



Insurance Breakfast Club

Influencing for success



Today we'll discuss:

- The common challenges faced in influencing – **so that you can overcome them**
- The critical 3 C's of influence – **so that you can influence with ease inside or outside your organisations**
- Your stakeholder mapping tool – **to ensure you always have the support & buy-in you need**
- Your practical persuading pyramid & action plan – **so you can maximise your influencing success**



Unhelpful thinking

This won't work because..

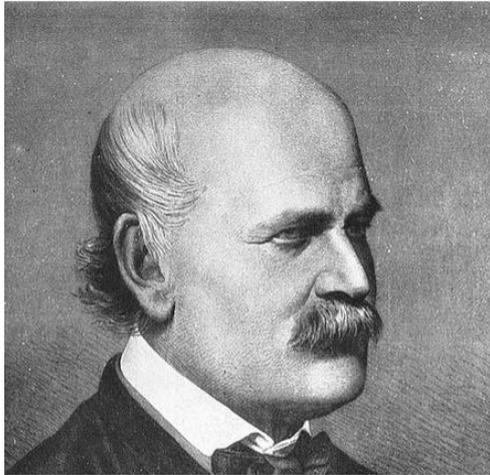
How could I make this work for me?
When could this be useful?

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“ 85% of human success is due to skills in “human engineering” the ability to communicate, negotiate & lead.
Only 15% is due to technical knowledge.

Carnegie Institute of Technology

“



Ignaz Semmelweis
1818 - 1865



Louis Pasteur
1822 - 1895

The image shows a handwashing poster from the NHS. On the left, a close-up photograph shows a hand being washed under a running faucet in a white sink, with orange soap suds on the hand. On the right, a dark blue background contains white and green text. At the top right is the NHS logo. Below it, the text reads: "Coronavirus Wash your hands more often for 20 seconds". Underneath, it says "Use soap and water or hand sanitiser." and "For more information and the Government's Action Plan go to [nhs.uk/coronavirus](https://www.nhs.uk/coronavirus)". At the bottom right, there is a small image of hands being washed with soap, and a box with the text "CORONAVIRUS PROTECT YOURSELF".

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In your groups

What does influencing mean to you?

**Where do you want to increase your influence?
(pre-work Q1)**

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Be ready to share your example

