic thinking and board of directors development and governance. His clients include Fortune 100 businesses, Government agencies, and not-for-profit organizations world-wide. Dr. Wallace is also the host resource on the [9Minute Mentor](#), a series short video tutorials governance.
- ◉ Les has served on the Board of Security First Bank and currently serves on the international Boards of the World Future Society and Counterpart International. He is a member of the National Association of Corporate Directors. Les writes an on-line column for CUES Center for Credit Union Board Education.
- ◉ Preview his video series on governance: www.signatureresources.com "Dr. Wallace on Camera."
- ◉ <https://twitter.com/9MinuteMentor>

