

Working with Communities to Make a Difference

Thursday, May 1 | 3:00pm - 4:00pm

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Objectives

- **Build** analytical skills in how to engage people to gain their support in making a difference and achieving results.
- **Develop / Strengthen** your approach for your community engagement project.

Agenda

- Icebreaker
- Overview and Considerations
- Strategic Influencing Grid - Characteristics and Strategies
- Developing an Influencing Approach
- Key Takeaways
- Next Steps

Icebreaker

- What is one word your friends would use to describe you?
- Type that word into the chat.
- Be prepared to briefly share how that characteristic can help you work effectively with communities.



Strategic Influencing

The ability to persuade other people to implement your ideas, suggestions, or take desired actions.



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The ability to persuade other people to implement your ideas, suggestions, or take desired actions.

On a scale from 1 (low) to 5 (high)
How would you rate yourself at being influential?

What makes you successful at being influential?

What makes you struggle at being influential?

Strategic Influencing Considerations

Level of Agreement

Goals

Direction

(Big) Issues

Level of Trust

Credibility

Can you trust what they say?

Predictability

Will they behave the same way?

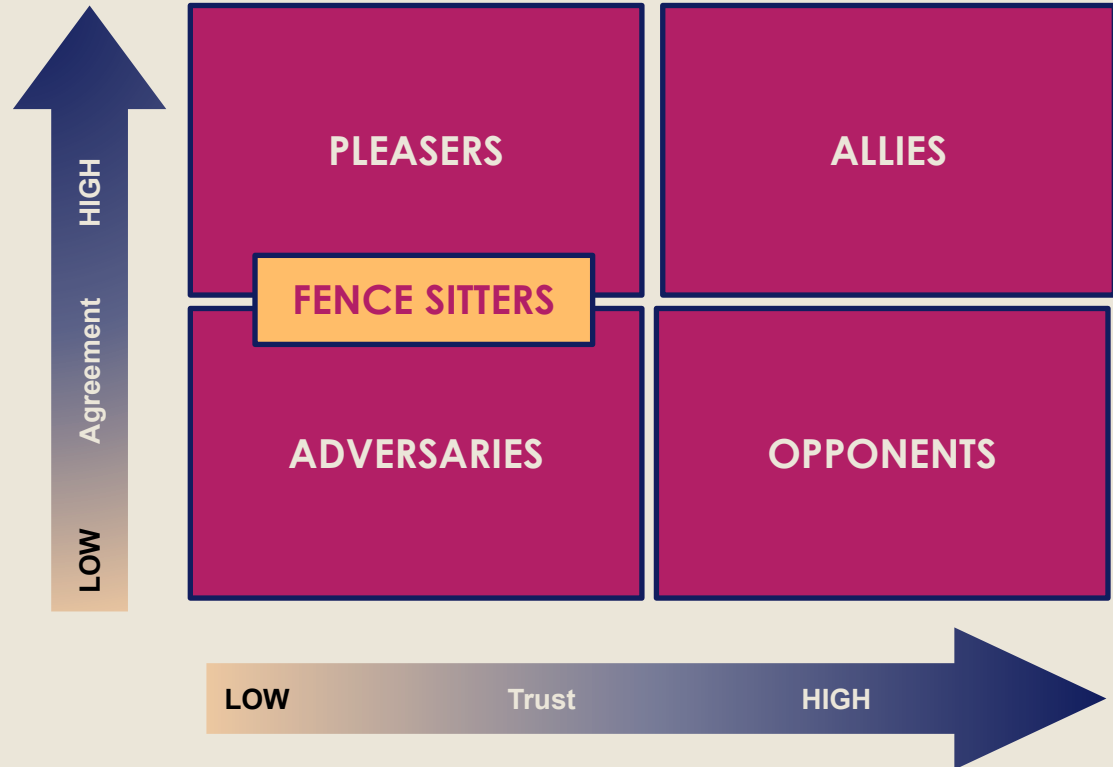
Reliability

Can they be counted on to do what they say?



Strategic Influencing Grid

- Situationally driven
- Focuses on two factors
 - Level of Agreement
 - Level of Trust



Prep

Ready to Practice *Creating Your Personal Strategic Influencing Grid*

- Think about the positive change you are trying to create in and with a community.
- Identify the different people who are or can play a role in making this change happen.
- As I present the following framework, think about where you would place them on the grid.
- Be prepared to discuss with your colleagues.

