

The Influence Guru

Exercising Influence

Building relationships and getting results.

A one-day program with B. Kim Barnes

bkimbarnesconsulting.com

Influence is the process of moving your ideas into action through others.

Why is influence important
in your organization?

What you will be able to do

- Develop skills
- Identify behaviors
- Frame opportunities
- Define influence objectives
- Plan and practice approaches

MORNING

Introduction

Key concepts

Behavior model

AFTERNOON

Surveys

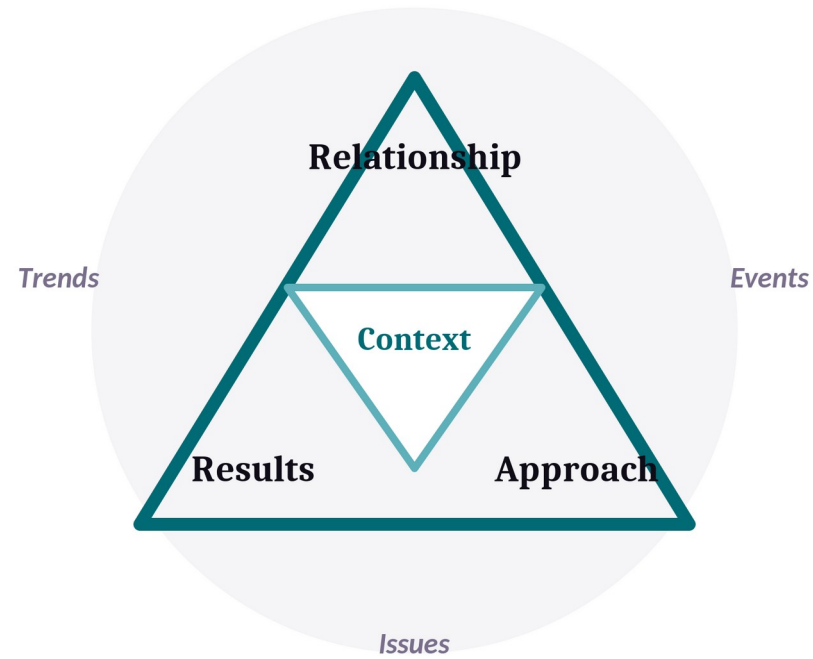
Isometrics

Influence planning

Behavior workout

Maintaining and improving fitness

The influence framework



Every influence opportunity sits inside a context of events, issues, and trends.

What is the difference?

Communication

Moving information from one mind to another.

Power

Using resources you control to get others to take action.

Manipulation

Using hidden or dishonest means to move others to agreement.

Influence

Moving ideas into action through others.

Influence always involves...

**Treating others
with respect**

**Offering
a choice**

Remove either one and it stops being influence.

EXERCISE

Your influence opportunity

What do you want to...

Change?

Support?

Create?

Build?

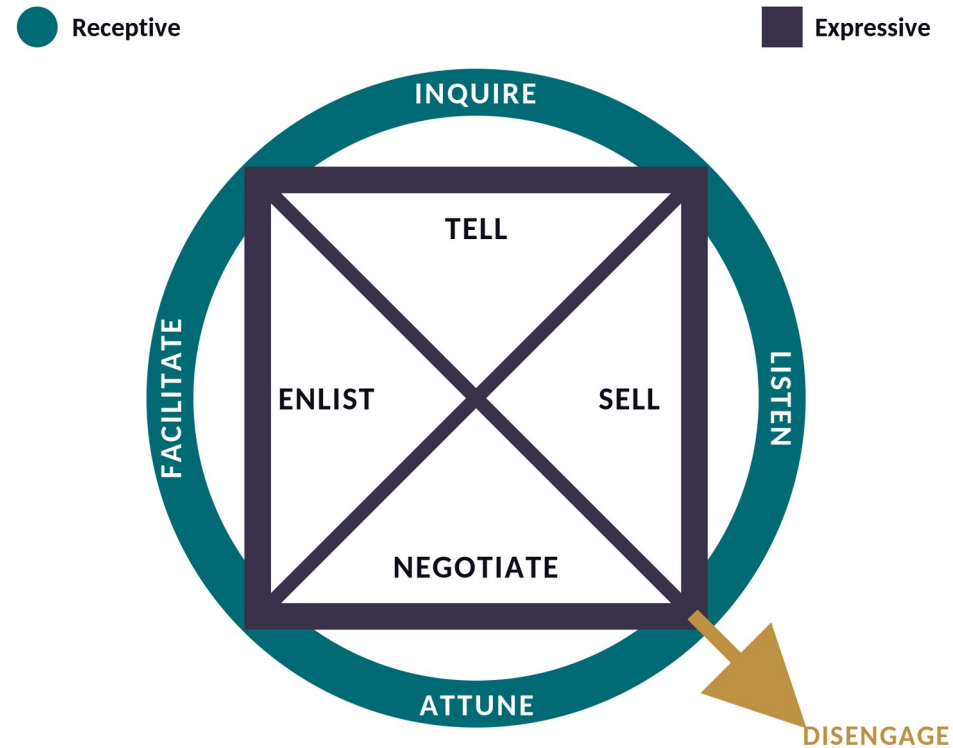
Improve?

