

InterActive

InfluenceTM



BURNHAM ROSEN GROUP
Leadership Development and Strategic Consulting

Influence is a state of being. Being influential means that people listen when we talk. Our ideas are taken seriously – our opinions matter. When problems arise we are consulted and involved. But how does one become influential? To be influential, presumably, we must learn how to persuade, get ideas across, exude charisma, “talk a good game.”

Like most popular views, this perception contains a grain of truth. Deeper scrutiny, however, yields a far more complex and interesting reality. Influence has been extensively researched by Harvard psy-

chologist David C. McClelland and our founding partner David H. Burnham. It turns out that people who have ***proven ability to exert influence*** in their organizations exhibit some surprising qualities.

RESULTS OF EMPIRICAL RESEARCH ON INFLUENCE

Influential people:

- spend more time *listening* than advocating their point of view;
- know the people they work with: their likes and dislikes, what really motivates them;
- talk openly with others as opposed to keeping their views “close to the vest”;
- are perceived as “understanding” or “empathetic” rather than “persuasive” or “articulate”;
- demonstrate flexibility and openness to new ideas-in other words, they are willing to be influenced themselves;
- cultivate and participate in extensive task, career and social networks.

In other words, people who most effectively influence others gain their ability to do so not from presenting persuasive arguments, but from ***understanding the people with whom they work!***

InterActive Influence™ is a powerful, two-day workshop that helps people understand the mindset, skills and strategies necessary to ***be*** influential. Participants learn to shift their thinking as well as their behavior. They set goals and target opportunities to expand their influence throughout their organizations.

Workshop Results

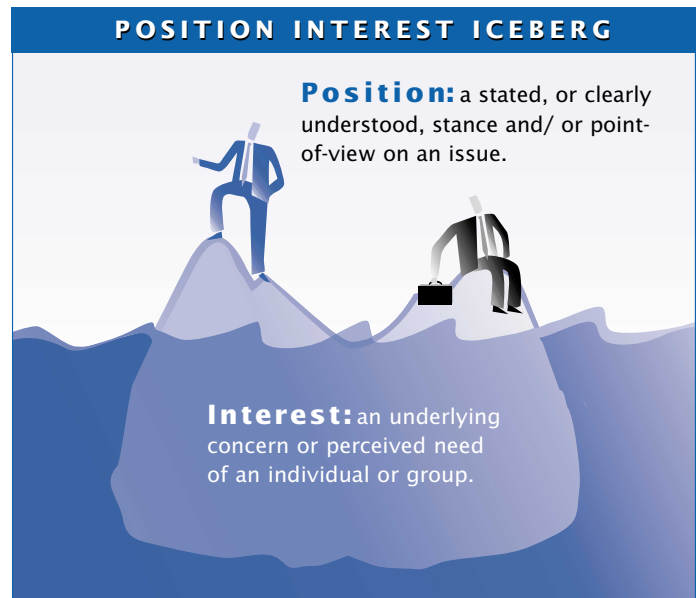
Our clients tell us that after ***InterActive Influence™***, they can point to immediate, significant results.

- Managers and leaders report that participants become better listeners and are more effective at putting forth their views.
- Co-workers, customers and vendors say they notice improved relationships and more responsive service.
- Participants say they are better able to network within their organizations.

