



**The World-Class
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POWER



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It's all about power. Without power, you cannot influence others, nor can you take responsibility for your own life.

Yet we often view power in a pejorative way. We all know Lord Acton's dictum that *"power corrupts, and absolute power corrupts absolutely."* Power is a "dirty" word.

No it is actually the lack of power that we need to fear.



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Myriad stories tell the tales of **prisoners of war** who, when put in isolation for long periods of time simply die for no apparent physical reason.

Likewise, infants deprived of direct human touch often become victims of **marasmus** – a condition characterized first by lethargy, then by physical inactivity and finally by death.

We're social animals; we need to interact with others; and we need to influence the beliefs and actions of others.

Powerlessness and lack of control is often the greatest source of stress in our lives. In a recent study by the **United States Institute for Occupational Health and Safety**¹.



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Most Stressful Jobs

- 1. Labourer**
- 2. Admin Assistant**
- 3. Inspector**
- 4. Clinical Technician**
- 5. Office Manager**
- 6. Foreman**
- 7. Executive**
- 8. Waiter or Waitress**
- 9. Machine Operator**
- 10. Farm Worker**

***Source:
U.S. Institute for
Occupational
Safety and Health,***



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It's the lack of power, or at least our inability to use power in a non-manipulative way, that is at the root cause of both individual failure and organizational immobility. If we lack the power to control our environment, to influence others, we die psychologically.



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Having the power to influence others in support of your goals is critical to your success. Equally important is that you can identify and employ the appropriate influence strategies in a given situation and in view of the specific personality type of the individual you wish to influence.

If you truly want to take control your own life, you need to develop the ability to change other people's thinking, beliefs or behavior. You need to influence others more than they influence you. This ability to gives you a great deal of power



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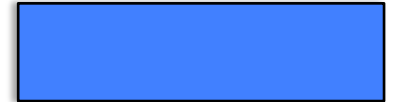
PASSIVE



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PASSIVE BEHAVIOR



Individuals who demonstrate the passive style rarely communicate their true feelings, thoughts or beliefs, and when they do express them, they do so in an apologetic, self-effacing way. “If it wouldn’t be too much trouble,” “it’s only my opinion,” “I’m probably wrong, but,” etc. When things go wrong, passive individuals are likely to assume that they are culpable in some way. Nonverbal behaviors might include a lack of eye contact, nervous gestures or tics and slumped posture. It might be said that passive individuals feel that others have rights that they themselves do not have. Passive behavior is indirect, inhibited, self-denying and emotionally dishonest. People choose nonassertive behaviors to avoid unpleasant situations, stress, conflict and confrontation.



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AGGRESSIVE



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AGGRESSIVE BEHAVIOR



The score in the box marked C indicates your tendency to choose **AGGRESSIVE** influence behaviors. Aggressive behavior is often witnessed by hostile or coercive words or actions towards other people. It involves standing up for one's own rights and expressing one's own thoughts, feelings and beliefs in a way that is inappropriate and that violates the rights of others. Superiority is maintained by putting other people down. The Aggressive individual believes that they have more rights, fewer responsibilities and greater worth than other people. They are looking out for “No. 1.”



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PASSIVE-AGGRESSIVE



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PASSIVE-AGGRESSIVE BEHAVIOR



The score in the box marked B indicates your tendency to choose PASSIVE-AGGRESSIVE influence behaviors.

Passive aggressive behavior can be difficult to recognize at first. It is a disconnect between what the person says and what they do. Passive aggressive people tend to express their negative feelings in an indirect manner, rather than state their disapproval directly to the person concerned. They are filled with hostility or aggression, it is simply concealed.



