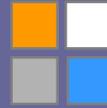


Welcome to



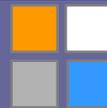
How Do You Come Across to Others?



Presented by
Annette Cremo, PhD

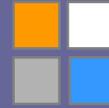


Today's Agenda



- ✓ Explore why influence is an important skill
- ✓ Define influence style
- ✓ Learn four common influence styles
- ✓ Recognize the indicators of each influence style
- ✓ Discuss why assertive behavior yields positive results
- ✓ Review how some influence styles can hamper interpersonal communication
- ✓ Questions and answers

Poll

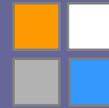


I believe influence is:

- Innate
- Learned



Why Influence?



Shifts in Business

Hierarchical	→	Diverse
Competitive	→	Collaborative
Skills of Control	→	Skills of Influence

~ Elaina Zuker, author

Shifts in Communication

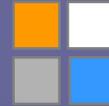
Passive responders to situational factors



Active choice when conveying messages

~ Cushman and Cahn, authors

Relationships



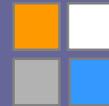
Build bridges not walls

"The human must walk with his partner in dialogue on a 'narrow ridge' between two extremes:

1. Refusing to attempt to understand the other's perspective of a situation, and
2. Forsaking one's own ground and blindly following the other's opinion."

~ Dr. Ronald C. Arnett, author

Influence Impact



It is important in any dialogue that human beings

voice their views

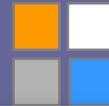
while attempting to

understand others' views.



How do you see yourself using influencing skills?

7



How you influence impacts ...

- Your feelings and thoughts
- Others' feelings and thoughts
- Functioning of the organization

Factors That Shape Influence Style

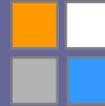
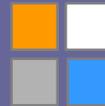


Figure 5. Factors Affecting Influence Style

Influence styles consist of specific behaviors that individuals *choose* to use.

9

Define Influence



What is it to influence?

Openness

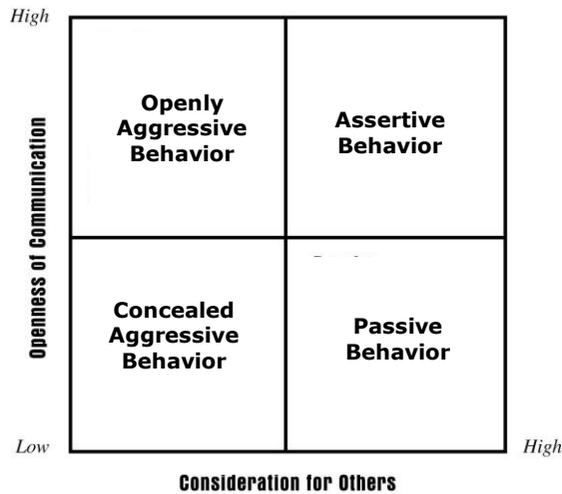
An individual's willingness to disclose to another his or her thoughts, feelings, past experience, reactions

Consideration

An individual's willingness to accord others the same rights he or she accords him- or herself

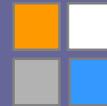
10

Influence Model



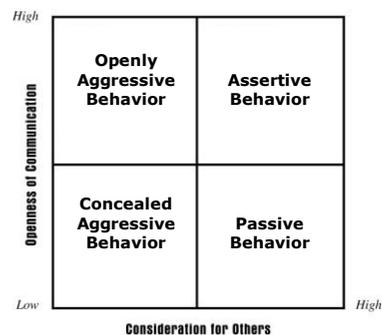
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Best Descriptors



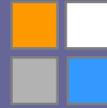
Indicators of influence style

1. Thoughts
2. Emotions
3. Verbal behavior
4. Nonverbal behavior



12

Context



Cultural & Situational Differences

- Respect cultural views on behavior
 - What may be assertive in one culture may be rude in another.
- Be mindful of the situation
 - Assertive behavior is only possible if individuals have free choice.
 - Some behaviors may be constrained by the situation.