Workshop Overview

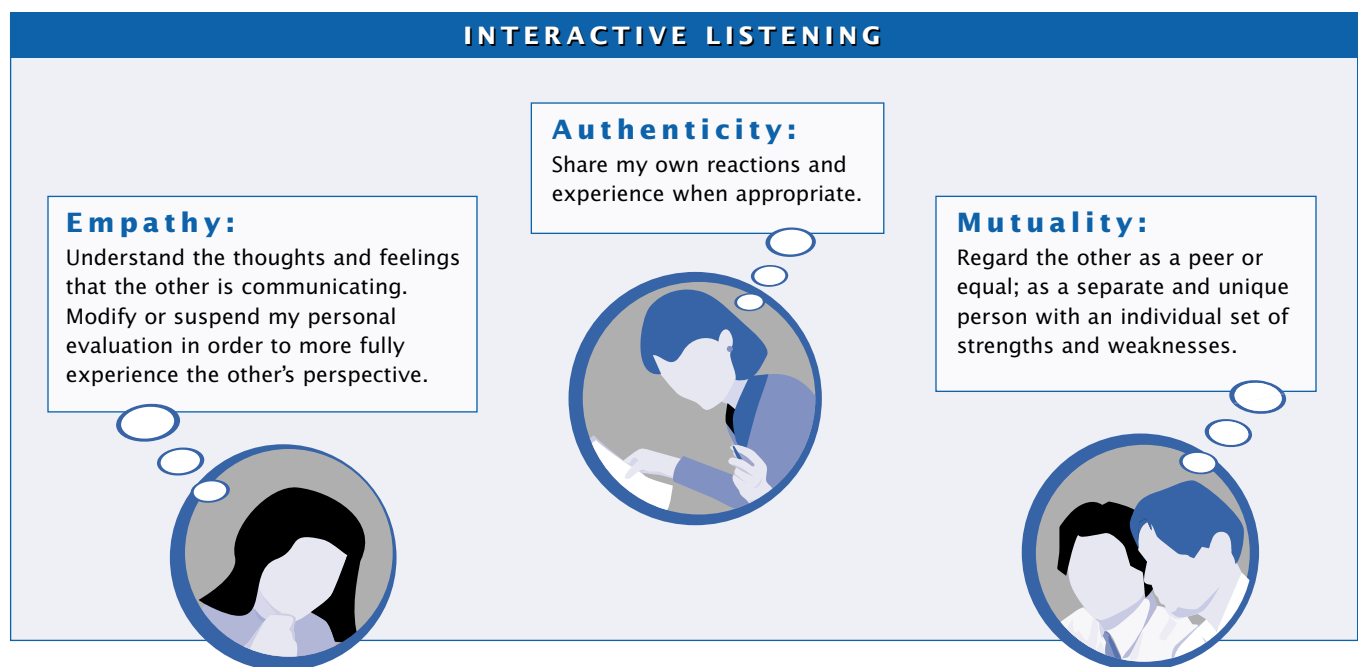
The InterActive Mindset

InterActive Influence™ explores the mindset that is key to generating influential behavior. Rather than getting better at “pushing” their own points of view, participants learn to inquire into what’s *really* important to others. They explore the relationship between positions – what people *say* they want – and the underlying interests that are usually unspoken, often unrecognized, and almost always at play.



InterActive Listening

The InterActive mindset deepens the ability to listen. Our research has identified three specific areas that become the focus of InterActive Listening. To be influential, a listener must be empathetic, authentic and regard the other as an equal. This yields important exchanges of information, as well as a higher degree of trust and disclosure.

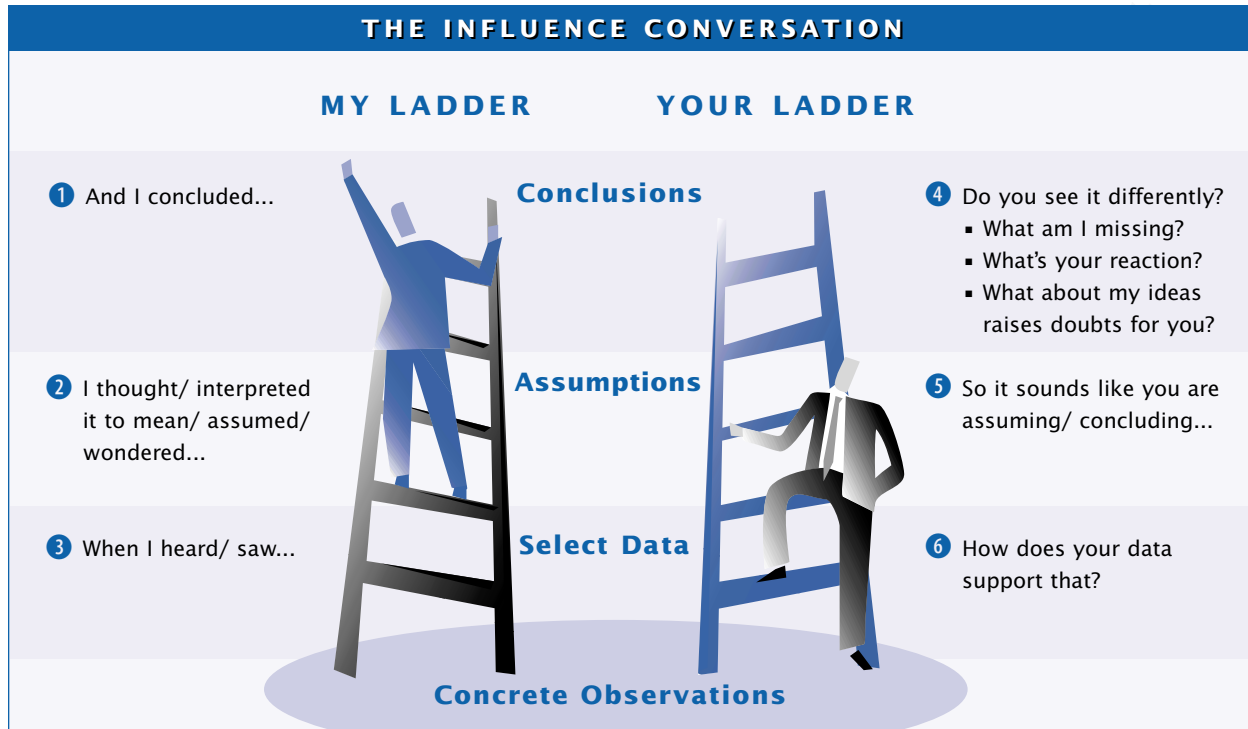


The Influence Conversation

The power of InterActive Listening transforms influence from a “Self-Other” process (“I will affect you”) to a mutual activity in which each party opens up to share underlying interests and really learn together.