Champion?

Pick one

- 1 Identify a challenging influence opportunity.
- 2 What action do you want the other person to take?
- 3 How might you approach it?

Eight influence tactics



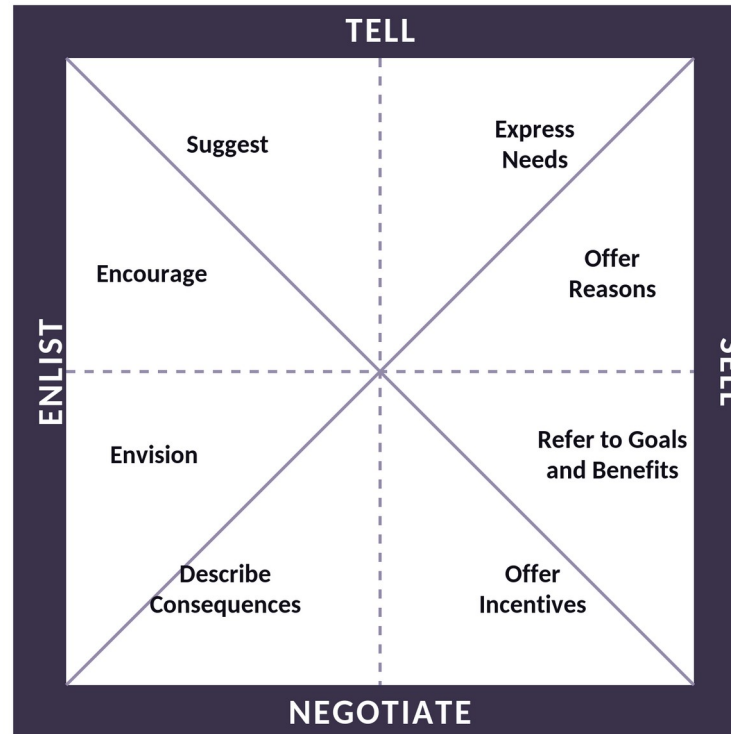
Receptive tactics open the space. Expressive tactics fill it.

Who do you need to influence?

Managers	Colleagues	Peers
Leaders	Team members	Stakeholders
Other departments	Internal customers	Task force members
Representatives	Community members	Vendors

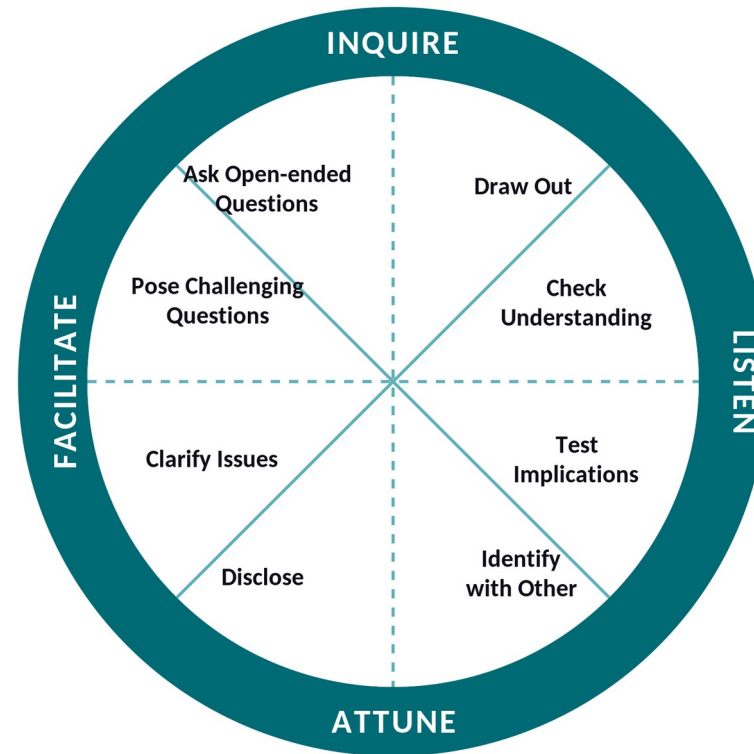
And what do you want them to do?

