How to win friends and influence people

Dr Robina Chatham
How decisions are made

2 - 3%  based on  Facts!

97 - 98%  based on  Opinions
Perceptions
Interpretations
Beliefs
Aspirations
Assumptions

Politics
Ability to influence
Relationships
Reputation

Research into 10 major organizations including IBM
What politics are often construed as:

- Doing deals
- Getting one over
- Scoring points
- Secrecy and subterfuge
- Mafiosi tactics
- Win-lose
Corporate politics

What politics are really about?

- Influence
- Collaboration
- Building relationships
- Openness and honesty
- Streetwise
- Win-win
CEOs who have attained long term success

‘Reading’: understanding the external world:

- Decision-making processes
- Overt and covert agendas
- Bases of power
- Own locus of influence
- Culture, style
- ‘Politics’

From political unawareness to political awareness

‘Carrying’: managing the external world:

- Acting with integrity
- Avoiding psychological game-playing
- Accepting self and others for what they are
- Win-win strategies for conflict management

From psychological game-playing to acting with integrity
The concept of ‘dolphinism’

Psychological game playing

- Politically aware

- Politically unaware

Acting with integrity
The four behaviour sets

**CLEVER**
Recognizes and exploits weaknesses in others
Self-centred behaviour
Charming veneer
Insecure but well defended
Likes games involving winners and losers
Manipulative

**WISE**
Takes account of other people personally
Excellent listener and aware of others’ viewpoints
Non-defensive: open and shares information
Creative and imaginative
Likes and engineers win-win situations
Ethical

**INEPT**
Not tuned into grapevine: blocked antennae
Conspiring with the powerless
Emotionally illiterate
Sees things in black and white
Not recognizing when fighting a losing battle
Unprincipled

**INNOCENT**
Wide eyed simplicity
Believes you are right if you are in authority
Believes in sticking to the rules, “there is a right answer”
Too busy to network
Doesn’t know how to build coalitions/alliances
Principled
The art of influencing

It’s not just about the content
The theory of psychological type

Two key dimensions:

- How we perceive the world
- How we make decisions
How we perceive the world

Sensing ↔ Intuition
What do you see?
Sensing

This tastes nice

Intuition

I wonder if we are having cheese afterwards?
Making a difference

Sensing

Intuition

“I’ve just had a great idea for next week’s meeting”

“FANTASTIC!”
“Look at that fabulous house”

“This would make a great safari park”
Sensing  Intuition

Let me fix it....  How about a wild garden instead?
How we make decisions

Thinking

Feeling
Thinking

Feeling

PROBLEM
SOLUTION
Four different types of people

- Thinking
- Sensing
- Feeling
- Intuition
Four different types

**ST - Pragmatic**
*E.g. Accountants & IT people*
- structure & lists
- proof & evidence

**NT - Theoretical**
*E.g. CEO’s & Lawyers*
- theory & models
- big picture & big ideas

**SF - Sociable**
*E.g. Receptionists & Nurses*
- personal touch
- truth & respect

**NF - Idealistic**
*E.g. Journalists & Psychologists*
- analogies & metaphors
- passion & enthusiasm
“Forget the golden rule. Don’t treat people the way you want to be treated. Tailor communications to the receiver instead of the sender.”

“Information must be delivered in the preferred “language” of the recipient if it is to be received at all.”
Four influencing strategies

**ST - The pragmatic ones**
- Be organised and structured
- Be practical and realistic
- Work logically and systematically through your analysis
- Offer proof and evidence

**NT - The theoretical ones**
- Show how it fits into the bigger picture
- Ensure the theoretical base is sound
- Appeal to my intellect and imagination
- Be a credible source of information

**SF - The sociable ones**
- Be clear and explicit, don’t just imply
- Show me how individuals will benefit
- Demonstrates immediate and practical results
- Show me respect

**NT - The idealistic ones**
- Engage with my personal values
- Paint pictures and draw analogies that have meaning
- Be passionate and engage my imagination
- Show me how it will contribute to the “greater good” of human kind
Approaches to the issue of poor morale

Why is it bad?
What are the causes?
If we don’t understand the causes you’ll simply address the symptoms

How bad is it?
Where is it worst?
What is the impact on the bottom line?

Set up a programme to make the organisation a great place in which to work and grow

Go and talk to people
Give them something practical to help them today

Go and talk to people
Give them something practical to help them today

Set up a programme to make the organisation a great place in which to work and grow

How bad is it?
Where is it worst?
What is the impact on the bottom line?
Making a difference

- Conceptualise the issue
- Analyse the data
- Create a vision
- Go and do something today
Philosophies of life

- Make the world a more rational place
- Make the world a fairer place
- Make the world a better place
- Make the world a nicer place
How to persuade ST pragmatic people

1. Start with an agenda

2. Work logically and systematically through your analysis
   2.1 Show me that it works
   2.2 Indicate how it saves time and money
   2.3 Demonstrate a good cost-to-benefit ratio
   2.4 Show how the results can be measured
   2.5 Offer specific applications and benefits

3. Conclude with a summary and recommendation(s)

4. Answer all my questions

5. Allow me to try it before I buy it
How to persuade NT theoretical people

- Grounding in theory
  - Pertinent
    - Who did you steal that idea from?
    - Makes sense
  - Irrelevant
    - Waste of space
    - Good show but no substance

- Low
  - Your credibility
- High
  - Making a difference

Irrelevant

Your credibility

Low
How to persuade NF idealistic people

- Conflict with my personal values
- Be passionate and enthusiastic in your presentation
- Play to people's strengths & help them grow & develop
- Involve me in the process
- Show how it will enhance relationships
- Shower me with facts & data
- Paint pictures and draw analogies that have meaning
- Share your vision and your dreams
- Be passionate and enthusiastic in your presentation
How to persuade SF sociable people

- “Will it have practical results for people?”
- “Show me it will benefit me and those I care about”
- “Please tell me about people who have benefited from it”
- “And how will it provide immediate results?”

