



# Influencing: The 10x10 Approach

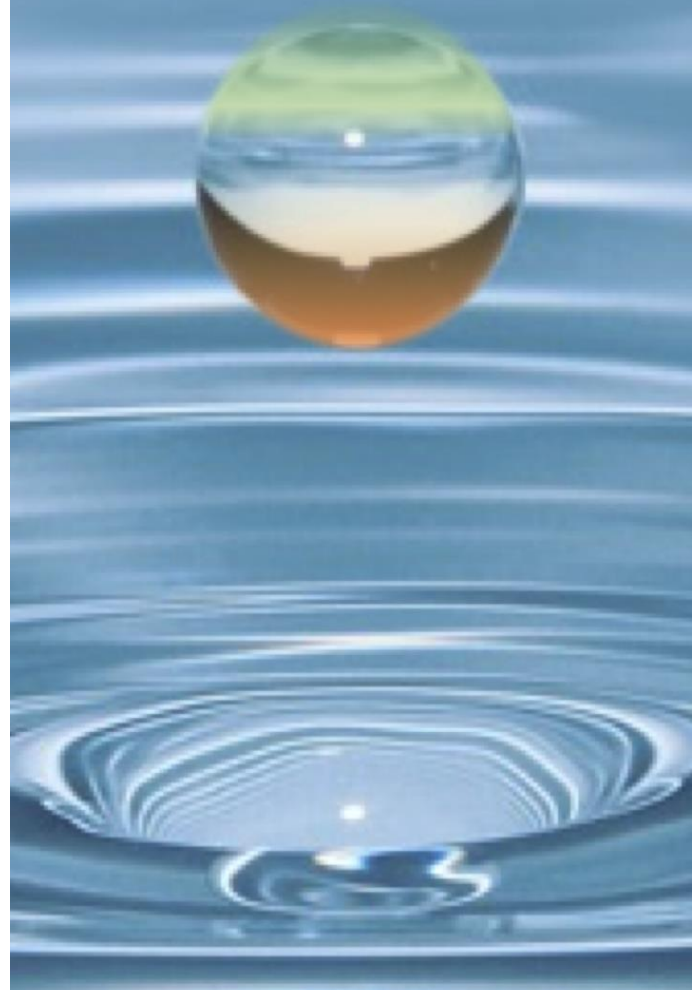
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# CAPLOR HORIZONS RIPPLE PAPERS

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*...creating ripples of change*



*Learning differently*

*Thinking differently*

*Acting differently*

## Influencing: The 10x10 Approach

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The 10 steps in preparing to influence and the 10 principles of influencing within a negotiation process

### The 10 steps of preparing to influence

#### 1. Clarify exactly what you want to achieve

Know, in your own mind, what result you are looking to achieve. What would be your ideal result? How would you know that you had achieved it?

#### 2. Identify what you want from the person you seek to influence

What is the range of things the other person could offer?

#### 3. Identify your fall-back position

What is a 'good enough' outcome? What would you be prepared to accept?

#### 4. Identify the relevant facts and figures

Make sure that if you need evidence, you have it. Is it accurate and up to date? If you need, for example, a fixed investment sum, have the data that shows a breakdown of how and where this will be spent. If you need someone else's time, know how much and when you need them to be available.

#### 5. Think about the individual(s) you seek to influence

What do you know about their personalities, interests, preferences? What pressures are they currently under and what priorities are they likely to have? How might they like to have information presented to them?

#### 6. Think about how you will approach the conversation

Consider how you introduce yourself and your goals for the conversation. What words and non-verbal signals will you use? How will you build rapport?

#### 7. Consider possible objections

Think about the objections that may be raised. What are the 'downsides' of your proposal or idea? What might other people find difficult to understand or accept?

#### 8. Consider how to overcome these objections

Having identified possible objections, think about the ways in which you can counter them.

#### 9. Think about the timing of your conversation

When would the best time be to have the conversation? Consider energy levels of both parties, the

urgency of the situation, how much time you might need to give the other person to consider responses and any real deadlines.