Expressive tactics and behaviors



Expressive tactics move your idea toward the other person: telling, selling, negotiating, enlisting.

Receptive tactics and behaviors



Receptive tactics move you toward the other person: inquiring, listening, attuning, facilitating.

FEEDBACK

The influence survey

You rate yourself on all sixteen behaviors. So do the people you work with. The gap between those two pictures is where the learning is.

READING YOUR RESULTS

- Look at general trends.
- Identify patterns.
- Concentrate on “change messages.”
- Focus on specific relationships.

ASK YOURSELF

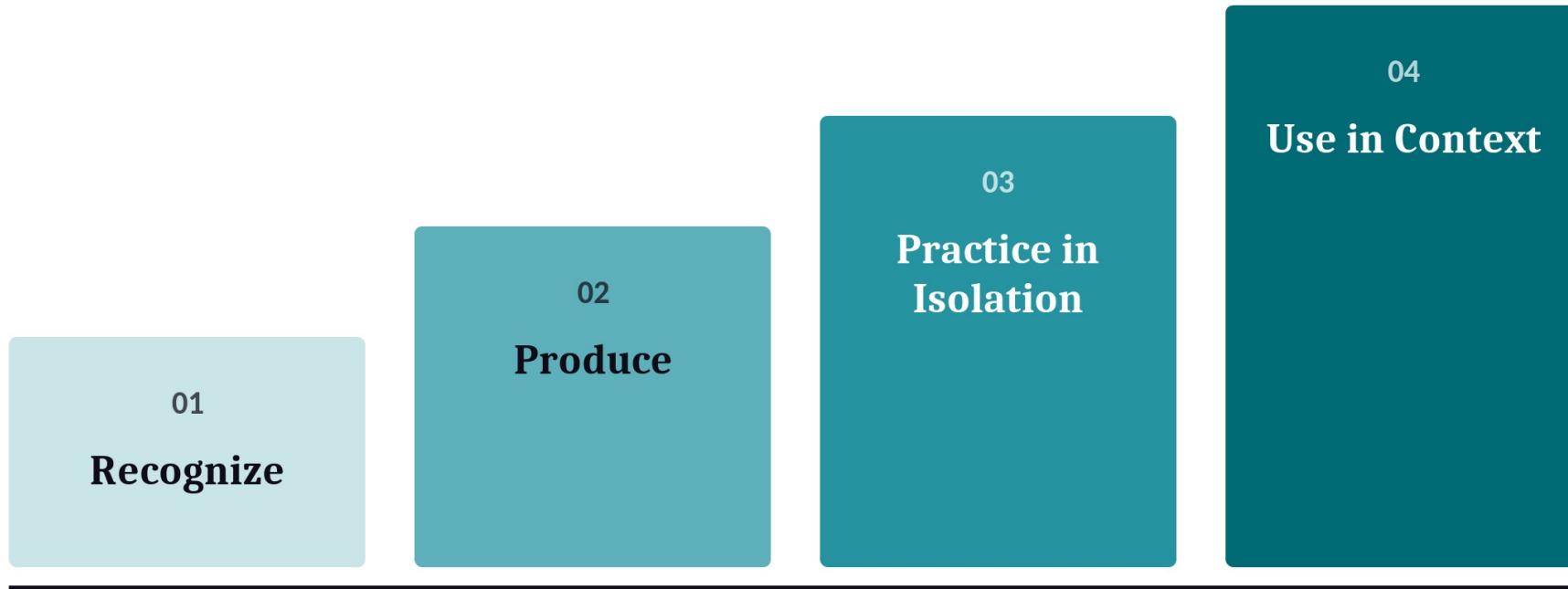
Which behaviors do I use most frequently?

Which do I use less often?

Which would be most challenging to develop?

Which would be most valuable to develop?

Learning or improving a skill



New behavior feels awkward before it feels natural. That is the sequence, not a sign of failure.

Designing your approach

Objective

What do you want the other person to do?

Needs / Issues

What matters to them, and what is in the way?

