

In this session we're going to look at how people know when they have done a good job and how you can use this to influence others in the workplace.

When asked...

"How do you know when you've done a good job?"

...the answer that people will tell will fall into 1 of 2 camps

Camp 1:

In this camp people know that they have done a good job because the proof comes from the outside. Instead of "just knowing" that you have done a good job you need external references from others, from statistics and from other sources.

For example, your boss comes up to you and says...

"You did a great job"

Or you might get a promotion or win an award.

You know your work is good when you get an external seal of approval - this is called an external frame of reference.

Ask someone with an external frame of reference how they did and they normally say

"I don't know" or they talk about "what others say" or "figures", for example.

Camp 2:

This camp is full of people who know themselves when they have done a good job.

They do not need praise or approval from others. They do not need awards or plaudits. Instead their sense of achievement comes from within.

For example, you have just completed a project and you receive all sorts of favourable comments from your peers and bosses. You even receive a bonus for it. (All these are external frames of references by the way).

However, you feel that the project was nothing special and was not your best work - so no external references will convince you otherwise.

You trust your own judgement and standards rather than others.

So How Can You Use This At Work & At Home?

Well, let's assume that you have got to convince someone of attending a training course.

You might say:

"The course is just great. It's got top awards in the Training Oscars. James Smith and Andrew Jones from your company went on the course and they said that it is a must if you want to improve your management skills"

Now, if the person has an external frame of reference this will really appeal to them.

Why?

Well, let's look at the external references used in that statement.

"The course is just great" – that's an external reference from me!

"It's got top awards from the training Oscars" – that's an external reference

"James and Andrew Said...." that's an external reference

If other people and external sources say that this course is great that person will **often assume the same.**

But say the person has an internal frame of reference?

Well, what I've just covered will probably not resonate with them at all

Remember, they are not bothered about what others think or say about the course. It just doesn't mean anything to them.

So what can you say instead?

You've got to appeal to the things that they know themselves. Something like this will work:

"Do you remember when you came back from the leadership programme and you said that it was the best course you had ever been on? This training course might be like that.

I think if you were to attend you would get the same feelings and outcomes that you had with the other one.

What do you think?"

Think about the situations where you need to convince someone to do something at work. Think about your team - who will you get the best out of if you use external references and who will you get the best out of if you use internal references?

In closing let's look at how you can use this in the home

Here's a quick tip of how I get my wife to make a quick decision about what movie to watch at the cinema

Now I'm an internal frame of reference person, however my wife is completely the opposite.

Assume that I want to go and see the latest James Bond movie and I want to persuade my wife that this is the film that she wants to go and see as well.....

If I ask my wife:

"Shall we go and see the latest James Bond movie?"

I could be waiting for a long time before I get an answer. I am asking her a question that requires a decision without external references and this is what she needs to make a decision.

Not good!

However, instead I should say something like this.....

"Your friend Jenny went to see the latest James Bond movie and she said it was great and it's had really positive write ups in all of the papers. Let's go and see it tonight, hey?"

If I change the focus of what I say to match her preferred communication style then I have got a better chance of a positive outcome.

So use this with your teams and your colleagues (and even your spouse or partner!) and tap in to the way that they make decisions. Soon, you'll be getting the outcomes that you desire.