Skills for Change

Aims

This workshop session aims to give you some background and practice in:

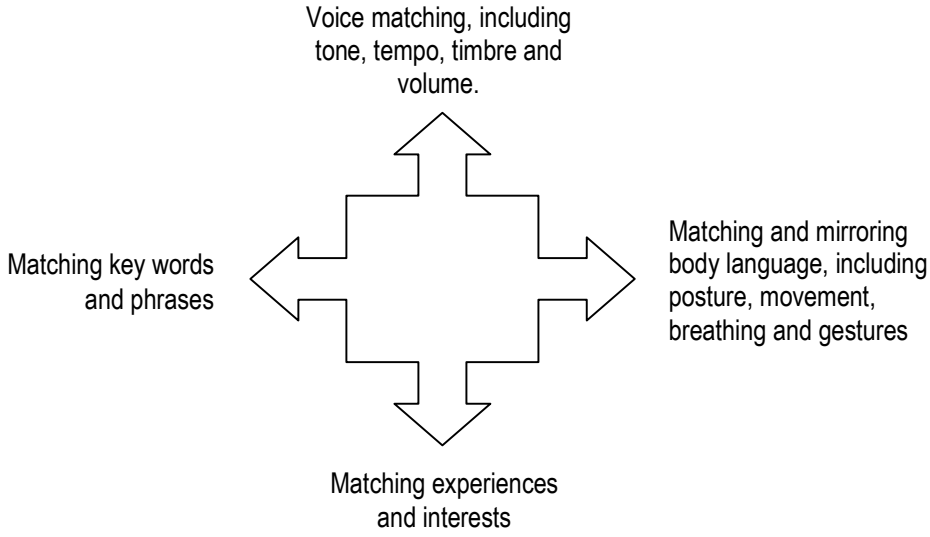
- ✓ building rapport
- ✓ asking coaching questions
- ✓ identifying and using six sources of influence

What's this got to do with sustainable development?

If your aim is to influence people's behaviour, you need to know how!

Building Rapport

There are four elements to remember



We've practised the 'matching and mirroring body language' part of this, as well as the 'matching experiences and interests'.

Mark Harmer says:

> *"We always begin by mirroring. We begin our relationship by behaving in a way which encourages the other person to trust and accept us. Mirroring not only has a powerful effect on others, it also effects you, it enables you to achieve a profound level of empathy with other human beings, you begin to understand their world."*

There's a special part of matching key words and phrases, which is about picking up clues which help you understand the person's internal representational system. The CMI says:

> *"Attempt to pick up on clues and cues to help you recognise how others' process information and use language to represent experiences. People use their senses to represent experiences described in words. You might, for example, prefer to 'hear' what has happened at a recent meeting or 'see' a report. Different thinking styles or representational systems can be identified."*

