

# Yale

## Influencing Styles & Difficult Conversations

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New2EA Working Group - February 2020

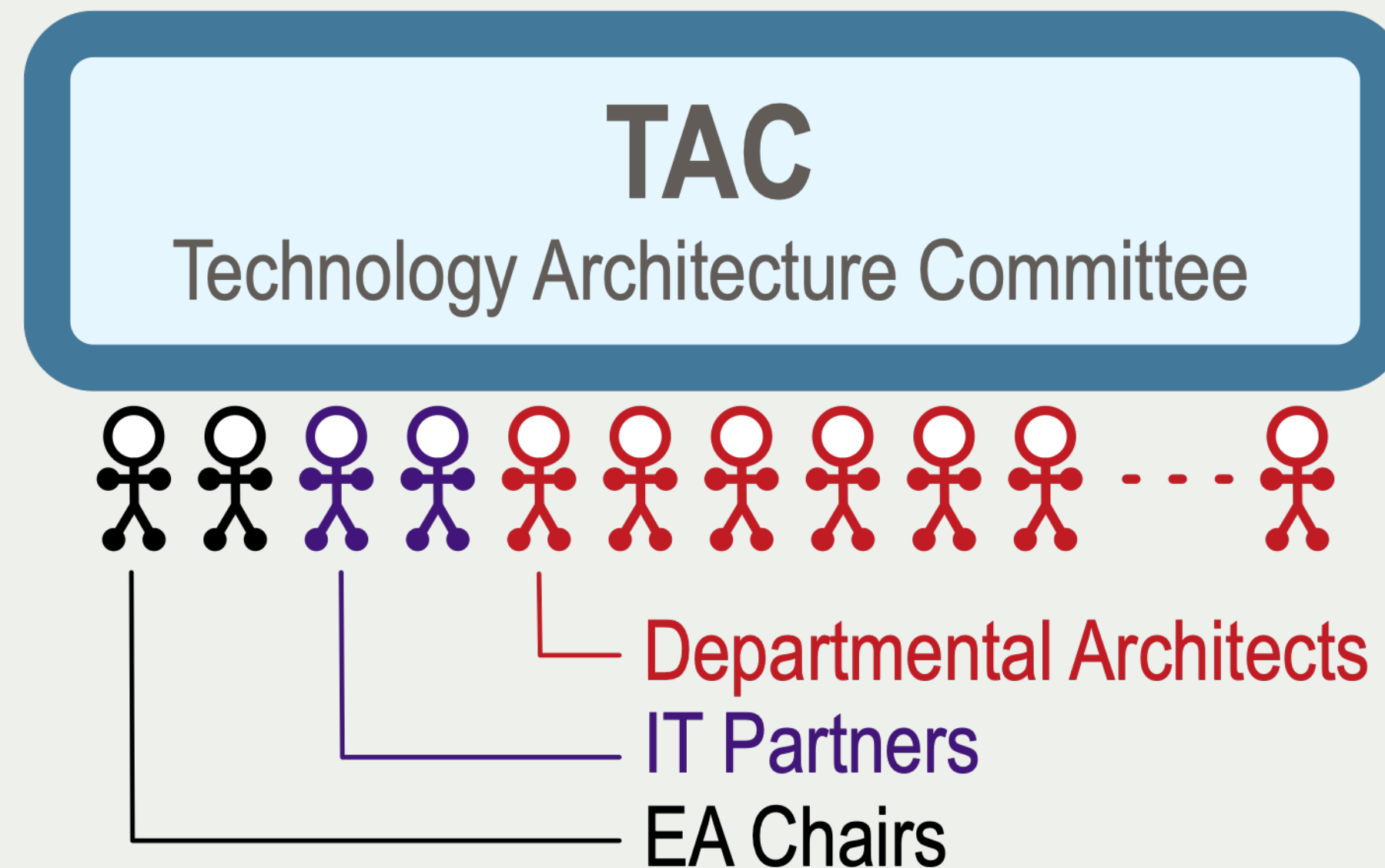
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# Influencing Strategies

- 1. Empowerment**
- 2. Interpersonal Awareness**
- 3. Bargaining**
- 4. Relationship Building**
- 5. Organizational Awareness**
- 6. Common Vision**
- 7. Impact Management**
- 8. Logical Persuasion**
- 9. Coercion**

# 1. Empowerment

Making others feel valued by involving them in decision-making, and giving them recognition.



