



Influencing for Results

PARTICIPANT WORKBOOK



Introduction to the course

Course Description

Influencing for Results (IFR) provides participants with the knowledge and skills required to influence effectively and consistently achieve top results. Participants will learn how to leverage the skills related to the five steps of the IFR process. The workshop is a blend of information, exercises, and practice activities. Participants are equipped with job aids that provide simple access to the fundamentals of Influencing for Results.

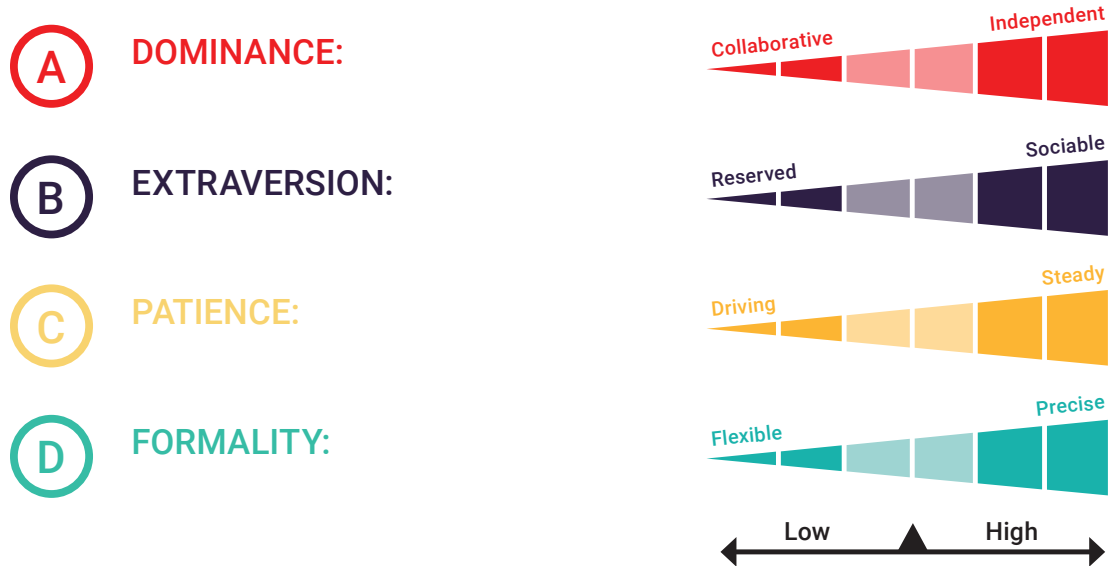
Course Roadmap

- PRE-WORK**
- Influencing Skills Assessment Tool (ISAT): 15-20 minutes
 - Predictive Index Behavioral Assessment (PI): 6 minutes
 - Fundamentals Online Learning Lab: 15-20 minutes
- SESSION 1**
- How Behaviors Impact Influencing (Leveraging Strengths and Skills)
 - Open: Building Trust and Credibility
- Learning Lab: Your Decision-Making Style and Key Characteristics*
- SESSION 2**
- Open: Building Trust and Credibility (cont.)
 - Investigate: Decision-Making Motivation
- Learning Lab: Your Verbal Agenda and Role Play Preparation*
- SESSION 3**
- Investigate: Decision-Making Motivation (cont.)
 - Present: Articulating Value
- Learning Lab: Knowledge Check and Role Play Preparation*
- SESSION 4**
- Role Play
 - Confirm: Gaining Agreement
- Learning Lab: Knowledge Check and Role Play Preparation*
- SESSION 5**
- Position: Expanding results and relationships
 - Role Play and Applications
- Learning Lab: Course Feedback*

Knowing Yourself

One of the keys to successful influencing is self-awareness. Use Predictive Index data to understand how you are wired, how you are perceived, your natural strengths, and your development opportunities as an influencer.

What drives does PI measure?



Drives → Needs → Behaviors

(A)	High →	_____
	Low →	_____
(B)	High →	_____
	Low →	_____
(C)	High →	_____
	Low →	_____
(D)	High →	_____
	Low →	_____

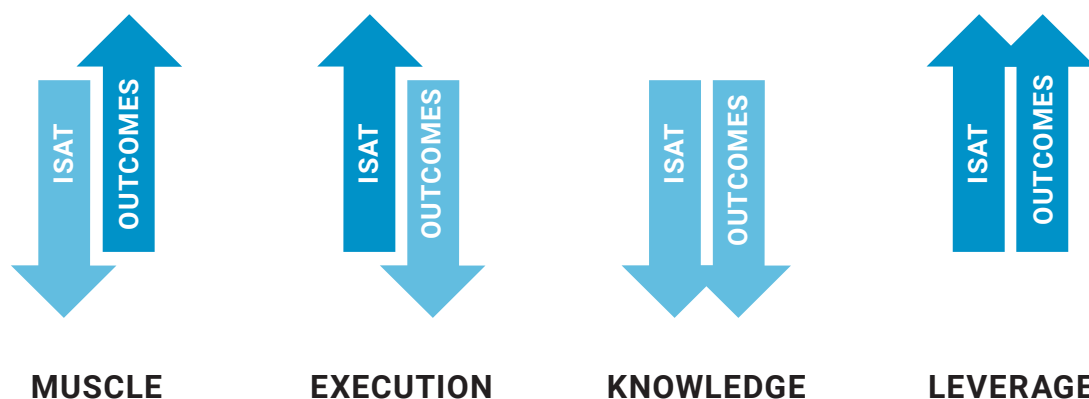
Pre-Work: Skill Pre-Assessment

This course uses the Influencing Skills Assessment Tool™ as a pre-assessment tool to help participants identify development needs related to the Influencing for Results process. This tool is administered prior to the start of this course.

ISAT History

- The ISAT is a diagnostic tool designed to provide insight into your influencing strengths and areas of growth.
- Developed in 2001 by The Predictive Index within standard research methods.
- Two independent research studies completed in 2003 and 2006 by I-O Psychologists indicated that all individual items and overall scores showed good reliability. Technical document published in 2006.
- ISAT tracks demographic and sales or influencing experience for all participants; this data is not reflected in reports.
- ISAT scores are not impacted by age, gender or race, nor by sales experience.
- Administered to thousands of participants globally in 19 languages.
- The ISAT measures the five critical skills for a customer-focused and consultative approach to influencing.
- Each skill is scored from 0-5 by skill, with 5 being excellent and 0 needing broad development.

ISAT and Outcomes



Pre-Work: ISAT Reflection Guide

What part of your ISAT results are in line with your expectations?

What surprises did you see in the ISAT data?

Do you have a potential explanation of surprises?