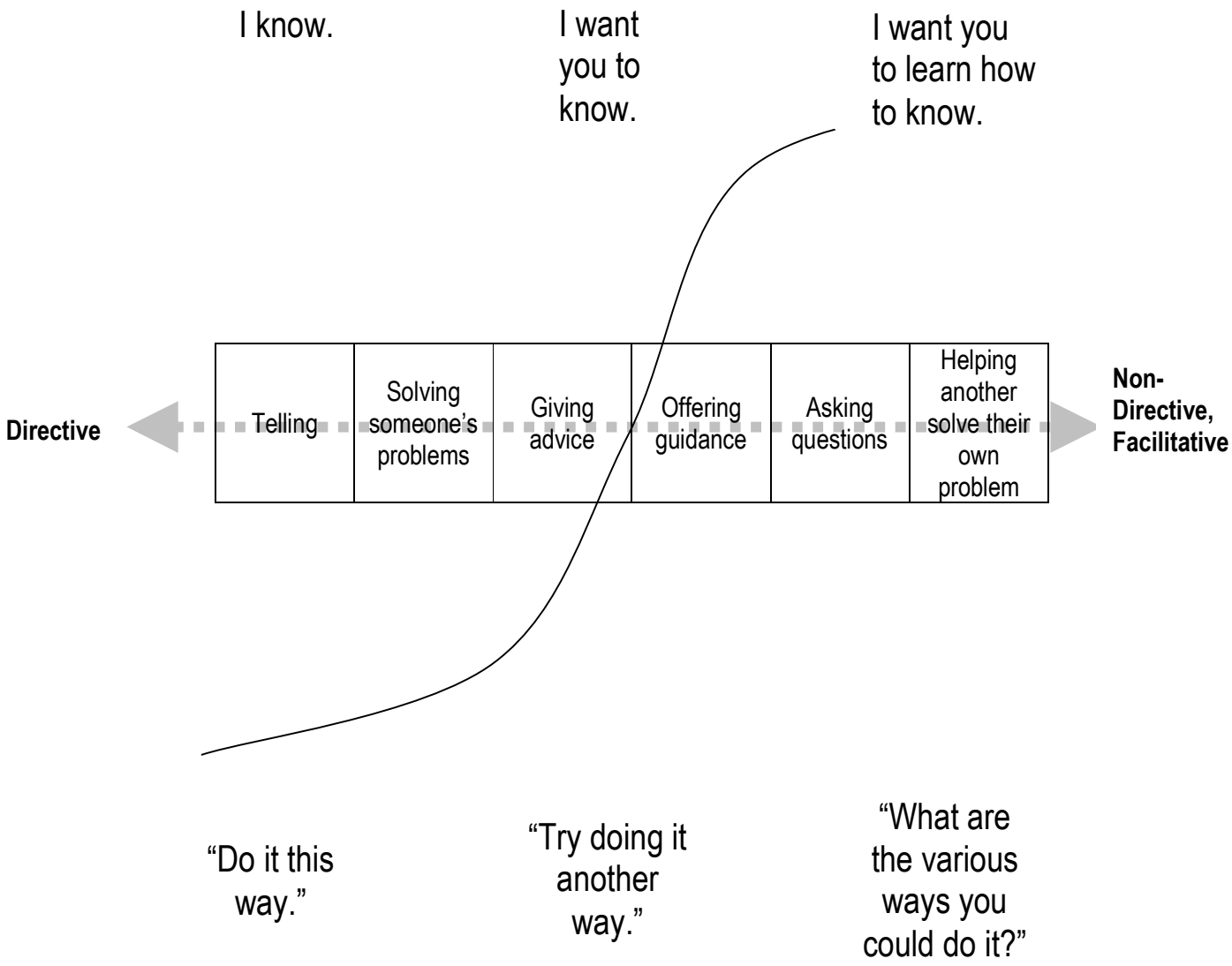
When you think you've established rapport, test it by mirroring and then changing your own posture, to see if they respond. If they produce a mirror or complementary response, then there is rapport between you and you will be much more successful in influencing them.

Sources:

- Chartered Management Institute "Checklist 167 Neuro-Linguistic Programming" 2007
- Building Rapport in Social Work, Mark Hamer, 2006
- Smarter Communication and Influencing Skills for Impact, Marion Brown, 2007