## 2. Interpersonal Awareness

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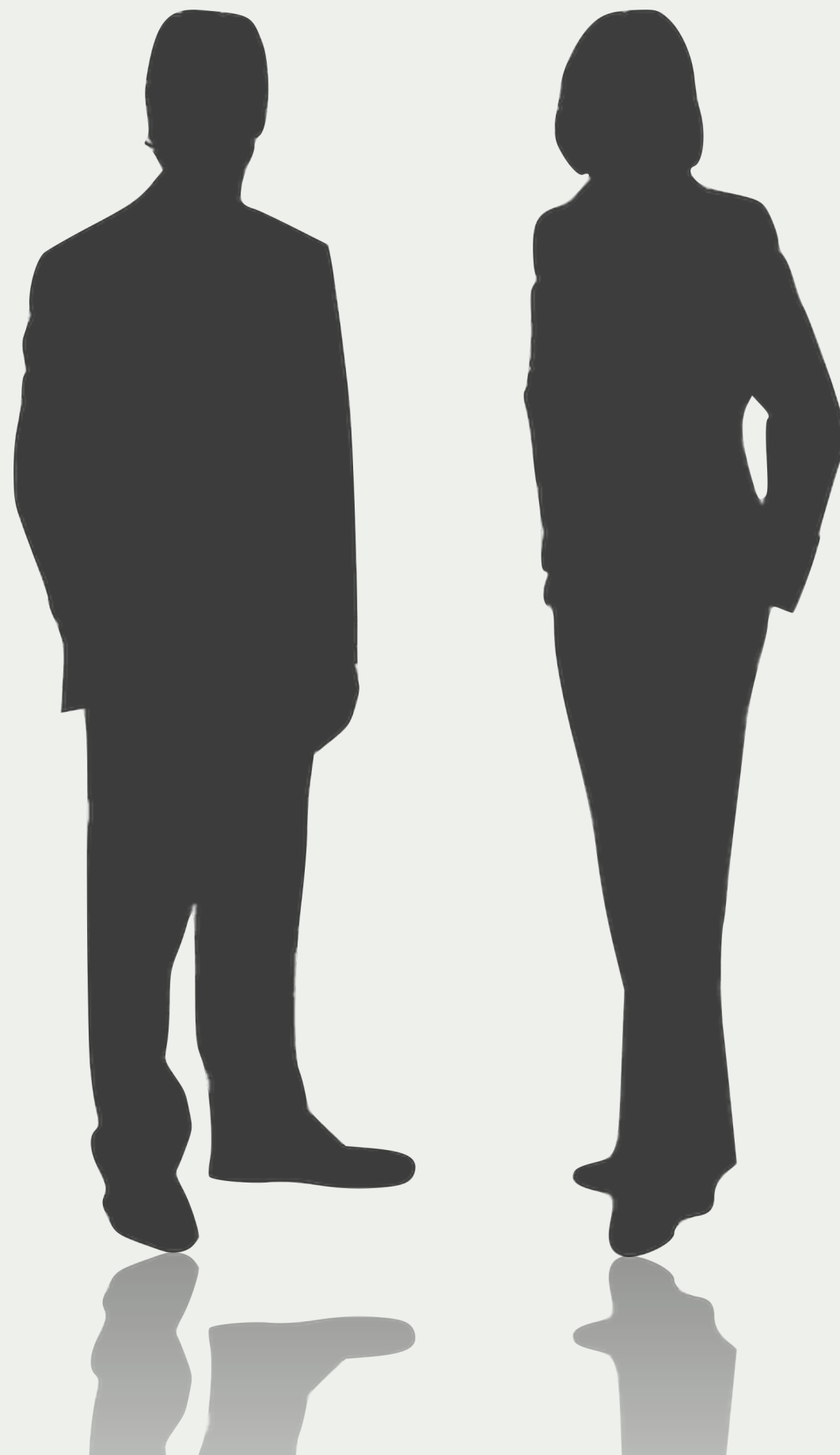
Identifying other people's concerns and positioning one's ideas to address these concerns.



