

# Leader Toolkit

## SPIN approach to persuading others



We are **COLLABORATIVE** and **RESPONSIBLE** leaders.

We work together and act with integrity.

### Why use this tool

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

### When to use this tool

When you need to build a clear, persuasive case to influence someone. This tool is especially useful in situations where the issue in question is within your Circle of Influence (see **Circle of Control** tool) but is not within your Circle of Control (that is, you cannot command or dictate).

### How to use this tool

**SPIN** is an approach for collecting insights, which you will find very helpful for building a persuasive case. It is a framework for asking questions.

See [example questions](#).

#### **Situation questions**

to gather facts and background information

#### **Problem questions**

to identify the issues and problems that confront the other person

#### **Implication questions**

that explore effects and implications

#### **Need-pay-off questions**

that test the value or usefulness of different solutions

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

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

2. **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)**.

### Tips

- Your ability to influence a person depends on the degree of **mutual trust** you have with them. 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 person.

# SPIN approach to influencing



## 1. 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
<b>Situation questions</b>  Examples	<ul style="list-style-type: none"><li>▪ Collect the facts</li><li>▪ Gather information</li><li>▪ Obtain background data about the current situation the other person is in</li></ul>		
<b>Problem questions</b>  Examples	<ul style="list-style-type: none"><li>▪ Probe for their problems</li><li>▪ Find out about the difficulties they are experiencing</li><li>▪ Identify any areas where they are currently dissatisfied</li><li>▪ Invite the other person to state their needs</li></ul>		
<b>Implication questions</b>  Examples	<ul style="list-style-type: none"><li>▪ Determine the effects of the problems</li><li>▪ Understand the consequences</li><li>▪ Identify any implications of these problems</li></ul>		
<b>Need pay off questions</b>  Examples	<ul style="list-style-type: none"><li>▪ Determine the value or usefulness of a proposed solution</li><li>▪ Create a problem solving atmosphere</li><li>▪ Keep the person focused on their business and how it should be helped by the solution rather than on the technical details</li></ul>		



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## 2. 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	BUILD a persuasive message for each insight and incorporate the message into your persuasive case.	Test your messages for POSITIVE language
		<p><b>A</b>ccurate means using</p> <ul style="list-style-type: none"> <li>▪ Exact numbers</li> <li>▪ Specific timeframes</li> <li>▪ Factual information</li> <li>▪ Measurable indicators</li> </ul> <p><b>C</b>lear means avoiding</p> <ul style="list-style-type: none"> <li>▪ Waffle and clichés</li> <li>▪ Ambiguous words</li> </ul> <p><b>T</b>o the point means</p> <ul style="list-style-type: none"> <li>▪ Short familiar words or groups of words</li> <li>▪ Words that are familiar to the person</li> <li>▪ Verbs instead of nouns</li> </ul>



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## Examples of SPIN questions

### Situation questions

- What process do you currently use to ...?
- How many people are employed in your area/team?
- What is the mix of people in your area/team?
- What are your responsibilities?
- How do you escalate issues?

### Problem questions

- What problems do you encounter managing poor performance?
- What difficulties are you experiencing within your area?
- Where do you see this problem?

### Implication questions

- What impact does this have on your work?
- What effect does that have on customers?
- Will it slow down the implementation of a change?

### 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?

