



SPIN approach to influencing

Leadership Dimensions

Influencing for results

Effective influencers are able to make **persuasive cases** but persuasive cases don't just happen. They are the result of thoughtful investigation and preparation.

To build a persuasive case

- start by establishing **a trusting relationship** with a stakeholder, your team or a colleague.
- take time to gather insights that help you **understand the needs of the other person**.
- use the understanding you have gained to build a **customised case that will persuade**.

What is SPIN

SPIN is a structured questioning approach for gathering insights, which you will find very helpful for the important second step of building a persuasive case. It is a framework for asking questions.

S ituation questions	P roblem questions	I mplication questions	N eed-pay-off questions
to gather facts and background information	to identify the issues and problems that confront the other person	that explore effects and implications	that test the value or usefulness of different solutions

When to use this tool

When you need to build a clear case for persuasion to influence a colleague or stakeholder.

What to do

1. **Disclose - build a relationship of trust through open and honest disclosures.**

Your ability to influence a person depends on the degree of mutual trust you have with that individual. Trust often starts with sharing what you know and how you feel. By being open and honest in your disclosures, you build a feeling of safeness between you and the other human being.

2. **Prepare - gather information to really understand the other person and their needs.**

- Gather the right information using the **SPIN approach**.

3. **Build your case for persuasion.**

Decide **how to engage them with your plan** to bring them along on the journey with you.

- Think about **the positive language you can use**.

Keep language positive by choosing words that are **Accurate, Clear and To the point (ACT)**

Keeping the person you want to influence in mind, use SPIN to plan questions you will want to ask them.

Use...	To...	Pre-meeting- PLAN your questions	Post-meeting - RECORD the insights you gained
<p>Situation questions</p> <p>Examples</p>	<ul style="list-style-type: none"> ■ Collect the facts ■ Gather information ■ Obtain background data about the current situation the other person is in 	<ul style="list-style-type: none"> ■ 	<ul style="list-style-type: none"> ■
<p>Problem questions</p> <p>Examples</p>	<ul style="list-style-type: none"> ■ Probe for their problems ■ Establish the difficulties they are experiencing ■ Identify any areas where they are currently dissatisfied ■ Invite the other person to state their implied needs 	<ul style="list-style-type: none"> ■ 	<ul style="list-style-type: none"> ■
<p>Implication questions</p> <p>Examples</p>	<ul style="list-style-type: none"> ■ Establish the effects of the problems ■ Determine the consequences ■ Identify any implications of these problems 	<ul style="list-style-type: none"> ■ 	<ul style="list-style-type: none"> ■
<p>Need-pay off questions</p> <p>Examples</p>	<ul style="list-style-type: none"> ■ Determine the value or usefulness of a proposed solution ■ Create a problem solving atmosphere ■ Keep the person focused on their business and how it should be helped by the solution rather than on the technical details. 	<ul style="list-style-type: none"> ■ 	<ul style="list-style-type: none"> ■

Build your case for persuasion - keep language positive by following ACT guidelines: Accurate, Clear and To the point

Selected insights about the person you want to influence	Develop persuasive messages for putting your case	ACT guidelines
REVIEW the insights you recorded and SELECT those that mattered most to the person you want to influence	JOT DOWN a persuasive message for each insight and incorporate the message into your persuasive case.	Test your messages for POSITIVE language
		A ccurate means using
		<ul style="list-style-type: none"> ▪ Exact numbers
		<ul style="list-style-type: none"> ▪ Specific timeframes
		<ul style="list-style-type: none"> ▪ Factual information
		<ul style="list-style-type: none"> ▪ Measurable indicators
		C lear means avoiding
		<ul style="list-style-type: none"> ▪ Waffle and clichés
		<ul style="list-style-type: none"> ▪ Ambiguous words
		T o the point means
		<ul style="list-style-type: none"> ▪ Short familiar words or groups of words
		<ul style="list-style-type: none"> ▪ Words that are familiar to the person
		<ul style="list-style-type: none"> ▪ Verbs instead of nouns

Examples of SPIN questions

Situation questions

- What process do you currently use to plan rotas?
- How many people are employed in your service/team/ward?
- What is the mix of people in your service/team/ward?
- What are your responsibilities?
- What options do you have for managing difficult staff?
- How do you escalate issues?
- What preparation were you given for your new role?

Problem questions

- What problems do you encounter managing poor performance?
- What difficulties are you experiencing with supervision in your area?
- Where do you see XXXX?

Implication questions

- What impact does this have on the way you prioritise work?
- What effect does that have on patient care?
- Could that lead to increased staff turnover for you?
- Will it slow down the implementation of a new reporting structure?
- Does it lead to non-compliance?

Need-pay off questions

- How would that help?
- Why is it important to solve this problem?
- What benefits can you see from this approach?
- How will things be done differently in the future?