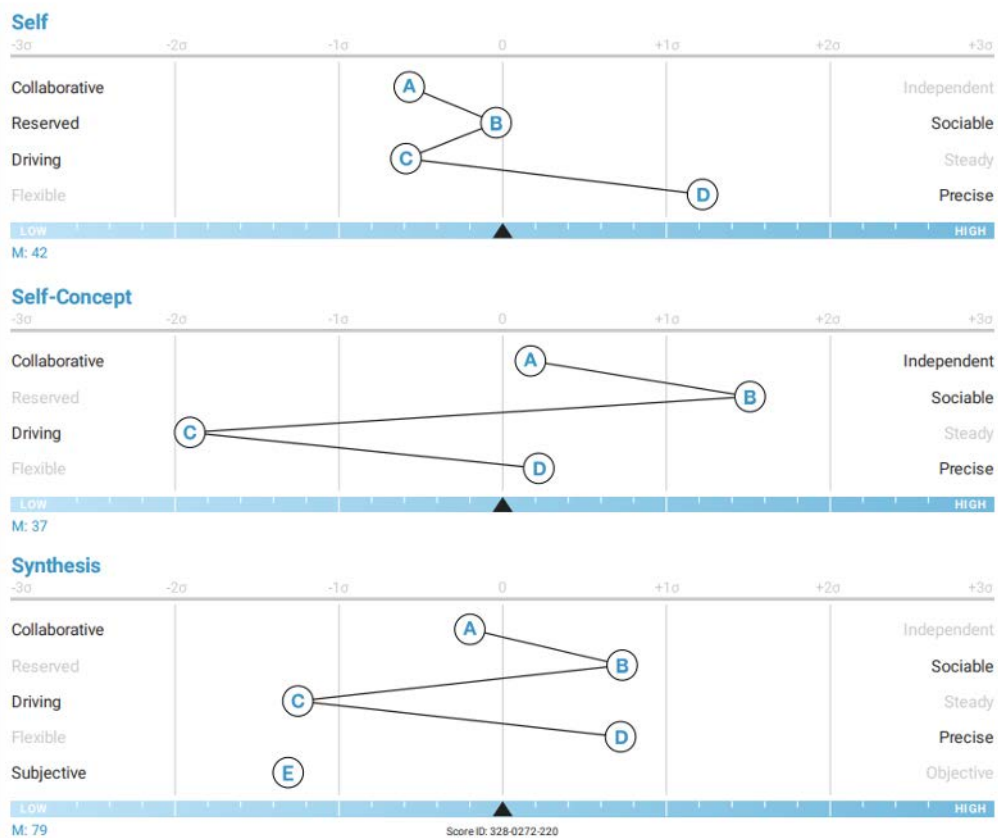
Based on your ISAT score, what one or two areas do you want to focus on in this class?

Personal Objectives

List your personal objectives and expectations for the course.

Where Performance Comes From

Predictive Index Behavioral Assessment



Self

The Real Me

Self-Concept

I am trying to be...

Synthesis

How Others See Me

How Behaviors Impact Influencing

Identify if your Factor is high (on the right side of your PI graph) or low (on the left side of your PI graph) and the Strengths, Issues, and Adjustments you identify with for each of the Four Factors.

High or Low Dominance	Strengths	Challenges	Adjustments
High or Low Extraversion	Strengths	Challenges	Adjustments
High or Low Patience	Strengths	Challenges	Adjustments
High or Low Formality	Strengths	Challenges	Adjustments

The Concept of “Two Worlds”

In an influencing situation, the real world is divided into two different “worlds” - yours and the customers’. Often, professionals only focus on the “world” within which they are most familiar, their own world.

Your World



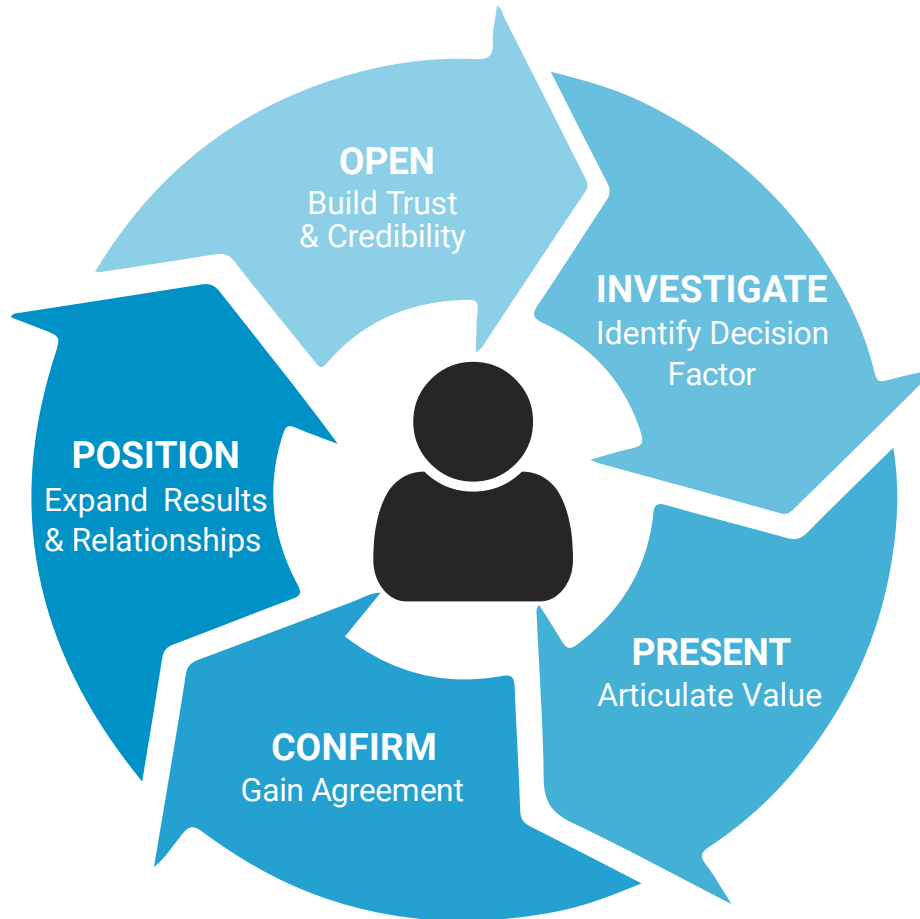
Their World



Top performers know, however, that the key to success lies in the ability to understand and work with the world of the person you are influencing.

What makes it difficult to get in and stay in the other person's world, consistently?

The Influencing for Results Process



OPEN

Building Trust and Credibility. This begins when you set your first meeting or make your first phone call with the person you are influencing.

INVESTIGATE

Identifying the Decision-Making Factor. Gather enough information to determine the person's decision-making criteria, understand their situation accurately, and know how to position your idea or solution as the best option available to them.

PRESENT

Articulating Value. Use what you have learned from your investigation to convey how your idea or solution makes sense to the person you are influencing, in their world.

CONFIRM

Gaining Agreement. Ask for the business, answer the person's concerns, and problem solve for a possible decision.

POSITION

Expand Relationships and Results. At this point you have earned the right to expand the relationship to be loyal for life through repeat business, new agreements, and referrals.

Section 1: OPEN

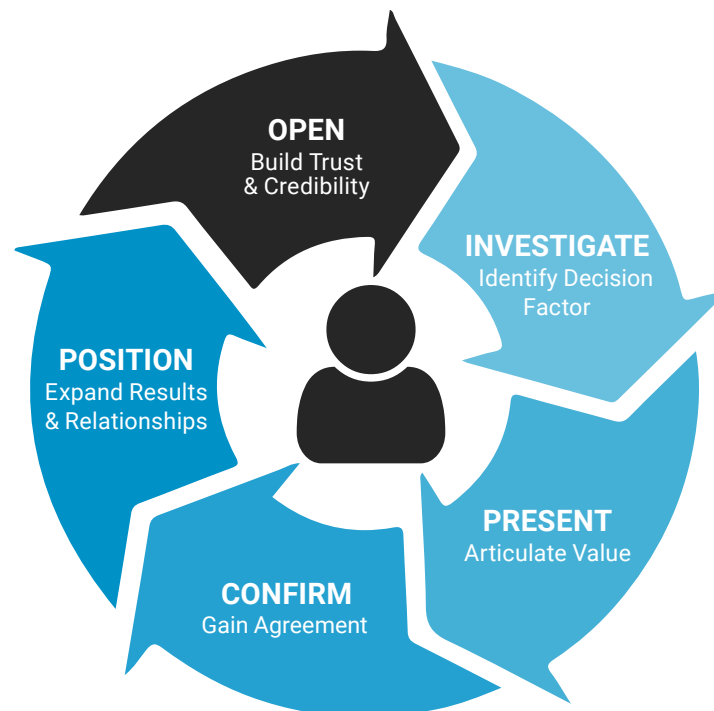
Section description

In this section, participants will learn how to build a bridge of communication with the others they work with and why this is essential for new business generation and efficient influencing conversations.