# 3. Bargaining

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Gaining support by negotiating a mutually satisfactory outcome; exchanging favors, sharing resources, making concessions.





# 4. Relationship Building

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Taking the time to get to know others personally; to maintain friendly communications so that they will be inclined to support your ideas in the future.



**Mask Representing a Male Ancestor (Chihongo)**

late 19th–early 20th century

Wood, fiber, rattan, and metal

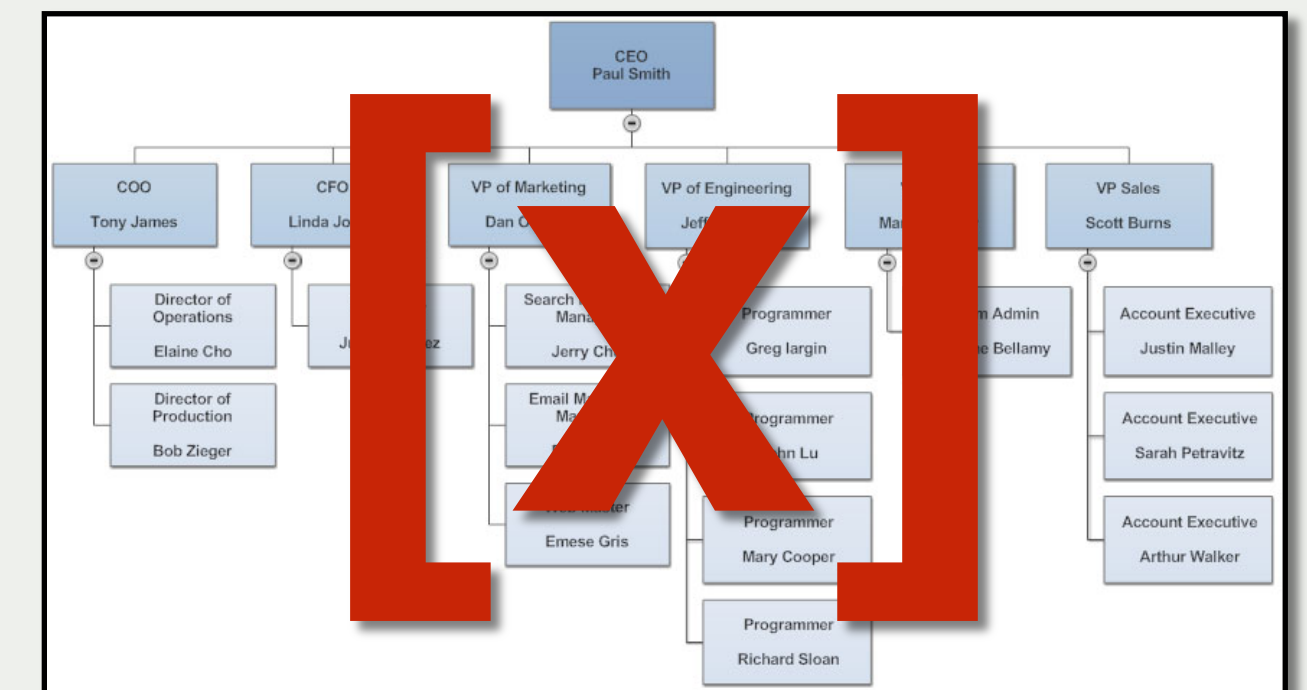
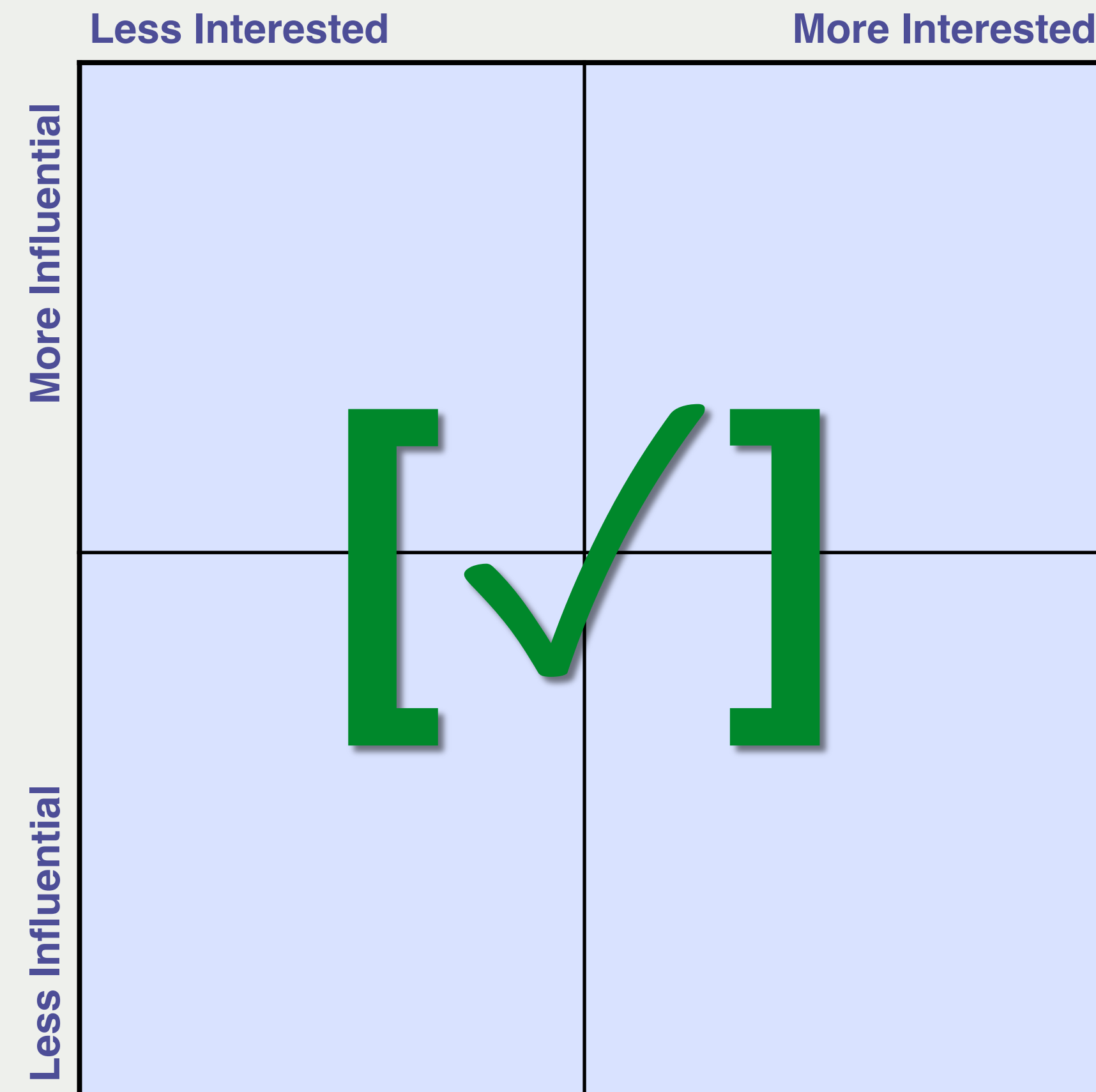
10 13/16 × 6 11/16 × 3 9/16 in. (27.5 × 17 × 9 cm)

