

Influencing and Impact

This competency refers to the intention and the ability to impress, convince or influence others. It is based on the desire to have a specific impact or effect on others in order to influence them to adopt one's own agenda. It includes building relationships with people who will willingly help to achieve objectives.

A person in a job role requiring this competency will demonstrate the following behavioural indicators:

1. **Uses one preferred approach to influence**
 - Thinks about the most effective way for dealing with a person or situation.
 - Considers the issues before speaking or taking action.
 - Uses one approach, e.g. logical arguments, concrete examples and/or visual demonstrations, in discussions and presentations.
 - Considers the motivation or interests of others and argues accordingly.
 - Uses questions to find out others' views or to share perceptions.
 - Emphasises positive messages and benefits which will appeal to the audience.
2. **Prepares for different view-points and argues accordingly**
 - Sounds people out in advance and lobbies support.
 - Adapts a presentation or discussion to appeal to the interest and level of the audience.
 - Uses experts or other third parties to influence.
 - Prepares all the arguments thoroughly and tests them on others beforehand.
 - Uses a range of influencing styles and approaches.
 - Takes several steps that build on each other in order to persuade.
 - Does not give in easily even in conflict situations and asserts own view for the benefit of the company.
3. **Uses a complex approach and networks to influence**
 - Is able to influence even political or sensitive issues.
 - Identifies and develops a network of contacts to help influence others.
 - Uses chains of indirect influence: "Gets A to show B so B will tell C."
 - Utilises an understanding of unspoken thoughts and feelings of the audience and of local customs to adapt own strategy of persuasion.
 - Takes several steps to influence, with each step adapted to the specific audience.
 - Takes calculated personal risks in order to achieve a successful outcome.
 - Uses a high level of conviction of belief to support own arguments.

Negative Indicators:

- Tends to treat different people and situations in the same way.
- Does not consider the impact on others of what is said or done.
- Does not think before acting or speaking.