



# The ART of INFLUENCING as an Embedded Quality Practitioner

Sandia National Labs

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NEW FRONTIERS  
for LEAN AND SIX SIGMA

March 17, 2022

# TAKEAWAYS

- Integrating diagnostic skills that identify customer areas of need and translate them into practical and sustainable quality actions that help them accomplish their business goals.
- Applying skills for powerful questioning and deep listening so that the customer realizes her areas of pain and needs for implementing sustainable quality.
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# ROADMAP

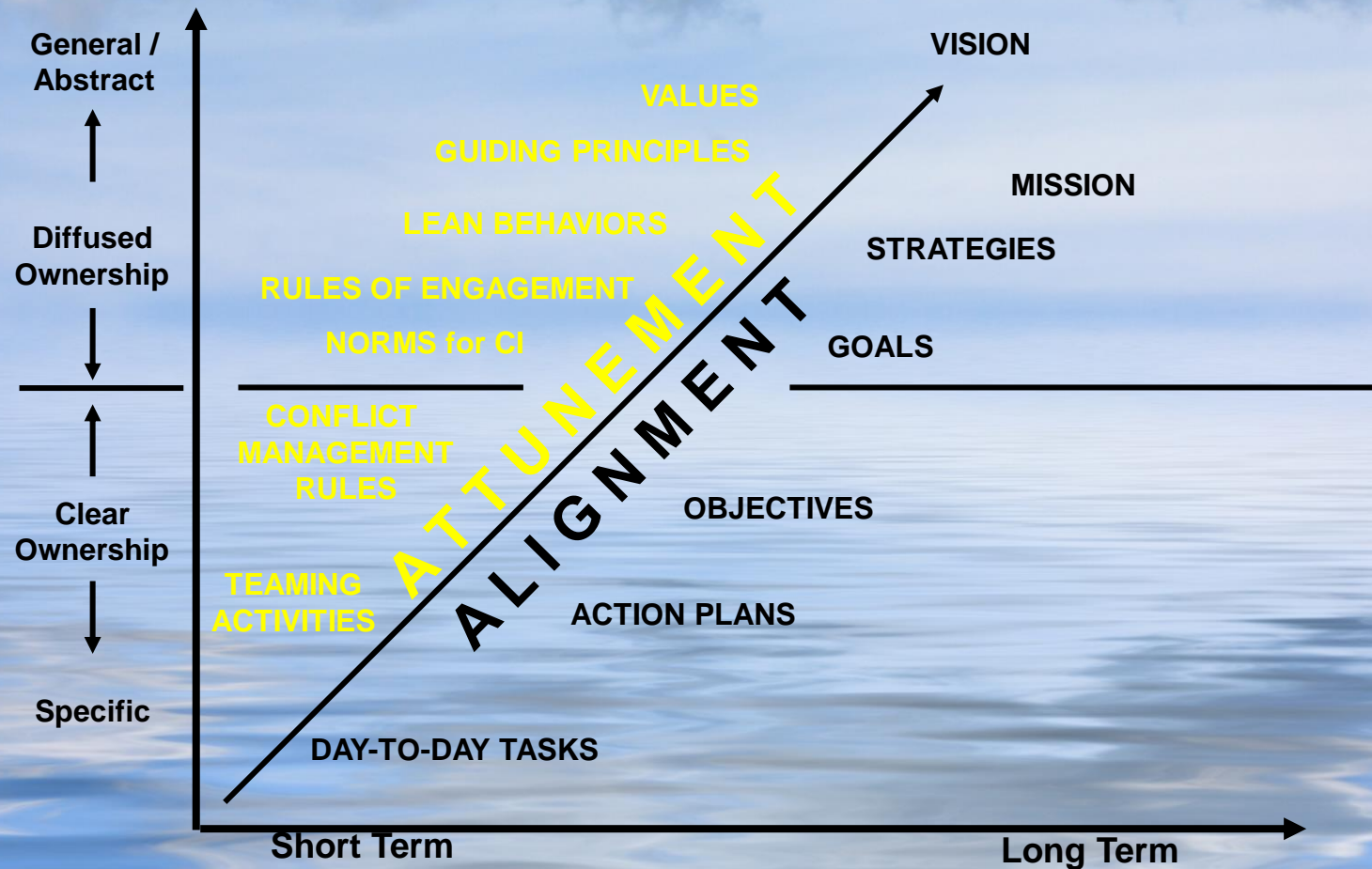
1. Why influence and where does this fit in?
2. The anatomy of an influencing discussion & why it works
3. Tips and techniques in each of the 4 steps
4. Mutual karma