Charles B. Benenson, B.A. 1933, Collection

2006.51.79

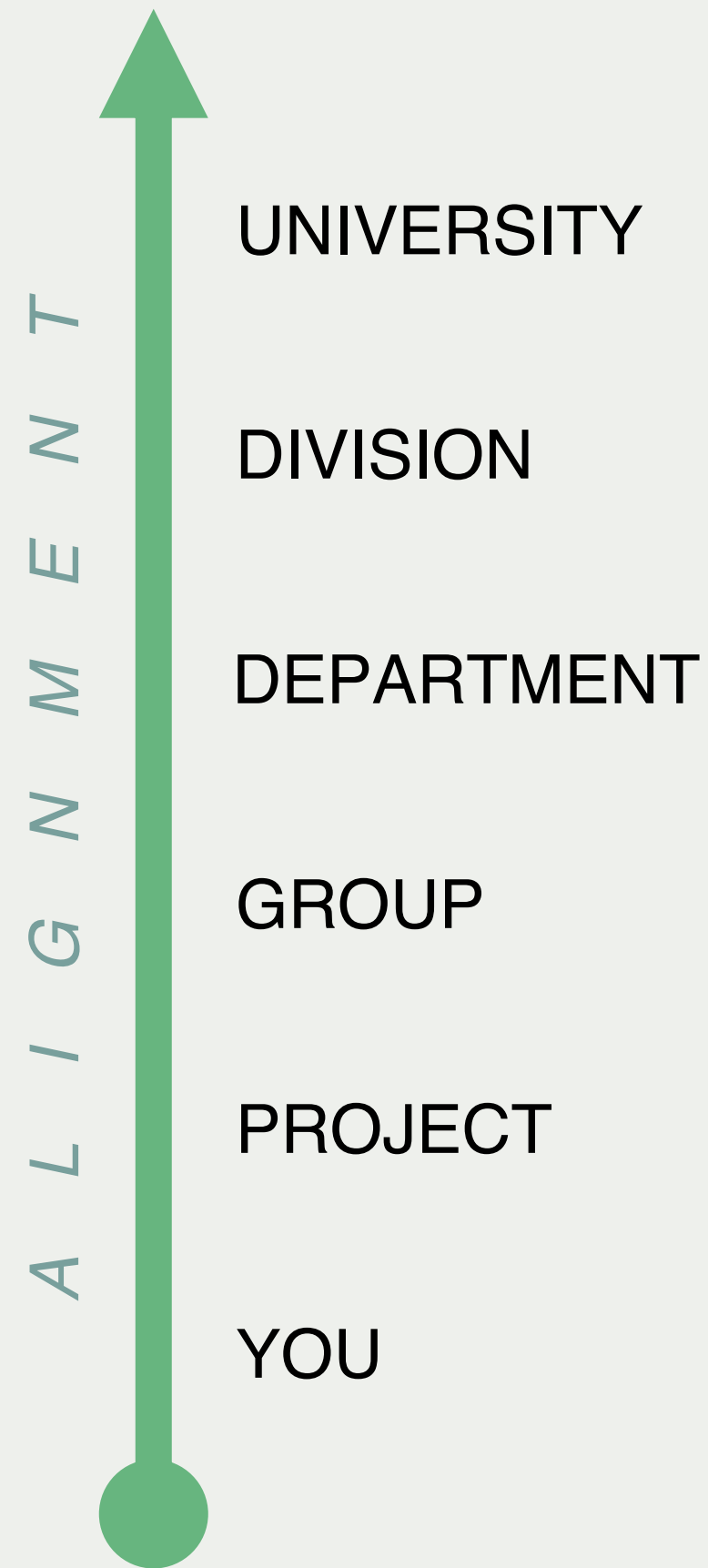
# 5. Organizational Awareness

Identifying the key people in your organization, and getting their support. Knowing who the key influences are.



# 6. Common Vision

Showing how your ideas support the organization's broader goals.





# 7. Impact Management

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Choosing the most interesting, memorable or dramatic way to present ideas, in order to gain people's support.