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PASSIVE-AGGRESSIVE BEHAVIOR



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ASSERTIVE



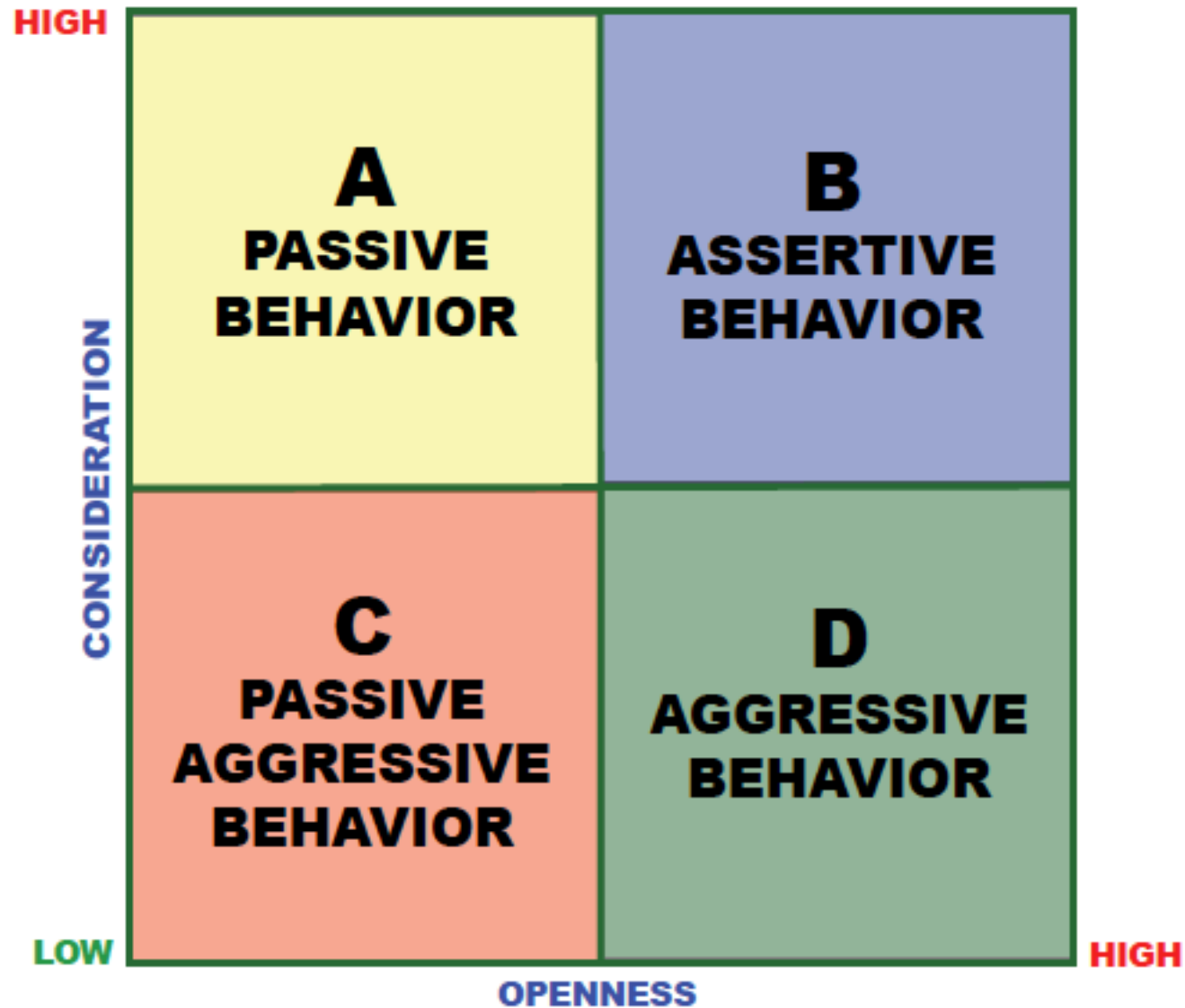
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ASSERTIVE BEHAVIOR

The score in the box marked D indicates your tendency to choose **ASSERTIVE** influence behaviors. Assertive individuals tend to demonstrate self-confidence, based in part on the belief that others as well as themselves have rights. Individuals who demonstrate assertive behaviors do not feel that their goals and needs are subordinate to the goals and needs of others. Assertive people are typically calm and even-tempered. They hold anger in check, often directing it toward events rather than individuals. Their nonverbal behaviors include a relaxed posture, a high level of direct eye contact as well as voice intonation and inflection. While they communicate in a clear and direct manner they also leave room for the opinions, beliefs and alternative points of view that others may bring to the table.

The Influence Styles Model





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The Four Styles

THE PASSIVE PERSON	THE PASSIVE-AGGRESSIVE PERSON	THE AGGRESSIVE PERSON	THE ASSERTIVE PERSON
Shows little expression	May show annoyance by eye rolling, sighing	Intimidates others with their expressions	Their expressions match their message
Avoids direct eye contact	Avoids direct eye contact	Intimidating glares and stares	Makes good eye contact
Agrees with other re- gardless of their true feelings	Appears to agree with others regardless of their true feelings	Only considers their own feelings	Openly share their feelings
Values self less than others	Values self more than others	Values self more than others	Values self equally with others
Afraid to speak up	Reluctant to speak up	Interrupts and speaks over others	Speaks openly
Hurts self to avoid hurt- ing others	Hurts other often to their surprise	Hurts other to avoid be- ing hurt	Tries not to hurt anyone
You're OK, I'm not OK	I'm not OK, you're not OK	I'm OK, you're not OK	I'm OK, you're OK



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The Twelve Characteristics of Assertive People

- 1. They are good listeners.** Rather than seeking to dominate the conversation they leave openings for others to contribute. They listen actively, seeking clarification paraphrasing the speaker and maintaining eye contact with them.



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The Twelve Characteristics of Assertive People

2. They speak about themselves and their feelings. Their speech is not too rapid nor is there long periods of hesitation. Rather than stating things in neutral terms, such as, “This soup is good,” or “That's a nice dress”, they are more likely to say, “I like this soup” or “I love your dress.”



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The Twelve Characteristics of Assertive People

**3. Their facial expression matches the
content of their communication.**



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The Twelve Characteristics of Assertive People

4. Their body language - gestures and posture demonstrates energy

They stand erect posture facing the person to whom they're speaking directly. They use gestures to add emphasis.