PLEASERS

- Hidden agenda
- Will agree with you, but may not be able to commit for political reasons
- Never sure if she/he will follow through
- Tend to say “Yes” but don’t deliver

FENCE SITTERS

- Never sure where she / he stands
- Riddled with doubt
- No evident agenda...yet they won’t commit

ADVERSARIES

- Not to be confused with opponents
- When negotiations and attempts to influence them have failed.

ALLIES

- Satisfied clients, colleagues, staff
- Supportive
- Trust them to talk honestly about vision, goals etc.
- Can get advice from them to guide your decisions
- Can do for you what you can’t do for yourself--deal with an adversary.

OPPONENTS

- Brings out the best in us
- Help provide honesty to problem solving
- What we need to do to build support
- Dialogue with those who trust us but don’t agree with us

LOW

Trust

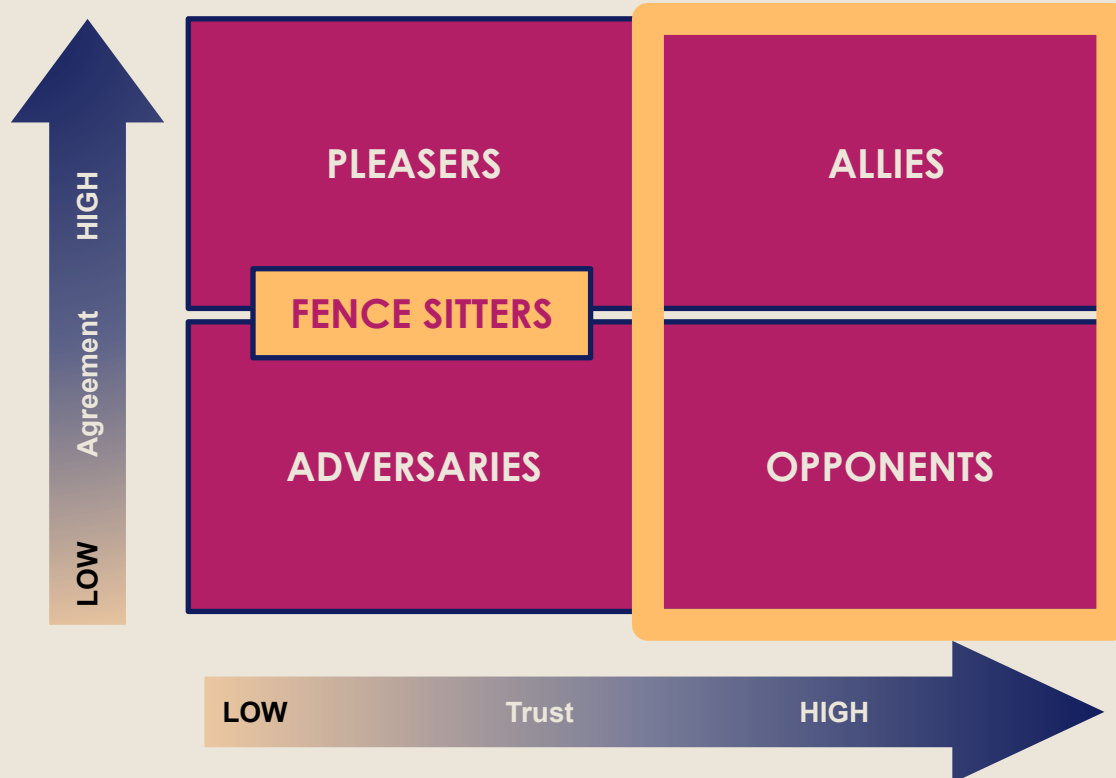
HIGH