Challenges to influencing

Style miss-match



Time

Politics



Misaligned
Priorities

Access to
decision makers



Money

Management



Lack of
knowledge

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The 3 'C's of influence



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Without all 3 'C's

CONTEXT + CONTENT – CREDIBILITY = IGNORED

CONTENT + CREDIBILITY – CONTEXT = IRRELEVANT

CREDIBILITY + CONTEXT – CONTENT = INSIGNIFICANT

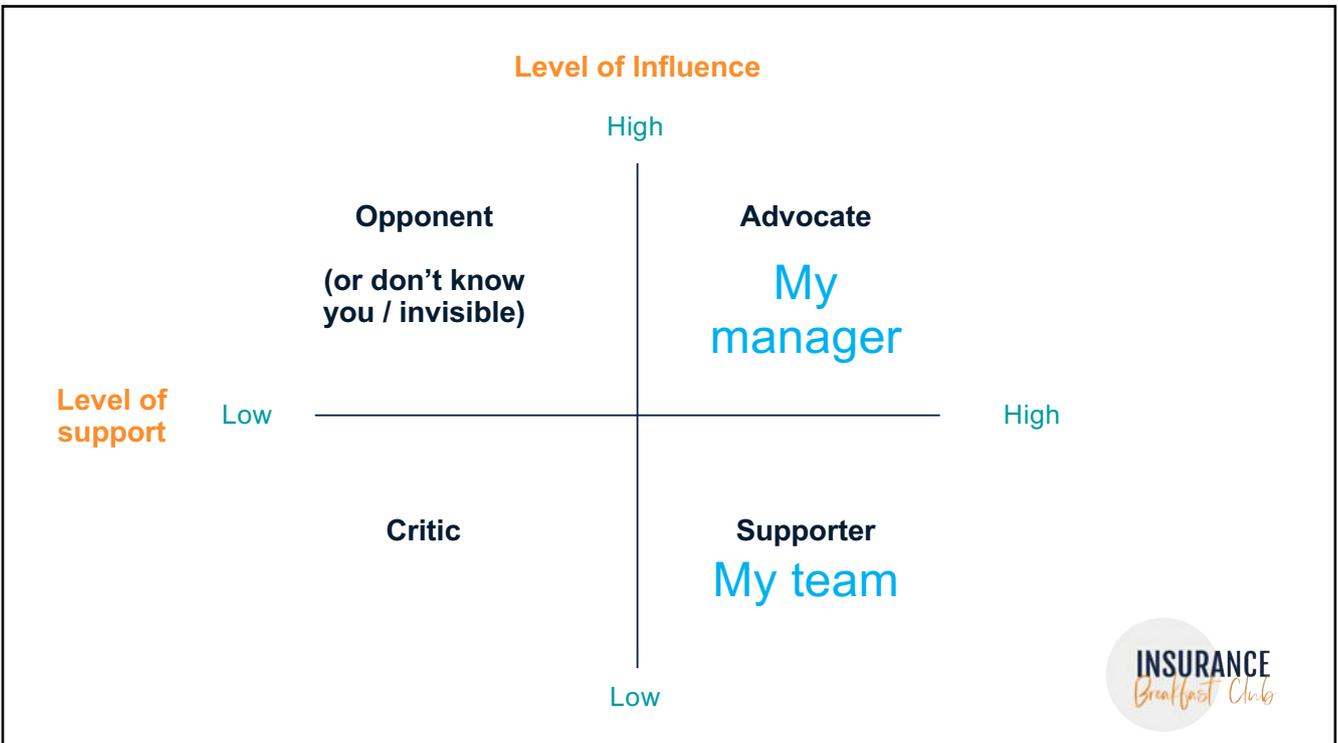


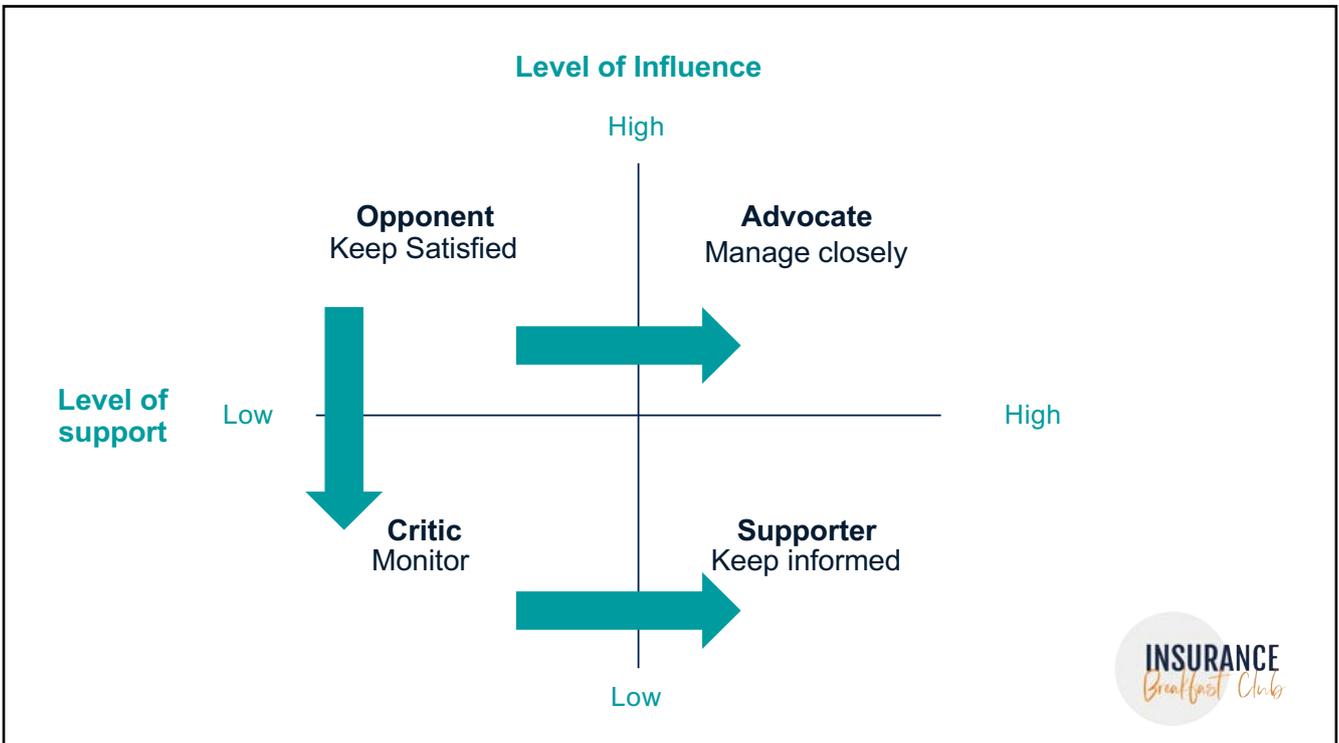
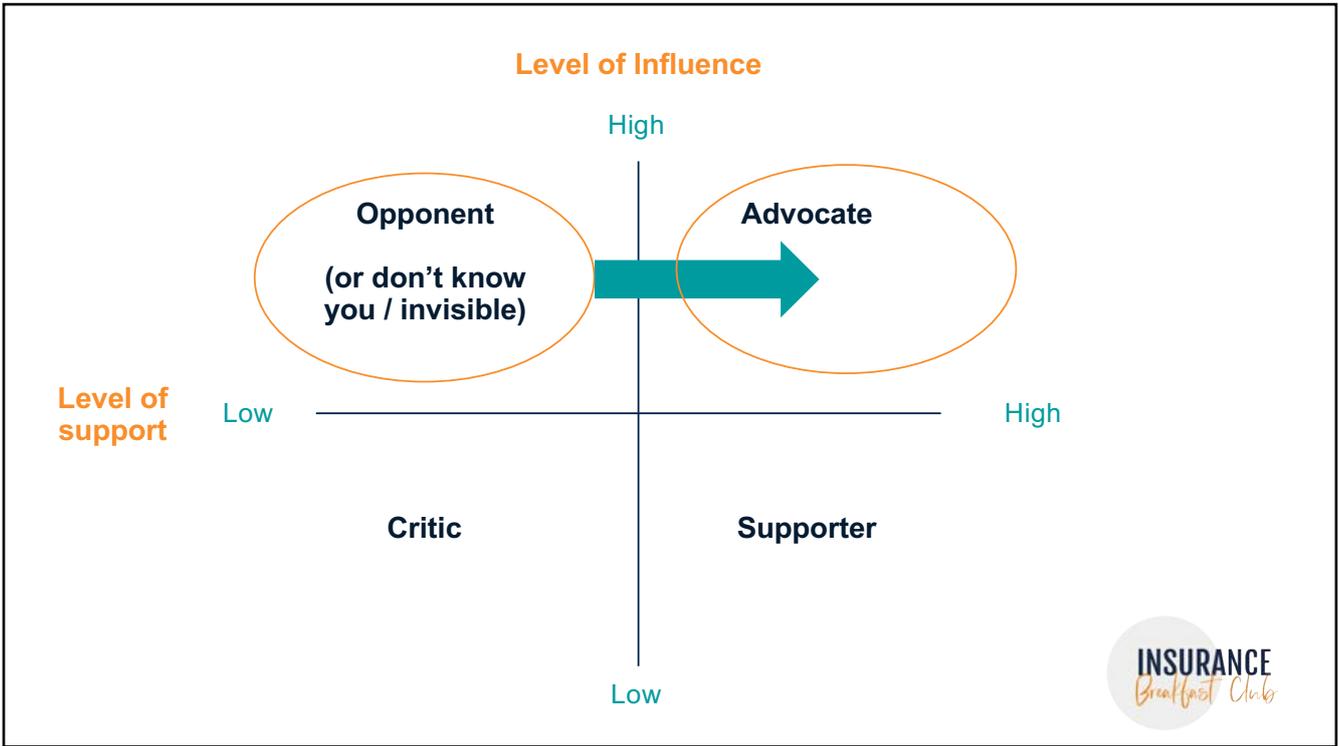
You need to think about the people!



Consider

Who are your key stakeholders?