13

Context

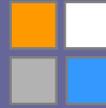


No Absolutes

- No one behaves assertively or non-assertively 100% of the time.
- Interpret terms with care; they suggest tendencies rather than iron-clad categories.



14

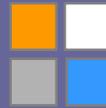


Openly Aggressive Behavior

I boldly insist that my rights and needs prevail.

15

Thought & Emotion Indicators



Openly Aggressive Behavior

Thoughts: Hostile

- Believes they should have rights
- Always needs to be in control
- Thinks they are never wrong
- Worries only about themselves
- Are not afraid of hurting others

Emotions

- Anger
- Fiery
- Bitter



16

Verbal & Nonverbal Indicators



Openly Aggressive Behavior

Verbal Behavior

- Loud, haughty tone of voice
- Uses insults
- Verbally abusive
- Interrupts others; is considered rude



Nonverbal Behavior

- Rigid and tense posture
- Standing, leaning forward or pacing
- Glaring at others
- Finger pointing and fist shaking

17

Costs & Benefits



Openly Aggressive Behavior

Style Costs

- Offends others
- Creates resentment
- Squashes creativity



Style Benefits

- It is easy to know what these people are thinking

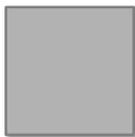
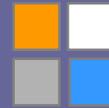
18

Poll



Which statement reflects the **Openly Aggressive** influence style?

- a. I express my anger through various characteristic facial expressions.
- b. I believe you must show others your strength regardless of the situation if you want to command their respect.
- c. I don't mind asking for help when I feel I need it.
- d. I have trouble turning down people's requests.



Concealed Aggressive Behavior

I subtly make sure that my rights and needs prevail.

Thought & Emotion Indicators



Concealed Aggressive Behavior

Thoughts: Manipulative

- Believes they have rights but others do not
- Assumes they are never wrong
- Worries only about themselves
- Finds subtle ways to get their way



Emotions

- Resentment
- Hidden frustration
- Uptight

21

Verbal & Nonverbal Indicators



Concealed Aggressive Behavior

Verbal Behavior

- Uses indirect expression of insults and threats
- Quiet disgruntled murmurs
- Has a tendency to gossip and sabotage

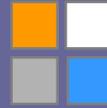


Nonverbal Behavior

- Controlled, possibly twitchy posture
- Piercing eye contact
- Forced smile or clenched teeth
- Gestures might not match words

22

Costs & Benefits



Concealed Aggressive Behavior

Style Costs

- Others feel manipulated
- Disrupts teamwork
- Considered untrustworthy



Style Benefits

- Can be very clever if directed positively

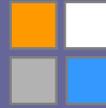
23

Poll



Which statement reflects the **Concealed Aggressive** influence style?

- a. I'm afraid to admit that I don't know how to do something I am expected to do.
- b. I am able to express my feelings honestly and directly.
- c. I like to be in control of every situation.
- d. If I don't agree with my boss, I may find a way to drag my feet quietly on projects he or she wants done.

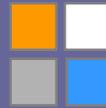


Passive Behavior

Others' rights and needs take precedence over mine.

25

Thought & Emotion Indicators



Passive Behavior

Thoughts: Self-negative

- View others have rights but they do not
- Hesitant to speak mind
- Afraid to upset the relationship
- Avoids disagreements

Emotions

- Victimized
- Depressed
- Resentment or built-up anger



26

Verbal & Nonverbal Indicators



Passive Behavior

Verbal Behavior

- Weak voice
- Stilted speech
- Frequent use of qualifiers when speaking



Nonverbal Behavior

- Slouched, possibly shifting posture
- Downcast or neutral eyes
- Nervous gestures such as wringing of hands, covering mouth with hand, or shrugging of shoulders

27

Costs & Benefits



Passive Behavior

Style Costs

- Tends to hold back great ideas and information
- Fails to take responsibility for contributing to team



Style Benefits

- Doesn't create unnecessary conflict

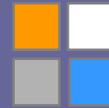
28

Poll



Which statement reflects the **Passive** influence style?

