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AVANTI ACADEMY IN PRACTICE

Win Them Over

Influence and negotiation in practice

Workbook

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How to use this workbook

Each part of Win Them Over includes a short Try it activity. When the narration invites you to pause, turn to the matching sheet here and take ten minutes or so to work through it for your own role. There are no right answers. The point is to leave with something you will actually do. Keep your completed sheets: they make a useful record for supervision, appraisal or your personal development plan.

Part 1 · Where Influence Comes From

Mapping the influence around one real ask

Choose one thing you need from people you cannot simply instruct. Use the prompts to name the influence you hold, find the people who really decide, and plan your first conversation. Keep it to one page and come back to it after the conversation.

My ask, in one plain sentence:
The bases of power I actually hold here, and the one I lean on out of habit:
The people others check with, and anyone who could quietly slow this down:
Where I will position, where I will push and where I will pull:
My first conversation: who, when, and the question I will open with:

To reflect on: *Think of a change you need right now. Who do people quietly check with before they say yes, and when did you last ask for their view?*

Building an honest case

Choose a proposal you need others to support, such as a paper, an email or a pitch to your manager. Work through the prompts to build it with the facts first, an honest complication and a clear ask. Then test your method against the out loud test.

The situation today, in words someone who disagrees would accept:
The complication: what makes this matter now, and who feels it:
The hard facts: what will be worse, for whom, and what I do not yet know:
My ask: the one decision or action I need, from whom, and by when:
The out loud test: could I explain my method to the people I am persuading?

To reflect on: *Think of the last case you made for a change. What did you leave out, and how would the people you were persuading have felt if they had known?*

My one page negotiation preparation

Choose a real negotiation coming up: a budget, a timetable, a partner agreement or a request to your manager. Fill in both columns, yours and your best guess at theirs. Do it before the meeting, and look at it again just before you walk in.

Positions: what each of us is asking for:
Interests: why I want it, and my best guess at why they want theirs:
My best alternative if we do not agree, and the point where I will stop:
Everything we could trade beyond the headline number:
A fair standard or benchmark we could both accept:

To reflect on: *Think of a negotiation coming up, however small. What is the other side's real interest, and what will you actually do if you cannot agree?*

Planning the first ten minutes

Choose a conversation coming up where you expect pushback: a contractor, a partner, a colleague or your manager. Plan the opening using the prompts. Keep your preparation from the negotiation itself to hand, so your style can flex while your substance stays put.

My accusation audit: the two things they are most likely to say about us:
The feeling I suspect is underneath their position, as a label:
Two how or what questions that hand them part of the problem:
The tactic I think they may use, and my calm response:
My summary, aiming for them to say: that's right:

To reflect on: *When a conversation gets tense, what do you tend to do: give ground, push harder or change the subject? What would you like to do instead?*

Building support for one change

Choose one change you need others to support. Place the people involved on a power and interest grid, then work out what each of the most important people cares about, and plan short conversations with them before any formal meeting.

The change I need support for, in one sentence:
My grid: who to manage closely, keep satisfied, keep informed and monitor:
For my top three people, what success looks like from their seat:
Pre-meetings: who, when, and the question I will ask each of them:
One useful thing I can do for an ally this week, expecting nothing back:

To reflect on: *Who do you need support from this month but cannot instruct? What does success look like from where they sit?*

My influence plan

Choose one real ask for the coming month. Use the prompts to prepare it, plan the conversations around it, and set up your debrief. Keep it to one page, start it this week, and come back to it after the first conversation.

My ask, and the person whose yes matters most:
My one page preparation: interests, alternatives, trades and a fair standard:
Who I will talk to first, and in what order:
My opening: the audit, the label and the how question I will use:
My debrief: what worked, what I would change, and what I noticed about their style:

To reflect on: *Which one ask in the coming month would make the biggest difference to your work, and whose yes does it depend on?*

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