In your groups

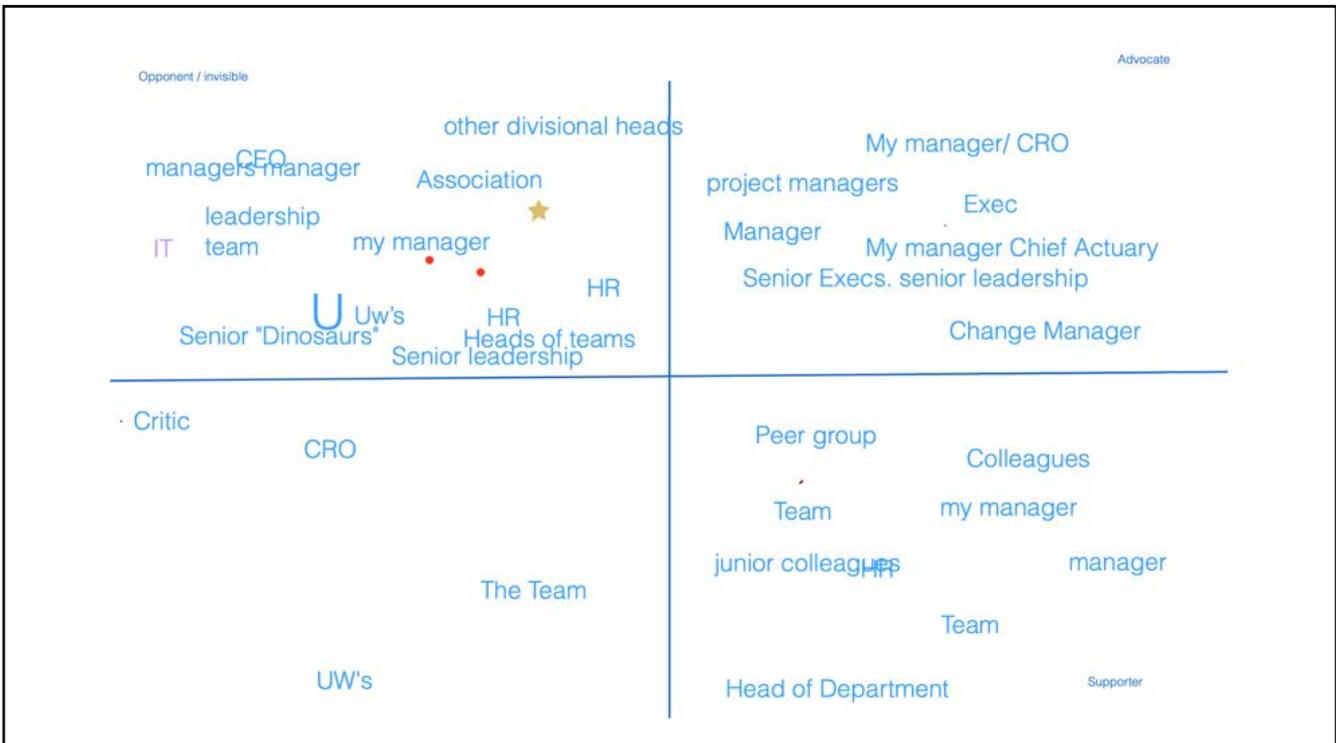
Who are your key stakeholders

(for your influencing situation)?

Where do they sit on your map?



Nominate a spokesperson





Consider

How do your stakeholders feel? What motivates them?

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Context

Logical

- Do you have clarity in what you are trying to achieve & why?
- How does this fit with the big picture?
- Who are your key stakeholders(s)?
- How does this benefit them?
- What might their logical objections be?

Emotional

- Why is this important to you?
- How are your key stakeholders motivated?
- What matters to them about this?
- How might they be impacted? How can it be mitigated?
- What might their emotional objections be?