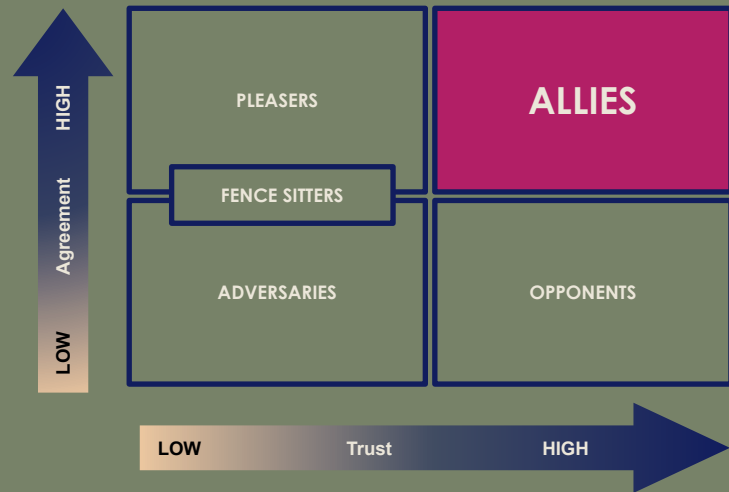
HIGH

Agreement

LOW

Strategic Influencing Grid





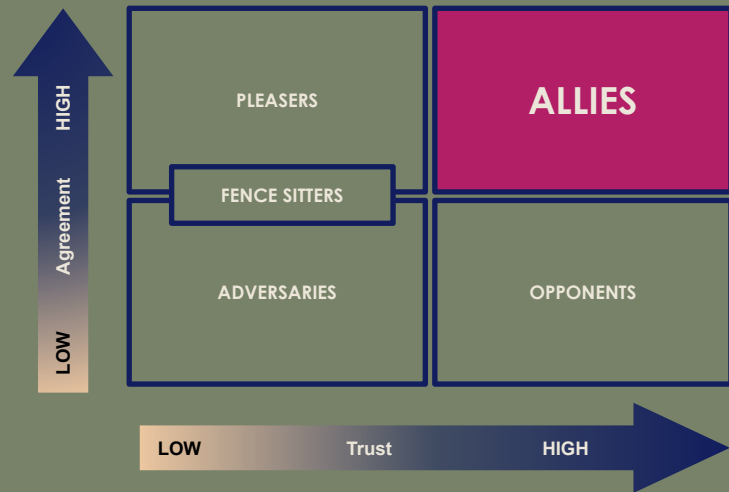
Your Goal

Affirm Agreement

- Use them as **sounding boards**, ask for advice.
- Seek their **support in dealing with adversaries**, either by helping you approach or intervene themselves.
- **Acknowledge your good relationship** and the trust that exists between you.
- **Be open**...share your plans, doubts, fears, and needs.



- Raise your hand if you can think of a person or a group in your community engagement work that you would consider to be an **ally**?
- Why do you consider this person/group an ally?
- What are you already doing with this person/group that is on this list?
- What do you think you could be doing more of on this list?



Your Goal

Affirm Agreement

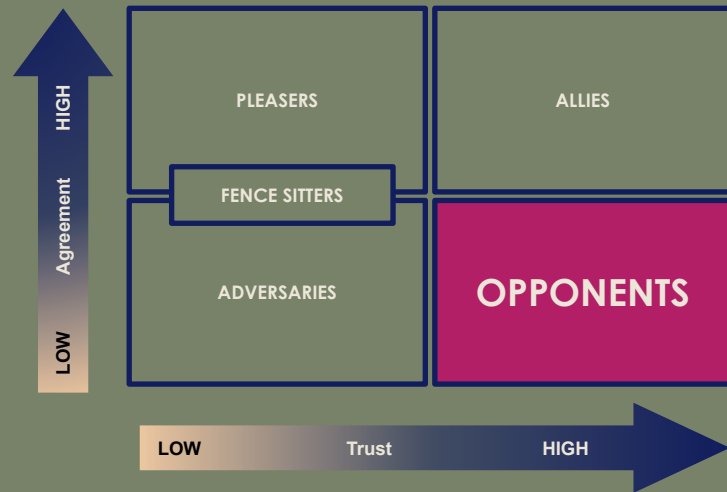
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ALLIES

