# 4. Communicating & Influencing

<table>
<thead>
<tr>
<th>Definition</th>
<th>...is communicating with others clearly, concisely and in a way that has impact and achieves the desired result.</th>
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</thead>
<tbody>
<tr>
<td>Why it matters</td>
<td>We are striving to increase our knowledge, effectiveness and efficiency in order to grow and shape Lloyd's Register to better meet client needs in an ever-changing world environment. Our communication and influencing skills along with our technical expertise will be vital for engaging others and bringing them along with us as well as establishing ourselves as ‘best-in-class’. We’re known for the quality of our advice - and the way that we communicate builds confidence and helps our clients operate safely and productively.</td>
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<tr>
<td>Link to Our Values</td>
<td>We care, We Share, We do the right thing.</td>
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</tbody>
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## Key Words
- Impact
- Persuasion
- Influencing Skills
- Listening
- Clarity
- Confidence
- Engaging
- Transparency
- Two-way
- Negotiation
- Integrity
- Credibility
- Trustworthy
- Responsible

## Development Ideas
(Also see development Guide)
- Getting feedback on communication skills from a trusted colleague or manager
- Identifying and observing influential role models from within and beyond LR
- Seeking assignments that test out, trial and challenge communication and influencing skills
- Researching books on communication skills, presentations and influencing

## Negative Indicators
- Is long-winded or inarticulate
- Overloads people with too much irrelevant detail/information
- Fails to communicate; doesn’t speak up
- Doesn’t allow for 2-way communication or feedback
- Unstructured and unclear in communications
- Holds back from speaking out when necessary e.g. when unsafe acts are observed
- Uses same approach in every situation/ with every person
- Inappropriate and or overuse of email
- Avoids reporting safety concerns and incidents
- Uses too much jargon
- Fails to see things from others perspective
### Impacts and influences beyond Lloyds Register
- Engages with senior stakeholders and opinion formers across the LR group to enlist their support for ideas and proposals and influences core business decisions.
- Builds strong, ongoing and influential relationships beyond LR e.g. with appropriate professional bodies and industry or government organisations to lobby and influence decisions, share developments and technical knowledge and maintain a strong presence on behalf of Lloyd’s Register.
- Takes a leading, visible and credible role in communicating internally and externally on strategic direction and change.

### Builds influencing strategies that achieve significant change in stakeholder positions
- Builds negotiation/ influencing strategies and positions based on detailed understanding of all parties’ positions within wider systems of influence in play, including personal and organisation history, relationships, politics etc.
- Demonstrates strong understanding of change methodologies, implementing appropriate methods / actions at the various stages of projects, programmes etc.
- Demonstrates advanced interpersonal influencing techniques.
- Uses third parties, thorough research and recognised experts to strengthen their case.
- Presents in a highly skilled, confident way; commands respect.
- Creates a culture of open and honest communication.

### Positively impacts the actions & decisions of stakeholders
- Sells ideas by linking their benefits to other people’s needs, values, goals or ideas, highlighting ‘what’s in it for them’.
- Identifies key stakeholders and builds a strategy to influence them, taking account of their needs, perspectives and personal style.
- Identifies and uses the tone, method, channel and content that that will have the greatest impact.
- Involves others in decisions to gain their buy-in and support.
- Negotiates with confidence in difficult situations without damaging relationships.
- Builds support and buy-in for ideas behind the scenes.
- Communicates credibly in all directions within and outside LR.
- Is aware of, and adapts non-verbal communication styles effectively.

### Tailors and structures communication to specific audience
- Adapts content, style and language to the audience.
- Communicates in a manner which is consistent with LR’s core values.
- Presents ideas in a concise, logical manner using relevant facts and technical data, sound research and persuasive arguments.
- Defends ideas / positions effectively whilst maintaining positive relationships.
- Encourages 2-way discussion in all appropriate communication.
- Communicates sincerely, transparently, honestly and with integrity.
- Uses appropriate body language an maintains professionalism when challenged.
- Gains commitment of others.

### Communicates clearly
- Presents information in a way that is easy to understand.
- Listens willingly and actively to ideas, questions and concerns.
- Communicates information in a timely way.
- Makes appropriate use of all emerging communication channels – video-link, telephone, face-to-face, e-mail.
- Contributes effectively in meetings and discussions.