



# Leading Through Influence

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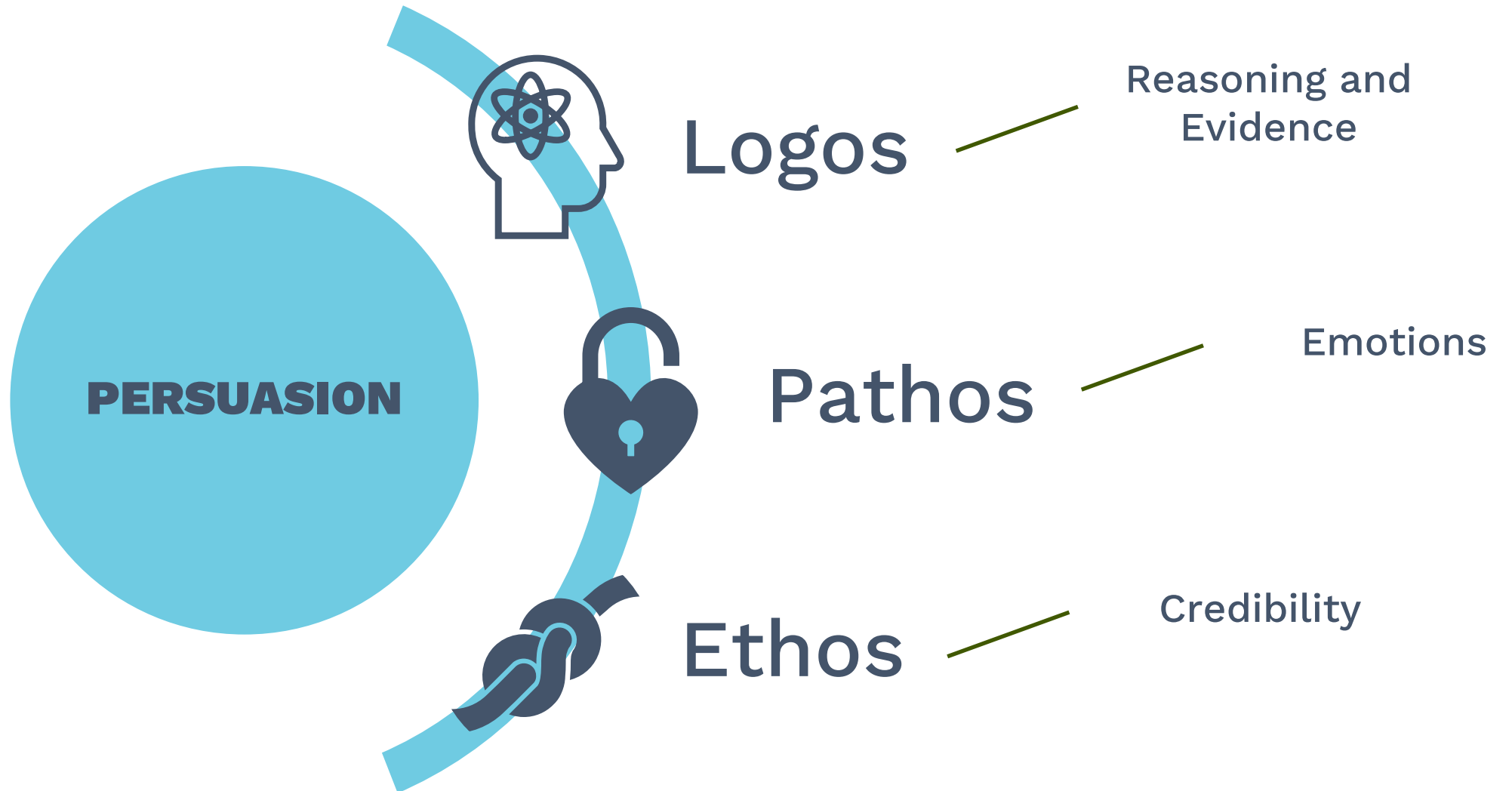


# PARTNER DISCUSSION

- What is the situation you want to influence?
- What are the barriers in your ability to influence?
- What roadblocks do you anticipate from the person you need to influence?



