

## OVERVIEW

Because the core processes of a business—ones that are responsible for creating end-products or services—cut across functions, the best and most efficient way to meet the customer’s needs is to improve the way in which people in these related functional areas work together. This collaboration enables the organization to accomplish goals and implement major change initiatives more quickly and with better quality than if each function operated as a separate “fiefdom.” Key to success in this environment is being able to work effectively with people across the organization, over whom one may have no authority.

OnPoint’s *Influence with Impact 360°*, for anyone who works on a team or needs to work across organizational boundaries, focuses on the behaviors used by the most effective influencers. The Influencing model includes 11 influence tactics:

Most Effective Tactics	Moderately Effective Tactics	Least Effective Tactics
<ul style="list-style-type: none"> <li>▪ Rational Persuasion</li> <li>▪ Inspirational Appeals</li> <li>▪ Consultation</li> <li>▪ Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>▪ Apprising</li> <li>▪ Ingratiating</li> <li>▪ Personal Appeals</li> <li>▪ Exchange</li> </ul>	<ul style="list-style-type: none"> <li>▪ Legitimizing Tactics</li> <li>▪ Coalition Tactics</li> <li>▪ Pressure</li> </ul>

The feedback report displays recommendations for using tactics more, less, or with the same frequency, average scores for each tactic so people can compare their scores with those of others, scores for the specific behaviors to help them identify things they can do to be more effective, as well as rankings of tactics from highest to lowest scores to help people prioritize their development plans.

A groundbreaking research study, published in the *Journal of Applied Psychology*, demonstrates that OnPoint’s *Influence with Impact 360°* feedback instrument when used in combination with our *Influence with Impact Workshop* increases managers’ use of effective influence tactics and results in a positive change in their leadership behavior. The study also found that leaders perceive feedback to be more useful and easier to apply when it is delivered by a facilitator, rather than through a feedback report.

When this is used in conjunction with the *Influencing with Impact Workshop*, participants:

- Learn to gain the commitment of people to plans and proposals by using logic and reasoning effectively, appealing to values and ideals with sensitivity and insight, and gaining their participation in planning a strategy or activity
- Understand how people perceive their current use of the 11 influence tactics
- Use influence behaviors effectively to create an environment of support and collaboration with colleagues and associates

Workshops are customized to reflect an organization’s culture, environment, and goals. Customized case studies are used to relate workshop issues to those that people contend with day-to-day. *Influencing with Impact Workshops* are led by experienced OnPoint facilitators or by certified internal trainers. The modular nature of this stand-alone program allows for training flexibility, and it is easily integrated into existing leadership development programs.