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The Twelve Characteristics of Assertive People

5. When they disagree, they are not disagreeable. They do not pretend to agree with someone for the sake of keeping the peace



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The Twelve Characteristics of Assertive People

6. They seek clarification. If someone is providing poor instructions or directions or their explanation is garbled, they will ask that person to restate it more clearly.



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The Twelve Characteristics of Assertive People

7. They do not continually explain themselves or justify their actions or opinions.



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The Twelve Characteristics of Assertive People

8. They are persistent. When they have a legitimate complaint and are facing resistance, they will continue until they get satisfaction from the other party.



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The Twelve Characteristics of Assertive People

9. They have developed the ability to say “no” to the unreasonable requests of other people without feeling guilty.



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The Twelve Characteristics of Assertive People

11. When they are asked to do something that appears to be unreasonable, un-enjoyable or pointless, they will ask why.



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The Twelve Characteristics of Assertive People

12. They can accept compliments graciously. When being praised on a good speech or presentation, rather than saying, “Oh, I didn’t spend as much time in preparation as I should have.” They might respond, “I am glad you enjoyed it, it’s an important subject.”



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Analysis

SCENE 1

A: “Wow, you look great today!”

B: “You’ve got to be kidding, I hardly had time to shower this morning and my hair’s a fright.”

A: “Okay, have it your way.”

B: “And, I feel even worse than I look today.”

A: “Okay, got to go. Bye.”



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Analysis

Now that you labeled person A's responses in each of the six scenes as being either passive, passive-aggressive, assertive or assertive, compare your assessments with the ones below:

Scene 1: A is passive. She allows the compliment to be rebuked and yields to B's flood of negativity.



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SCENE 2

A: Husband to wife, “For goodness sake, is that another new scratch I see on my car?”

B: “Look John, I just got home, I had a lousy day and I just don’t want to talk about it right now.”

A: “Well I want to talk about it, it’s important to me, I care about my stuff.”

B: “Please, have a heart.”

A: “Well, I want to know who’s going to pay for it?”

B: “I’ll handle it. Just leave me alone for God’s sake.”



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Analysis

Scene 2: A is aggressive. A's seemingly innocent question is actually an accusation in disguise. Clearly B is being accused of damaging the car. Also B's insistence on A's immediate action disregarding her feelings or state of mind sets the scene for greater conflict, conflict in which B is likely to become defensive or withdraw altogether.



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Scene 3

B: “Rosemarie, it’s time to go if we are going to catch the movie.”

A: “Oh, okay... I just...well okay, no, I guess we can leave right now.”

B: “Do you not want to go? Is that what you’re trying to say?”

A: “Huh? Oh no, we can leave now if you want. I just didn’t get everything done I wanted to, but that’s okay. But no, no, we can go now, I guess.”

B: “Damn it, Rosemarie! We won’t go. Are you happy now?”

A: “Oh, okay, yeah, that sounds great, too!”



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Analysis

Scene 3 – A is passive. She is unwilling or unable to be straight with her partner.



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SCENE 4

A: “I don’t mind coming in this weekend to finish the report for you, if you wish.”

B: “Thanks Jill. That would really great. It’s really important for me to be at my son’s graduation.”

A: “Lucky you, family is important. I never get any time to spend with my kids. I never knew this job would be so demanding when I took it. Maybe one of these days I’ll be able to do something with my own son.”

B: “Jill, I don’t know what to say.”

A: “No, no don’t worry about it; but remember you owe me one big time.”



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Analysis

Scene 4 – A is passive-aggressive. Although “A” freely volunteers to help her boss out, she uses the occasion to complain about her plight and guilt him out.



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SCENE 5

A: “You left me alone at the party. I felt abandoned uncomfortable.”

B: “Oh don’t be such a baby, I was just enjoying myself, catching up with my buddies.”

A: “Well I didn’t know anybody – the least you could have done was to introduce me to some of your ‘buddies.’”

B: “Come on, you’re a big girl, for goodness sake.”



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Analysis

Scene 5 – A is aggressive. Her tone is accusatory. B is placed immediately on the offensive.



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SCENE 6

A: “Bob would you mind helping me for a minute with this report?”

B: “Sorry, I’m busy with my own project. Maybe later.”

A: “Well, I really hate to bother you, but it’s really important.”

B: “Look Mary, I’ve got a deadline on this; I can’t be interrupted.”

A: “Okay, I know it’s hard to be interrupted. I understand.”



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Analysis

Scene 6 – “A” is passive. Mary’s timid opening line is followed by complete capitulation. “B” very effectively closed the door on any further assistance,



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SCENE 7

A: “Hi Paul, you seem to be in an unusually happy mood this morning.”

B: “Well I guess I am, my son just won the club golf tournament yesterday.”

A: “Wow, you must be proud. My son has never been much of a sportsman, but I guess he wouldn’t have gotten into Harvard Law if he was.”

B: “Right.”