High Trust/High Agreement

Goal: Affirm Agreement

- Use them as **sounding boards**, ask for advice.
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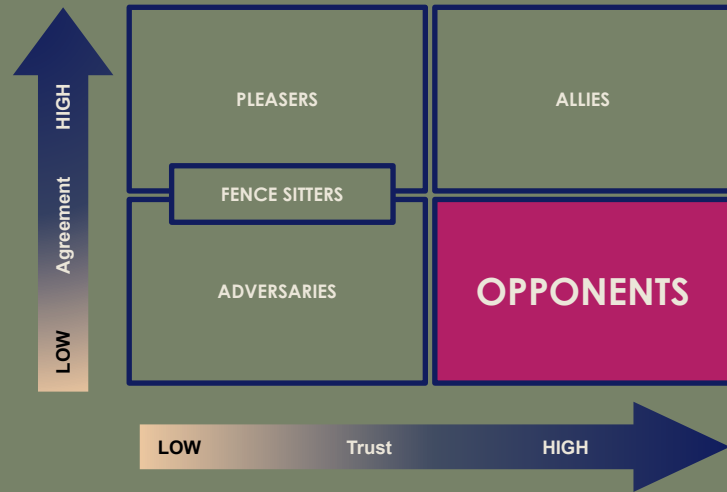
Your Goal

Build Agreement

- Tell them that the **reason you value them** is you know they will tell you the truth.
- Be **clear about your position and what you want**; state your understanding of their position and what they want, recognize where you disagree.
- State **your intention to work together** to resolve problems, reach agreements.
- Work together to **look at alternatives, their consequences**, and attempt to negotiate a resolution.
- Ask **what it would take for them to agree/support** your goals.



- Raise your hand if you can think of a person or a group in your community engagement work that you would consider to be an **opponent**?
- Why do you consider this person/group an opponent?
- What are you already doing with this person/group that is on this list?
- What do you think you could be doing more of on this list?



Your Goal

Build Agreement

- Tell them that the **reason you value them** is you know they will tell you the truth.
- Be **clear about your position and what you want**; state your understanding of their position and what they want, recognize where you disagree.
- State **your intention to work together** to resolve problems, reach agreements.
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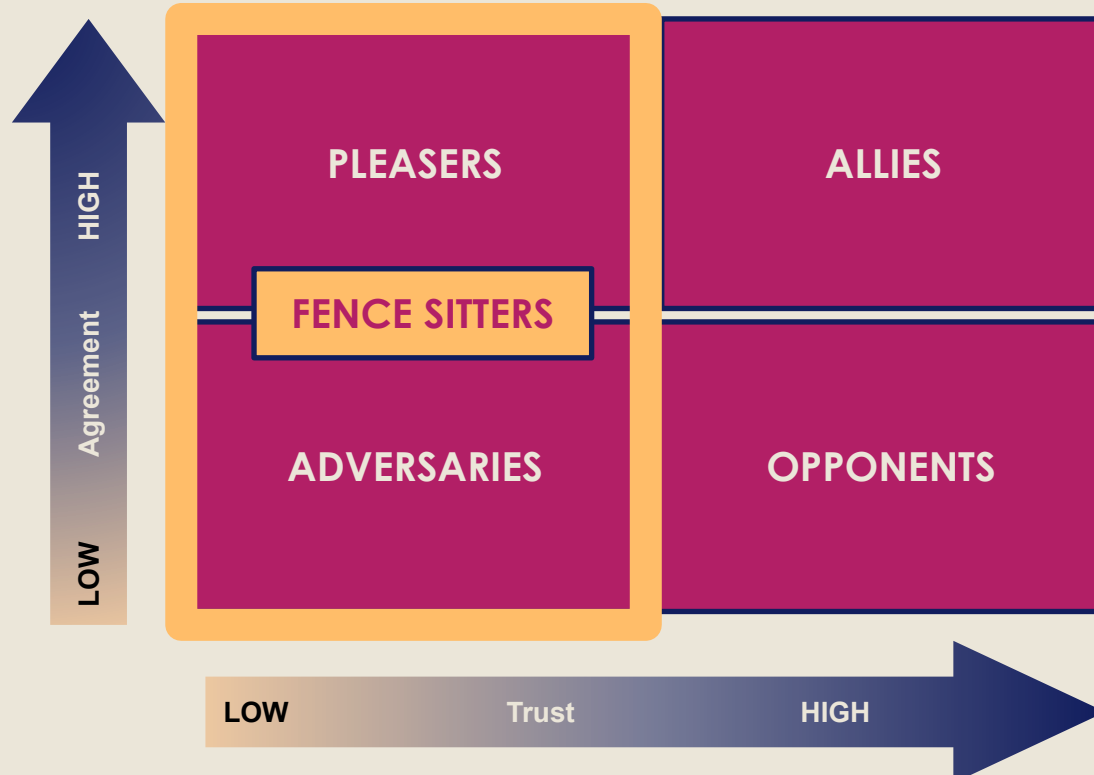
OPPONENTS