*The One Who Asks Questions  
Doesn't Lose His Way*

*- African Proverb*

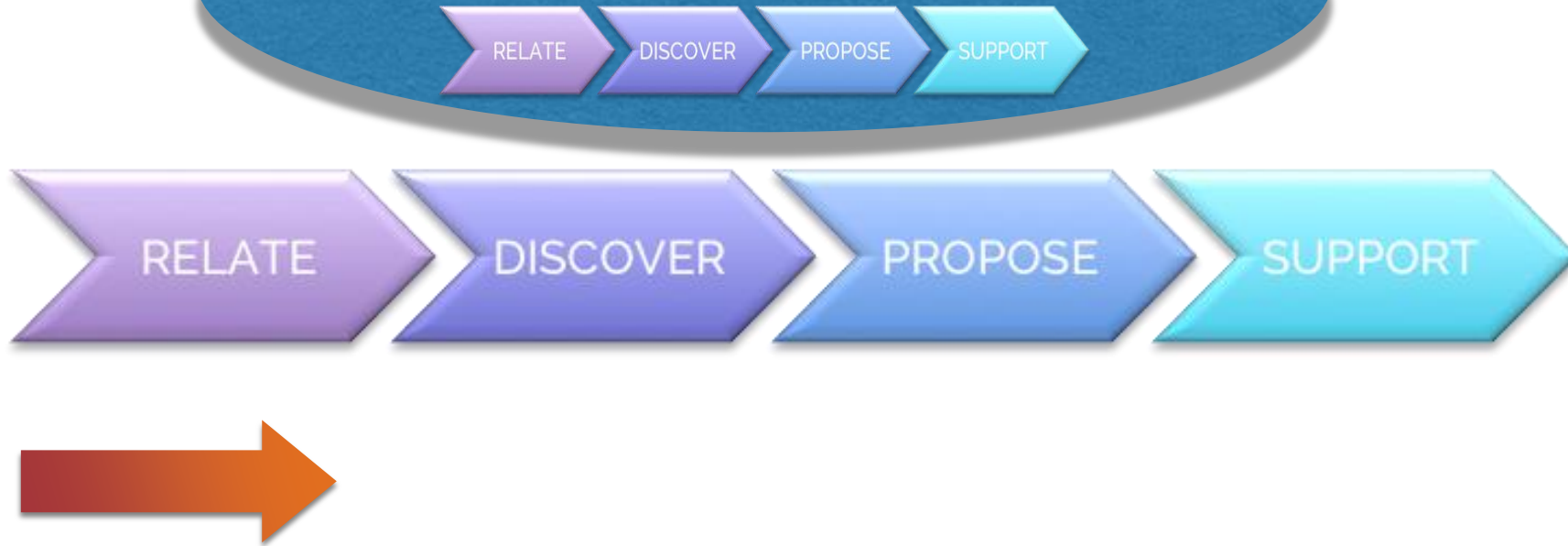


# Organizational Alignment