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Analysis

Scene 7 – “A” is passive-aggressive – A’s compliment is really intended to hurt “B” and discount the importance of his son’s accomplishments.



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SCENE 8

A: “I got a letter from Dad this morning. I think he’s lonely. He wants to come and spend two or three weeks with us. I would really like to see him.”

B: “Oh no, not your Dad, we just got rid of your brother. When do we get a little peace and quiet around here?”

A: “Well, I really do want him to visit, but I know that you need some time without my relatives underfoot. How about if I invite him to come in a month, and instead of staying two or three weeks to just plan on staying a week? Does that work for you?”

B: “That’s fair.”



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Analysis

Scene 8 – “A” is assertive. Her compromise solution is specific, non hostile and fully open to negotiation



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SCENE 9

A: “Janet, it good of you to let me live with you since Dad died. I was lonely on my own.”

B: “I know, Mom, I don’t want you to be lonely. By the way, I met this terrific guy at the gym, and he is taking me out for dinner and a movie tonight. I am really excited.”

A: “Oh that’s great. I am so happy for you. I’m not feeling so good myself. I have been getting chest pains, lately, but don’t worry about me, I am an old woman, and my life’s over anyway. You go and have a good time.”

B: “Mom, I am not going to go out if you’re not well. I can go out anytime. I’ll call Jeff and reschedule.”

A: “Oh, are you sure honey? What would I do without you?”



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Analysis

Scene 9 – “A” is passive-aggressive. While “A” may or may not be feeling ill, her hidden agenda is to sabotage her daughter romantic relationship so she can have company in her old age.



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SCENE 10

A: “Hi, John. What happened? I expected you for dinner at 6 o’clock.”

B: “Sorry babe, I went out for a few drinks with the guys.”

A: “Fine, but I need you to call if you are going to be late.”

B: “Okay, sorry.”



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Analysis

Scene 10 – A is assertive – A is calm in stating her needs to B without lecturing.



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SCENE 11

B: “Can I help you, sir?”

A: “I bought this toaster, and it doesn’t work. I would like my money back.”

B: “I’m sorry, but we don’t accept refunds without a receipt.”

A: “I can understand your policy; however, you can see it has your price tag on it. I would appreciate it if you could provide a refund.”



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Analysis

Scene 11 – “A” is assertive. “A” is persistent in ensuring that his needs are communicated and respectful manner.



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SCENE 12

B: “Can I help you, sir?”

A: “I bought this piece of junk here, and it doesn’t work. I want my money back.”

B: “I am sorry, sir, but we don’t accept refunds without a receipt.”

A: “Don’t give me that crap, what a rip off – sell people garbage and then refuse to make it right. I haven’t got time for this, so why don’t you wipe that smirk off your fat little face and go get a manager.”



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Analysis

Scene 12 – A is aggressive – Obviously!



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The Laws of Influence and the Administrative Professional



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1. The Law of Contrast

When two items are relatively different from one other we will see them as more different if they are placed near one another either in time or in space.



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2. The Law of Consistency

When an individual announces in writing or verbally that he is taking a position on an issue or point of view, he will strongly defend that belief regardless of the accuracy and even in the face of overwhelming evidence to the contrary.



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Cognitive Dissonance

When we experience cognitive dissonance, we seek to find a way to deal with the psychological tension. We have an arsenal of tools at our disposal to help us return to cognitive consistency. The following list outlines different ways people seek to reduce dissonance.



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Cognitive Dissonance

Denial – “This is just the media going after them, being cheered on by the Republicans. He is doing a great job so the opposing parties are trying to smear his good name. This will all blow over when the true facts come out. It's all just a big misunderstanding.”

Modification - "I can't believe I voted for this guy. I feel totally let down and taken advantage of. I really took him for a man of character. I need to apologize to my family and friends. I can't support a man who does not honor his wedding vows."



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Cognitive Dissonance

Reframing – “The media said affair. Well, I'm sure he didn't actually sleep with her. Maybe they're just really good friends. I'm sure his wife knows all about it. And anyway, even if they did do something. Who doesn't? Isn't that big a deal?”

Search – “I've heard about the reporter breaking this story. He has blown things out of proportion before. Everybody I've talked to thinks the story is untrue. In fact the reporter has been against Clinton from the time he was first elected in 1992.”



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Cognitive Dissonance

Separation – “I voted for someone who would do a great job. Inflation is low, the economy is great, unemployment is not a problem and we are not at war. He's doing everything he said he would. It doesn't matter to me what he does in his personal life. I couldn't care less. What matters is that Bill is doing a great job. There is no connection between his sex life and good job performance.”

Rationalization – “Well, his wife is pretty cold to him and she's never around when he needs her. I don't think she ever really supported him since he took office. After all, she still practices law. Maybe this is just a marriage of convenience and this relationship as part of their agreement.”



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3. The Law of Scarcity

The Law of Scarcity, relates to supply and demand. Basically, the less there is of something, the more valuable it is. The more rare and uncommon a thing, the more people want it.



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4. The Law of Likeability

Law number four is the law of likeability, which states that we are more likely to be influenced or persuaded by people we like, or people we perceive to be similar to us.