### **10. Think about the environment and location of your conversation**

Where would the best place be to have the conversation? Do certain places carry specific memories or associations that might be either useful or damaging? Do offices have associations of 'power' or hierarchy that might have an impact? Would a neutral, informal space allow for a more open conversation?

## **The 10 principles of influencing within a negotiation process (based on the work of Professor George Kohlrieser)**

In order to influence others successfully, especially in challenging situations, applying the basic principles of negotiation is relevant and valuable. Kohlrieser identifies 10 steps that form the basis of any influential relationship:

### **1. Create a bond**

The first step, in any situation in which you seek to influence another individual or group, is to build a strong bond. Relationship building (sometimes called rapport building) is crucial to being able to influence others and ensure trust.

### **2. Separate the person (individual or group) from the issues**

Ensure that you are treating the individual as a person, a human being and not as a resource or a problem. Speak to the individual, not to the representative of the funding body or the 'blocker' of your progress.

### **3. Identify your own needs and wants**

Be really clear about what it is that you want to achieve, so that you can communicate this clearly and concisely, building a picture of the end goal that you want to achieve, a) from the initial conversation and b) in the longer term.

### **4. Identify the needs and wants of the other person/people**

Seek to find out what is important to others. What do they value? What do they perceive as their needs and what would meet those needs? How are they feeling about their current situation and what do they aspire towards in the future?

### **5. Build dialogue**

Seek greater understanding through the use of questions. Make no assumptions. Ask questions to clarify and expand your ability to look at the situation from another's perspective.

### **6. Create a common goal**

Differentiate your goal from your position and make it simple and specific. Share it with the person you seek to influence, finding out their goals. Move towards agreeing a common goal that both parties can commit to.

### **7. Explore options and proposals – introduce choice**

Explore a range of possible ways forward and allow the person you seek to influence to have a say in the decisions.

### **8. Seek mutual gain**

Look for solutions that offer benefits to everyone involved and ensure people are aware of the rewards for their efforts.

### **9. Create a contract**

Agree what the next steps will be going forward and confirm what it is that you've agreed – with roles, deadlines etc.

### **10. End or continue the relationship on a positive note**

However hard the dialogue has been, ensure you end on a positive and enthusiastic note: you will need to meet again!

## Caplor Horizons – Background

Established in 2014, Caplor Horizons is an independent charity. We work with other charities and responsible businesses and now have over 50 Advisors. These are outstanding people that bring specialist knowledge and experience. They contribute their time on a voluntary basis, or at reduced rates, so that Caplor Horizons can provide high quality and distinctive services at an accessible cost.

Working locally, nationally and internationally, we help other organisations think differently about themselves and the new horizons that they face. We support them in strengthening their leadership, renewing their strategy and improving their influence.

We want to encourage and assist a new generation of organisations that are committed to making a positive and lasting impact. We believe that if we are to achieve real, sustainable change, we need to inspire and enable people to learn differently, think differently and act differently.

**Our vision is:** *A world where leaders deliver a sustainable future for all*

**Our purpose is:** *To be courageous, compassionate and creative in facilitating transformational change*

**Our values are:**

- **Courageous** – We are courageous change makers committed to challenging assumptions, taking risks and having difficult conversations
- **Compassionate** – We are open, understanding and heartfelt, encouraging the nourishment of our whole selves and others
- **Creative** – We learn, think and act differently, and are innovative and resilient in an ever-changing world

**Our beliefs are:**

- Through diversity we ignite dynamic innovation
- Collaboration helps achieve greater impact
- Everyone matters
- We are all leaders in our individual and collective ways – we are all change makers!
- Learning is more effective if it is fun, engaging and creative
- Building on people's strengths creates greater resilience

**Our strategic goals:**

- Goal 1: Transforming Leadership
- Goal 2: Strengthening Resilience
- Goal 3: Increasing Collaboration

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