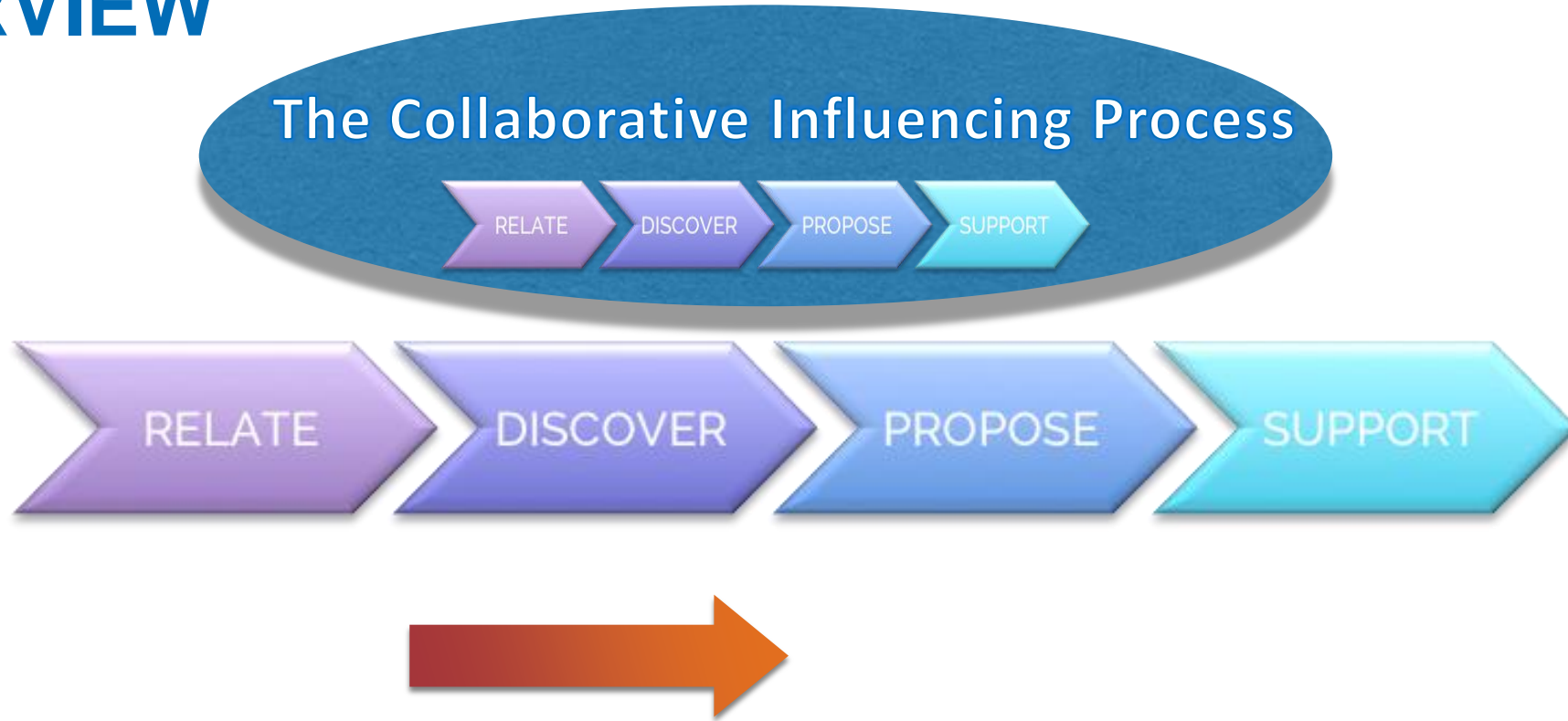
# OVERVIEW

## The Collaborative Influencing Process



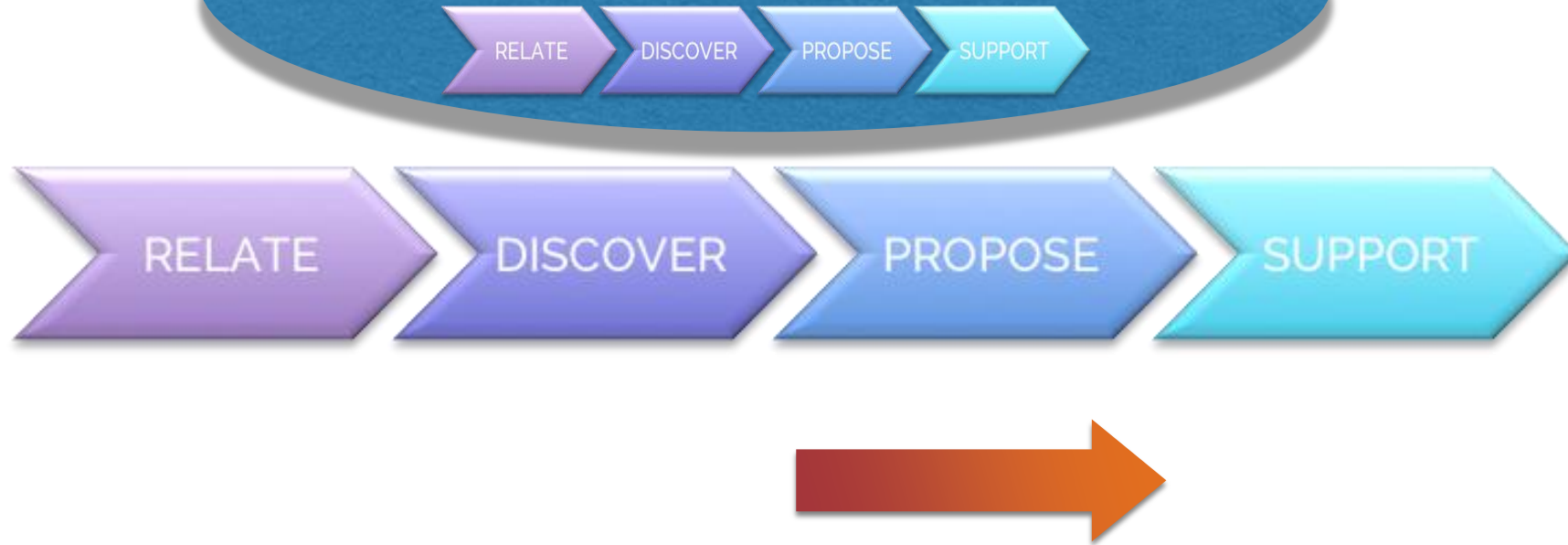


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