Section objectives

Upon completion of this section, you should be able to build trust and credibility with others. To achieve this objective, you should also be able to do the following:

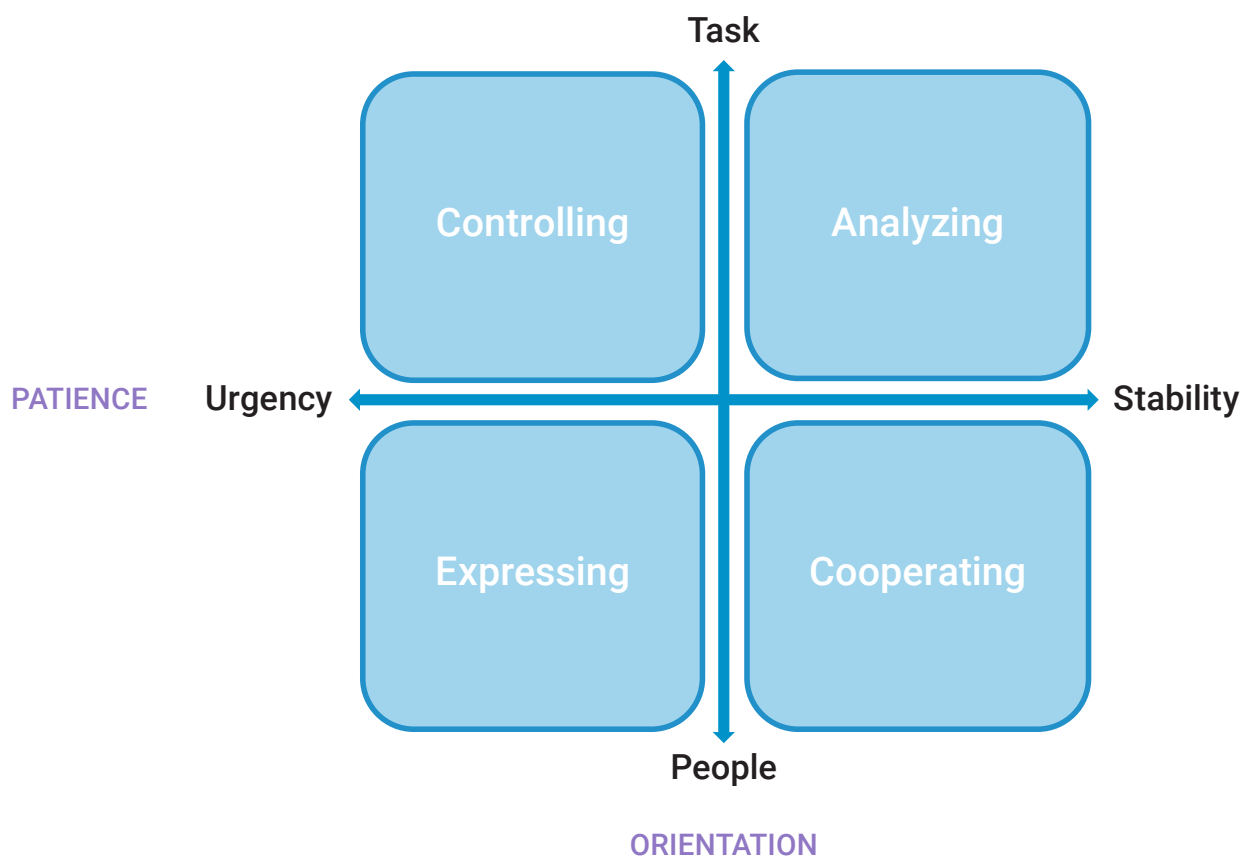
- Identify and describe the four key Decision-Making Styles
- Demonstrate adapting communication in customer conversations using Decision-Making Styles
- List the needs of a contact based on Decision-Making Styles
- Explain the impact of verbal, vocal, and visual modes of communication
- Use the Verbal Agenda to transition the conversation



How People Decide

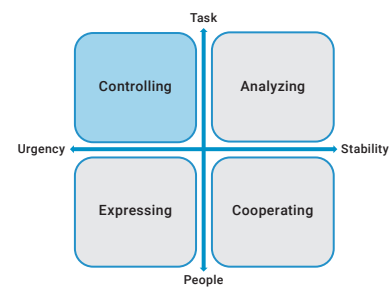
A key part of working with your customer in their world is learning what their needs are in terms of communication and decision-making. Decision-Making Styles is a simple process that helps you identify the innate drives and behaviors of others using observable behavior.

Decision-Making Styles Model



Controlling

Style keyword: bottom line

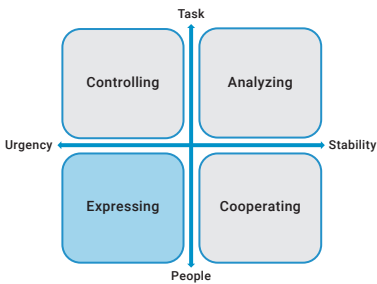


How do I recognize them?	
Measures value by...	Results
Specialty...	Control
Let them save...	Time
Support their...	Conclusions
To decide give them...	Options
Take time to be...	Efficient
Needs	

Someone I know

Expressing

Style keyword: big picture

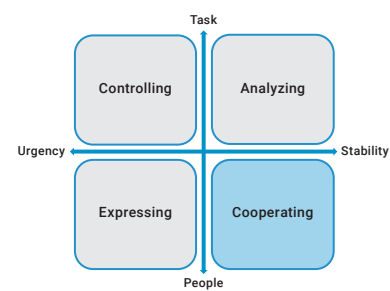


How do I recognize them?	
Measures value by...	Applause
Specialty...	Social
Let them save...	Effort
Support their...	Ideas
To decide give them...	Testimonials
Take time to be...	Interested
Needs	

Someone I know

Cooperating

Style keyword: relationship

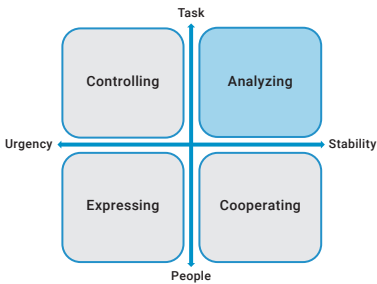


How do I recognize them?	
Measures value by...	Attention
Specialty...	Cooperation
Let them save...	Relationships
Support their...	Dreams
To decide give them...	Guarantees
Take time to be...	Agreeable
Needs	

Someone I know

Analyzing

Style keyword: thinker



How do I recognize them?	
Measures value by...	Accuracy
Specialty...	Technical
Let them save...	Face
Support their...	Facts
To decide give them...	Proof
Take time to be...	Precise
Needs	

Someone I know

What is Your Decision-Making Style?

In this activity, you will determine your own style based on the Decision-Making Styles model.

Instructions

1. Below, circle or check the item in each pair of words that best describes you in a work setting (choose one word per row).
2. Score by counting the number of circled words in the left-hand column only for the first ten items (Part One), then for the second ten items (Part Two). You will have two resulting scores, one for patience, the other for orientation.

Part 1 – in a work setting...

Are you more:	Or, more...
Easygoing	Intolerant
Relaxed	Rushed
Habitual	Impulsive
Patient	Impatient
Deliberate	Hasty
Mellow	Intense
Unhurried	Hurried
Hesitant	Decisive
Slow-paced	Fast-paced
Calm	Tense
_____ Patience Total	

Part 2 – in a work setting...

