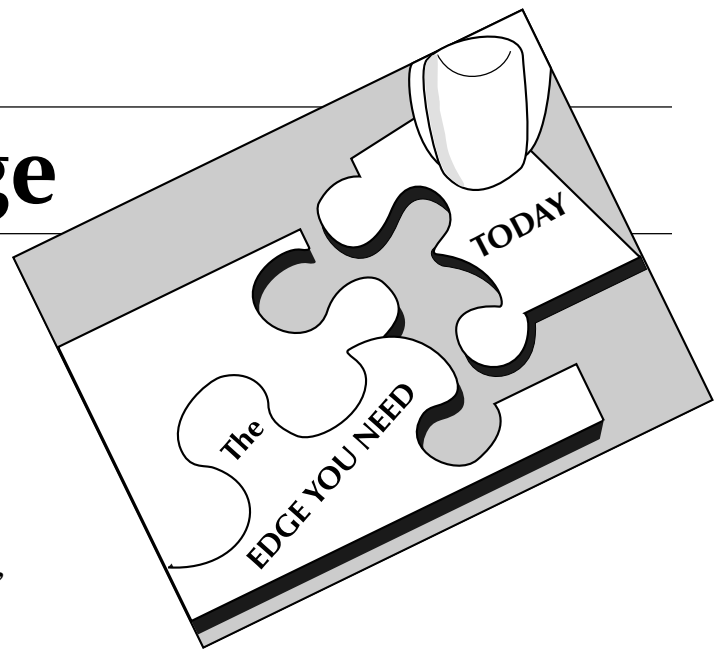


# The Influence Edge



*"Influence is not an instinct; it's a skill anyone can learn."*

◆ It could be a scene out of any number of old black-and-white movies. The boss (we'll call him Mr. Bugle) is seated behind his massive mahogany desk in his vast corner office. His middle manager, who is standing on the other side of the desk at attention, is trembling slightly. Mr. Bugle leans menacingly forward and glowers.

"Hoskins, I want you to get going on that report, and I want it on my desk by 5:00 today!" Hoskins replies, blinking nervously, Yes, sir, Mr. Bugle. I'll get on that right way, sir." This old Hollywood version of the business world may have been a caricature. But it was based on reality.



The workplace has changed since the Mr. Bugles of the corporate world ruled with unquestioned authority, and the Hoskins of the corporate world obeyed without question. In today's business world the hierarchy has collapsed into a flattened arena. Teams, rather than top-down management, are the norm.

Now, more than ever, you are working with people you have no direct control over. Now, more than ever, you need to move people to action with persuasion rather than with power. (Even if you do have authority over them, you might not want to use it in the heavy-handed, Mr. Bugle, style. The success of your project—and the course of your career—depends on your ability to influence people in order to meet your goals.

## ◆ Put the Influence Edge to work

The Influence Edge, a new book by Alan Vengel, shows how you can galvanize others to action to help meet your goals. Based on the Influence Edge program, which Vengel has developed and fine-tuned over the past twenty years, it is a precise and proven system of behavior skills to help you reach your goals. Vengel's client list—which ranges from Fortune 500 firms to dot.com start-ups—continues to grow, attesting to the effectiveness and accessibility of the program.



The book also contains exercises to help you apply what you learn to the situations in your own life where you want to put the Influence Edge to work...you're dealing with the under-motivated team member, the chronically no-show contractor who's remodeling your kitchen, or your teen-ager, who becomes suddenly hearing-impaired every time you remind her to take out the recycling.

## ◆ Influence is NOT manipulation

John and Pam work in different departments in the same mid-sized public relations agency. John is preparing a new business pitch for Wednesday, which is just two days away. He knows that Pam is working on a market study that could strongly support this presentation. The problem is that John knows Pam's deadline isn't until Friday. Plus, John doesn't have the authority to ask her to finish it ahead of time. That doesn't stop him from trying. "Any chance you might be finishing that study by Wednesday? It's exactly the kind of material I could really use in my presentation." Jane, annoyed at

