



Building Positive Relationships

Mastering the Art of Influence


Presented by:

Mai Moua, Ph.D.

Leadership Paradigms, Inc.

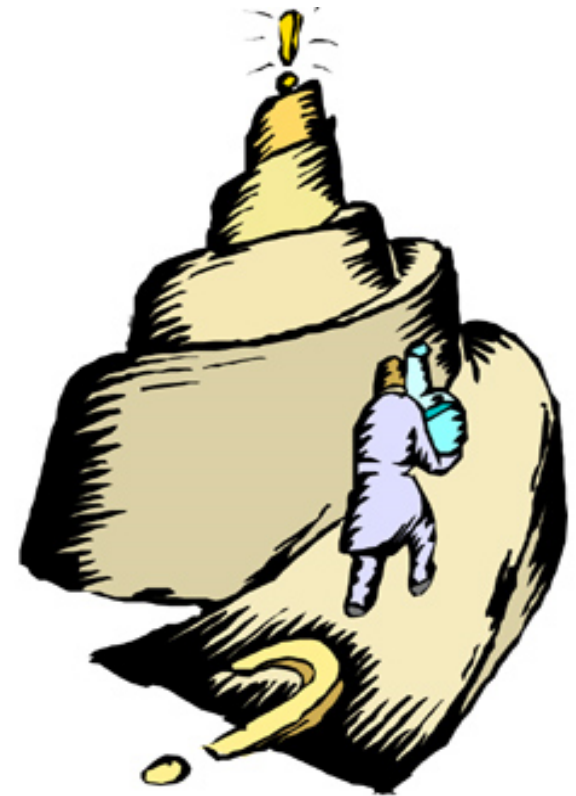


Learning Objectives

1. **Articulate** the importance of influence on building effective relationships.
 2. **Describe** one model of influence on the development of relationships.
 3. **Identify** personal or organizational strategies of influence.
- 

Developing Relationships

1. Why are you interested in building relationships?
2. What benefits do you gain?
3. What can you contribute?
4. What's the end result you hope for?



Challenges to Building Relationships



1. Different goals and objectives
2. Long term commitment
3. Personality conflicts
4. Investments of resources (technology, financial, human)
5. Alignment of mission

PARADIGM SHIFT

OLD PARADIGM	NEW PARADIGM
Organization focused	Mission focused
Short term funding	Long term sustainability
“Single time” programming	Strategic programming
Few resources	Many resources
Internal centric	External centric
Hub focused	Node focused

Exercise: What Am I Looking to Build?



1. Five Inquiries into our organization
2. Five Inquiries into our audience

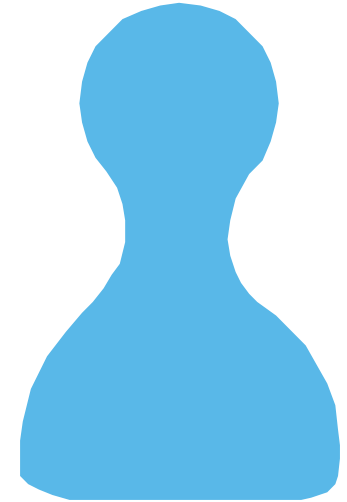
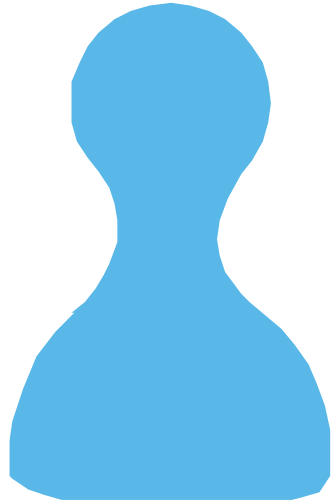
What is Influence?



- Influence can be thought of as “an exchange” or “currencies of exchange”
- Based on reciprocity “what you give is what you get” (trading something valuable for what you want)



What is Influence?