- “Please show respect to me and others in your presentation”
- “Please tell me exactly what the benefits are, don’t just imply them”

“Is there anything else that I should know?”

“Now I am ready”
Influencing the types

- Making sense
- Proof
- Commitment
- Caring
Agenda

1. Define the problem
2. Evidence from the literature
   2.1 Key Issues
   2.2 Consequences
3. Research into best practice
4. Conclusions from research
5. Summary
Current research at Cranfield School of Management has demonstrated that Senior IT Managers have very little influence or impact at Board level in terms of business decision making.
Evidence from the literature – key issues

- 20% of IT Directors have main board positions
  (survey of 120 IT Directors, Chatham, 2008)

- 90% of IT Directors felt they had little impact on the business decision making process
  (survey of 120 IT Directors, Chatham, 2008)

- 97% of the work effort of IT Directors is focused inwards/ downwards on dealing with day-to-day issues
  (survey of 554 IT Directors, Carlyle, 2007)
“98% of respondents say that IT is not being voiced or valued at main board level” *(The Pressure Point Index, 2007)*

“the gap between IS and the other functions is getting wider and it’s hurting the business” *(Wentworth Research Survey, 2007)*

“78% of survey respondents say that IS is either having no effect or only a slight effect on the development of their company’s business strategy” *(Coopers & Lybrand CIO Survey, 2008)*

“General managers are tired of being told that IT can create competitive advantage when all they observe are IS project failures, unrelenting hype about IT, and rising information processing costs” *(Earl & Feeny, 2006)*
Research into best practice

- Studied 256 organisations
  
  Asked the question of both business and IT people;
  
  • “How much influence do your Senior IT people have on the business decision making process?”

- Selected the top 10 organisations for an in depth case study
  
  Asked the question of both business and IT people;
  
  • “What major criteria do you believe led to the high level of influence by your Senior IT people on the decision making process?”
Conclusions from research

Frequency of citation

<table>
<thead>
<tr>
<th>Rank order</th>
<th>Criteria</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Business &amp; IT have formed a true partnership</td>
</tr>
<tr>
<td>2</td>
<td>IT talks the language of the business</td>
</tr>
<tr>
<td>3</td>
<td>IT people consistently network amongst their business peers</td>
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<tr>
<td>4</td>
<td>IT people have good interpersonal skills</td>
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<tr>
<td>5</td>
<td>The top IT team operates as a true team rather than a mere collection of individuals</td>
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<tr>
<td>6</td>
<td>IT people do not talk technical ‘jargon’</td>
</tr>
<tr>
<td>7</td>
<td>IT understands the principles of service marketing</td>
</tr>
<tr>
<td>8</td>
<td>IT people are co-located with business people</td>
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To grow influence with the Board, Senior IT people need to take a proactive, business-oriented partnership approach to their senior colleagues.
## Putting IT on the board

<table>
<thead>
<tr>
<th>Influencing ability</th>
<th>Business and IT form PARTNERSHIP</th>
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<tbody>
<tr>
<td>Voices within the business but mixed messages</td>
<td>Internal synergy and harmony but no voice within business context</td>
</tr>
<tr>
<td>Remain a collection of technical experts</td>
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Teaming capabilities.
Putting IT on the board

GOAL
Join forces with the business to form a PARTNERSHIP

Top IT Team ‘Golden nugget’

Clouded by poor historical reputation of DP function

Hard shell to crack - stereotypical image of ‘techi’
Accountants

ST: 40%
SF: 23%
NT: 20%
NF: 17%
CEO’s

ST

12%

SF

1%

NT

76%

NF

11%
Journalists

<table>
<thead>
<tr>
<th>ST</th>
<th>13%</th>
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</thead>
<tbody>
<tr>
<td>SF</td>
<td>13%</td>
</tr>
<tr>
<td>NT</td>
<td>29%</td>
</tr>
<tr>
<td>NF</td>
<td>45%</td>
</tr>
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Elementary school teachers

- ST: 22%
- SF: 41%
- NT: 10%
- NF: 27%
Achieving buy-in

The win-win solution – mutual agreement/commitment resulting from, shared values & believes

I want to do it because I believe in you &/or the course of action

The trade off – results in a compromise solution

I get something in return – the “what’s in it for me?” equation

Forced to by threat of negative consequences

Results in alienation & at best passive behaviour with negative feelings
Working together to achieve win-win – essential ingredient

- Sharing knowledge and viewpoints
- Active listening with empathy and sensitivity towards others
- Flexibility and openness to alternatives
- Creativity and imagination to develop multiple alternatives
- Treating others with respect
- The use of tentative, exploratory language
- Creating a common goal
- Humour to create a positive, creative and non-defensive mood
- Trust and goodwill
If you say you’re going to do something for someone…

Do it

Actions speak louder than words
And remember…

Trust/integrity is like virginity

Once you’ve lost it…
Thank – you and any questions?

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