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LIKEABILITY TOP TEN

- 1. We like people who like us**
- 2. We like people who are like us**
- 3. We like people who make us feel safe**
- 4. We like people who are thoughtful**
- 5. We like people we can trust**
- 6. We like people who show respect**
- 7. We like people who are honest**
- 8. We like people who are kind**
- 9. We like people who can laugh**
- 10. We like beautiful people**



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4. The Law of Likeability

Sadly I think Florenz Ziegfeld, the Broadway producer and creator of the Ziegfeld Follies had it right 100 years ago when he said, "**Beauty of the flesh will continue to rule the world.**"

4. The Law of Likeability

It starts in childhood, schoolboys and schoolgirls who adults see as unattractive were not as well liked as their more attractive classmates. In a blind study, where **teachers were asked to look at photographs of attractive and unattractive children and then share their opinion as to who would be the best students' identified the attractive student in more cases than not.** Good-looking equals good. Because of a halo effect; people automatically associate traits of kindness, trust and intelligence with people who are attractive.

4. The Law of Likeability

The effect of attractiveness seems to transcend all situations. Schoolteachers tend to see attractive children as less “naughty.”

Female students who are perceived to be more attractive by their professors receive substantially higher grades than unattractive females.



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5. Law of Conformity (or Social Proof)

**People will do things that they see
other people are doing.**



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Goethe published a novel entitled
*“Die Leiden des Jürgen
Werthers”* (**The Sorrows of Young
Werther**).



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6. The Law of Authority

The law of authority states that people respect authority, and they feel a sense of duty or obligation to people that they perceive as being in positions of authority.



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SURGEON GENERAL'S WARNING: Smoking Causes Lung Cancer, Heart Disease, Emphysema, and May Complicate Pregnancy.



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Socialization

From our very birth we are taught that obedience to legitimate authority is right and disobedience is wrong. This message comes first from our parents, then our teachers reinforce it, as does the judicial system, the military, the church and of course, the media.



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Stanley Milgram – och!



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"I know I should be drinking a decaffeinated coffee because caffeine makes me nervous, but I love real coffee too much to make a change."

"Carol, when you drink SANKA® Brand you are drinking real coffee. It's 100% real coffee and tastes it!"



SANKA. THE 100% REAL COFFEE
BRAND DECAFFEINATED COFFEE
THAT LETS YOU BE YOUR BEST.



"Mmmm. This is a real cup of coffee!"

If you want to be at your best, and still have the full-bodied aroma and taste of 100% real coffee, SANKA® Brand Decaffeinated Coffee is for you.

SANKA® Brand gives you all the great taste that makes coffee drinking such a satisfying experience, yet it's 97% caffeine-free.

Join the millions of caffeine-concerned





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According to repeated nationwide surveys,

**More Doctors
Smoke CAMELS
than any other
cigarette!**





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20,679* Physicians
say “**LUCKIES** are
less irritating”

“It's toasted”
Your Throat Protection
against irritation against cough

* The figures quoted have been checked and certified to by LYBRAND, ROSS BROS. AND MONTGOMERY, Accountants and Auditors.