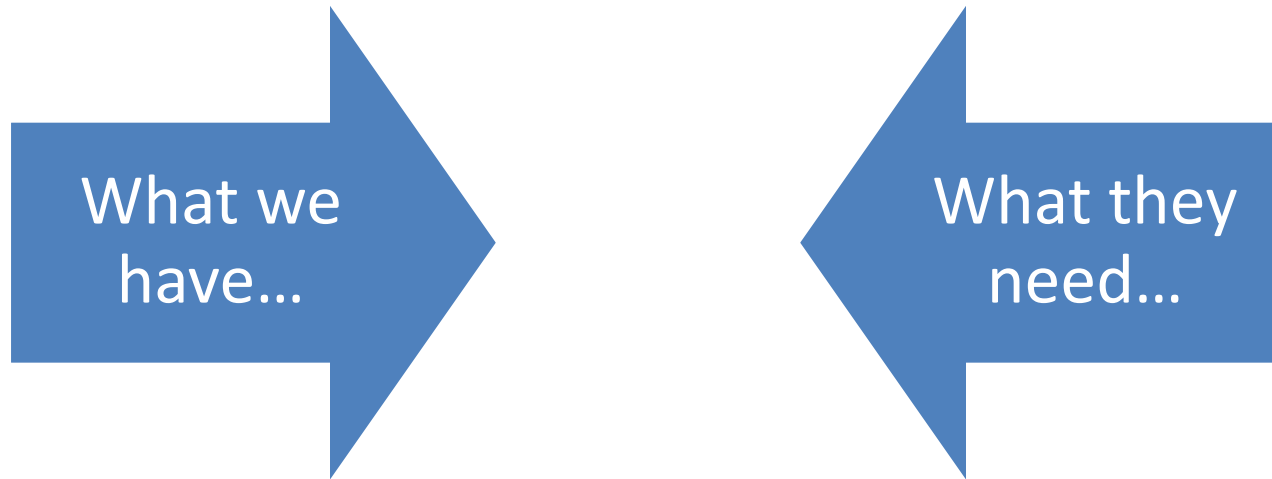


What I have...

What they need...



Exercise: Influence in Action



What I have...

Space, people, technology, connections, events, assessments, consultants, financially savvy, etc.

Area of Influence

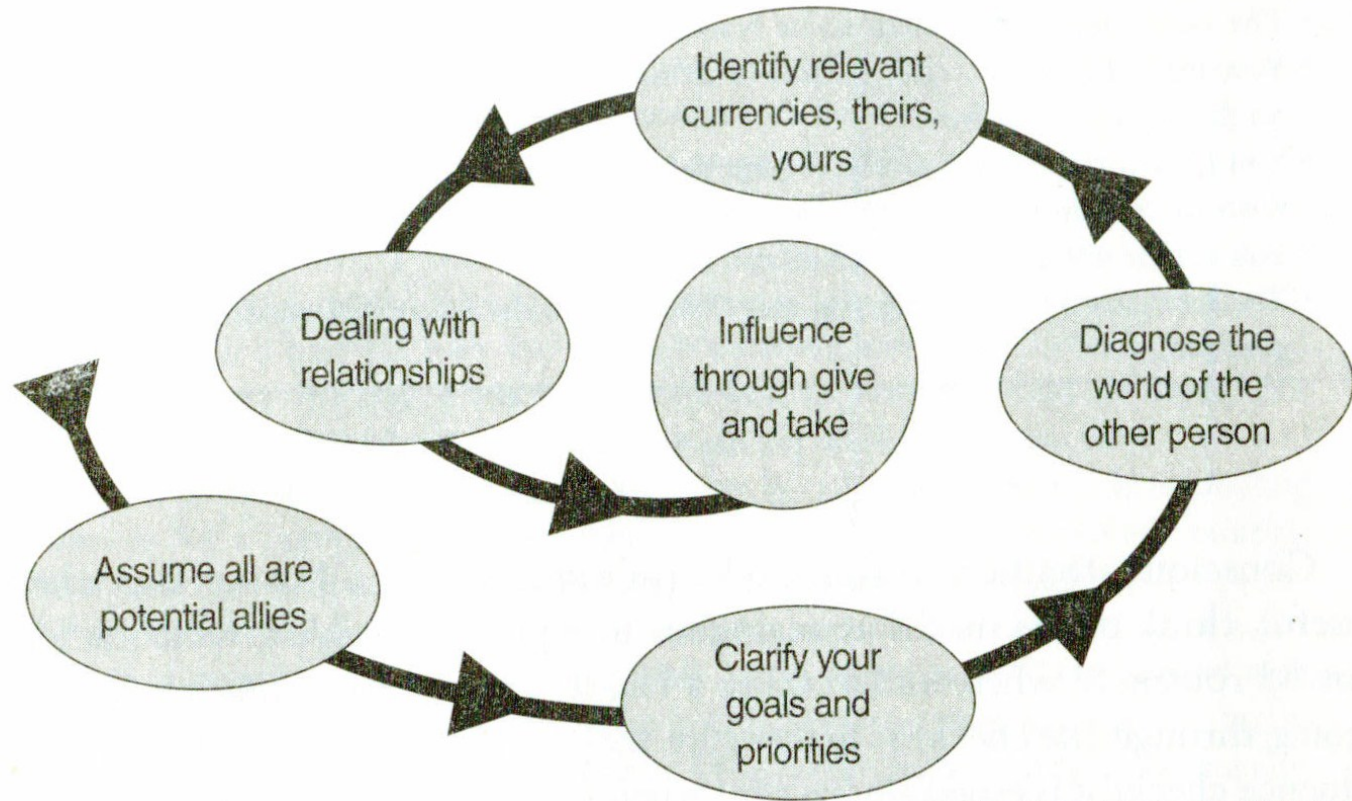
We could mentor the organization around strategic planning.