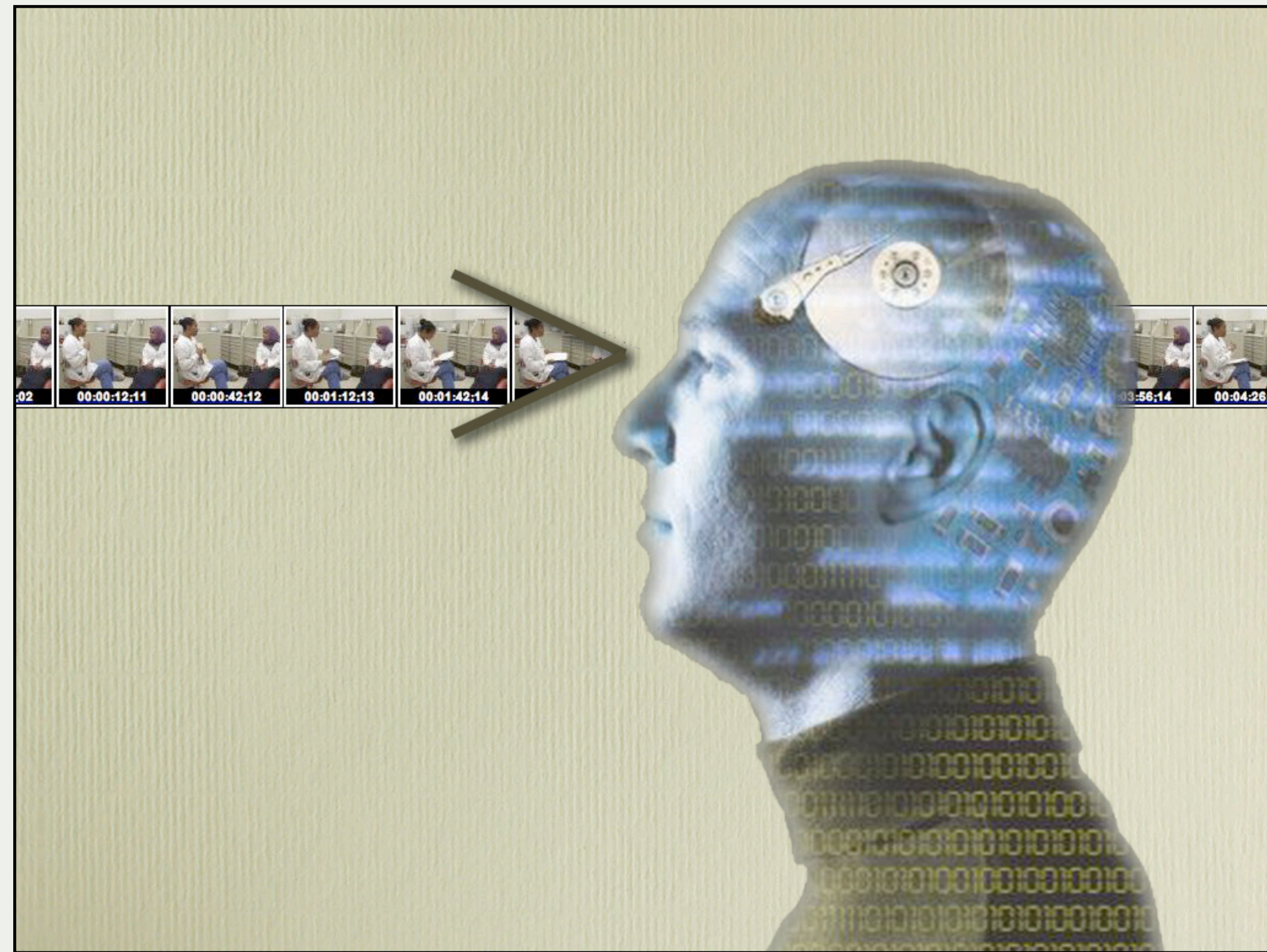




# 8. Logical Persuasion

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Using logical reasons, expertise or data to convince and persuade others.





