



# Contents

Introduction v

## Part I Exercising Influence 1

Self-Assessment 1

Interpreting Your Self-Assessment 4

- 1 What We've Got Here Is Failure to Influence . . . 7
- 2 What Is Influence, and Why Do We Want to Have It? 9
- 3 A Model for Influence: Building Relationships and Getting Results 17
- 4 Expressive Influence: Sending Ideas and Generating Energy 23
- 5 Receptive Influence: Inviting Ideas and Stimulating Action 27
- 6 Influencing in Action 31

## Part II Planning for Influence 35

- 7 Developing an Influence Plan 37
- 8 Establishing Influence Goals 41
- 9 Focus on the Relationship 45
- 10 Focus on the Context: The Individual 49
- 11 Focus on the Context: System, Organization, Culture, Timing 53
- 12 Focus on the Context: Yourself 57
- 13 Focus on the Issues 61
- 14 Choosing and Using Influence Behaviors to Achieve Your Goal 65
- 15 Putting Your Plan to Work 69

**Part III Special Issues in Influence 73**

- 16 The Ethics of Influence 75
- 17 Influencing Electronically 79
- 18 Influencing Indirectly 83
- 19 Applied Influence: Making Things Happen 87

**Resources 125**



# Introduction

**THIS WORKBOOK** is intended to accompany the book, *Exercising Influence*. You can use it in several ways:

- After reading the book, to apply the concepts and tools to an upcoming influence opportunity
- As you are reading the book, to clarify the concepts and tools by applying each chapter's ideas to a real situation
- Several weeks after you have read the book, to renew the concepts and tools by applying them
- As often as desired to think through important influence opportunities (if you expect to use the workbook in this way, you may decide to use postable notes rather than writing in it.) Additional forms for many of the planning exercises are provided in the back of this workbook.
- As a journal for personal reflections about your own growth as an influencer and leader.

Throughout the workbook, we will refer to *Exercising Influence: A Guide for Making Things Happen at Work, at Home, and in Your Community* as “the book,” to the handbook you are now reading as “the workbook,” and to the seminar entitled *Exercising Influence: Building Relationships and Getting Results* as “the workshop.” In addition, *Exercising Influence: A Discussion Guide for Team Leaders and Group Facilitators* will be of great value should you wish to have a conversation about the topic with a group or team.

The questions in the workbook are designed to achieve two purposes:

- To help you reflect on your “career” as an influencer and to provide some structure for further growth and development of your influence skills
- To assist you in preparing for specific influence opportunities.

In Part I and Part III, you will have an opportunity to reflect on your own attitudes toward and approach to influence and leadership. Part II is primarily ocused on the specifics of planning for a particular influence opportunity. For each chapter, where appropriate, the exercises will be labeled either *personal reflection* or *real-world application*.



Working with a partner or a group committed to learning together and providing honest feedback to one another will enhance your learning experience immeasurably.

Once you have read the book, you may decide to use this workbook in a different order from the way it is presented here.