

INFLUENCING

The Art of Moving Hearts and Minds Without Power
or Formal Authority



Actuate Microlearning

India's First Live-Action Video Microlearning

“Leadership is not about titles, positions or flow charts. It is about one life influencing another.”

- John C. Maxwell (Author, speaker)

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Preface

Make no mistake. Having authority does make it easier to influence people into action. But authority is certainly not the only tool – and often not the best – to influence thought and action.

In a host of situations, wielding authority is most definitely not recommended, even though the need to influence people remains paramount.

If there ever was a time when you could just bark orders and expect them to be carried out, simply because you had the force of authority to back you up, *that time has long passed*. Now more than ever, leaders must get people to buy-in to what they are saying; to make others *want* to follow them; to win over their team members to their side.

Employees today are far too secure and spoilt for choice to tolerate bullying and obnoxious behaviour; even from their managers.



Influencing without relying on authority is a critical skill that managers must possess.

3 | Influencing

one that very few excel at.

And it is entirely worth aspiring to.

Easier said than done; it would appear. For how can someone influence thought or action without authority to back it up? How does one influence others at times when they are unwilling to listen?

Well, let us at Actuate Microlearning assure you that it is well within the realm of possibility to resolve the conundrum mentioned earlier! And, it's easy, once you understand the science behind the art of influencing others.

What's in This eBook for You?

In this eBook, you'll find helpful information and advice on how to maximise your ability to influence others, with or without any formal authority to back you up.

The content you're about to go through:

- Is an excerpt from a larger body of our work
- Has roots in some of the most incisive psychological and sociological research available today.

We also hope you enjoyed our 'SWAY' micro-videos that led you to download this eBook. If perchance, you got a hold of this ebook without getting a chance to see our micro-videos, you can still catch them on the link provided below.

[Click Here.](#)

So, if you're influenced enough to read on...

...Let's go already!



Chapter 1:

Softer Means of Influencing



“Don’t adapt to the energy in the room. Influence the energy in the room.”

— Anonymous

With flatter management structures, dotted-line reporting, outsourcing and virtual teams, leaders today work with groups they often have no formal authority over others.

They must find other – softer – means to motivate and influence without authority.

But what are these ‘softer’ means of influence?

Virtuosos wield far greater influence than average practitioners in any given field.



Softer Means of Influencing Without Power

Here are a couple of strategies you could adopt to influence people without having formal authority over them.

1. Virtuosity

Virtuosity is an evolved skill or expertise in a particular domain. People who are seen as virtuosos wield tremendous influence.

Think about it. If you wanted to learn a thing or two about chess, who would you seek out for input/information? If you fancied learning the piano, whose name would you google for tips and tricks?

Whose word would you consider as final on finances?

Chances are you'll pick authority figures in all those fields. And, if you can't afford to work with them in person, you'll at the very least look for blogs, articles and videos associated with them, And you'll heed their advice without question.

Bottom line:

Virtuosos wield far more significant influence than average practitioners in any given field.

Are you an expert at something? Yes? Then people need to know.

How might one exude virtuosity?

Here are a few suggestions:

- ♣ Could you blog about a topic that you consider yourself to be an expert on? Could you ensure that the right kind of people read and endorse your blog?
- ♣ How about displaying your academic accomplishments and credentials on your area of expertise in plain view? Why stop at academics? What about your professional successes in your area of expertise?

And finally,

What are you doing on a daily/weekly/monthly basis to develop virtuoso-level competence in your domain?

2. Generating Positive Word-of-Mouth

People are influenced by decisions made by other people, or the opinions of other people – either people in their social networks or people they respect. According to this principle, people tend to deem correct/valuable what others think is right/ valuable.