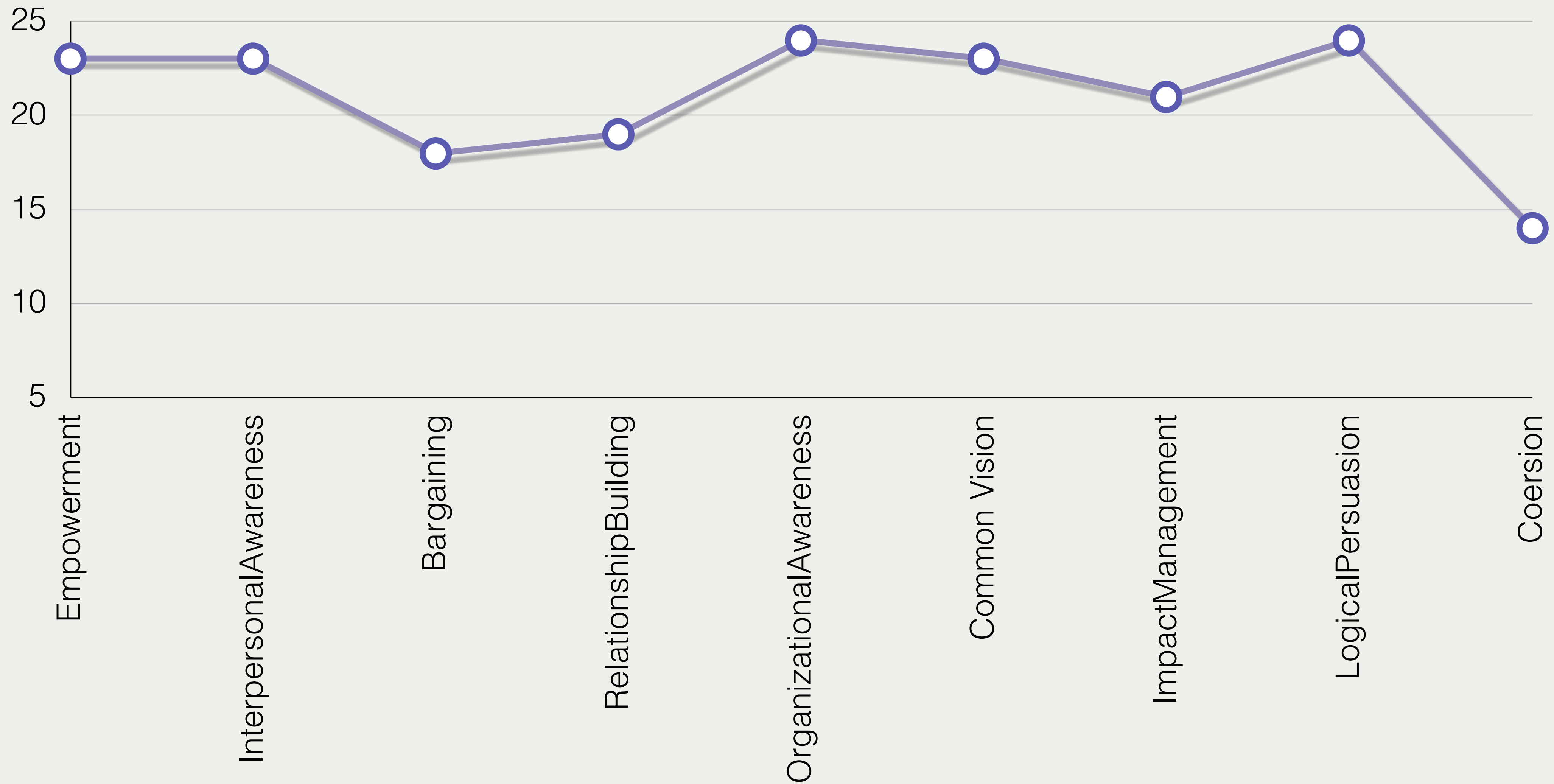
# 9. Coercion

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Using threats, reprimands or pressure to get others to do what you want?