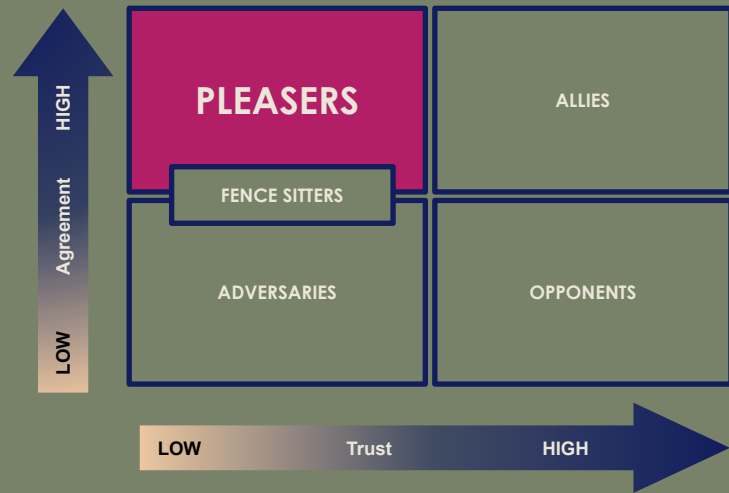
High Trust/Low Agreement

Goal: Build Agreement

- Tell them that the **reason you value them** is you know they will tell you the truth.
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- State **your intention to work together** to resolve problems, reach agreements.
- Work together to **look at alternatives, their consequences**, and attempt to negotiate a resolution.
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Strategic Influencing Grid

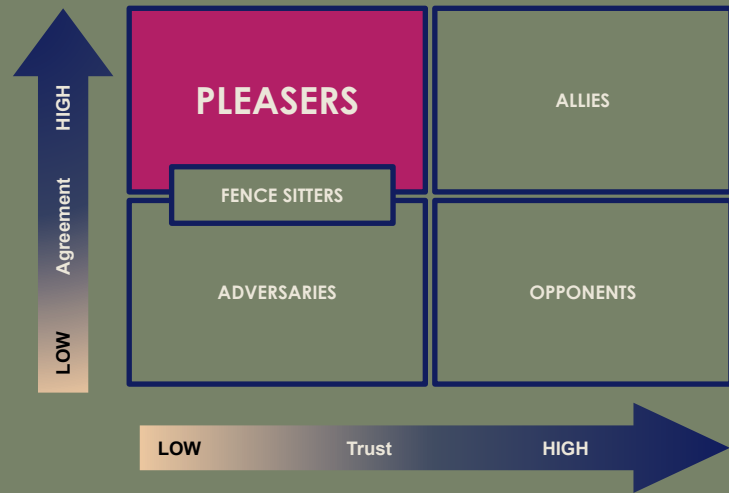




- Identify **shared goals**.
- **Acknowledge the strain in your relationship** and the lack of trust without getting into specifics.
- Tell your **hopes for an improved working relationship** and any changes you plan to make in your behavior/actions.
- Ask them **what they think would establish a better working relationship**.



- Raise your hand if you can think of a person or a group in your community engagement work that you would consider to be a **pleaser**?
- Why do you consider this person/group a pleaser?
- What are you already doing with this person/group that is on this list?
- What do you think you could be doing more of on this list?



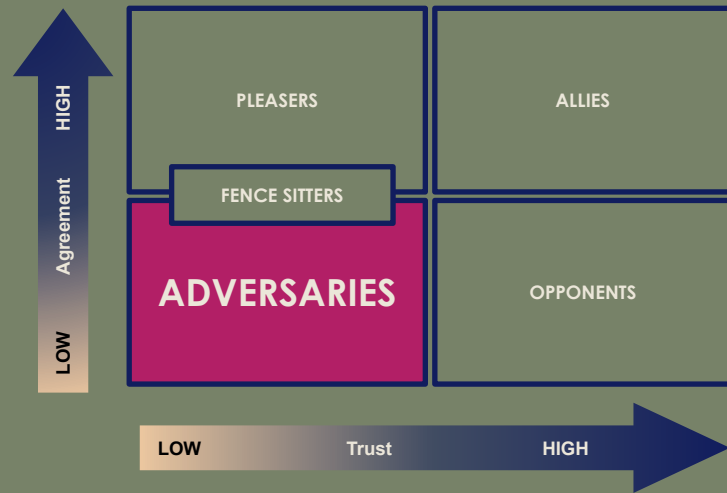
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PLEASERS

Low Trust/High Agreement

Goal: Build Trust

- Identify **shared goals**.
- **Acknowledge the strain in your relationship** and the lack of trust without getting into specifics.
- Tell your **hopes for an improved working relationship** and any changes you plan to make in your behavior/actions.
- Ask them **what they think would establish a better working relationship**.