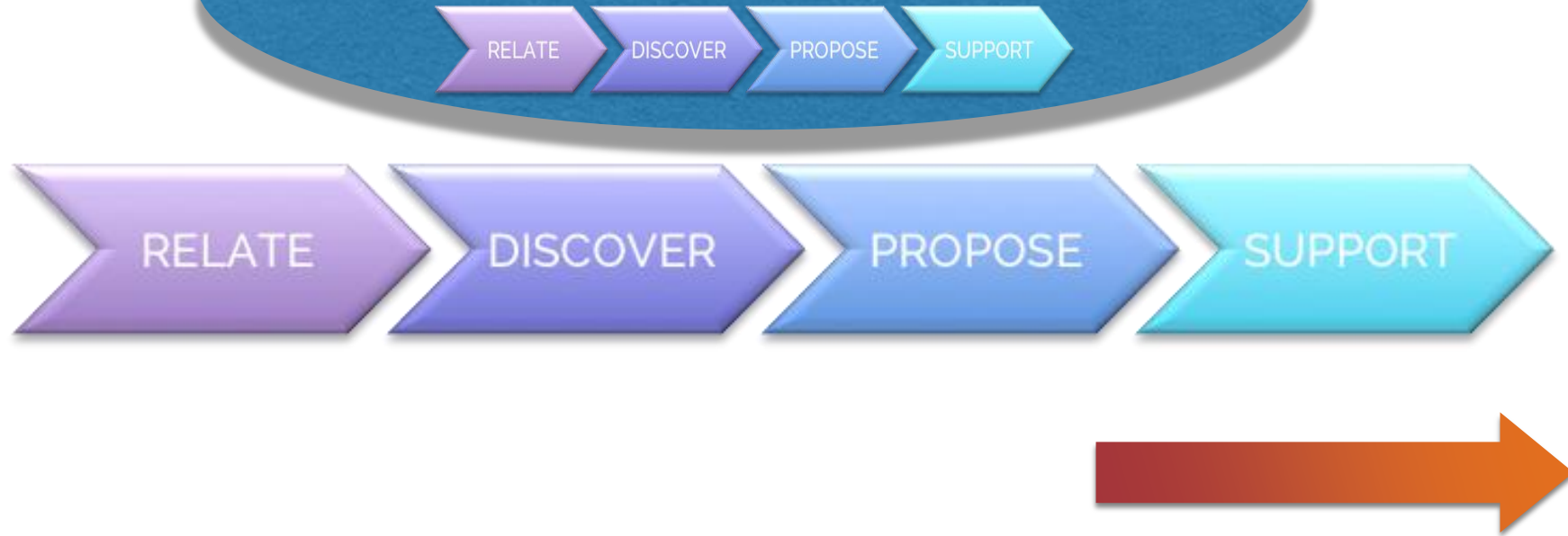
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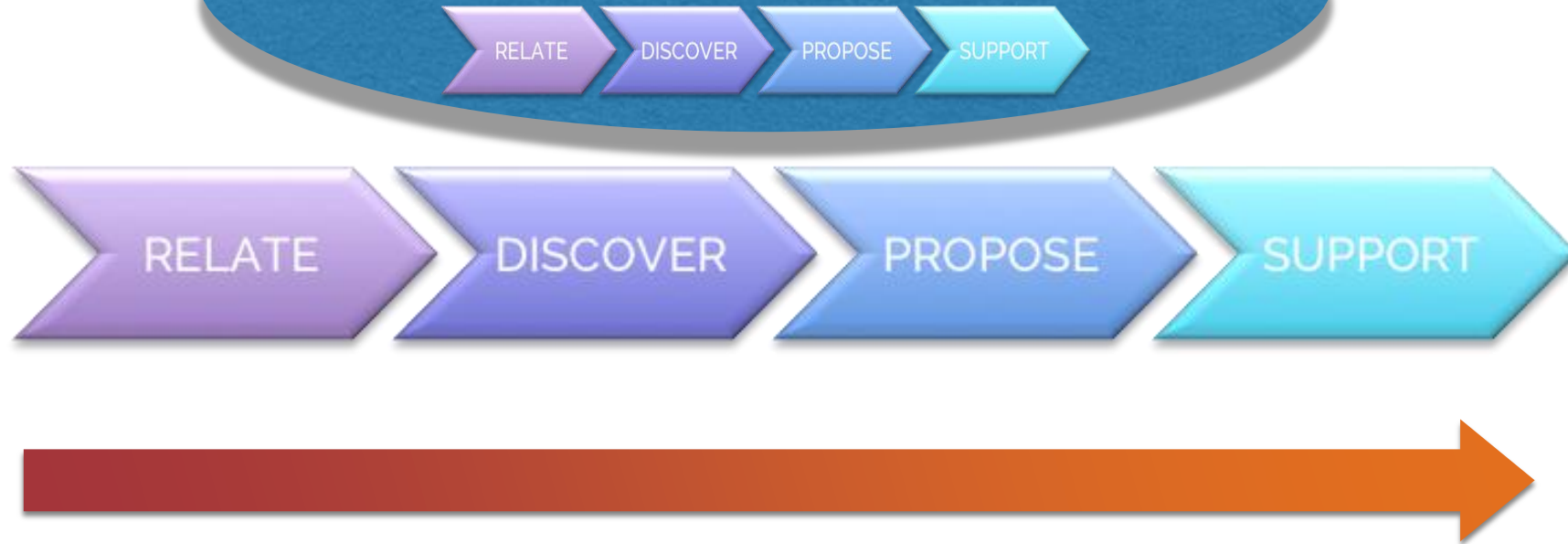
# OVERVIEW

