

# *INFLUENCE*

Influence is the ability to change the perceptions, decisions and behaviors of others without necessarily having formal authority to do so.

## **Rules of Influencing**

1. Minimizing the use of power
2. You are only influential if you are perceived to be
3. Identify those you have to influence
4. Remember that the person you are to influence is as subject to the macro-influences of everyday life as anyone else
5. Get to know where the Pressure Point and Progress Points are and how and when to press them
6. Go for what is really important
7. Prepare a mental dossier on you target before you begin
  - It takes a wise man to make a good listener
  - Great things can be achieved by being silent at the right time
  - Listen actively; be seen to listen
8. Don't rush into judgment. Always take time for a second look
9. If you can influence the top you can be as influential as the top
10. Single objectives work best. A multiplicity dilutes your chance of success
11. Unless you can hold centre-stage when you choose to, you will not get recognition
12. Use the right level. In-between people and in between
13. Use territorial imperative: act on your own ground
14. It is seldom profitable to broadcast what you are doing in the influence game
15. Persuade the decision-takers that the decision you want is their idea
16. If you are next door to the target decision-taker's inner sanctum you will always stand a better chance than more senior people down the corridor. Be a private officemanship
17. By all means tell the truth but seldom reveal the whole truth
18. Present a range of options, but have one ready that stands out
19. Create the feeling that the opposition is inadequate
20. Beware the dangers of wit and humor. Decision-takers may not appreciate mockery; opponents may actually benefit from being mocked
21. Watch sex. It is the key to success and the trap door to failure
22. First impressions count. Second impressions count even more
23. Train yourself to appear genuine and sincere
24. Keep it brief
25. Watch your peer group. Keep them happy
26. Make sure you have, and people know you have, friends and allies
27. Match your image of yourself to how others see you. Keep in touch with their reality

## 10 Ways to Present Yourself

1. Optimism is a necessary precursor of success. Show it
2. Look interested. Look alert. Be amusing. Then you will be interesting
3. Keep working up new ideas and strategies, Self-motivation can be fun and rewarding
4. Keep reviewing your strategies
5. Know when to stop. Know when to cut your losses
6. Know when to listen. Recognize when being silent can be more rewarding than holding centre stage
7. Be ready for the quantum leap when it presents itself
8. Recognize that there is usually a middle way between preaching revolution and crying sedition
9. Appearances count. Some people immediately categorize you by your tie knot or skirt length. Dressing for success pays off
10. Get yourself perceived as influential. A reputation for this is almost as good as the real thing

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