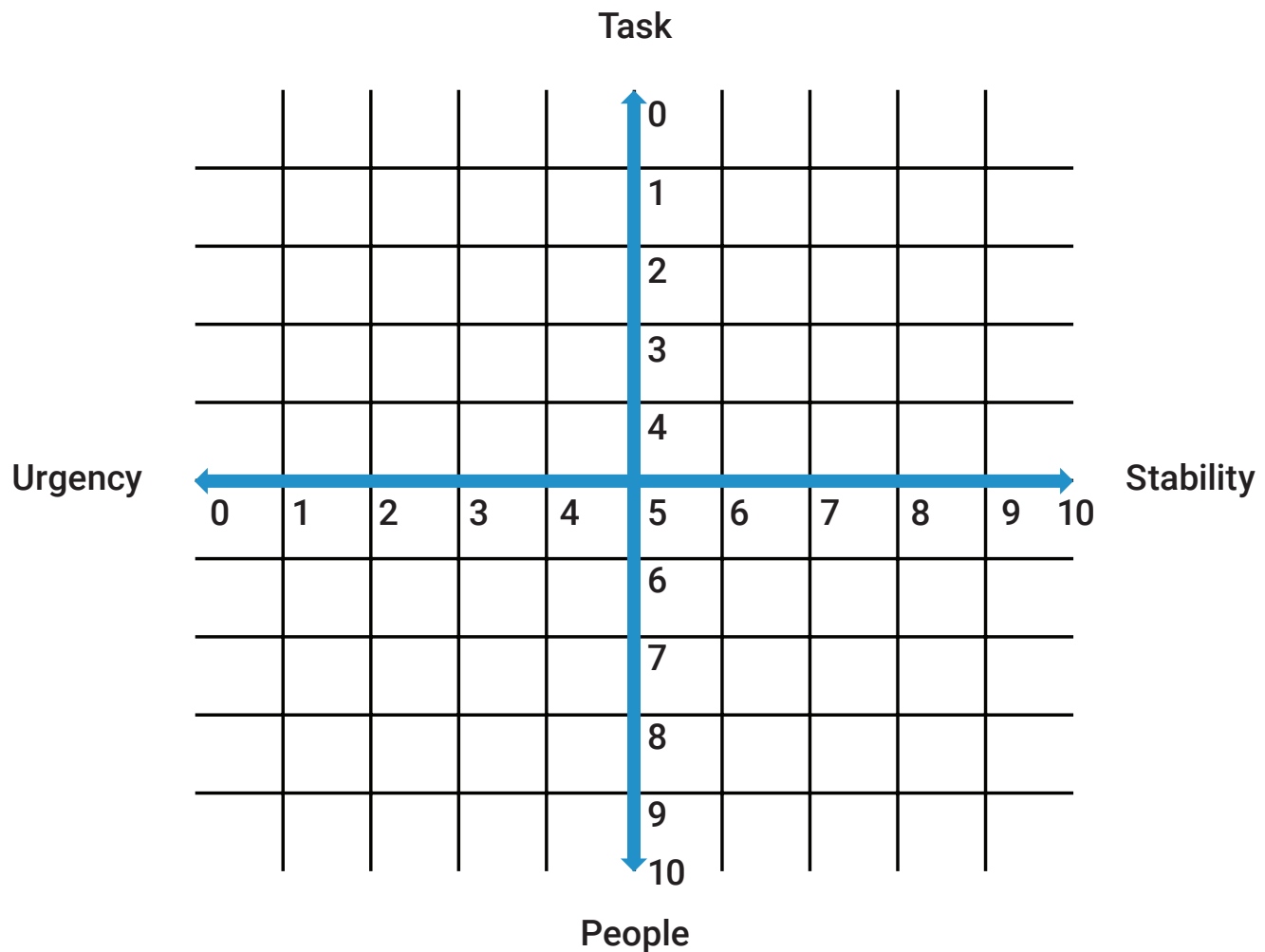
Are you more:	Or, more...
Open	Guarded
Approachable	Distant
Outgoing	Reserved
Intuitive	Logical
Sociable	Technical
Warm	Cool
Empathetic	Critical
Animated	Controlled
Random	Focused
Unstructured	Systematic
_____ Orientation Total	

What is Your Decision-Making Style?

Continued

In this activity, you will determine your own style based on the Decision-Making Styles model.

- Plot your score on the graph by locating your Patience score along the horizontal axis then moving up or down to locate your Orientation score along the vertical axis. Place a dot at the point where the two numbers intersect.



- My Buying Style is:

Learning Activity: Style Do's and Don'ts

In this activity, you will brainstorm what to do and not do when interacting with a Decision-Making Style.

Instructions

In your group, discuss how best to interact with the Decision-Making Style your group is assigned. Consider how the Style measures value, their pace, and their needs.

	Do	Don't
Controlling		
Expressing		
Cooperating		
Analyzing		

Determining a Decision-Making Style

A key part of working with others in their world is first discovering what their Decision-Making Style is. By asking purposeful questions during your opening interactions with others, we can draw out clues towards a person's pace and orientation.

Learning Activity: Determining a Decision-Making Style

In this activity, you will learn various methods and questions you can use to discover a customer's Decision-Making Style.

Instructions

1. In this activity, brainstorm one or two opening questions that could help you to determine:
 - Pace
 - Orientation
2. Be prepared to share the best question with the class.

Opening Questions:

Adapting Your Style

High Performers adapt their natural style to better meet the other's needs, increase trust, and communicate on their wavelength. By adapting your style during a sales conversation, you'll be able to more easily build rapport with others and gain agreement from more than just people who are similar to you.

My hardest style to connect with:

Two things I need to work on with this Decision-Making Style:

Learning Activity: Style Adaptation

In this activity, you will practice adapting your style based on the Style of another.

Instructions

1. Work with a partner to identify the person's Decision-Making style and determine how to adapt your style. Have a five minute conversation with your partner where you discuss one of the following topics:
 - A favorite vacation
 - Something that happened to you at work last week
 - A dream or ambition you have
2. At the conclusion of the conversation, discuss the following questions with your partner:

What is the Style of your partner?

During your conversation, how did you adapt your style based on the style of the other person?

What other adaptations to your style would you make in working with this person?

The Verbal Agenda

Step	Purpose
1. You'll be asking questions about their situation. (Their World)	
2. You'll be sharing information about your offerings. (Your World)	
3. You'll decide on next steps together (An Invitation)	
4. Invite them to add to the Agenda.	

Learning Activity: Your Verbal Agenda

In this activity, you will determine your own style for using the Verbal Agenda technique.

Instructions

Review the sample Verbal Agenda on the screen and write your own below.

Verbal Agenda:

Share with a colleague.

Section 2: INVESTIGATE

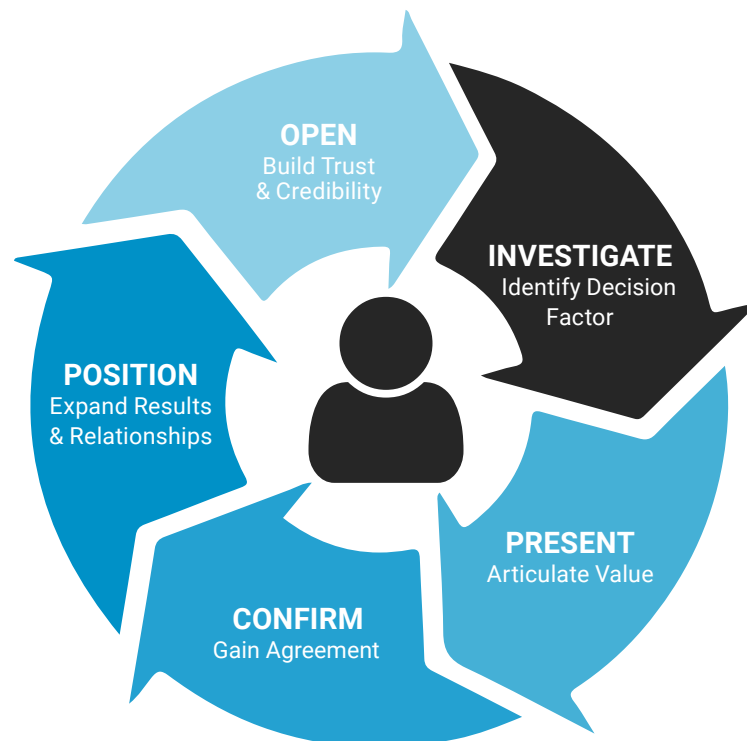
Section description

In this section, you will learn how to uncover needs effectively and why this is essential for setting the strategy of an influencing conversation.