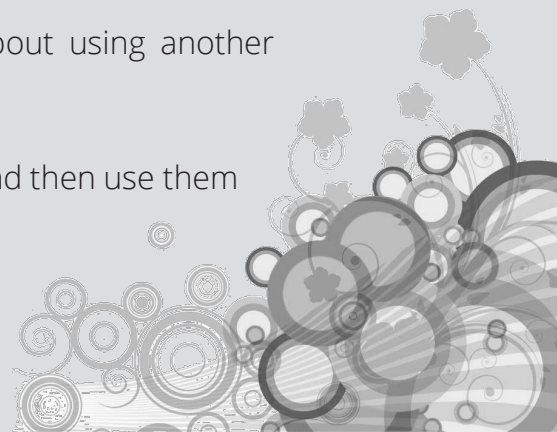
As an example, Netflix, the leading online entertainment provider, makes clever use of positive word-of-mouth to keep subscribers hooked and binge-watch by highlighting trends, reviews and testimonials – what others are watching and deeming to be cool. Impressed and curious to see what the hype is about, we follow the trend and are hooked, in return.

We are strongly influenced by what others say about something/ someone, and this informs our choices and opinions about the subject under consideration.

How can you leverage positive-word-of-mouth to your advantage?

Remember, social influence or social proof is about using another party's word to convince a third. So,

- ♣ Look to win people over to your side first and then use them as your agents for social proof.
- ♣ Use testimonials and endorsements from others – especially those in position on authority - attesting to you and your work?



These are measures that you can use to build word-of-mouth to build your reputation and stature in your workplace or society. Remember, that

When people view you and your work favourably, your ability to influence them increases proportionately.



Chapter 2:

Executive Presence (Why it matters)



“No man or woman attains a top job, lands an extraordinary deal, or develops a significant following without this heady combination of confidence, poise, and authenticity that convinces the rest of us we’re in the presence of someone who’s the real deal.”

— Sylvia Ann Hewlett (Author, *Executive Presence: The Missing Link Between Merit and Success*)

Executive Presence matters

Not everyone has a position of authority. Clarity and confidence aren't natural when you lack authority. So, in the absence of authority, how do you draw people into your story, grab their attention, and inspire them?

Getting work done often hinges on our ability to gain the support of others. And that takes more than just explaining the merits of your project or situation. You have got to inspire them.

It is, therefore imperative to master the art of Presence to develop strong trust-based relationships with others.

You need to develop engaged and empowered teams that are highly productive and loyal and even inspire tired and sceptical people to go that extra mile. Executive Presence can do that for you.

Here's how you can develop Executive Presence

To understand how to develop Executive Presence, one must first understand what constitutes executive presence.

Executive presence is the result of a few elements coming together. Here are three of them. We call them the 3 Cs of Influence.

1. Character:

Leadership experts Jim Kouzes and Barry Posner (2007) believe that honesty is the most essential trait of effective leaders as it amplifies aspects of one's moral character. Leaders build trust by nurturing truthfulness, straightforwardness, and integrity – positive and righteous attributes demonstrating honesty. How can you possibly hope to sway people if they can't trust you?

As a wise man once said,

“What you are shouts so loudly in my ears, I cannot hear what you say.”

2. Credibility:

You cannot define your credibility; others do. Credibility is built over time and through achievements. Others must be able to count on us in every situation. Think about it.

3. Communication:

People with presence, rank and designation notwithstanding, **speak confidently, with passion and with energy.** Superior communication ability is the mark of a competent leader as it contributes to and showcases how powerfully you connect with an audience, how quickly you engage with listeners, and how well you can keep their attention.

Please note your verbal and non-verbal communication matters.
Master both.

In conclusion

Executive Presence is the ability of a person to make everyone around sit up and take notice of them.

Develop character, credibility and communication ability, the 3 Cs of Influence, and the world will respond well to your unique and authentic leadership style.



Chapter 3:

Influencing People via a Compelling Elevator Pitch



“The buyer is always tuned in to one radio station: WIIFM (What's In It For Me). The rest is filtered out as noise.”

– Steve Woodruff, (Author, Clarity Consultant)

The Challenge With ‘Pitches’

As the name suggests,

An elevator pitch must be short – able to be delivered in the time that the metaphorical elevator ride lasts. That’s typically forty-five seconds to a minute (tending to two minutes)

And, if your objective is to get someone to buy, or buy into, something or someone - that someone typically being you – then you have to be compelling. But how is this possible? In just *thirty to forty-five seconds*?

Ah, that’s the beauty of a well-crafted elevator pitch, and it’s what this chapter outlines.