We call this the Influence Conversation.

Participants learn to use Chris Argyris’ Ladder of Inference as a strategic tool to prepare for and conduct conversations that meet common interests and lead to sustainable agreements with substantive buy-in.



Each participant then focuses on a real-life influence situation and conducts a practice Influence Conversation around that issue. This gives participants the opportunity to apply what they have learned and to receive feedback that will help them increase their impact when they return to work.

The Network of Alliances

Finally, participants examine the relationship between their ability to influence and their network of relationships. They discuss common misconceptions about and resistance to “networking,” and identify the talents and strengths they can offer to the people they know. They leave with a simple, strategic plan for strengthening their participation with others.

Workshop Purpose

InterActive Influence™ builds upon a foundation of research to help participants increase their impact within their organizations. During this two-day workshop, participants:

- ▶ learn how to differentiate between people's stated positions and their underlying interests
- ▶ experience how "mindset" is the key to unearthing those interests
- ▶ learn how to conduct "influence conversations"
- ▶ develop strategies, plans and networks to affect their real-life issues.

Agenda

DAY ONE	DAY TWO
<p>Influence and Impact</p> <ul style="list-style-type: none">▶ What is Influence?▶ Case Study: Being "heard" in the real world	<p>The Influence Conversation</p> <ul style="list-style-type: none">▶ Emotional Intelligence▶ Granting Legitimacy▶ Moving Up and Down the Ladder▶ "The Challenger"
<p>Digging beneath the "Issues"</p> <ul style="list-style-type: none">▶ What are Interests?▶ Identifying Issues/ Interests/Positions▶ Uncovering Interests	<p>Conducting the Influence Conversation</p> <ul style="list-style-type: none">▶ Set-up/ Planning▶ Practice▶ Feedback
<p>The IRA Model</p> <ul style="list-style-type: none">▶ Issue Resolution Approaches▶ Choosing the best "approach"▶ Re-examining the Case Study using the Model	<p>Building Networks</p> <ul style="list-style-type: none">▶ Success strategies▶ Creating and working with your network▶ Analyzing your Network▶ The Law of Reciprocity▶ Application Exercise
<p>Getting to Interests</p> <ul style="list-style-type: none">▶ Surfacing Assumptions▶ The Research on Influence▶ Empathy▶ Mutuality	<p>Action Planning</p> <ul style="list-style-type: none">▶ Strategies for Change
<p>InterActive Listening</p> <ul style="list-style-type: none">▶ Power Dynamics and Listening▶ Exercises	

The Research Behind *InterActive Influence*[™]

Our founder, David Burnham, has been studying influential people for over 30 years. This program is based on empirical research conducted with his partner, the late Dr. David C. McClelland, and on-going studies throughout such diverse organizations as: the U.S. Navy, Singapore Telecoms, Fidelity Investments and Morgan Stanley.

Mr. Burnham's academic credentials include an MBA from Harvard Business School, where he was the Willard Prescott Smith Fellow. His HBR McKinsey award-winning article, *Power is the Great Motivator*, co-authored with Dr. David C. McClelland, was republished in 1999 as an HBR classic.

About Burnham Rosen Group

Burnham Rosen Group is dedicated to developing and supporting leadership within organizations. To that end, we offer the finest research-based training, coaching and consulting. Our approach focuses on the underlying mindset and thought processes that have been shown to drive success.

Our team combines decades of in-depth leadership benchmarking expertise, and a solid record of implementing strategic change with major organizations worldwide.

Associated Services:

- ▶ *Executive Coaching*
- ▶ *Organizational Leadership and Cultural Assessment*
- ▶ *Implementation Consulting Support*
- ▶ *Train-the-Trainer Workshops*
- ▶ *Strategy Consulting*
- ▶ *Facilitation*
- ▶ *Other Training Programs*
 - *InterActive Leadership*[™]
 - *Resolving Issues Strategically*

Our logo symbolizes our ever-changing world. It is origami, a folded polygon that can flex so that visible facets disappear, hidden facets emerge, and patterns shift, change, and recur.



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