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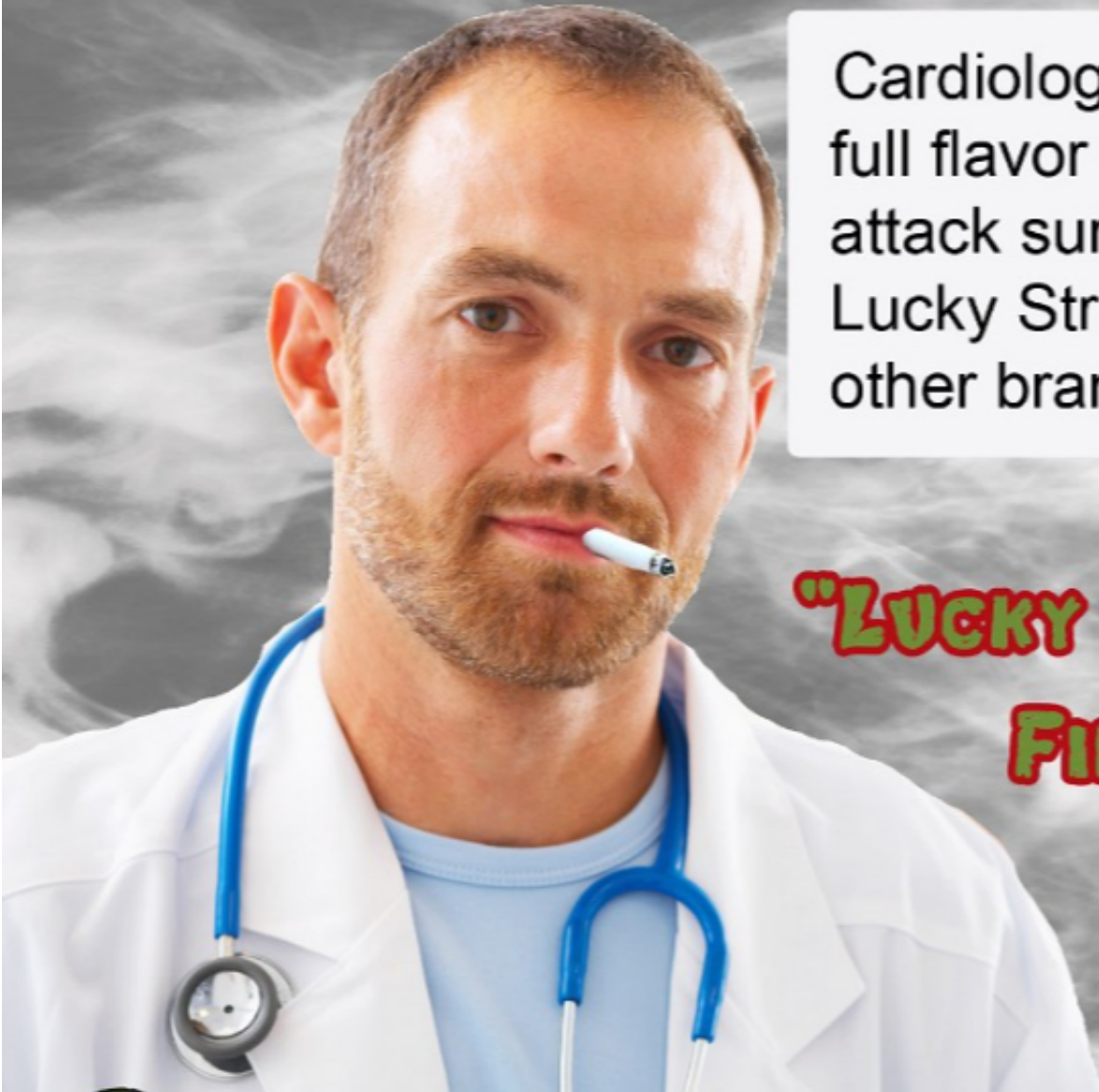


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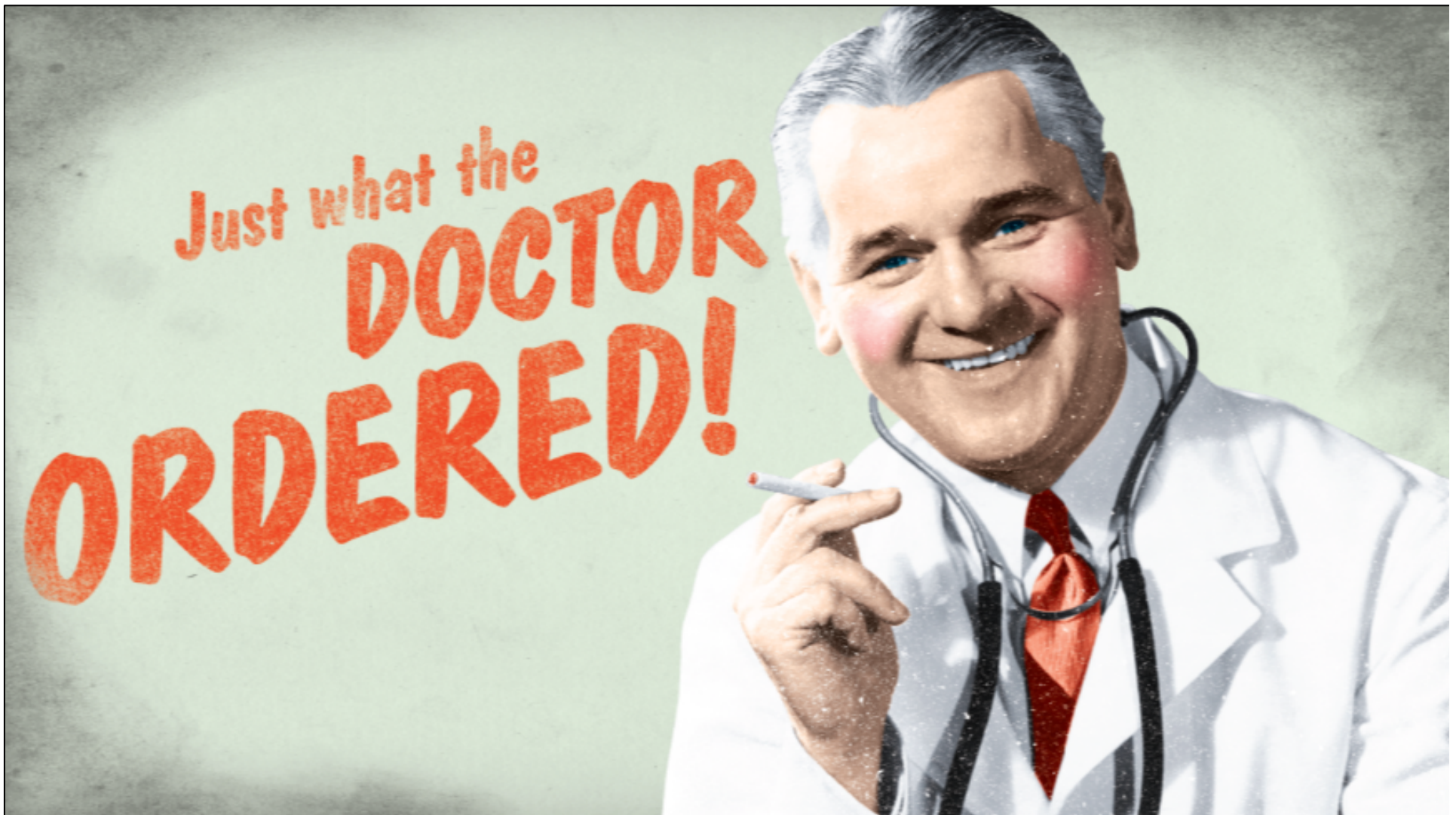
Cardiologists who recommend full flavor cigarettes to heart attack survivors recommend Lucky Strike 3-to-1 over any other brand.