## The Collaborative Influencing Process



# DETAIL

## The Collaborative Influencing Process





YOUR OBJECTIVE: To *Connect*



RELATE

## GETTING TIME WITH A CUSTOMER

Mini Case Study:  
Feature v. Benefit

With a prospective new internal customer:

*"I heard you mention in the Program Meeting that you're having problems with the risk management platform for your project . Frustrating.*

*I've had some luck with other projects that had similar issues, and we quickly eliminated the frustration through a couple of training and optimization tools. If you want to investigate that option, I'd be glad to map it out for you. If there's a good fit, we can go forward."*



RELATE

## GETTING TIME WITH A CUSTOMER

**With an existing internal customer:**

*"I've been seeing several snags in the way the project is rolling out. It's probably a good time to get together to review where we are. What's your availability in the next 2 weeks?"*

or

*"It's been a while since we reviewed the impact of all the new requirements affecting the slowdown of the project. Can we do a quick check on where we are heading?"*



YOUR OBJECTIVE: *To find their pain*

## FEELING THE PAIN

### Awareness of Needs

Customer becomes aware of his needs.

Customer recognizes that his needs and problems are growing.

Customer comes to terms with the fact that significant problems exist and that he must take action.

Your Goal .... to lead them through this through the process of powerful questioning.

DISCOVER

# THE PAIN CONTINUUM



It's OK.	"I could lose a few pounds, but I'm probably OK."
It's a problem.	"My slacks are feeling a little hard to button, but they aren't uncomfortable."
The problem is growing.	"My slacks are uncomfortable and bothering me very much!"
I need to make a change!	"I can't squeeze into my pants anymore. I have to find something else to wear!"