What I have...

Place to host their events, to understand evaluation models, know more about how to manage finances



Model of Influence




Cohen, A. R., & Bradford, D. L. (2005). *Influence without authority*. 2nd Ed. San Francisco: Wiley & Sons.

Model of Influence

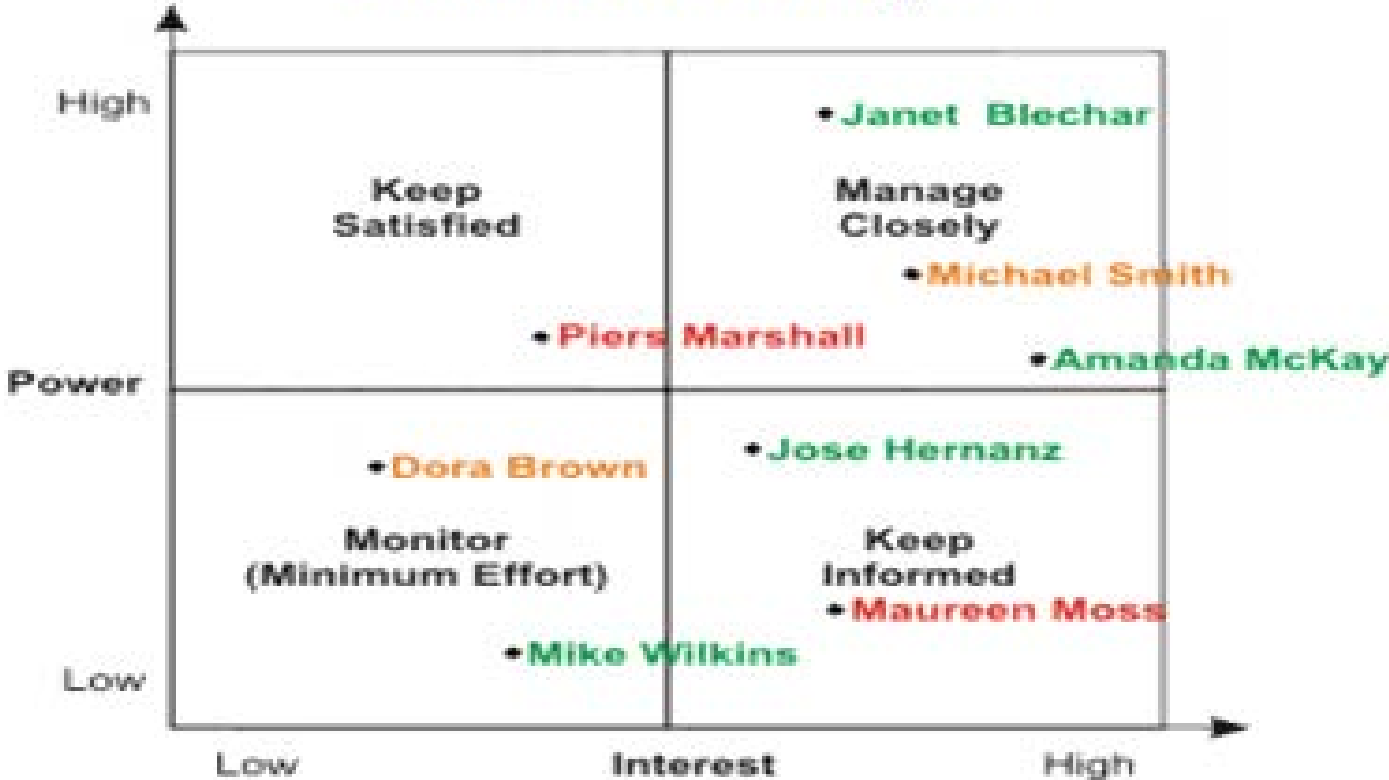
Step 1: All are Potential Allies

Situation	Using Model of Influence
Those who don't understand	<p data-bbox="1000 534 1603 659">Think of all individuals as potential allies by:</p> <p data-bbox="1047 745 1754 999">Assessing whether you can form an alliance with this person or group through common or mutual interests</p>
Those who are not aware	
Those who are hesitant to invest	
Those who are not willing to give	



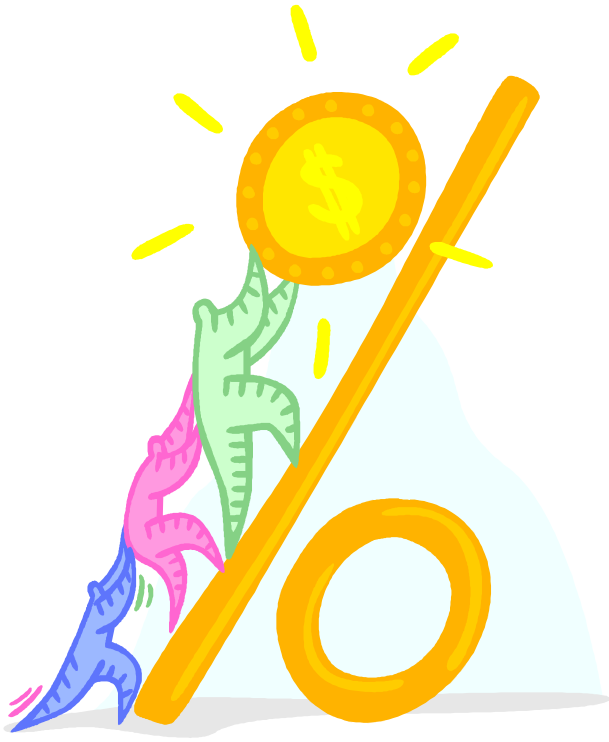