Section objectives

Upon completion of this section, you should be able to apply key concepts related to the Investigate step of the Influencing for Results process. To achieve this objective, you should also be able to do the following:

- Describe the strategic questioning process
- Demonstrate the use of investigative questioning techniques
- Design an effective questioning strategy to identify the person's needs
- Demonstrate effective listening in influencing conversations
- Provide a verbal summary of the person's needs



Strategic Questions

Strategic questions are a crucial element of the Influencing for Results process. They provide you with the information you need to work effectively in the other person's world.

Types of Strategic Questions

The goal of asking strategic questions is to gain as much useful information as possible. Depending on the type of question you use, you gather different amounts of information and different types of information. This information will help you to identify the person's situation so that you can better identify needs and make targeted and meaningful presentations.

Here are two types of questions used in an influencing conversation:

Type	Description
Closed-ended	
Open-ended	

Investigative Questioning

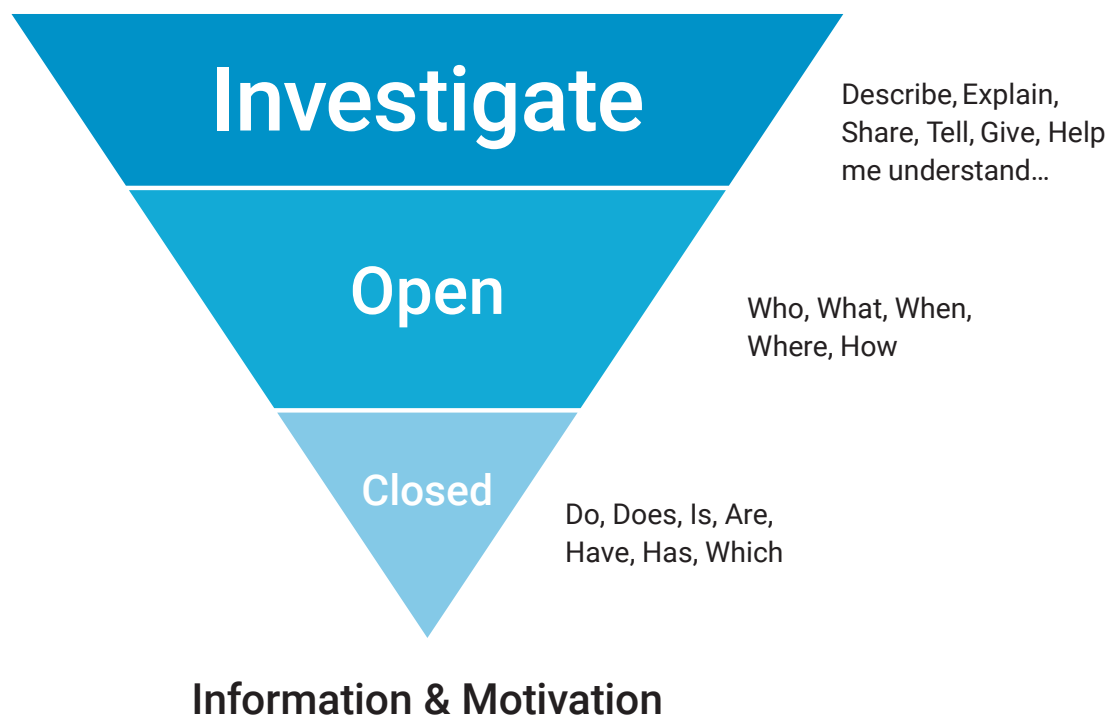
Another way to gather high-quality information is to use a third type of question: Investigative questions. These questions gain answers with greater depth, they get at the “why” without causing any issues.

Strategic

Broad

Future-Oriented

Using Questions Strategically



Learning Activity: Investigative List

In this activity, you will work in groups to create additional Investigate Questions.

Instructions

1. In your groups, write Investigate Questions you could use with your customers.
2. Come up with 10 Investigate Questions.
3. Identify your best question to share with the class.

Investigative Questions

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

Listening

Even if you do a great job at questioning, you cannot make it useful unless you have a strong ability to listen as well. Listening is a skill that can be developed.

Poor Listening Habit	Description
Private Planning	
Prejudgment	
Premature Dismissal	
Selective Listening	
Private Rehearsals	

Verbal Summary

The verbal summary helps transition the conversation from the front end of the influencing conversation to the back half and accomplishes the following:

- Confirms to the person that you have heard them accurately
- Confirms for you that you understand their situation accurately
- Prepares them to hear your solution

Example:

"Based on what you described, you're working on three main initiatives this year – top line revenue growth, rollout of the new products and expansion into two new regions. Did I get that right? Is there anything else I've missed? (get confirmation)

...Great, one of our solutions is..."

Role Play A - Senior Decision Maker

In this activity, you will act as the Decision-Maker in a case scenario where your partner will practice the skills of the Influencer presented in Open and Investigate. You will have the opportunity to switch roles at the end of the Role Play.

Instruction

In this activity you will work with a partner to role play the beginning steps of an influencing interaction between a Senior Decision Maker and an Influencer

1. Review the role information provided.
2. Spend 5 minutes playing the scenario, acting out your assigned Decision-Making Style, with your partner acting as the Influencer.
3. After playing the scenario for 5 minutes, end the scenario and discuss it with your partner. Provide feedback to your partner on what they did well.

Situation: Part 1

You are the Senior Executive in your business, a consumer products company, responsible for making the purchasing decisions for the product (or service) being sold. Your Decision-Making Style is **Expressing**. You receive constant requests from people for "a few minutes of your time." You have a limited amount of time available, so you are very selective about using your time to meet with this Influencer. You have been successful by focusing on your vision and driving to achieve it. You believe in investing in order to make things happen and you are committed to your mission. You are open to ideas that stimulate you and help you achieve your vision.

Activity: Part 1

Using the Expressing Decision-Making Style, play this call with the Influencer. If the Influencer recognizes you are an Expressing Style and responds to you accordingly, cooperate with them. This means they inquire about your ideas and interests, your vision for what is needed, they discuss things conceptually and demonstrate enthusiasm.

If the Influencer does not respond to your Decision-Making Style, you should talk about other things and act like you are not interested in what they have to offer. If they try to focus too much on detail or do not pay attention to what you say, become annoyed, change the subject, or attack their offerings.

Make up any additional details you need for this activity and refer to your guide for how to act like your Decision-Making Style (and use those acting skills!)

Write in notes about your Decision-Making Style below:

Role Play A, Continued (Senior Decision-Maker)

In this activity, you will act as the Decision-Maker in a case scenario where your partner will practice the skills of the Influencer continuing the scenario from the previous page.

Situation: Part 2

You are continuing your first conversation with the Influencer, who has recognized that your Style is Expressing. The Influencer has gained your permission to ask you some questions and you have agreed.