DISCOVER

# THE PAIN CONTINUUM



It's OK.	"I've heard a few not-so-ideal exchanges with customers."
It's a problem.	"My team doesn't seem to know how to handle an upset customer."
The problem is growing.	"The customers are asking for their issues to be elevated to a supervisor."
I need to make a change!	"We have had formal complaints on our website and it is causing us to lose customers."



DISCOVER

# BENEFITS OF A STRONG OPENING

- It forces you to be prepared
- It positions you as a credible expert; someone prospects want to do business with
- It should focus on possibilities rather than be a push to meet a quota
- It sets the tone for enabling you to discuss your “biggest competitor,” which is aversion to change.



## BENEFITS OF A STRONG OPENING

P -----

P -----

P -----



## BENEFITS OF A STRONG OPENING

### PURPOSE

P -----

P -----



## BENEFITS OF A STRONG OPENING

**PURPOSE**

**PROCESS**

**P** \_\_\_\_\_





DISCOVER

## BENEFITS OF A STRONG OPENING

**PURPOSE**

**PROCESS**

**PAYOFF**

DISCOVER

# TYPES OF QUESTIONS

Emotions-Discovering

Closed

Thought-Provoking

Open

Needs-Discovering



DISCOVER

# LISTENING SKILLS

LISTEN

REFLECT

PROBE

EMPATHIZE



DISCOVER

## The FLOW OF AN IDEAL DISCOVERY

I. Get the basics

II. Find out what is working well

III. Find out what is not working well

IV. Get the customer to verbalize the  
impact and pain of it

V. Wrap-up with a plan for next steps



# LISTENING FOR THE SHIFT





YOUR OBJECTIVE: *Relieve their pain*



And now you're ready to *advocate*



## Deliver something valuable

### OPTIONS:

- The Objective or The Problem Statement
- Current v. Desired

PROPOSE

## THE OBJECTIVE: *EXAMPLE*



### **The Objective: *Example 1***

The overall desired outcome is that the service representatives consistently work together in a collaborative manner where trust is high and Acme's Core Values of respecting others; acting responsibly and creating value are modeled and lived.

### **The Objective: *Example 2***

- Articulate the gap between present performance and desired future of high performance
- Define the model for leadership that would require this growth
- Build the team at the senior level to set the pace for the entire organization
- Define the required internal support system to develop at all levels and to entrench teambuilding

## PROPOSE

CURRENT VS DESIRED: *EXAMPLE***Current Situation:**

- The mine direction is driven heavily by cost goals. In general, the mine has little control over these externally-set targets. As a result, internal goals and targets are almost always about cost or productivity.
- Leadership is involved and committed to improvement and growth, but it is not clear whether all their efforts are aligned to each other or process-focused.
- Supervision is heavily involved in production, and don't get the perspective that Senior Leaders do.
- Some inconsistencies exist in the hourly employees. These result in varying degrees of buy-in, freedom to communicate, and level of business awareness.
- Employees are eager to contribute to improvement projects, big and small. But lack a system in submitting them or seeing them through.
- Communication is difficult in this environment and making it effective is a constant effort.

**Desired Situation:**

- Cohesion and increased team awareness among the Senior Leadership, thus better aligning results
- Development of leadership into a team that works together at the senior level and it's interdependency is replicated at the department level and below.
- More fully developed strategic planning areas:
  - Continuous Improvement Structure
  - Key Business Drivers
  - Role clarification as to how leaders can promote these initiatives
  - Communication awareness
- Employee comfort levels increased so that wide participation on all the above is achieved.
- Preferably, a skill set for improved communication that can permeate through the organization and model effectiveness.

PROPOSE

F

FEATURES

VS.

B

BENEFITS

PROPOSE



HANDLING OBJECTIONS





PROPOSE

## OTHER HELPFUL PHRASES

When you are tempted to retort:

*That's interesting. Why would you say that?*

When you want the other to know you care:

*What is most important to you?*

When the conversation may be provoking emotions:

*What comes up for you when we talk about this?*



PROPOSE

## OTHER HELPFUL PHRASES (continued)

When conflict is imminent:

*What would you say we agree on?*

When you need the other person to participate:

