

## B Communication skills: Using influencing skills

- Think about it** 1 Describe what happened the last time you had to negotiate an agreement or convince someone to do something.
- 2 Do you know or use a special technique for negotiating or convincing people? Tell the group about it.

- Listen to this** 3  **22** Listen to a discussion between AI, a supply-chain manager at an automotive parts company, and Consuela, the production manager at one of the company's plants in Spain. Answer these questions.
- a How does AI begin the meeting with Consuela?  
b How has AI helped Consuela in the past?



- 4  **23** Listen to the next part of their discussion and answer these questions.
- a What is AI's objective?  
b What is Consuela's main problem?  
c Do you think AI is listening to Consuela? Give examples.  
d What is Consuela's priority?  
e How does AI address Consuela's priority?



- 5  **24** Listen to the final part of the discussion and answer these questions.
- a What common ground exists between AI and Consuela?  
b What solution does AI find with Consuela?  
c Does AI achieve his objective?

- 6 a Match each of the negotiating words from the box with a definition below (a–i).

bargaining	benefits	compromise	concession	consensus
disadvantage	disagreement	leverage	priorities	proposal

- a When parties don't have the same opinion  
b The process of proposing and counter-proposing  
c When all parties have the same opinion  
d When one party has less power or influence than the other  
e When a position is put forward  
f The power to influence a person or situation  
g The positive points  
h The action of giving something up in order to move forward (*two words*)  
i The most important points
- b Now complete each of these phrases with an appropriate word from above. In some cases, more than one is possible.
- a make a ...  
b reach a ...  
c be at a ...  
d put forward a ...  
e have some ...  
f have a ...  
g to engage in collective ...

- Focus on language** 7 Look at the model below for influencing, in which AI breaks down communication into three parts. Match each of these phrases (a–m) to one of the parts (1–3).

- a Can I ask you what your priorities are over the next couple of years?  
b Can we agree, then, that the sooner we implement the new system, the better it is for both of us?  
c How are things going for you?  
d I don't know ... I guess we could do that.  
e I hear what you're saying ... Have you considered the benefits you'll get?  
f I'd like to hear your views and find out how you feel about this.  
g It's good of you to come over today.  
h Nice to meet you face to face at last! Would you like a coffee?  
i So, can I summarise the key points?  
j So we have an agreement. Can you draw up a schedule?  
k To save more costs, I can second one of my people to your team for, say, six months. How does that sound?  
l We're working towards the same goal here, so let's see what we can do with the budget.  
m What extra costs exactly will you incur?

### Tips for influencing

#### 1 Rapport/relationship-building

- Get on the same wavelength.
- Create a harmonious, positive atmosphere.
- Build rapport.

#### 2 Active listening

- Understand the other person's point of view.
- Focus on their needs.
- Take time to listen to them carefully and find out about their interests and expectations.
- Clarify their arguments and assess the logic of their reasoning.

#### 3 Persuading/convincing

- **Balancing argument**
  - Outline the benefits of the proposal and argue your case with logic.
  - List the issues which are important to both sides and identify the key issues and any areas of common ground.
- **Conceding**
  - Know when to compromise.
  - Offer concessions where necessary.
- **Moving to agreement**
  - Decide on a course of action and come to an agreement.

- Let's talk** 8 Work with a partner.

Student A: Turn to page 89.

Student B: Turn to page 92.

Choose one of the scenarios and, using some of the language from Exercise 7, persuade a colleague to change the way they do something.