The 4 Influencing Styles

Background

PUSH and PULL

 ✓ The first thing you see when people are trying to persuade others is that they are either ‘pushing’ them – or ‘pulling’ them – into agreement.
 ✓ That is, they are either ‘telling’ them what they think, usually fairly assertively, in the hope of getting the other person to agree.

PUSH

- Let’s have a look at a classic push style.
- What I would like you to do is note the characteristics especially in terms of the face – whether it is serious or smiling, and whether you feel that expression ‘pushes’ you away, or ‘pulls’ you towards the speaker.

What I notice is that her face is fairly dour and unsmiling, which tends to ‘push’ me away from her, rather than ‘pull’ me towards her.

PULL

Now, what about PULL.

- Let’s have a look at a classic pull style.
- Again I would like you to note the characteristics especially in terms of the face – whether it is serious or smiling, and whether you feel the expression ‘pushes’ you away, or ‘pulls’ you towards the speaker.

What I notice is that is that his face is smiling and animated, which tends to ‘pull’ me towards him, rather than ‘push’ me away from him.

So Push and Pull can easily be seen in people’s facial expression.

A ‘pull’ face is characterised by a ‘smiling’ face usually giving wrinkles around the eyes, whereas a ‘push’ face looks stern and unsmiling.

- In terms of facial expression, then, it is relatively simple to begin to influence other purely by being conscious of adopting either a pull or push face.
- We have found that it is very worthwhile practising these faces in front of a mirror, to increase your self-awareness of the face you are putting on, so that you can consciously competent of using them as required.
Influencing Styles are based upon ‘push’ and ‘pull’.
What we see is individual preferences for two dimensions of behaviour that reflect pull and push.

1. The first concerns your preference for focusing on analysis and performance on the one hand, or on ideas and people on the other.

   Analysis and Performance  Idea and people

2. The second dimension concerns our preference to focus on being either earnest in nature, or more playful and bantering.

   Earnest  Playful

These four possible combinations give rise to four different styles of influencing others, two under Pull and two under Push.

**Push**
- **Directive** = Analytical + Earnest
- **Driving** = Analytical + Playful

**Pull**
- **Energising** = People + Playful
- **Enabling** = People + Earnest

Each style shows different behavioural characteristics. With Directing you are goal orientated, looking at data and results, discussing how to get there and the ways of motivating others to perform.

**PUSH - Directing**

- Stating expectations/goals
- Evaluating (+'ve and -'ve)
- Discussing plans and strategies
- Applying pressures and incentives for agreement
However, with a **Driving style** you are led by a vision or end result in mind, and getting people involved in how that vision might be realised. Problem solving and action are very much your style, as is an engaging way of getting people involved.

**PUSH - Driving**

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### Driving
- Painting a picture/vision
- Proposing ideas/ suggestions
- Counter proposing
- Discussing ‘how to’s’
- Moving people into action

What makes a real difference between the **Directive and Driving** styles is that Directives tend to be earnest and impartial – not particularly concerned with how the other person feels, whereas the Driver uses banter and engagement in order to win the other over in terms of getting the job done.

**Practise**

**PUSH Directive and Driving**

It’s your time to practise now.

Use a recorder or webcam if you can to see how you playback or, preferably, practice with someone else to give you feedback.

**Directing and Driving**

- Directing – have in mind - have to reach a goal – how will we measure? – how are we doing? – what will you do to get there? – reporting procedures.

- Driving – have in mind - what vision/end state are we trying to reach? - what needs to be produced to get there? - what ideas have you got? – what will you do next? – how can I help you move into action?

**Let’s now have a look at PULL**

Again, this breaks down into two styles – **Energising and Enabling**.

With **Energising** you are wanting to excite your audience about your proposition and to engage in the ideas needed to build and support action.

**PULL – Energising**

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### Energising
- Energise
- Excite about the prospect of change
- Invite ideas
- Develop team approach
Now let’s have a look at PULL – Enabling

With an Enabling style you want to focus on the best way of helping your audience realise their potential.

What makes the difference between Energising and Enabling is that Energisers use excitement of voice and body language to generate enthusiasm whereas the focus of Enablers is concern that those involved are committed and skilled up to contribute to their best.

Again, it’s your time to practise now.

Use a recorder or webcam if you can to see how you playback or, preferably, practice with someone else to give you feedback.

Energising and Enabling

- Energising – have in mind - it’s about change – how is it going? – it’s exciting – what ideas have you got? – what’s the level of buy-in from the team? – are we on top of the key stakeholders?
- Enabling – have in mind - how’s it going? - how can I help you? – what resources do you need? – do we have the right competences and skills in place? – have you got a performance management process in place?

Practice a role play with yourself in the mirror, on your web cam, or with a colleague.

- Think up a suitable scenario relating to your job that involves others – for example, organising a team meeting, event or project.
- Then practise using all four styles.
- Get feedback about the differences seen in your behaviour between them.

Enabling
- Questioning
- Active listening
- Empathising/encouraging
- Help organise into activity
- Support activities of others