Emotional Intelligence

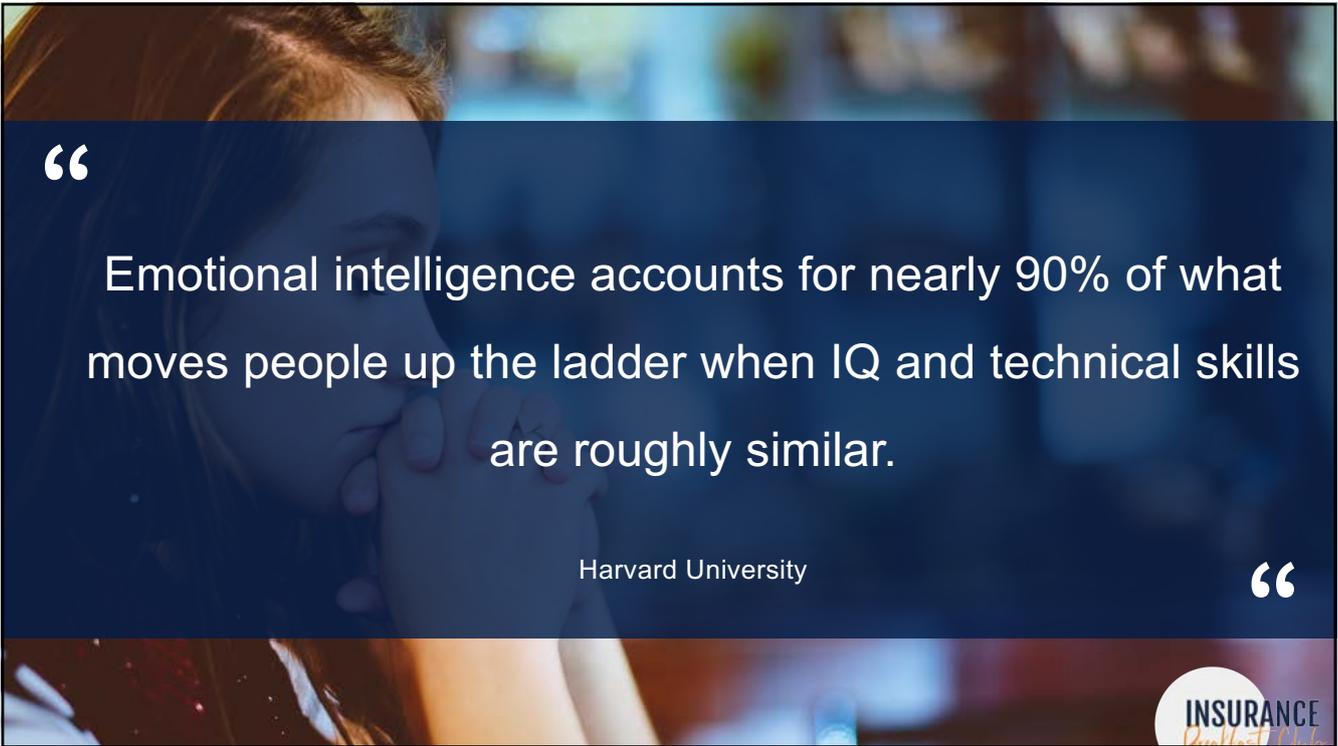


Emotional Intelligence is the ability to:

Recognise, understand and manage our own emotions

Recognise & understand (empathise) the emotions of others





“

Emotional intelligence accounts for nearly 90% of what moves people up the ladder when IQ and technical skills are roughly similar.

Harvard University

”



OPTIONAL SOLO EXERCISE IN PORTAL: Understanding your Emotional Intelligence

A short self-assessment questionnaire to reflect on areas of:

1. Self awareness
2. Managing emotions
3. Motivating oneself
4. Empathy
5. Social skill



The 3 'C's of influence



Defining success



What do you want – and why?

- A promotion to xxx role
- Transition to a new role with more / less responsibility
- A salary increase
- An overseas assignment or secondment or development opportunity
- To work flexibly / one day from home
- Increased / decreased budget
- More resource for the team
- To gain buy in for your strategy



The Persuading Pyramid



© Bryant & Morse 2017

The persuading pyramid



Will you commit to washing your hands?

We need to improve mortality rates & ensure doctor led care here is the best care! My research shows this can be achieved with soap & water.

This means our expertise is being questioned & women do not want to be cared for by us.

But, according to my research women & children are dying at 3 x the rate on doctor led wards.

We are the world's leading medical professionals leading the way with new discoveries.



© Bryant & Morse 2017

The Persuading Pyramid

Would you be willing to review this with me? And share your advice...

I propose that we hire an additional underwriter to enable us to write more business and have costed out a detailed proposal.

And as a result we're not on track and will miss this target

At the moment a lack of resource is limiting our ability to handle new business

As a team we've set a vision to grow 20% by 2025



© Bryant & Morse 2017

The Persuading Pyramid

When could we discuss this please as I'd appreciate your input?

I have some ideas as to how we might restructure to create both opportunities for the team members to develop & growth opportunities for the business.

The impact is that in juggling team management & underwriting I'm not able to give my best to both

I have 8 DR's currently & am focussed on developing them.

I recognise we have ambitious growth targets & some strong talent on the team who can help us achieve our 2021 goals.



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The Persuading Pyramid

When could we discuss this please?

I'd appreciate your advice...

I'd like to explore how we might increase my role level within the next 6 months.

This is making it very difficult for me to gain buy in from across the business & meet targets

In order to do this I need to gain buy in from across the business but my current title doesn't reflect that level of responsibility

In line with the objectives you set me I'm keen to build on my experience and play a larger role in the team by doing X, Y and Z.



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Practice your pyramid

Who is the stakeholder & what matters to them?



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Next Session... 10th December at 4pm

**Group
Mentoring
Session**

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