Model of Influence

Stakeholder Analysis



Model of Influence

Step 2: Clarify Goals and Priorities



- What's your goal with this person or organization?
- Is your goal short-term or long-term?
- Are these goals “must have” or “nice to have”?
- Is your goal about preserving/improving relationships or about the task?

Model of Influence

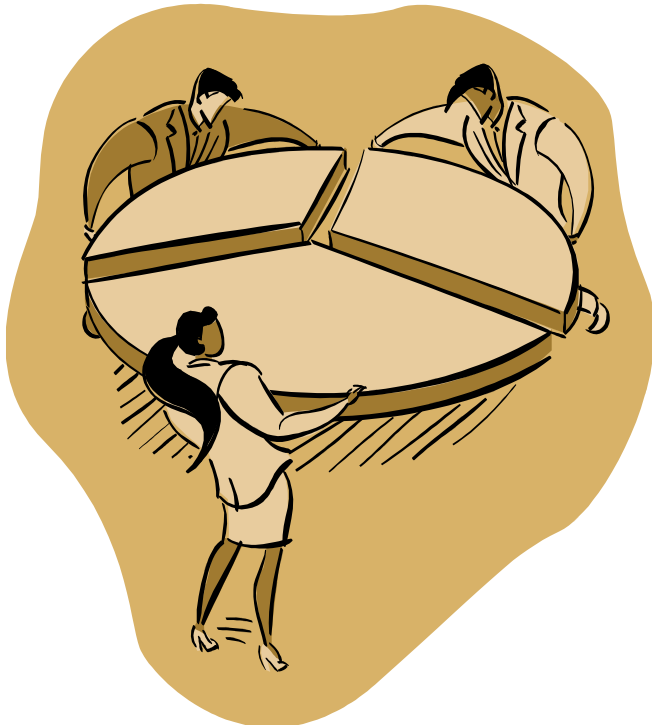
Step 3: Diagnose their World

- What drives him/her or the organization?
- What does he/she or they care about?
- What forces might shape their concerns, goals, or needs?
- What are their “hot buttons”?



Model of Influence

Step 4: What's the Mutual Value?



- Are there values that you have in common?
- Are there things that are shared?
- What resources do you have or can provide relative to the other?

