

About this document

This document is designed to take you through a practice-based scenario to help you reflect on what you might do if faced with a similar situation. It can be used to guide your thoughts and prompt discussion with your colleagues. Working through this document counts towards your continuing professional development (CPD). Your reflections on this document are not assessed and you do not have to send your responses to the RCSLT.

You can work through it on your own, with a colleague or supervisor, or in groups, e.g. as part of an RCSLT Hub or Clinical Excellence Network.



Please note that the guidance given in this document is not exhaustive and does not constitute legal advice.

Scenario

You have been asked to attend a strategic meeting and share information about your service. The audience will be decision makers (i.e. managers and/or commissioners).



How will you ensure you meet their needs with your presentation?

Issues to consider and next steps...

Think about the scenario and its implications. Jot down your initial thoughts about issues you may need to consider. If you are in a group, you may like to record on a whiteboard or flipchart.



What steps do you think you need to take next?

Prompts for consideration

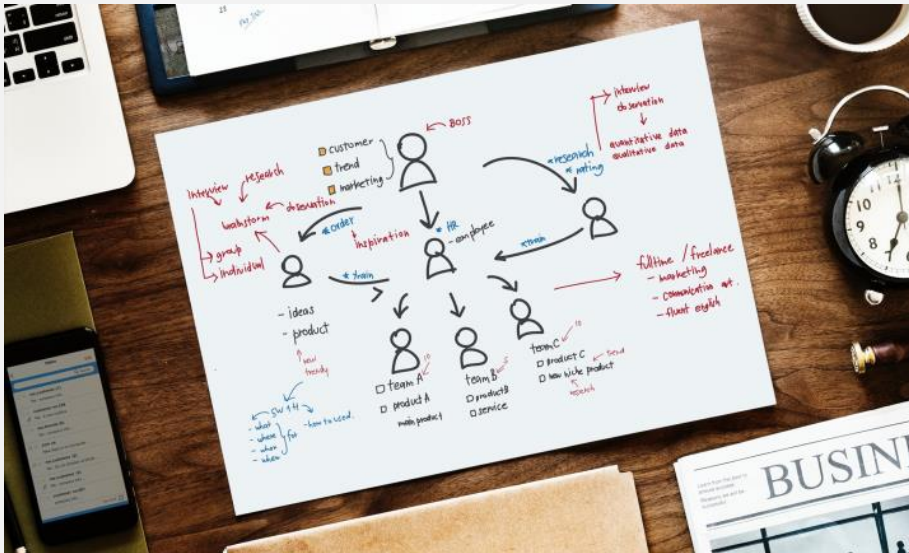
- How will your presentation meet the different learning and communication styles of each of the audience members (data, policies and processes, emotion linked to real-life case studies, varied presentation content including images, video, etc.)?
- What transferable skills do you have from teaching or educating parents, relatives, support staff, or colleagues, and how can you use these effectively to engage this audience?
- Are there any myths (positive or negative) about your service, and how will you manage these during the presentation?
- Being able to diagnose the world (context) of your team and the audience will help you to tailor your approach. An element of this is known as stakeholder motivation. How will this help you build positive relationships, and what link does that have to influencing?
- What are the key objectives the audience are trying to achieve in their work, and how can your service help them achieve those?
- How will your presentation link into the decision making of the audience?
- How is this presentation an opportunity to showcase your service (including adding value, alignment with organisational strategy and vision, etc.)?

Prompts for consideration

- What impression do you want to leave the audience with after you leave the room?
- How will you have an impact, even though you may not have any authority in the room?
- How do the stated and unstated aims/objectives of the meeting affect your presentation?
- What prompted the invitation, and what do the audience want to learn from inviting you?
- How long is the presentation, and will the audience be expecting to be able to ask questions?
- How can you connect to the audience in advance to ensure you meet their needs?



Possible next steps



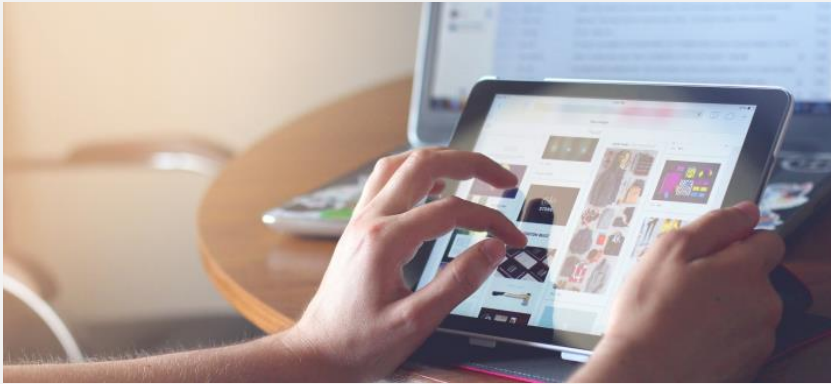
1. Connect with another service which has presented previously and been well-received. What can you learn from their approach?
2. Check whether you need any other sign-off to present outside of your team (or organisation).
3. Connect with someone who you know will be there, and check whether there is anything you need to be aware of or make reference to.
4. Map out your audience (stakeholders) including what motivates them and what their challenges are. What keeps them awake at night? Analyse and prepare how your service can contribute to their local context.
5. Prepare and practice the presentation, handouts and answers to possible questions from the audience.
6. Acknowledge the context in which your team and the audience work, and link the presentation to that context.
7. Following the presentation, reflect on how your preparation and understanding of the context was received. What are your thoughts about its impact and ability to influence future decisions?

Key concepts

<p>Understanding other people's motivations</p>	<p>Stakeholder Analysis toolkit - Manchester Metropolitan University Force Field Analysis (pressures for and against change) – Mind Tools* Video: Stakeholder Analysis – Mind Tools*</p>
<p>Learning Styles</p>	<p>Kolb Learning Styles Inventory</p>
<p>Flexible communication style</p>	<p>Leadership Style – Mind Tools* Connect, Then Lead – Cuddy et al., August 2013</p>
<p>Presenting with impact in the absence of authority</p>	<p>Video: Death by PowerPoint – Phillips (2014) Video: The surprising secret to speaking with confidence – Goyder (2014) Five ways to project confidence in front of an audience – Gallo (2017), Harvard Business School</p>

*there may be a cost associated with this resource, either because it is a book or because an account is required to access it.

Sources of further information



Here are some links to further information:

- [Local Influencing Pack - RCSLT](#)
- [‘Exerting influence without authority’](#) – Harvard Business Review
- [‘How to collaborate when you don’t have consensus’](#) – Adam Kahane, 2018
- [‘Nine strategies for influencing others’](#) – The Hay Group
- Video: [‘How to get project stakeholders on your side’](#) – ProjectManager.com
- Video: [‘Dealing with difficult stakeholders’](#) – ProjectManager.com
- [‘The power of one, the power of many’](#) – NHS
- [‘Eight ways to influence without authority’](#) – Coaching for Leaders
- [‘Brilliant Influence’](#) – Mike Clayton*
- [‘10 ways to influence without authority’](#) – ProjectManager.com

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Update your CPD diary

Think about what this scenario has made you consider, reflect on or decide to do differently. Do a piece of reflective writing to cover what you've learned from this experience!

Having had a look at some of the linked resources, have any of your earlier responses changed? How will you incorporate this new knowledge?