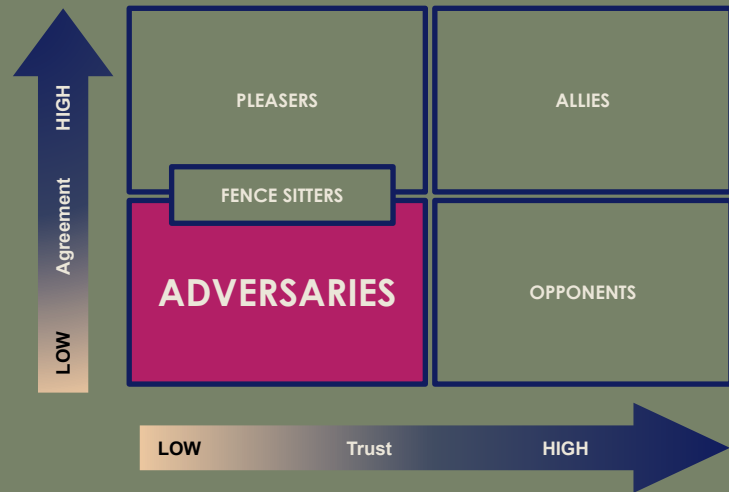
Your Goal

Minimize Threat

- **Acknowledge the strain in the relationship** and the lack of trust.
- Tell **your concern** about what is going on and **invite them to do the same**.
- Tell them **if you have contributed to the problem**.
- Express **your hopes** for an improved **relationship**.
- Make no demands on them; **do not try to change them**.
- If you have **plans to pursue your agenda** despite their opposition, say so.



- Raise your hand if you can think of a person or a group in your community engagement work that you would consider to be an **adversary**?
- Why do you consider this person/group an adversary?
- What are you already doing with this person/group that is on this list?
- What do you think you could be doing more of on this list?



Your Goal

Minimize Threat

- **Acknowledge the strain in the relationship** and the lack of trust.
- Tell **your concern** about what is going on and **invite them to do the same**.
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- Express **your hopes for an improved relationship**.
- Make no demands on them; **do not try to change them**.
- If you have **plans to pursue your agenda** despite their position, say so.