The Anatomy of an effective elevator pitch

The best-crafted elevator pitches incorporate the following five elements:

Element 1: Connect to Something Your Recipient Greatly Cares About (Framing)

Crafting an effective elevator pitch requires you to put things in the context of something that the recipient is currently concerned with. Or, it could address something that could go substantially wrong in the future if they don't take some steps now.

If your pitch does not address your recipient's reality or frame, they'll mentally tune out, all the while looking you in the eye.

Element 2: Enumerate the Impact on their Frame or Reality

Next, mention what is going wrong currently, or could potentially go wrong in their reality, or how something could be much better in their reality.

If you can quantify the impact, that is, if you can add any number to clarify how much of an effect this is having, or can have on their reality, the stronger your pitch will be. You will now have their full attention.

Element 3: Propose a Solution and a Benefit

Now is when you propose your solution. Tell them briefly, what - the product/ person/ idea - you are proposing to transform the recipient's reality.

Element 4: Communicate ease of Implementation

Nothing kills a proposal more than perceived complexity in implementing it. You need to make implementing your proposal or product appear devoid of any complications.



Element 5: Call to Action

You'll typically want your listener to do something at the end of your proposal, whether it's giving you more time for a detailed discussion or investigating something further at their end. **Verbalise what you'd like your listener to do at the end of your pitch. Clearly.**

Stringing together these five elements constitutes in a short paragraph is what makes a compelling elevator pitch.

Master the fine art of crafting a compelling elevator pitch. You'll thank yourself years down the line.

In conclusion: the five elements of an elevator pitch

- 1. Connect to something your recipient cares about**
- 2. Enumerate the impact on their frame of reference**
- 3. Propose a solution or benefit**
- 4. Communicate ease of implementation**
- 5. Give a call to action**



Chapter 4:

Building Rapport to Ensure Influence



“You can make more friends in two months by becoming interested in other people than you can in two years by trying to get other people interested in you.”

— Dale Carnegie, (Author)

It Pays to be Liked

People prefer to say ‘yes’ to requests from someone they know and like. We can’t force people to like us. However, one of the surest ways to get others to like us is to *find things to like about them first consciously*. You’ll find others start liking you if you choose to concentrate on the things you have in common rather than the things that make you different.

People can’t help liking others who appear to have similar opinions, personality traits, background, or lifestyle.



Therefore, the more similarities surface between you and them, the more people will tend to like and agree with you. To influence others, focus on being warm in your communication, instead of trying to demonstrate your competence and credibility, which means you need to speak in a conversational tone. Some of the ways to increase our likeability are:

1. Mirroring

The basic concept of mirroring is simple. When we're interacting with another person, we copy, or "mirror," a particular set of that person's movements, facial expressions, or words. We adopt the other person's characteristics. We become a *mirror*. The scientific term for 'mirroring' is limbic synchrony, and it's hardwired into the human brain. It's usually an unconscious process, but one can trigger it deliberately with a little mindfulness.

Mirroring starts by observing a person's body posture and gestures and then subtly letting your body reflect their body language. This will make them feel that there is something about you – a vibe - that they like. Because unknown to them on a conscious level, they will see their reflection in you. However, never mirror the other person's negative body language, as you will give off a rather negative vibe. **And the operational word here is subtle.** Being too conspicuous will give the other person the impression that you're aping or mocking them. Good luck trying to influence them after that happens!

But how would you know this is working for you?

Simple. You will know that you have developed mutual rapport if your partner begins to mirror you in return. Smile and lean forward and see if he/she will match your movement into the new posture. If they match your body language, it would be a signal of trust and rapport. If they don't, you're not there yet.

2. Matching

Matching, another powerful rapport-building tool, is related to mirroring but is distinctly different. Where mirroring concerns itself with

physical dynamics, matching focuses on spoken communication. It is a genuine attempt to understand the other person's mental frame of reference.

People attach special meaning to some keywords/phrases, like for instance, words they use or repeat often. When you reply to them, using the same words/phrases they used. (Using it precisely the same way it was said! If they say wary, you should say *wary* too, not cautious) you will make them feel you deeply understand them! You will cut through a lot of emotional resistance that results when people feel they are not entirely understood.