**"LUCKY STRIKE MEANS
FINE TOBACCO"**





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TITLES



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CLOTHING



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7. Law of Reciprocation

People tend to return a favor when a favor is given to them. Our aim is to pay back debts, and treat others as they treat us. The law of reciprocity leads us to feel obliged to offer concessions or discounts to others if they have offered them to us because we experience discomfort with feelings of indebtedness.



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Amway



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The Golden Rule



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**Therefore all things whatsoever ye
would that men should do to you, do
ye even so to them, for this is the Law
and the Prophets.**

Matthews 7:12



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and the Prophets.**

Matthews 7:12



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Judaism

What is hateful to you, do not do to your fellowman. This is the entire Law; all the rest is commentary.

Talmud, Shabbat 31d



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Islam

No one of you is a believer until he desires for his brother that which he desires for himself.

Sunnah



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MORMON

**Therefore all things whatsoever ye
would that men should do to you, do
ye even so to them, for this is the Law
and the Prophets.**

3 Nephi, 14:12



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Confucianism

Do not do to others what you would not like yourself. Then there will be no resentment against you, either in the family or in the state.

Analects 12:2



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Buddhism

***Hurt not others in ways that you
yourself would find hurtful.***

Udana-Varga 5,1



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Hinduism

***This is the sum of duty; do naught
onto others what you would not have
them do unto you.***

Mahabharata 5,1517



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Sikhism

***As thou deemest thyself, so deem
others.***



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“Do unto others as
they would have us
do unto them”



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Strategies for Success with People





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*"The key to successful leadership today is influence,
not authority."*
- Ken Blanchard

PAUL DOUGLAS INFLUENCE & BEHAVIORAL STYLE



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Influence Tactics

Whether you are asking your boss for a raise, selling an automobile, delivering a keynote address or attempted to motivate a member of your team, nothing can help you more than knowing who your communication partner is - your boss, your customers or your audience, your subordinate. What inspires them? What moves them to action?



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Influencing the Dreamer

The most important thing to remember in your interaction with the Dreamer is that it's not all about your proposal, your product or idea you are promoting. Remember that the first thing you're selling is yourself. You could be giving something away and it would make no difference if they don't like you.





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The Dreamer:



LAW OF INFLUENCE	APPLICABILITY
1. The Law of Contrast	MEDIUM
2. The Law of Consistency	LOW
3. The Law of Scarcity	HIGH
4. The Law of Likeability	HIGH
5. The Law of Conformity	HIGH
6. The Law of Authority	MEDIUM
7. The Law of Reciprocity	HIGH



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Influencing the Dreamer

Recognize that emotion is the prime decision driver for the Dreamer. Therefore, keep the Dreamer focused but stay light enough to keep it fun.

- Be enthusiastic and animated, using creative data and imaginative language stimulating visualization.
- Pay personal attention to their ego needs - flatter the Dreamer personally.
- Support their future oriented approach
- Try not to engage the Dreamer in argument



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Influencing the Dreamer

- **Don't dominate the conversation. Ask them for their ideas and suggestions and listen to their responses.**
- **Testimonials will influence the Dreamer, if they come from individuals or organizations they respect.**
- **Help them to prioritize in order to organize but skip through the detailed boring material. Take care of as much detail as you can for the Dreamer.**
- **Be slow to criticize, quick to praise and make them look good in the eyes of others. Offer genuine compliments, recognition and credit.**



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Influencing the Dreamer

- **After a decision has been made it's wise to summarize in writing who is to do what as well as when, where, and how. Take careful notes to document action items. The Dreamer may know at the end of your initial interaction what was discussed and decided, but a week or a month later it's another story. By putting it in writing you remind them of the agreements they have entered into.**
- **When delegating, make sure they have a clear understanding.**
- **Summarize at the end of meetings with them, all the details.**



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Influencing the Dreamer

- **Make them feel important. Remember special dates – birthdays, anniversaries, etc.**
- **When presenting your solutions, use stories and anecdotes and vivid examples.**
- **When seeking to correct – be precise and timely.**



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Influencing the Supporter



In selling to the Supporter, focus on building trust and credibility before building business. It is important to be patient and allow adequate time for conversation and discussion. There are turned off by aggressive, pushy people.