# Aristotle's "Rhetoric"



# Two Practices to Effect Ethos



**Offer Your Full  
Attention**

**Engage with  
Dialogue**

**Bonus Tip #3 ...**



## Be Present



“When we spend more time with **us** and long being  
Just  
Three  
Words  
It's what makes  
We are no  
ourselves, we are

- Amy Cuddy, Presence

## Offer Your Full Attention

- Space for self-awareness
  - Allows you to slow down
  - Provides time for you to track, and address the emotions you are experiencing
  - Others infer a more genuine experience
- Demonstrates empathy
  - Others feel seen and understood.
  - Creates connection and a sense of mutual understanding
  - Implies a supportive environment

## **Mirroring**



A sign we are in sync...

Facilitates bonding...

And establishing the  
kind of rapport that  
leads to trust.



FBI Negotiated and author of Never Split the Difference, Chris Voss talks about mirroring with only words ...

- the last three words

= reflect and reveal more.

“I need some time to think about it, the meeting didn’t go well.”

“Didn’t go well? ...

# Does Mirroring work?



Kelly Juen, Frasca EE

## STUDY

One group of waiters used **praise and encouragement** with words like great, no problem and sure in response to each order.

The other group of waiters used **mirroring** with their customers, simply repeating their orders back.





# What does this sound like?

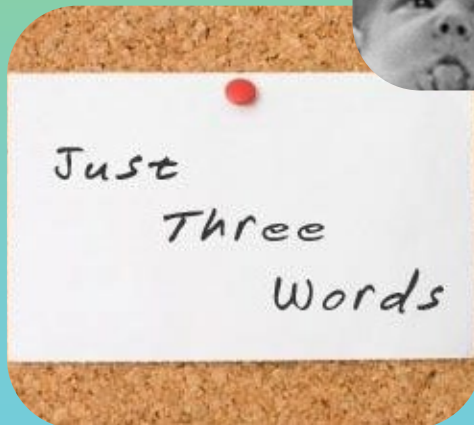
Scenario: The boss is known for “drive bys,” an infuriating practice where they suddenly swing by your office unannounced with an “urgent” poorly thought-out assignment that creates a lot of unnecessary work.

A drive by occurred after a long week that generated literally thousands of documents.

The boss, still skeptical of anything “digital,” wanted the security of paper copies.



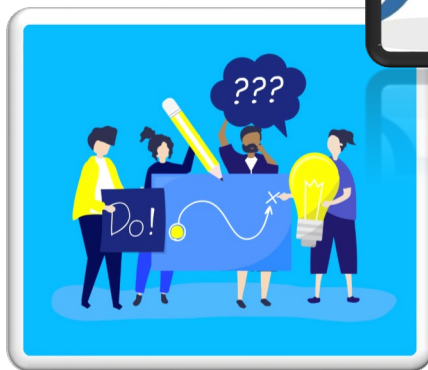
## **Be Present**



## **Mirroring**

**What was you're  
experience?  
What did you  
observe?**

A day later the boss emailed simply:  
“The two digital backups will be fine.”



# Engage with Dialogue

## Use Calibrated Questions

- Reduce bias
- Minimize ambiguity
- Avoid being misled
  
- NOT ...
  - Questions with YES or NO answers
  - Questions that close the conversation with a fact: Who, When and Where
  - Especially, WHY

# Calibrated Questions



- Use What and How questions
- Guide the conversation down a path we design, while giving the other person a feeling of control



# The Best Calibrated Questions



WHAT?

HOW?

Reword:

*Does this look like something you would like?*

How does this look to you?

What about this works for you?

What about this doesn't work for you?

What can we do differently?

# The Best Calibrated Questions



WHAT?

HOW?

Reword:

*Why did you do that?*

What caused you to do it?

How did that happen?

How did it work out?

## Example in Action:

A leader tells you they need to fire an employee due to poor performance.



**WHAT?**

**HOW?**

# Use Calibrated Questions to ...



**Stop telling**  
them what the problem is.

**Start a dialogue to discover**  
the problem together by *letting them say it.*



# Two Practices to Effect Ethos



## Offer Your Full Attention



**Be Present**



**Mirroring**



## Engage with Dialogue

**WHAT?**

**HOW?**

And, NEVER WHY.

**Bonus Tip ...**

**FREQUENCY MATTERS**

# THANK YOU

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