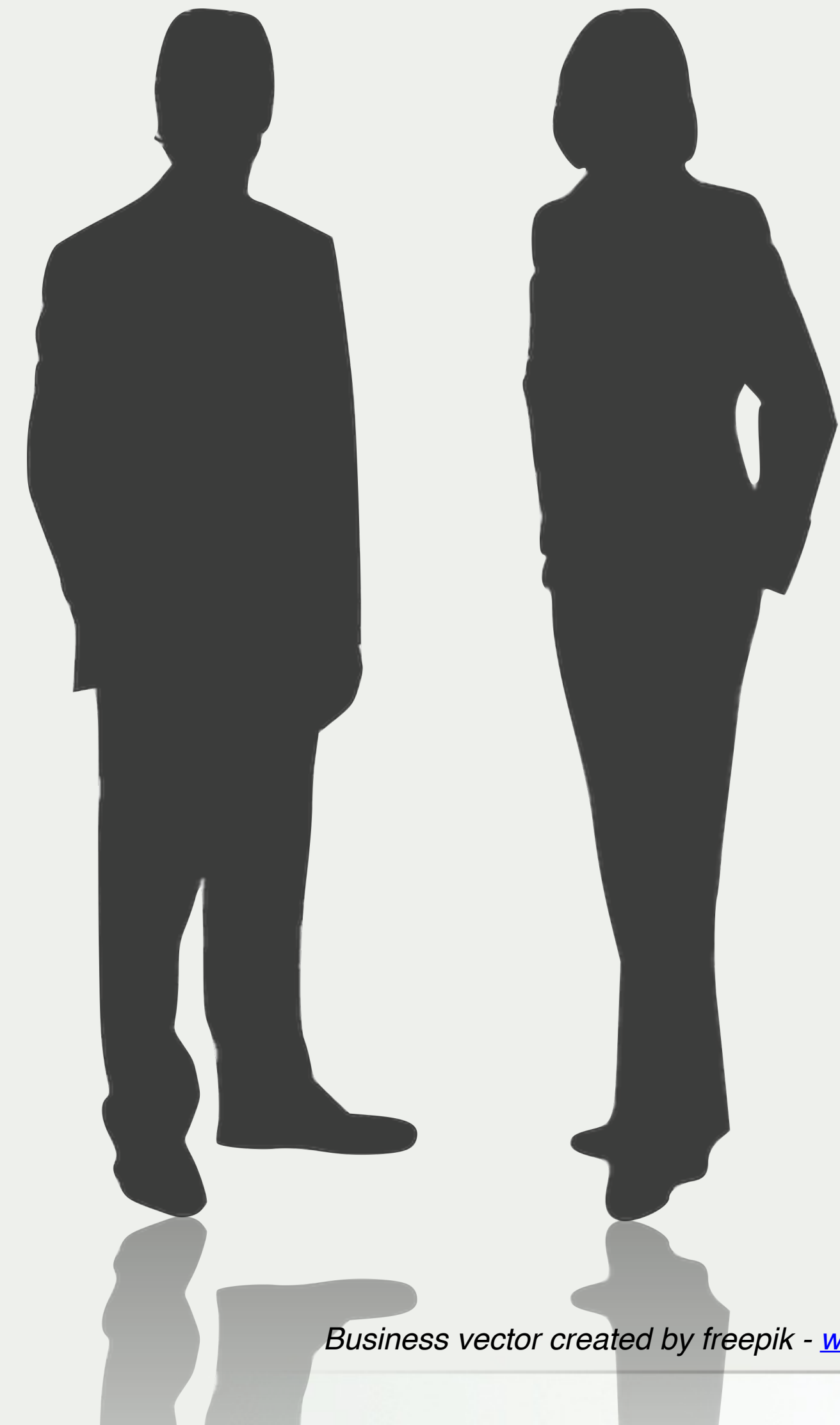
# Self Assessment



# Difficult Conversations

**Burn NO bridges...**

- 1. Have them sooner than later.**
- 2. It is NOT harder for you than it is for them.**
- 3. Recognize your counterpart and affirm them.**
- 4. Speak clearly and in plain language.**
- 5. Listen carefully.**
- 6. Confirm that the message was received.**
- 7. Thank them for meeting with you.**





# Threshold Test

When crossing a threshold...

1. What do I want to get out of the activity?
2. What role do I want to take?
3. How do I want to present myself?
4. What triggers might I encounter?
5. How will I respond to those triggers?



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