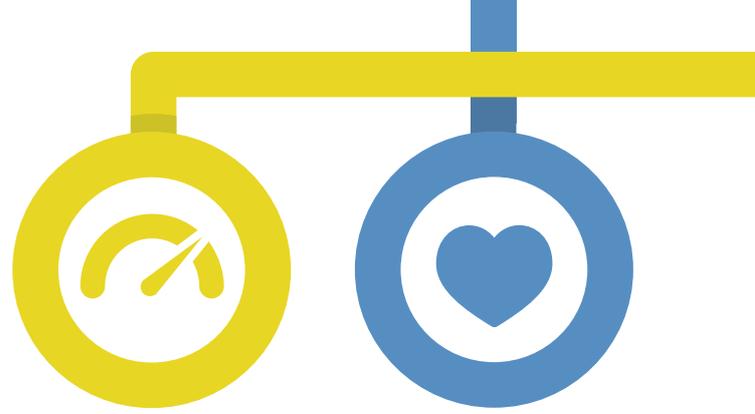




Leadership tools

Mapping and influencing your stakeholders

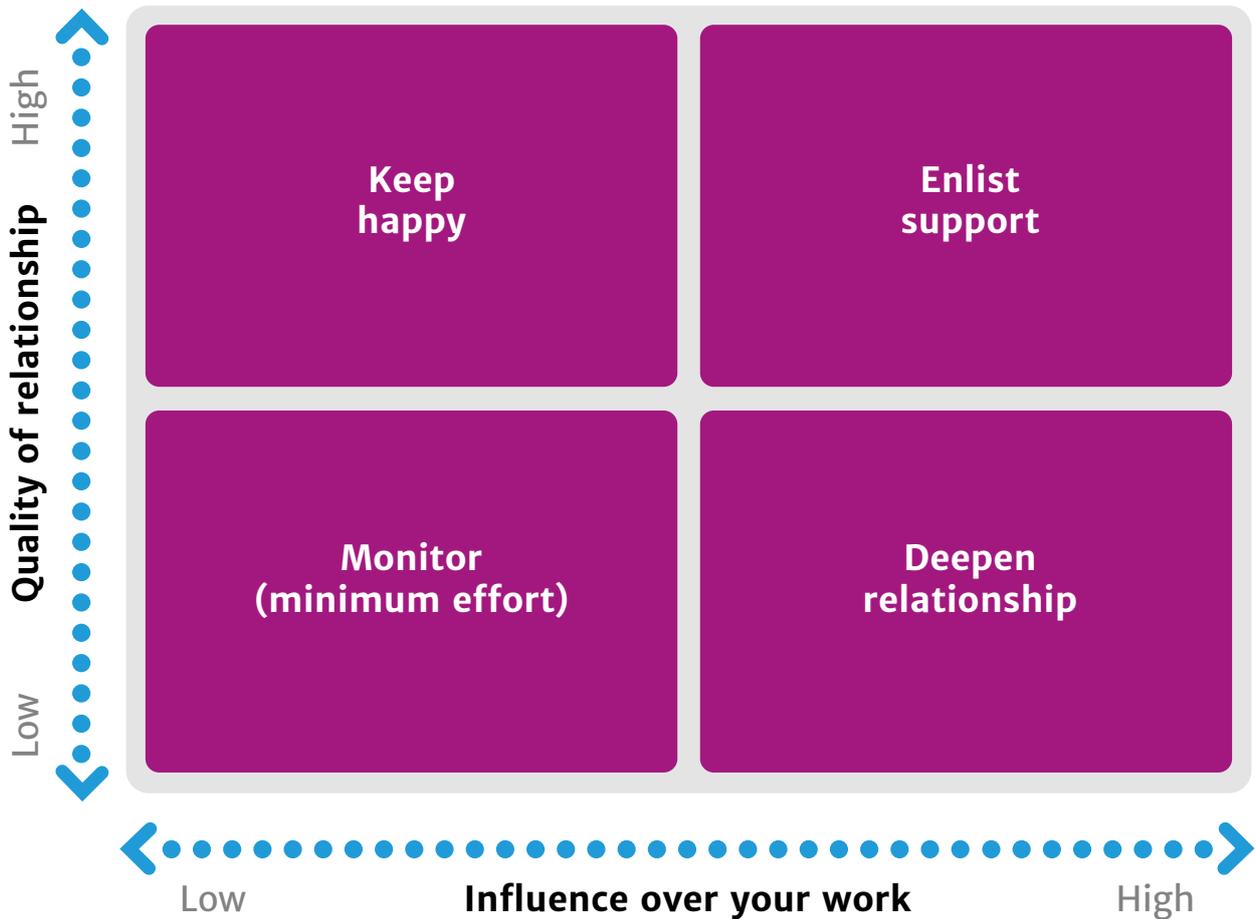


Effective leaders take time to understand and plan how to influence key stakeholders, taking account of their strengths, performance risks (including overdone strengths), style, interests and context.