Model of Influence

Step 5: Working with Relationships

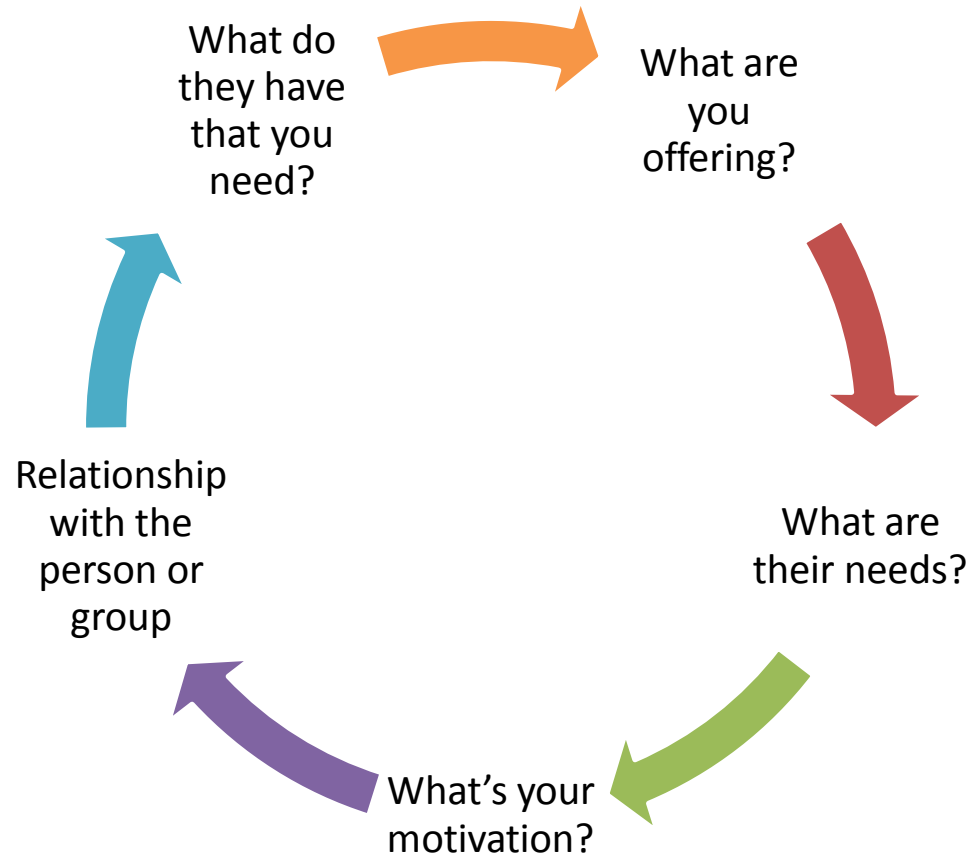
What is the nature of the relationship with the group or person?

How does the group or individual want to be related to?



Model of Influence

Step 6: Influence through Give and Take



THANK YOU!!


Mai Moua

Leadership Paradigms, Inc.

Website: www.leadershipparadigms.com

Email: mai@leadershipparadigms.com

Phone: 651.523.0540



Building Positive Relationships
Mastering the Art of Influence

Presented By:

Mai Moua, Ph.D.

Leadership Paradigms, Inc.

Phone: 651.523.0540

Email: mai@leadershipparadigms.com

Website: www.leadershipparadigms.com

About the Workshop

Resource sharing, program collaboration, and successful networks of key stakeholders and donors are essential components of achieving mission. Developing professional relationships and networks are important steps to building effective partnerships. Exploring, forming or enhancing relationships and networks depend on financial, human, and technological resources. Sometimes resources are not available or you don't have the authority to make decisions, or colleagues don't feel the relationship is worth pursuing. How then can you influence and bring more attention to building positive relationships and networks when there are barriers in your way? This session focuses on Bradford and Cohen's Model of Influence and how examining one's currencies and resources can be used to shape a positive work environment that leads to effective nonprofit operations.

About the Presenter

Mai Moua, Ph.D., is the founder and president of Leadership Paradigms, Inc., a consulting firm which specializes in leadership and organizational development and training.

Dr. Moua has presented her research and conducted workshops on leadership and organizational effectiveness to an internationally diverse audience consisting of leadership scholars and academics, executives and directors, practitioners, and students on a national and international level including the Middle East, Europe, and Canada.