You believe your key to success is making your product "the best of the best." Your company has a great reputation in the market and you are proud of it. You believe in your team and trust that they will follow you as you take the business to new levels. The company's emphasis on quality product and service comes at a price: higher cost and more infrastructure.

- Your business is under substantial pressure from a new competitor overseas who has lower prices. This has created profit margin prices for you.
- You are working on the acquisition of a new company that will broaden your product offerings and solidify your competitive position.
- You will probably have to reorganize and realign some parts of the organization in the next six months - hopefully this will not require layoffs.
- You expect to aggressively boost revenue by 15% this year and 20% the next.

Activity: Part 2

Continue to play the Decision-Maker role, using the Expressing Style. Answer the Influencer's questions with the information above. Make up any additional information you need. You may ask the Influencer questions as well. Play the scenario for five minutes, it's okay if the conversation does not finish completely.

Feedback

Once you complete the scenario, provide the Influencer feedback in the following areas:

- Did they achieve their objective for this section? Why or why not?
- What was most effective about this sales conversation?
- What are the opportunities for improvement?
- Did the Influencer use a mix of questions including Investigate Questions?
- Did they present information too quickly (before adequately gathering information through strategic questioning)?
- Did they listen effectively?
- Did they offer a Verbal Summary of your situation?

Role Play A (Influencer)

In this activity, you will act as the Influencer in a case scenario where you will practice the skills in Open and Investigate in the Influencing for Results process. Your partner will play the role of a Senior Decision-Maker.

Instruction

In this activity you will work with a partner to role play the beginning steps of a interaction between a Senior Decision Maker and an Influencer

1. Review the role information provided.
2. Spend 5 minutes playing the scenario, with your partner acting as the Customer.
3. After playing the scenario for 5 minutes, end the scenario and discuss it with your partner. Your partner will provide you with feedback.

Situation: Part 1

You will be calling on a Senior Executive of a successful consumer products company. While you have done some research on the web, this is your first time meeting and you do not know much about the person and what the opportunity might be.

Activity: Part 1

Your goal is to establish a relationship so that you may learn more from the Decision-Maker and use that information to advance the conversation. Use this as an opportunity to build trust and credibility with them. Try to uncover the person's Decision-Making Style and pivot your style to them. Conclude your conversation with a verbal agenda, to prepare to gather more information in the Investigate step (this is part 2).

Remember, the four Styles are Controlling, Expressing, Cooperating, and Analyzing. Make an educated guess based on the person's pace and/or orientation.

Remember, create a Verbal Agenda using your own style and include the following four steps:

1. Explain that you'll be asking questions about their situation.
2. Explain you'll be sharing information about your company.
3. Explain you'll decide on next steps together.
4. Invite them to add to the agenda.

Role Play A, Continued (Influencer)

In this activity you will work with a partner to continue the role play interaction between a Senior Decision Maker and a Sales Rep.

Situation: Part 2

You are continuing your first conversation with the Decision-Maker. You have begun the transition to the Investigate step by using the Verbal Agenda.

Activity: Part 2

Your objective is to gather information in order to understand the decision-maker's situation, understand their goals and objectives, and learn any other information helpful. When you have obtained the information you need, provide a Verbal Summary to the person. Do not proceed with a pitch or presentation, but end the role play.

Tips:

- Be sure to prepare some questions in advance that you can use to gather the information you need (look at your list of Investigate Questions).
- Be careful about using "why?"
- Investigate questions begin with Explain, Share, Tell, Explore, Describe, Give, Help me Understand
- Focus on listening effectively to what the customer tells you.
- Summarize with a Verbal Summary.

Write your list of Investigate Questions below and use the space for notes:

Role Play B - Chief Financial Officer (Decision-Maker)

In this activity, you will act as the Decision-Maker in a case scenario where your partner will practice the skills of the Influencer presented in Open and Investigate. You will have the opportunity to switch roles at the end of the Role Play.

Instruction

In this activity you will work with a partner to role play the beginning steps of an interaction between a Chief Financial Officer and an Influencer.

1. Review the role information provided.
2. Spend 5 minutes playing the scenario, acting out your assigned Decision-Making Style, with your partner acting as the Influencer.
3. After playing the scenario for 5 minutes, end the scenario and discuss it with your partner. Provide feedback to your partner on what they did well.

Situation: Part 1

You are the Chief Financial Officer of a successful Services company. Your Decision-Making Style is **Analyzing**. You have focused on building a solid organization and structure of policies and processes to run a "tight ship". With legislation driving substantial reporting requirements and competitive pressure driving costs down, your organization is struggling to keep up. You want to ensure that every step the company makes is done with a sound financial strategy.

Activity: Part 1

Using the Analyzing Style, play this call with the Influencer. If the Influencer recognizes you are an Analyzing Style and responds to you accordingly, cooperate with them. This means they are interested in the details, listen carefully to what you tell them, and are precise in their answers and questions.

If the Influencer does not respond to your Style, be evasive and tight lipped, reserving important details only for when you trust them. If they try to push you too much or are too vague with what they say, act withdrawn and avoid their questions.

Make up any additional details you need to for this activity, refer to your guide to get insight on how to act like your Decision-Making Style (and use those acting skills!)

Write in notes about your Decision-Making Style below:

Role Play B, Continued (Decision-Maker)

In this activity, you will act as the Decision-Maker in a scenario where your partner will practice the skills of the Influencer, continuing from the previous page.

Situation: Part 2

You are continuing your first conversation with the Influencer. The Influencer has recognized that your Decision-Making Style is Analyzing. The Sales Rep has gained your permission to ask you some questions and you have agreed.

You believe in using proven approaches. This philosophy has served you well through the past 15 years of your finance career. You know that your boss, the CEO, wants substantial growth in the company's market share over the next three years, a goal that is very aggressive. You know that it is up to your organization to support those goals efficiently and effectively.

- You expect others to have logical, clear, proven approaches that deliver.
- You believe in testing prospective vendors to see if they deserve your business. They should be able to rapidly provide you with information requested.
- Your company is generally considered #2 in the market in your region and the CEO is determined to make it #1.
- You prefer to keep the conversation to business.
- You believe that outsourcing some services to the right vendor might be a good way to handle the company's cost pressures.

Activity: Part 2

Continue to play the Decision-Maker role, using the Analyzing Style. Answer the Influencer's questions with the information above. Make up any additional information you need. You may ask the Influencer questions as well. Play the scenario for five minutes, it's okay if you don't fully finish the conversation

Feedback

Once you complete the scenario, provide the Influencer feedback in the following areas:

- Did the Influencer achieve their objective for this section? Why or why not?
- What was most effective about this conversation?
- What are the opportunities for improvement?
- Did the Influencer use a mix of questions including Investigate Questions?
- Did the Influencer present information too quickly (before adequately gathering information through strategic questioning)?
- Did they listen effectively?
- Did they offer a Verbal Summary of your situation?

Role Play B (Influencer)

In this activity, you will act as the Influencer in a case scenario where you will practice the skills in Open and Investigate in the Influencing for Results Process. Your partner will play the role of the Decision-Maker.

Instruction

In this activity you will work with a partner to role play the beginning steps of a sales interaction between a Chief Marketing Officer and an Influencer.

1. Review the role information provided.
2. Spend 5 minutes playing the scenario, with your partner acting as the Decision-Maker.
3. After playing the scenario for 5 minutes, end the scenario and discuss it with your partner. Your partner will provide you with feedback.

Situation: Part 1

You will be calling on the Chief Financial Officer of a successful Services company. You have done some research on the web, but this is your first time meeting and you do not know much about them and what the potential opportunity might be.