Note, however, that you shouldn't match the other person word for word. Look for keywords and phrases.

Matching can also extend to ideas, moods, values and even belief systems.

Don't worry; it's easier than it looks. Give it a shot.

When it comes to 'mirroring' and 'matching', focus only on positive vibes and words.

And be subtle about it.

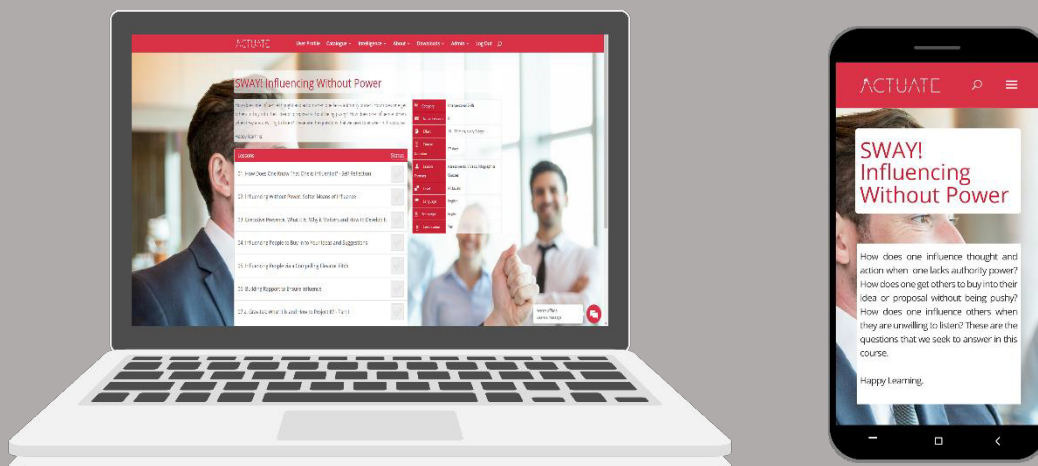


Epilogue



That's all we had for you in this ebook. We hope you found the content interesting and of value. Truth is though, this was just a trailer – there's so much more where that came from!

At the start of this ebook, we mentioned that the content presented here is an excerpt of a massive and comprehensive body of work we have developed at Actuate Microlearning, on the topic of influencing without formal authority.



For your information, that body of work is a video-format microlearning course titled 'SWAY! Influencing Without Power'. You'll find many more case-studies and stories in there, that are based on real-life experiences of clients we work with and our people at Actuate Microlearning too.

Here's a link to the module, in case you want to pursue it further.

[Click Here.](#)

Thank you! Good luck on your learning journey!

So, here's to good choices and decisions, and here's to you!



Video-Format Microlearning from Actuate Microlearning

As you surely know, video-format microlearning courses are perfect to:

1. Engage the modern-day learner (especially the burgeoning millennial and Gen-Z workforce)
2. Create learning journeys for your learners
3. Ensure better course offtake and completion rates

Twenty-Nine Video-Format Microlearning Courses You Could Use Right Out-Of-The-Box

Considering the advantages that video-format courses offer, we, at Actuate, have created a catalogue of twenty-nine courses - a total of 283 video lessons, 52 hours of learning - on behavioural, leadership, cognitive and technical skills topics.

You could procure these off-the-shelf, get them branded for you and have them deployed pretty much immediately for your learners!

Here're a Few Reasons Our Clients Choose Us:

1

Our courses follow a micro-video format (the format of choice for the modern-day learner)

2

Users love our courses
(you should see some of the fabulous feedback we've received!)

3

Users find our courses relatable and relevant

4

Our courses are built for the phone

5

We work closely with you in ensuring people use these courses

Indicative Client List

Over the last nine years of our existence, we've served over seventy organisations across industry verticals. Some of our esteemed clients include Kotak Securities, ICICI Lombard, Zydus Cadila, Edelweiss, Angel Broking, Motilal Oswal, DCB Bank, Lodha, Tata Capital, DESIS, Prudential, to name but a few.

Do Get in Touch!

If you'd be interested in knowing more, please suggest a date and time we could possibly speak/ meet. Thirty minutes should suffice for our discussion.

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