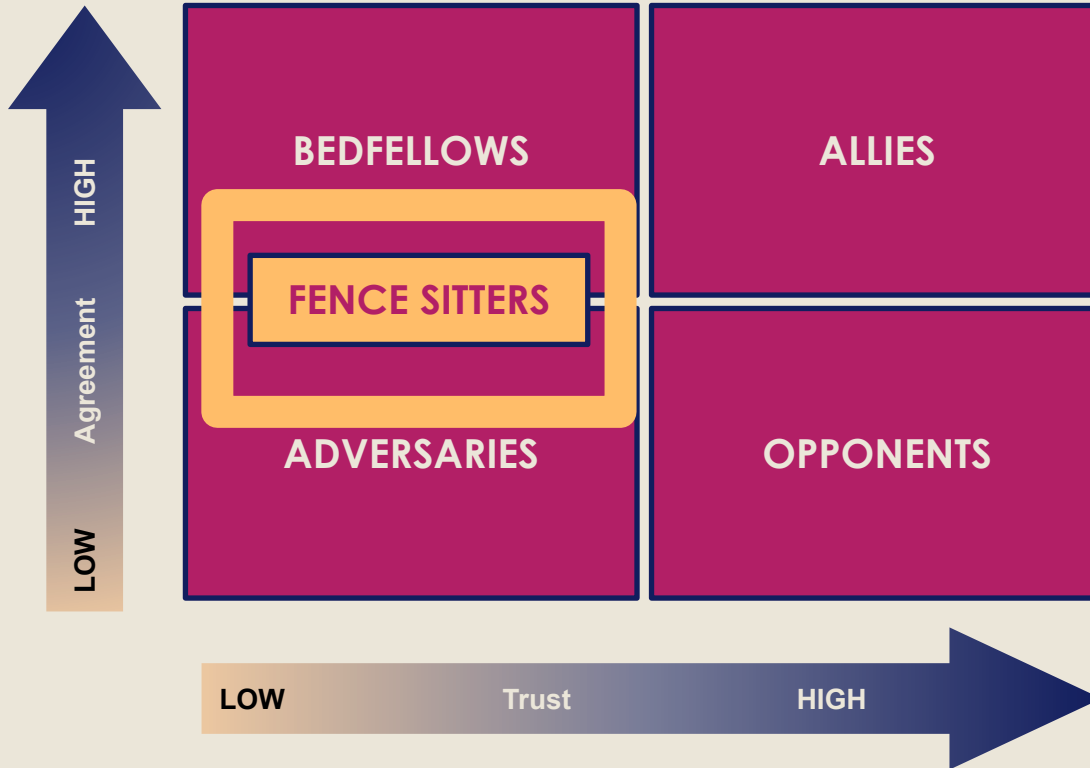
ADVERSARIES

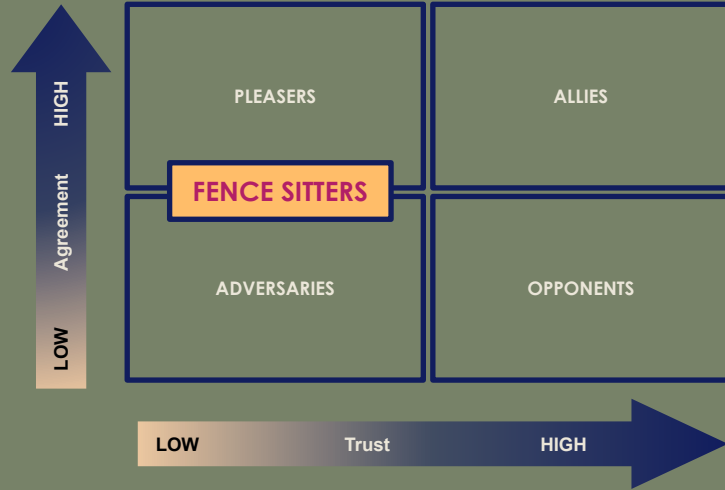
Low Trust/Low Agreement

Goal: Minimize Threat

- **Acknowledge the strain in the relationship** and the lack of trust.
- Tell **your concern** about what is going on and **invite them to do the same**.
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Strategic Influencing Grid





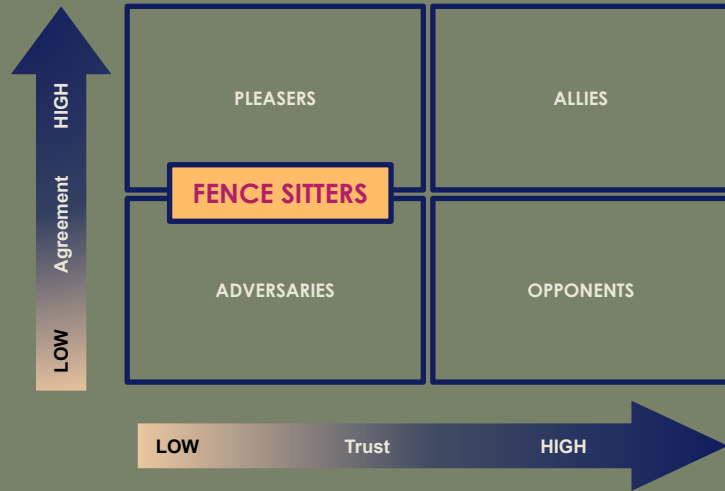
Your Goal

Educate and Determine Their Position

- Tell them **your position** and ask where **they stand**.
- **State what you want** in the way of support from them.
- If they continue to be non-committal, **express your disappointment about not knowing where they stand**.
- Ask **what it would take for them to support** your ideas.



- Raise your hand if you can think of a person or a group in your community engagement work that you would consider to be a **fencesitter**?
- Why do you consider this person/group an fencesitter?
- What are you already doing with this person/group that is on this list?
- What do you think you could be doing more of on this list?