Activity: Part 1

Your goal is to establish a relationship so that you may learn more from the CFO and use that information to advance the relationship. Use this as an opportunity to build trust and credibility with the customer. Try to uncover the customer's Decision-Making Style and pivot your style to them. Conclude your conversation with a verbal agenda, to prepare to gather more information in the Investigate step (this is part 2).

Remember, the four Decision-Making Styles are Controlling, Expressing, Cooperating, and Analyzing. Make an educated guess based on the person's pace and/or orientation.

Remember, create a Verbal Agenda using your own style and include the following four steps:

1. Explain that you'll be asking questions about their situation.
2. Explain you'll be sharing information about your company.
3. Explain you'll decide on next steps together.
4. Invite them to add to the agenda.

Role Play B, Continued (Influencer)

In this activity you will work with a partner to continue the role play interaction between a CFO and an Influencer.

Situation: Part 2

You are continuing your first conversation with the customer. You have begun the transition to the Investigate step by using the Verbal Agenda.

Activity: Part 2

Your objective is to gather information in order to understand the Decision-Maker's situation, understand their goals and objectives, and learn any other information helpful in the process. When you have obtained the information you need, provide a Verbal Summary to the Decision-Maker. Do not proceed with a pitch or presentation, but end the role play.

Tips:

- Be sure to prepare some questions in advance that you can use to gather the information you need (look at your list of Investigate Questions).
- Be careful about using "why?"
- Investigate questions begin with Explain, Share, Tell, Explore, Describe, Give, Help me Understand
- Focus on listening effectively to what the customer tells you.
- Summarize with a Verbal Summary.

Write your list of Investigate Questions below and use the space for notes:

Section 3: PRESENT

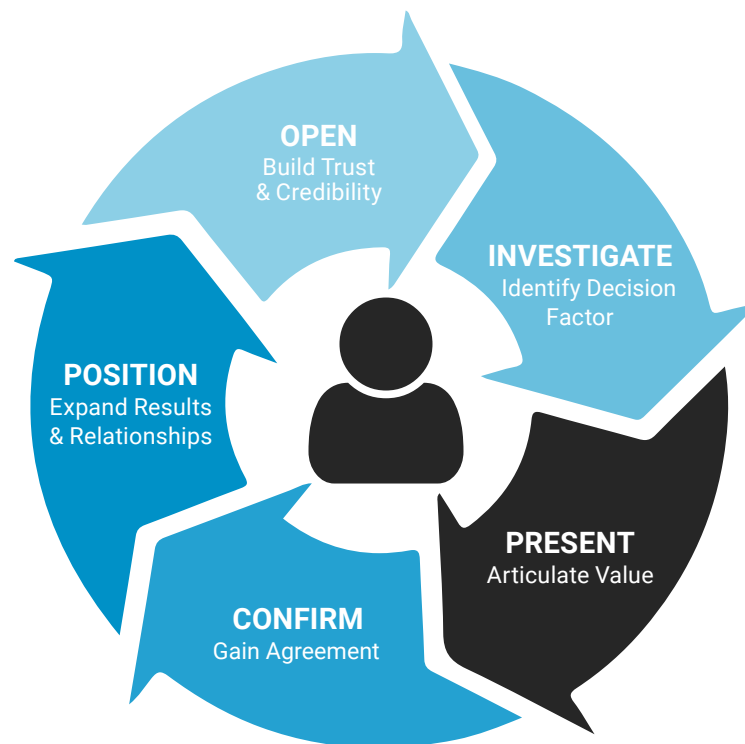
Section description

In this section, you will learn how to present your solutions effectively in person and remotely. Participants will be able to articulate value and know why this step in the influencing process is essential for acceptance of their solutions.

Section objectives

Upon completion of this section, you will be able to apply key concepts of the Present stage of the Influencing for Results process. To achieve this objective, you will also be able to do the following:

- Identify solution attributes
- Map attributes to value for the other person
- Describe solutions in terms of value
- List the three types of presentations
- Present effective solutions based on the person's needs
- Adapt to the Decision-Making Style needs of others during presentations



Case Example:

Change Management Consulting Group (CMCG)

CMCG provides change management, employee communications programs, and leadership development to corporate clients. CMCG sells to the “C-suite” and division heads who need help with their organizational change initiatives.

Here is the presentation that CMCG usually delivers to their prospects:

"CMCG has been in business for 22 years providing change management consulting to companies. We are a group of 30 top-level consultants with extensive experience in the field. Our primary office is in NYC and we have a group of five in your location. We pride ourselves on client service."

The Value Foundation

What kind of impression does this type of “speech” leave you with?

How could this presentation be better?

Map Attributes to Value

Attribute: Facts, figures, features
Value: What it does for the client

Learning Activity: CMCG value

Listed in the table below are the attributes and related value for the solution provided by CMCG. Fill out the missing Values during the class discussion.

Attribute	Value
In business 22 years	Experience, stability, reliability, risk reduction, strong future
30 top level consultants	Depth and breadth of experience, access to knowledge
HQ in NYC, local satellite office	Centralized to deploy to any location; local presence, easy access
Excellent Client Service	
Fortune 500 client base	
Global rollouts	
CEO published book on Change Management	

Learning Activity: Your Value Foundation

- 1. List attributes for your product/solution/organization.
- 2. List the attributes you bring as a professional.
- 3. Fill in the value represented by each attribute.

Attribute	Value

Presenting Problems

Many professionals rush into presenting products and services and fall into their comfortable routine, undoing all the careful work of Open and Investigate.

In the table below, list the solutions to these common problems.

Problem	Solution
Abandoning Investigate	
Presenting Too Soon	
Can't Wait to "Wow"	
Presenting Everything	
Presenting Features, not Value	

Presenting to Decision-Making Styles

Remember that Decision-Making Styles play an important part in effective communication between the influencer and the decision-maker. For a review of the needs of each Buying Style, see Appendix A.

In the table below, list the considerations to keep in mind when presenting to the style listed on the left.

Style	When Presenting to This Style...
Controlling	
Expressing	
Cooperating	
Analyzing	
All Styles	

Section 4: CONFIRM

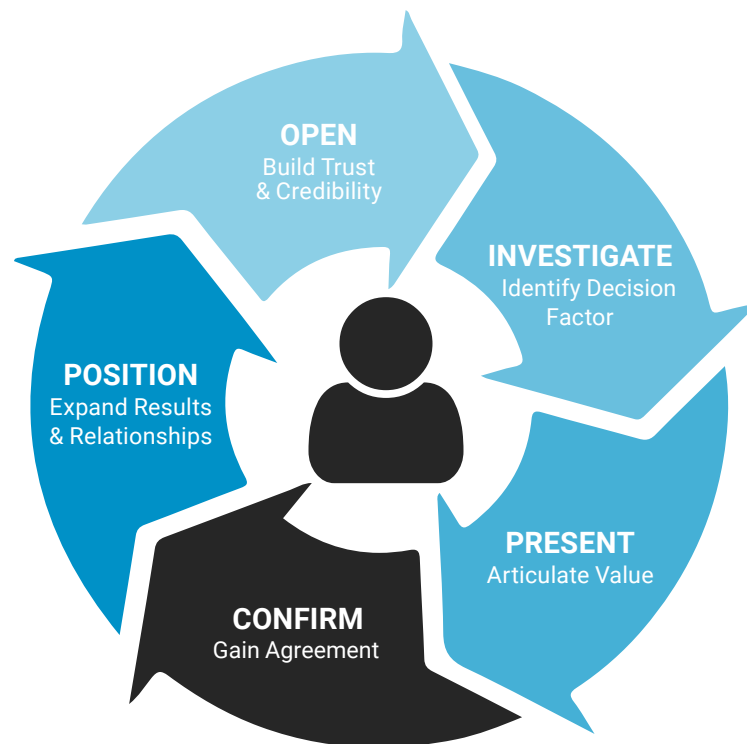
Section description

In this section, participants will identify decision-making needs and learn how to work with others to gain agreement to advance the decision.