Her work is in the areas of cross cultural leadership, women's leadership, leadership development – especially in communities of color, cultural competency and intelligence, and nonprofit and public management and leadership. She currently serves as adjunct faculty at the University of MN Humphrey Institute and Union Institute where she teaches graduate level courses in public and nonprofit management and leadership.

Learning Objectives

1. **Articulate** the importance of influence on building effective relationships.
2. **Describe** one model of influence on the development of relationships.
3. **Identify** personal or organizational strategies of influence.



Introduction: Why Influencing Skills are Critical

Developing Relationships

1. Why are you interested in building relationships?
2. What benefits do you gain?
3. What can you contribute?
4. What's the end result you hope for?



Challenges to Building Relationships



1. Different goals and objectives
2. Long term commitment
3. Personality conflicts
4. Investments of resources (technology, financial, human)
5. Alignment of mission

PARADIGM SHIFT

OLD PARADIGM	NEW PARADIGM
Organization focused	Mission focused
Short term funding	Long term sustainability
“Single time” programming	Strategic programming
Few resources	Many resources
Internal centric	External centric
Hub focused	Node focused

Exercise One: What Am I Looking to Build?

Five Inquiries for Our Organization	Responses to Our Inquiries
1. Why do we need to cultivate this audience, donor, funder, or stakeholder?	<i>E.g. to reflect the community we serve; to engage them in our activities; to inform them about our mission</i>
2. What do we know about this audience, donor, funder, or stakeholder? (demographics, education, social status, etc.)	<i>E.g. just the basics from books and films; attending events they host</i>
3. What values, ideas and beliefs do we hold about this audience, donor, funder, or stakeholder?	<i>E.g. all we know is from what we hear from other organizations</i>
4. What issues or challenges might we face with this audience, donor, funder, or stakeholder? (transportation, language, trust, mission alignment, etc.)	<i>E.g. that we are not ready to serve this population; we don't fit their goals at this time</i>
5. What type of relationship do we want to have with this audience, donor, funder, or stakeholder?	<i>E.g. long-term and trusting</i>

Five Inquiries into Our Audience	Responses to Our Inquiries
1. What does this audience, donor, funder, or stakeholder know about us?	<i>E.g. they have not responded to events we invited them to attend.</i>
2. What is their perception of us?	<i>E.g. we're not sure about this; they may not know about us</i>
3. What <u>assets</u> and <u>needs</u> does this audience, donor, funder, or stakeholder have? (skills, interests, networks, etc.)	<i>E.g. they have a strong core value of family; they have large basic self-sufficiency needs; they fund only innovative ideas; they need to diversify their grantee pool</i>
4. What is important to this audience, donor, funder, or stakeholder? (values, beliefs, ideas, etc.)	<i>E.g. family and education</i>
5. Why would this audience, donor, funder, or stakeholder want to build a relationship with us?	<i>E.g. we're not sure about this</i>

What is Influence?

What is Influence?



- Influence can be thought of as “an exchange” or “currencies of exchange”
- Based on reciprocity “what you give is what you get” (trading something valuable for what you want)

DEFINITION: The power or capacity to cause an effect in indirect or intangible ways.

What is Influence?

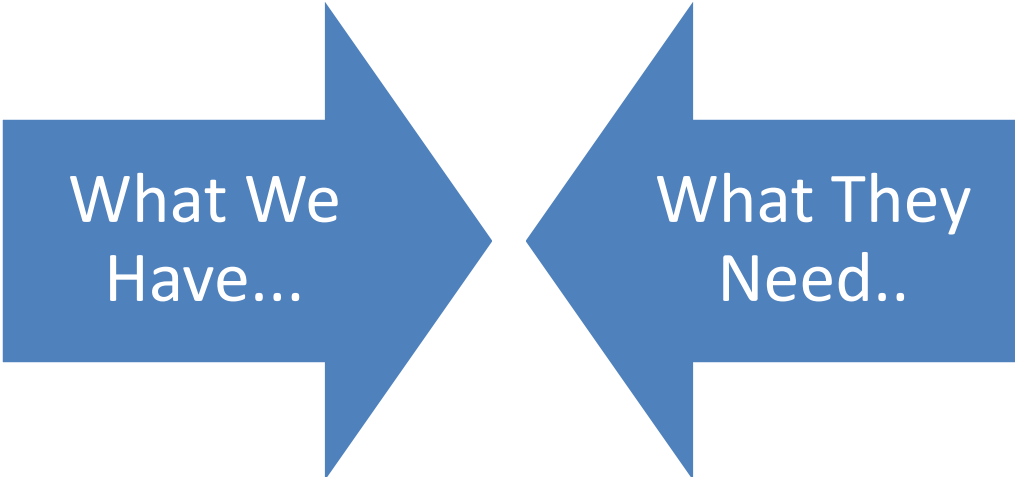


What I have...