Your Goal

Educate and Determine Their Position

- Tell them **your position** and ask where **they stand**.
- **State what you want** in the way of support from them.
- If they continue to be non-committal, **express your disappointment about not knowing where they stand**.
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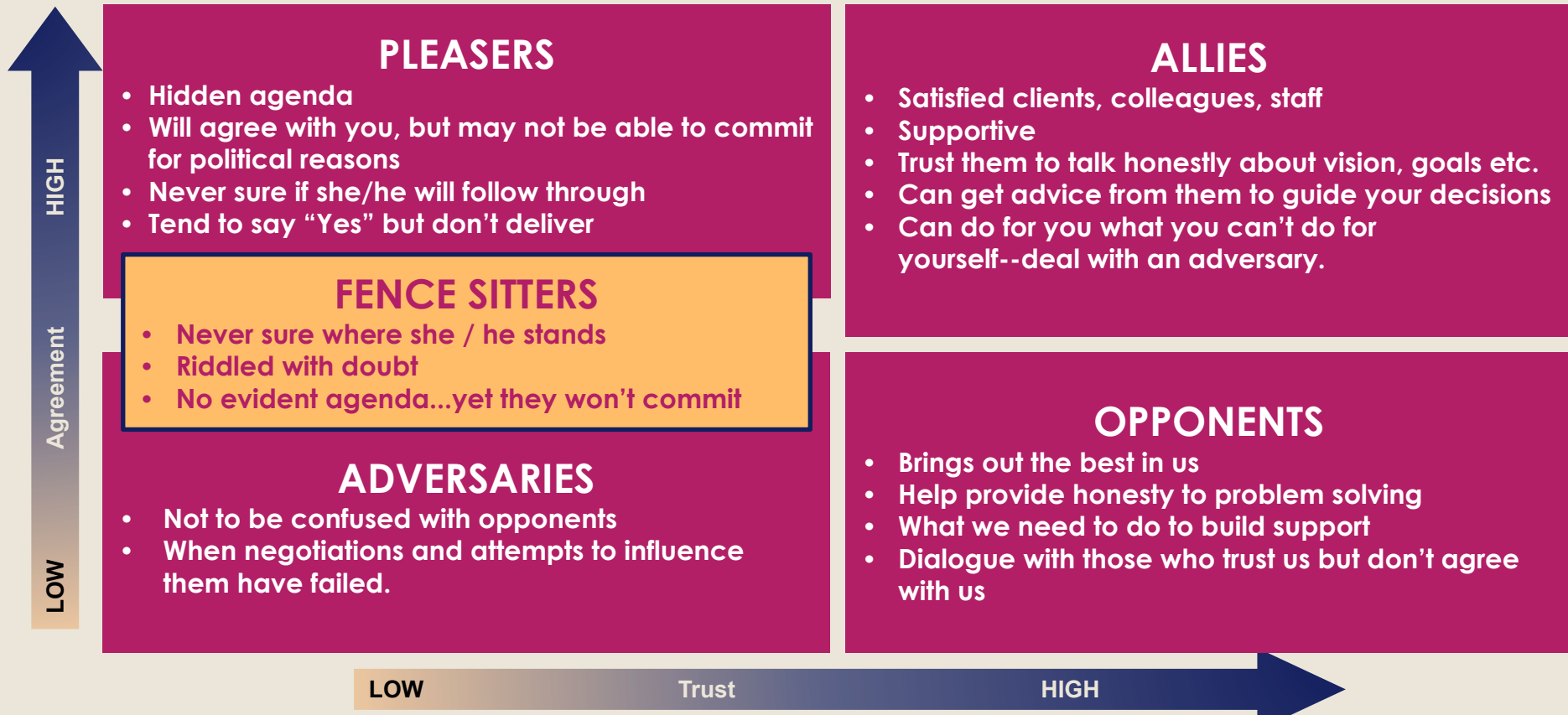
FENCE SITTERS

Trust? / Agreement?

Goal: Educate and
Determine Their Position

- Tell them **your position and ask where they stand.**
- **State what you want** in the way of support from them.
- If they continue to be non-committal, **express your disappointment about not knowing where they stand.**
- Ask **what it would take for them to support** your ideas.

What reactions or questions do you have about the strategic influencing grid?





Debrief

What insights did you gain from this discussion about how you will influence the individual you selected?

*Thank
You*