Section objectives

Upon completion of this section, you will be able to apply the concepts related to the Confirm stage of the Influencing for Results process. To achieve this objective, you will also be able to do the following:

- Describe four ways to ask for a decision
- Apply Decision-Making Styles to gain agreement
- Explain the difference between conditions and objections
- Interpret objections by using the “requests” strategy
- Demonstrate the process for objection-handling
- Answer objections effectively and solve problems



Asking for a Decision

There are several proven approaches to asking for a decision in an influencing environment. Listed below are four key methods.

In the table below, provide an example of each method of asking for a decision.

Method	Example
Direct Question	
Timeline/Time Driven	
Direct Statement	
Process Driven	

Decision-making Based on Styles

The Style of the decision-maker has an impact on their decision-making process. The table below recaps the ways to help the individuals decide:

Style	To decide, give them
Controlling	
Expressing	
Cooperating	
Analyzing	

Objections and Conditions

Receiving objections is part of the influencing process. Objections are "buying signs" from the decision-maker . They demonstrate that the person is considering agreeing, but is not ready yet to move forward. Your job is to help them move through this part of the process in order to gain agreement for a positive decision. An important factor in moving forward is knowing whether a person's response is an objection or a condition.

Type	Description	Examples
Objections		
Conditions		

When encountering these responses, use the following strategies:

Type	Strategy
Objection	
Condition	

After presented with a condition, your credibility will diminish if you keep trying to persuade. The good news is that conditions always change.

Objections should be viewed as requests. When you hear an objection, your job first and foremost is to understand what the person needs from you. You must listen and interpret rather than respond.

Identifying Requests

Before you can handle the objection effectively, you must learn how to identify the request behind the objection. There are three aspects to think about when planning to address an objection:

- The objection from the person
- The hesitation in the person's mind that is causing the objection
- The request of what the person needs from you to move ahead

Objection	Hesitation	Request
"Cost is too high"	"I don't see why this is worth it"	Articulate Value
"Happy with current solution"	"I don't see how your offer is better"	Differentiation
"I need to talk to..."	"I need to justify what I'm doing"	
"We don't need it"	"I'm unsure how this applies to us"	
"It won't work for us"	"I can't see how we can make this work"	
"I need to think about it"	"I'm afraid to make a bad decision"	
"We had a bad experience before"	"I'm concerned the same thing will happen again"	

Objection Handling

Even during objection handling, influencing is always a collaborative effort. Follow the objection handling process to navigate decision making well.



Step	Description
Listen	
Acknowledge/empathize	
Ask questions	
Summarize	
Answer the request	
Confirm agreement	

Learning Activity: Objection Handling

In this activity, you will identify objections you receive and brainstorm answers.

Instructions

- 1. In your group, identify the most common or most challenging objections you receive. Write down the actual words people have used when objecting.
- 2. Fill in the hesitation ("what's really going on").
- 3. In your group, identify the request, based on the hesitation.
- 4. Brainstorm what you can say or questions you can ask to answer that request and overcome the objection.

Objection	Hesitation	Request	Answer

Section 5: POSITION

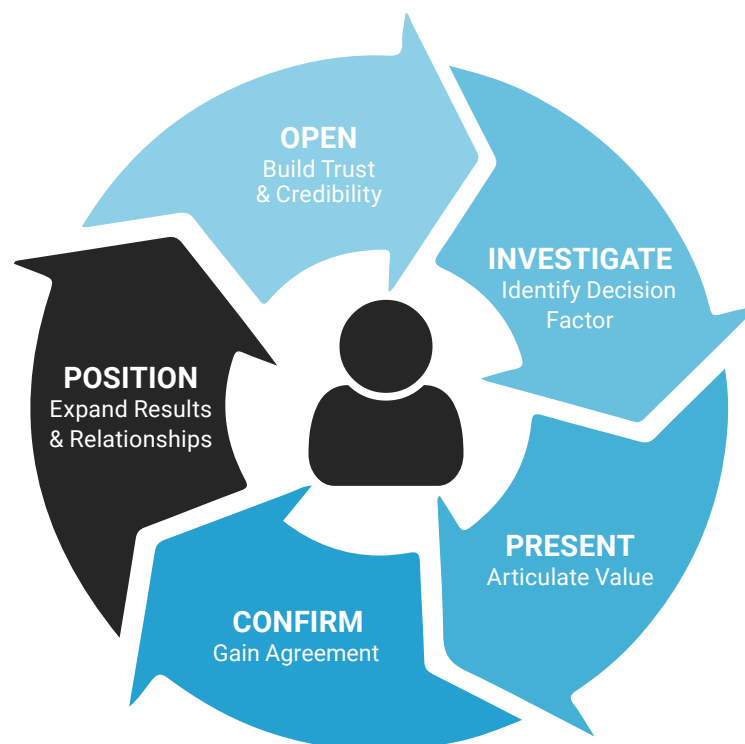
Section description

In this module, participants will learn key concepts about building long-term relationships, increase loyalty, and generate consistent and sustainable results.

Section objectives

Upon completion of this section, you will be able to apply the concepts related to the Position stage of the Influencing for Results process. To achieve this objective, you will also be able to do the following:

- Maintain the quality of your relationships.
- Leverage positive work to build internal success stories.
- Build existing and new relationships for long term growth.
- Identify new opportunities and solutions you can offer.
- Gain internal referrals from key decision-makers.



Learning Activity: Five Alive

In this activity, you will brainstorm ways to connect with others to stay in touch and not "out of sight".

Instructions

Write down examples of ways you can stay in touch with a key decision-maker, that is not an influencing activity but simply a touch-point and positive interaction.

Learning Activity: Asking for Referrals

In this activity, you will identify effective approaches to obtaining referrals.

Instructions

1. Complete a script to ask for a referral that includes the following:
 - Exactly who you want to meet (ideal "customer")
 - Your value - how you can help, how you've helped others before
 - Key talking points to make it easy for someone to talk about you
 - What kind of referral would be most meaningful (scripted phone call, warm transfer, email introduction, etc.)

2. Make a list of FIVE people that you are going to reach out to in the next seven days to ask for a referral.



Appendix

INFLUENCING FOR RESULTS

APPENDIX A

Decision-Making Style Summary

	Controlling	Expressing	Cooperating	Analyzing
Keyword(s)	Bottom Line	Big Picture	Relationship	Thinker
Measures Value By...	Results	Applause	Attention	Accuracy
Let Them Save...	Time	Effort	Relationship	Face
Take Time to Be...	Efficient	Interested	Agreeable	Precise
Support Their...	Conclusions	Ideas	Dreams	Facts
To Decide Give Them...	Options	Testimonials	Guarantees	Proof
Specialty...	Control	Social	Cooperation	Technical
Backup Style	Boss	Attack	Give-In	Avoid

Learning Activity: Behavioral & ISAT Data

In this activity, you will increase your self-awareness through analytics.

Instructions

List your three strongest behaviors from your PI behavioral pattern:

Answer the following questions:

1. What does my pattern tell me about my influencing style?
2. When do my behavioral strengths help me influence more effectively?
3. When do my behavioral strengths hinder me from influencing?
4. Which of my natural behaviors are impacting my ISAT scores?
5. Now that I understand my behavioral drives, what are my top three learning opportunities with IFR?

Personal Action Plan

1. OPEN:
1. 2. 3.
2. INVESTIGATE
1. 2. 3.
3. PRESENT
1. 2. 3.
4. CONFIRM
1. 2. 3.
5. POSITION
1. 2. 3.

