

Welcome

Product Management Association
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Dynamics of Influence

Who do the executives listen to?
And why?

Dynamics of Influence

- Treat the executives (and others) in your organization as customers
- Communicate in their language
 - Sales-oriented
 - Technology-oriented
 - Finance-oriented
- Their background does not necessarily translate into their (current) orientation

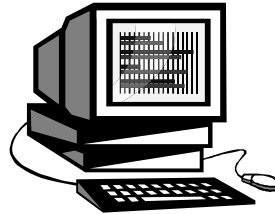
Sales-oriented Listener



- Sees everything as an objection
 - (ie., can talk their way into/out of anything)
- Attributes
 - Needs to be listened to
 - Distrusts research (I m in the field.)
- Approach
 - Tell them another story

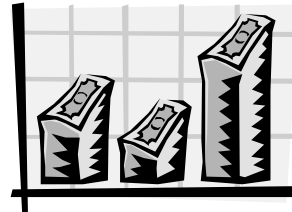
Technology-oriented Listener

- Sees everything as a compiler error
 - (ie., with time, anything can be fixed)
- Attributes
 - Extremely analytical
 - Distrusts your information
- Approach
 - Show them the data



Finance-oriented Listener

- Sees everything as a SKU
 - (ie. live/love spreadsheets)
- Attributes
 - Usually the closest advisors to the CEO
 - Secretly consider themselves creative
 - Needs to understand how you arrived at your conclusions
- Approach
 - Explain the process used



Getting people to hear you

- Get your FACTS together
- Explain your conclusion
- Then, support your conclusion using all three approaches
 - Current stories (for sales)
 - Supporting data (for technical)
 - Process used (for financial)

Exercise

Identify the listening style of each key executive in your company