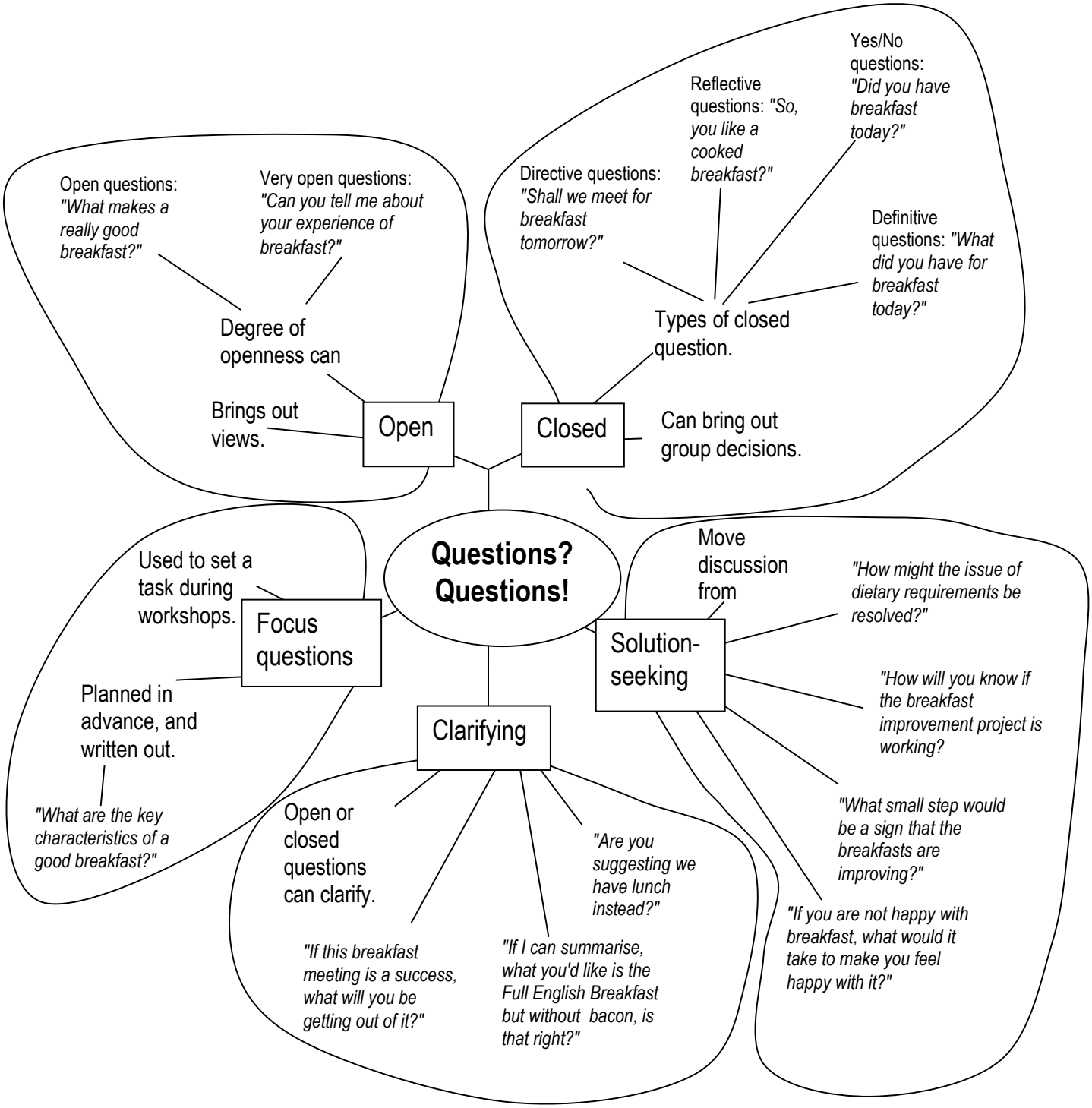
Asking coaching questions

Are you telling or asking? Try a less directive coaching approach….



Source: Chris Gulliver, 2009.

Questions? Questions!



Identifying and using six sources of influence

	Motivation	Ability
Personal	1 Make the undesirable desirable. *Give people reasons to do the new thing, or stop doing the old thing. Not just your reasons, but reasons which match their own motivation.*	2 Surpass your limits *Find out what people need to be able to adopt the new behaviour (skills, resources, permission) and put it in place.*
Social	3 Harness peer pressure. *Encourage those who are prepared to nudge and comment, to lead from the middle.*	4 Find strength in numbers. *Does the change need critical mass, are there economies of scale? Put them in place.*
Structural	5 Design rewards and demand accountability. *Make sure people get feedback. Will anyone notice if the behaviour changes, and what will the consequences be?*	6 Change the environment. *Ensure that the equipment, resources ,and physical environment prompt and enable the new behaviour.*

Source: Influencer: The Power to Change Anything, Patterson, Grenny, Maxfield, McMillan and Switzler. McGraw-Hill, 2007.

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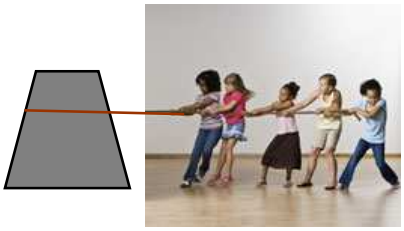
Social		
Structural		