What they need...

Exercise Two

Complete the chart below with information on the things your organization has and what you think your audience, donor, stakeholder, funder, etc. needs. Then, using the definition of influence, list how you might influence them in your relationship with the things you have.



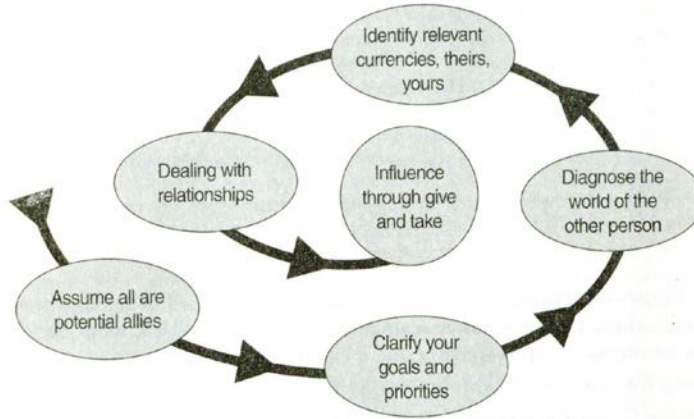
List Items Here

List Area of Influence Items

List Items Here

A Model of Influence

Model of Influence



Cohen, A. R., & Bradford, D. L. (2005). *Influence without authority*. 2nd Ed. San Francisco: Wiley & Sons.

Model of Influence

Step 1: All are Potential Allies

Situation	Using Model of Influence
Those who don't understand	Think of all individuals as potential allies by: Assessing whether you can form an alliance with this person or group through common or mutual interests
Those who are not aware	
Those who are hesitant to invest	
Those who are not willing to give	



Model of Influence

Stakeholder Analysis



Model of Influence

Step 2: Clarify Goals and Priorities



- What's your goal with this person or organization?
- Is your goal short-term or long-term?
- Are these goals “must have” or “nice to have”?
- Is your goal about preserving/improving relationships or about the task?

Exercise Three

In this exercise, you choose one ally (audience, stakeholder, funder, donor, or partnering organization) and walk through the second step of the influence model. This exercise will help you to identify more clearly your goals for connecting with the individual and why you think it’s important for the person to be engaged.

Ally	What’s your goal with this ally?	What’s the reason behind this goal?	Is this goal short-term or long-term?

Model of Influence

Step 3: Diagnose their World

- What drives him/her or the organization?
- What does he/she or they care about?
- What forces might shape their concerns, goals, or needs?
- What are their “hot buttons”?



Exercise Four

In this exercise, you choose one stakeholder and walk through the third step of the influence model. This exercise will help you identify the motivations and values that shape your ally.

Your Ally's World	Identifiers
<p>Drive/Motivation</p> 	
<p>Forces at Work</p> 	
<p>Expectations</p> 	
<p>Hot Buttons</p> 	

Model of Influence

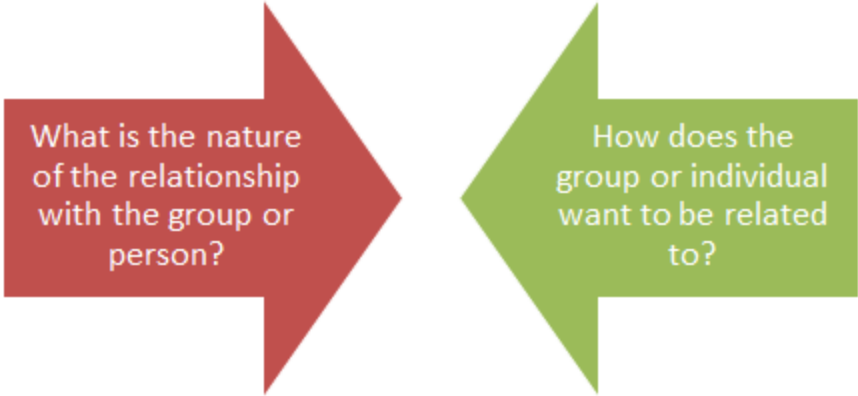
Step 4: What's the Mutual Value?



