







Impact and Influence

Workshop objective

The ability to create impact & have a positive influence are both key ingredients to performing at the very highest level. This workshop is designed to heighten the participants awareness of their impact on others – both internal and external - and assist them to make positive impressions, persuade others to a point of view, or a desired course of action, through their effective communication. It provides an influencing framework to help them plan ahead, plus a chance to obtain feedback on their present style.

By the end of the workshop, participants will be able to:

-  Understand their preferred influencing style and its impact and the potential negative aspects of overuse
-  Understand the behaviours of their least preferred influencing style and use this to adapt their approach
-  Demonstrate flexibility in their approach to influencing based on their evaluation of a situation
-  Create influencing strategies (written and verbal) with increased chances of success
-  Recognise and plan for opportunities to enhance personal reputation and impact
-  Leverage opportunities to influence and enhance personal impact

Pre-workshop

Participants will complete a short exercise that examines their preferred reputation. This will involve the completion of a document that records their preferences. The document simply captures their thoughts and will never be shared. The module ends with participants being encouraged to complete a personal SWOT analysis that specifically looks at their preferred reputation.

Participants will also complete an online Thomas-Kilmann Conflict Mode Instrument (TKI). This takes around 15 minutes and will provide them with feedback on their influencing styles (most preferred and least preferred).

Workshop elements

Personal Brand (reputation)

In any relationship within which we are required to exert influence, we first need to understand our 'Personal Brand' – what do the person or people to be influenced think about us? What is their impression? What reputation have I created? This session highlights the importance of self-awareness and conscious control of our behaviours to deliver the reputation we aspire to. Our



reputation contributes significantly to our credibility, trustworthiness and the respect we develop in any given relationship. At the end of the module, the participants will explore their 'brand' using a personal SWOT analysis.

What is influence?

Here a short session positions and defines influencing. Specifically, participants will understand the criteria that qualify their behaviour as influence, rather than more negative approaches such as manipulation or 'holding to ransom'.

Influencing styles self-evaluation

Using the Thomas-Kilmann conflict mode instrument (TKI) participants will understand their preferred approach to influencing. The five different styles are explained in terms of the levels of assertiveness and co-operation that each delivers.

Understanding influencing styles

Here, participants will understand the positives and negatives of each TKI style, as well as understanding the implications of over/under use of each. This session will ensure participants reflect on their own preferences and, in doing so, realise the importance of matching the style to the situation rather than simply relying on preference. We explore the impact on both internal and external relationships of each style.

Influencing strategies

Written influence (email, reports etc.) will be contrasted and compared to vocal and verbal approaches. Some of the key principles of maintaining credibility and influence in written form will be explored and discussed.

The more common influencing strategies are examined and where appropriate, combined with the five TKI styles. This session demonstrates that there are many different ways to influence and it is the selection of both style and strategy that defines the outcome. Within this session, communication will be highlighted as critical to success in influencing; for both establishing and building relationships and also for persuasion, selling and bargaining.

Action planning

Participants will create a personal SWOT analysis for their own reputation (current). Having defined the reputation they desire, they will critically review their strengths and weaknesses creating tangible actions to promote their strengths and develop their weak areas. They will also be encouraged to identify real threats to their reputation and will be encouraged to mitigate these threats with changes in behaviour. Finally, they will look forward to the opportunities that will be



presented to them that can be used to enhance personal impact and reputation and plan how these opportunities will be leveraged.

The outcome of the SWOT analysis will create their influence and impact development plan – its disclosure to line management will be strongly recommended but not mandatory.