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The Supporter:



LAW OF INFLUENCE	APPLICABILITY
1. The Law of Contrast	MEDIUM
2. The Law of Consistency	HIGH
3. The Law of Scarcity	LOW
4. The Law of Likeability	HIGH
5. The Law of Conformity	HIGH
6. The Law of Authority	HIGH
7. The Law of Reciprocity	HIGH



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Influencing the Supporter

- Be friendly and take time to build personal rapport.
- Show a personal interest in them.
- Stress the emotional benefits of your ideas.
- When you disagree with them, discuss feelings as well as facts.
- Set specific goals in consultation with them.
- To motivate them, show how their actions will benefit their relationships.



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Influencing the Supporter

- **Present them with a very limited number of choices, one if possible.**
- **Avoid rushing them or pressuring them. Assist Supporters in making a decision by asking for deadlines that are reasonable.**
- **Use a pleasant, patient approach by actively listening to them. Encourage Supporters to make suggestions and share their feelings and opinions, not simply facts.**



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Influencing the Supporter

- Remain fiercely loyal to them once trust is been established.
- Testimonials work well with supporters but again choose testimonials from people like themselves.
- Explore their current practices and relationship needs.
- They need gentle guidance in order to make decisions.
- Speak slowly and softly and at a normal pace so as to mirror and match them. Do not employ too much direct eye contact and little gesturing.



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Influencing the Supporter

- **Allay their fears by showing them how any changes you are proposing, will benefit them as it has others.**
- **Provide assurances that you will iron out any problems that might occur.**
- **Let them know that you are listening to them.**
- **Remember, the Supporter makes decisions collaboratively and based on trust.**
- **When disciplinary action is required, separate the conflict from their persona**



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Influencing the Thinker

Often the Thinker will hold a position such as accountant, engineer, IT manager, and so on, therefore they tend to be systematic and methodical in their approach and comfortable with evaluation and analysis. Your approach then should be low key, logical and well organized.





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The Thinker:



LAW OF INFLUENCE	APPLICABILITY
1. The Law of Contrast	MEDIUM
2. The Law of Consistency	HIGH
3. The Law of Scarcity	MEDIUM
4. The Law of Likeability	LOW
5. The Law of Conformity	HIGH
6. The Law of Authority	HIGH
7. The Law of Reciprocity	MEDIUM



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Influencing the Thinker

- **Give them the facts, and stress rational reasons for your proposals. Prepare a coherent discussion with supporting information and a solid agenda.**
- **Avoid too much social talk, and don't be overly friendly at first.**
- **Convince the Thinker by your actions - not your words.**
- **Follow up any verbal instructions with something in writing.**



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Influencing the Thinker

- Provide quick precise answers.
- Communicate in a calm and businesslike manner, they view enthusiasm was skepticism.
- Avoid flamboyant behaviors or the absence of facts or too much reliance of intuition.
- Don't rush the Thinker.
- To motivate, appeal to their need to be right, to be accurate.



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Influencing the Thinker

- **Avoid complimenting the Thinker, but recognize that asking their opinion is a silent form of compliment.**
- **Don't work from your "gut instinct" with Thinkers. Provide logical options with identifiable pros and cons.**
- **When delegating, take time to answer their questions.**
- **Observe time constraints and set realistic deadlines.**
- **To correct them, be specific.**



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Influencing the Commander



The Commander can be a challenge. The most important thing to remember is that the Commander needs to feel that they're in control.



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The Commander:



LAW OF INFLUENCE	APPLICABILITY
1. The Law of Contrast	MEDIUM
2. The Law of Consistency	HIGH
3. The Law of Scarcity	HIGH
4. The Law of Likeability	LOW
5. The Law of Conformity	MEDIUM
6. The Law of Authority	HIGH
7. The Law of Reciprocity	MEDIUM



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Influencing the Commander

- Give recognition to their goals and objectives.
- Adjust to their pace.
- Get right to the point and focus on the big picture, the resent people who waste their time
- Argue the facts, not your personal feelings.
- Provide actions and alternatives for decision-making.



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Influencing the Commander

- **Eliminate as much small talk as possible, particularly emotional chatter or overly familiar discussions.**
- **When delegating to them, give them the bottom line and get out of their way!**
- **Provide them with two or three viable options, no more.**
- **You can make suggestions but make them short and to the point.**
- **Reward the Commander in a tangible way.**



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Influencing the Commander

- **Provide reminders of your track record.**
- **Be precise and be on time.**
- **They may ask questions to test your competence, respond quickly with solutions to their problems.**
- **Discuss and debate outcomes – not procedures.**
- **To correct a Commander, highlight the gap that exists between the desired and the actual and ask for their cooperation in narrowing or closing that gap.**