- Are there values that you have in common?
- Are there things that are shared?
- What resources do you have or can provide relative to the other?

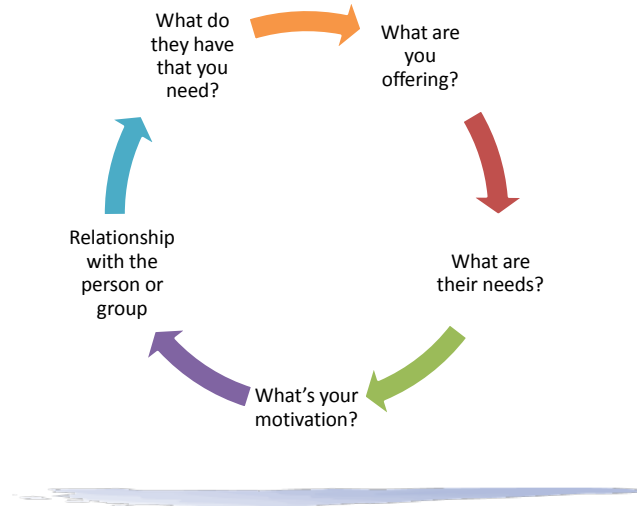
Model of Influence

Step 5: Working with Relationships



Model of Influence

Step 6: Influence through Give and Take



Case Study Examples

Exercise Six

Choose one case study from the samples below. Using the *Model of Influence*, determine how the organization can influence their potential relationship(s) for a mutual benefit.

Case #1

Hope for Youth is a shelter that provides homeless youth ages 13-19 with shelter, food, and transitional services. Their mission is to empower youth to end homelessness and poverty. They have recently been awarded a \$60,000 grant from a local foundation. The funder stipulates that 50% of the grant must be matched with individual donations by the end of the year. Currently, individual contributions to the shelter do not exceed \$15,000.

Hope for Youth have depended primarily on foundation and government funding. They have never had an individual donor campaign or fundraising drive. A few years ago, they've sent out donor letters to their database of contacts but have not received much success. Additionally, because of the economy, many of their current donors have decided not to give in the past two years.

The organization has seven months left to raise the matching funds. How can the shelter influence their donors (current and new) to contribute?

Case #2

Asian Indian for Health is a new 501c3 nonprofit organization founded in 2009. Its mission is to foster and engage Asian Indians to maintain healthy lifestyles. It has an executive director who works full time but is paid a monthly stipend of \$1500 a month. The executive director has worked tirelessly to fund the organization's main programming, a domestic violence hotline for Asian Indian women. To date, two funders have committed funding of \$25,000 each to the program. Increase calls to the center and the need for staff (currently they have volunteers managing calls) has required more resources. The executive director has heard of a networking group, Health Leadership for Asian Americans, who are made up of three health organizations and has plans to seek funding as a group. The executive

director wants to be a part of this group and wonders how she can go about presenting herself and her ideas.

Case #3

New Americans Action Network is a community group made up of immigrant led organizations from the Southeast Asian, Latino, and East African Communities. The organization began two years ago when Kalia, a Hmong American executive director, realized that there was a need for all immigrant and/or ethnic-led organizations to come together and network around resources, ideas, information, and funding. She felt that the community was moving too slow around issues of education, economics, and public policy.

For the past 1 ½ years she's facilitated meetings of the group and tried to get them to become a cohesive entity that could seek out funding from government and foundation sources and develop collaborations with mainstream organizations. To date, she's had lots of excitement and enthusiasm from all executive directors but many do not show up to the meetings or take accountability for the work that is involved. Additionally, 80% of them do not prepare for the meetings or take the initiative to complete tasks. Only when the discussion is about funding will organizations show up.

In the end, Kalia ends up doing all the work for the group. Soon, she is able to find a funder that is willing to fund the group's work. But the funder is hesitant as they have funded groups like Kalia's before without much success. In short, they are most concerned about the group's ability to work together as a team. What can she do to change these relationships within her team and with her potential funder?

References

Bryson, J. (2004). What to do when stakeholders matter: A guide to stakeholder identification and techniques. *Public Management Review*.

Cohen, A. R., & Bradford, D. L. (2005). *Influence without authority*. 2nd Ed. San Francisco: Wiley & Sons.