- a. When I am angry with someone, I shut him or her out.
- b. If I have something to say that I think is important, I will interrupt a conversation.
- c. I feel guilty when I have to ask others to do their share.
- d. I make decisions when I have a reasonable amount of information, even though I may be wrong.



Assertive Behavior

I clearly express that we both have rights and needs.

Thought & Emotion Indicators



Assertive Behavior

Thoughts: Self-confident

- Believes everyone has rights that should be considered
- Pays attention to the context of situation
- Objectively try to understand others' source of emotion



Emotions

- Even-tempered, patient
- Self-revealing and open
- Feelings are directed at behavior or situations, not at people

31

Verbal & Nonverbal Indicators



Assertive Behavior

Verbal Behavior

- Clear and concise
- Uses first person language
- Receptive to other viewpoints
- Listens actively



Nonverbal Behavior

- Relaxed, confident posture
- Direct, friendly eye contact
- Gestures are open and supportive; nods, keeps palms open, and pats others on the back

32

Costs & Benefits



Assertive Behavior

Style Costs

- It takes time and effort to be assertive, and it can sometimes be a challenge to maintain this influence style in all situations



Style Benefits

- Encourages collaboration and teamwork
- Problem solver, not problem creator
- Expedites the communication process

33

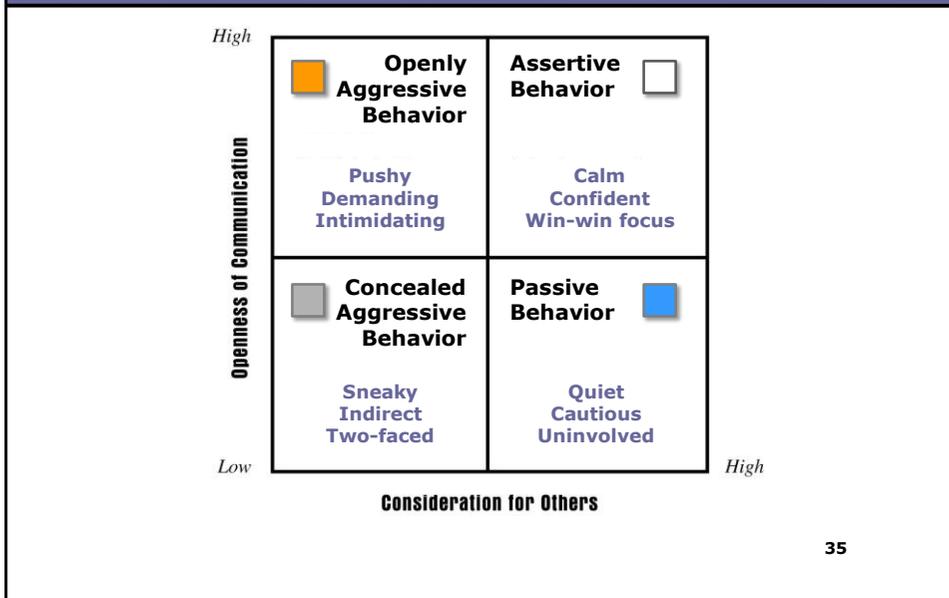
Poll



Which statement reflects the **Assertive** influence style?

- a. I let people know when I disagree with them.
- b. I do not hesitate to accuse others when I believe I have reason to.
- c. I feel uncomfortable when someone compliments my work.
- d. I don't disagree directly with others, but I make sure that they know when I'm upset with them.

Influence Model Summary



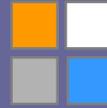
Assertive Influencers



I clearly express that we both have rights and needs.

- People are not born assertive, nor does anyone act assertively 100% of the time.
- Assertiveness results from skills and behaviors that are learned and consciously practiced over time.
- Work towards the win-win! Focus on your openness in communication and your consideration for others.

Thank You



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37