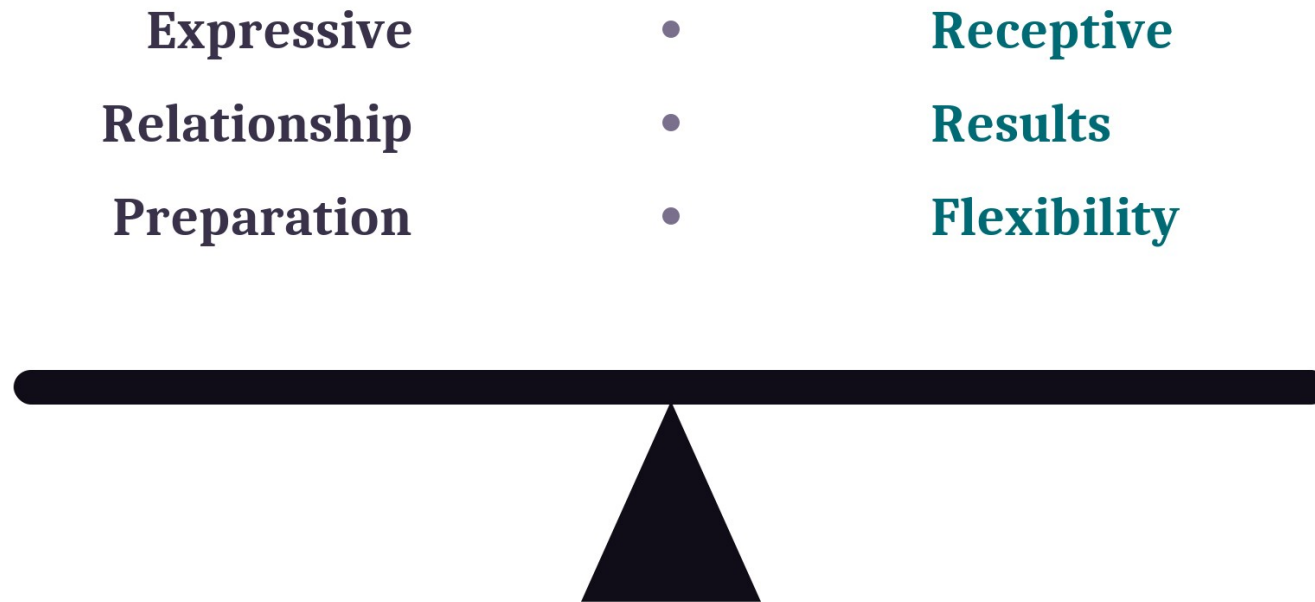
Tactics

Which of the eight tactics fit this person and moment?

Behaviors

Which specific behaviors will you actually use?

Influence balance



Great influencers move freely between both sides.

Influencing remotely

Influence does not change over video. What changes is how much of it survives the trip.

Less signal

You lose posture, side conversations, and the pause before someone answers. Attune deliberately — it will not happen on its own.

Less airtime

A remote room rewards whoever speaks first and longest. Inquire and draw others out, or you will only hear the confident.

Less follow-up

Corridor conversations do the quiet work of influence. Without them, plan the follow-up you used to get for free.

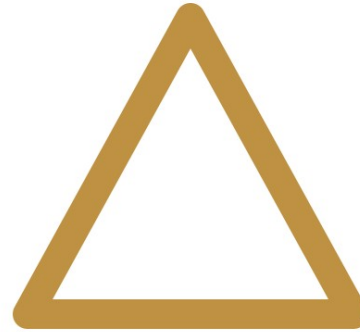
WHAT IT LOOKS LIKE

Great influencers demonstrate



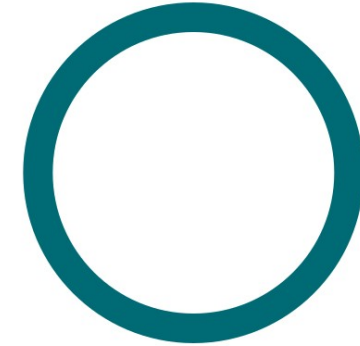
STRENGTH

Courage
Persistence
Power



FOCUS

Clarity
Strategy
Decisiveness



FLEXIBILITY

Fairness
Openness
Versatility

Resources

Articles and templates

bkimbarnesconsulting.com

Kim's books

Exercising Influence · Building Better Ideas · Consulting on the Inside

Influence coaching

One-to-one preparation for a real influence opportunity

Stay in the loop

hello@bkimbarnesconsulting.com

For continuous development

- 1 Meet with the people who completed your survey.
- 2 Meet with your boss.
- 3 Practice, practice, practice.
- 4 Work with an influence coach.
- 5 Remember to “cool down” by reflecting on what you are learning.

Influence is a practice, not a talent.

B. Kim Barnes

The Influence Guru

bkimbarnesconsulting.com · hello@bkimbarnesconsulting.com

© 2026 B. Kim Barnes. All rights reserved.