*How do you see the problem?*

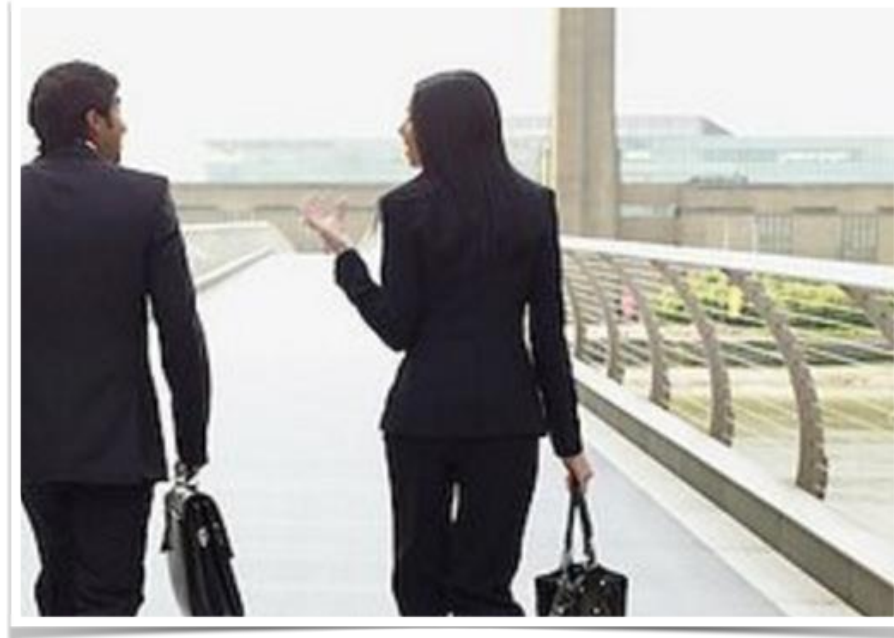
*What else can we do to address the issue?*

When you want to encourage positivity:

*What do you need to get the best out of your people?*

PROPOSE

## OBTAINING COMMITMENT



Sometimes all they are waiting for is a question.



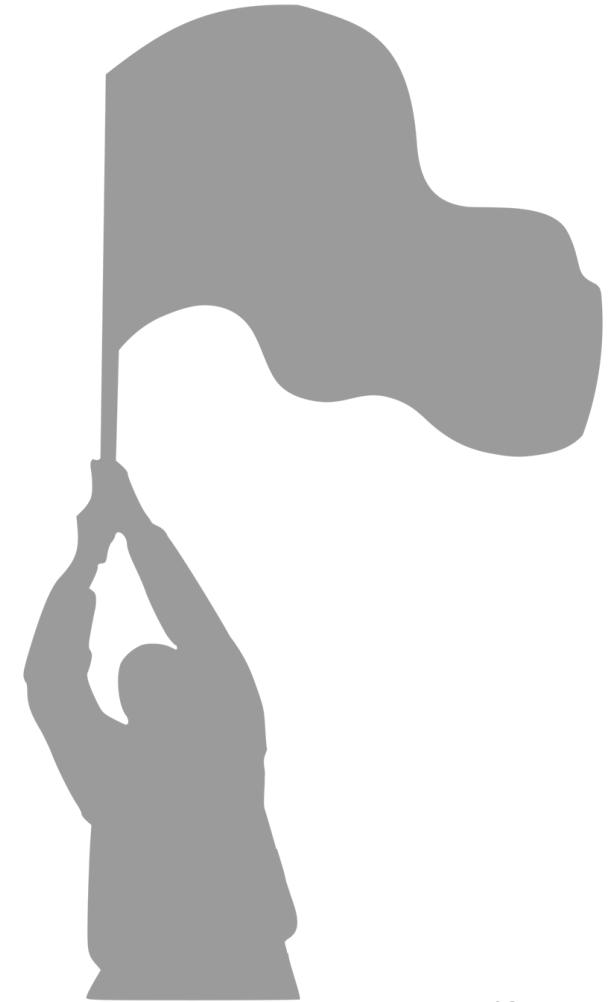
**YOUR OBJECTIVE:** *To sustain the Relationship and Support Them*

## SUPPORT

## SOME WAYS TO SUSTAIN IT

*Ideas - thoughts - brain fireworks ....*

- Have a follow-up conversation afterwards to get feedback
- Regularly communicate
- Suggest periodic reviews
- Find an internal champion





People who earn the label “creative” are really just people who come up with more combinations of ideas, find interesting ones faster, and are willing to try them out.

The problem is that most schools and organizations train us out of those habits.

—Guy Kawasaki

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**Thank You**