Using the four-box grid below, plot your key stakeholders according to:

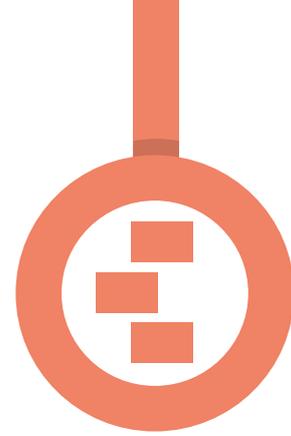
1. The quality of your relationship with them. To what extent have you already got a good relationship of trust and openness? To what extent can you rely on their support?
2. The amount of influence you perceive them to have over your work and leadership. In other words, the extent to which you rely on their support, contribution and success.

Stakeholder relationship/Influence grid



Stakeholder

- Influence over your work
- Quality of relationship



Based on your analysis, answer the following questions:

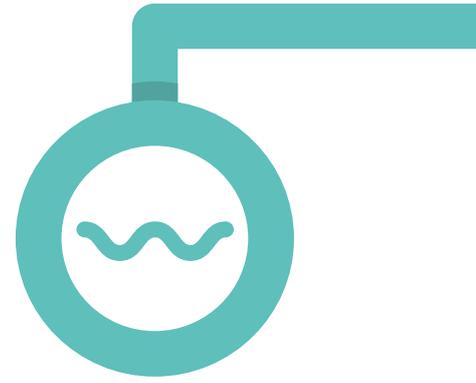
1. Who are the 2-3 stakeholder(s) whose support you really need to achieve your goals and aspirations?

2. What is the nature of your relationships like with these stakeholders?

3. Which stakeholders can complement you in areas where you are weaker to help you achieve your goals and aspirations? In what specific ways can they help you?

4. Are there any important stakeholders who you have difficulty getting along with? What specific difference in style, interest or obstacles gets in the way of an improved relationship?

5. How can you use your strengths and values to build common ground and improve your relationships with this stakeholder(s)?

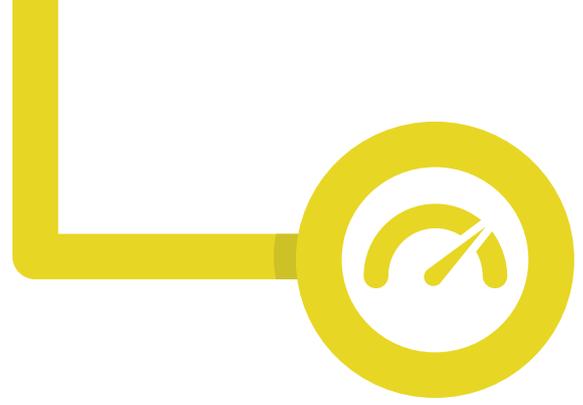


Stakeholder influence plan

1. What is an actual business situation in which you will need to apply influencing skills for gaining commitment?

2. What kind of help and support will you need from others (both within your area and across other functions) to achieve your goal(s)?

3. What are some of the possible barriers to gaining these people's commitment and support?



My plan

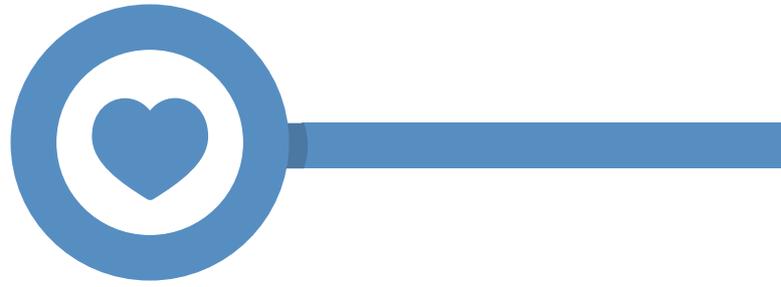
1. Person to be influenced

2. Purpose of influence attempt (specific change in attitude, perception, behaviour)

3. What are this person's objectives, values, and needs? What's important to them?

4. What are the person's strengths and what do these look like in overdrive?

5. How might the person respond to me given my strengths and values?



6. Key points I will make

Action steps	Key points
a. Review background	
b. Emphasize shared values	
c. Offer ideas and benefits	
d. Invite concerns	
e. Ask for suggestions and build on ideas	
f. Agree on action plan	
h. Express appreciation and confidence	



7. Opening statement

8. What are some possible objections? How can I deal with these positively to engage the person?

Strengths Partnership Ltd

Strengths Partnership (www.strengthspartnerhip.com) is a global leader in business psychology and leadership development dedicated to helping organizations deliver positive workplaces and peak performance.

Our Strengthscope® system (www.strengthscope.com) is the world's most complete and innovative strengths profiling system that helps energize peak performance at work.

We have five consulting practice areas: Leadership Development, Organization Development, Team Development, Talent Assessment and Strengths Coaching.

Our values shape our culture and the way we work with clients. We strive to live our values of Passion, Pragmatism, Professionalism and Partnership everyday through our actions and decisions.