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**Roger Grannis**



# The Yellow Cake Principle:

## The Recipe for Influence





- ❑ Leader buy-in
- ❑ Leadership status
- ❑ Seat at the table
- ❑ Adopt new policies
- ❑ Recruit
- ❑ Employee engagement
- ❑ Navigating Covid

# The Three Ingredients

Connect



Understand



Present





# The Three Ingredients

C

U

P



# Everyone Has a Different Recipe

Connect



Understand



Present



# Everyone Has a Different Recipe

Connect



Understand



Present



# Everyone Has a Different Recipe

Connect



Understand



Present





Connect

# Pre-heat the Oven



# 3 Keys to Connecting With People



- Find something in common
- Bring something of value
- Speak their language

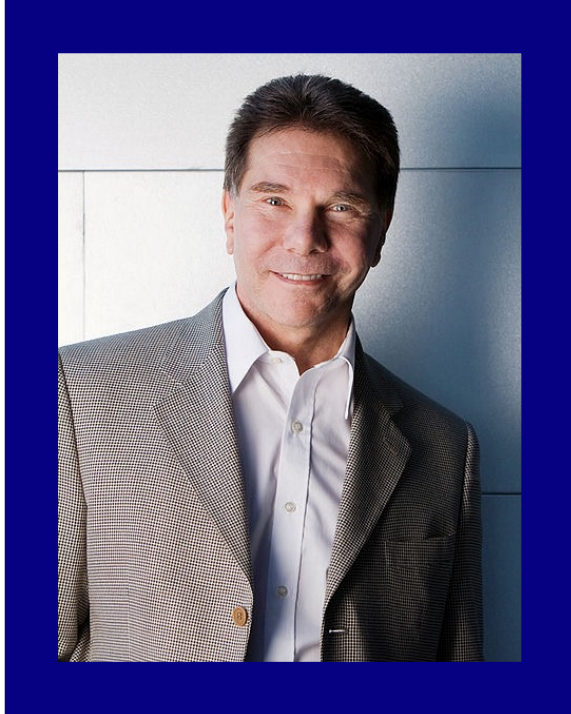


# 1. Find Things in Common



- People buy from people they like
- People like people who are like them

# 1. Find Things in Common



“People prefer to say yes to those they know and like.”

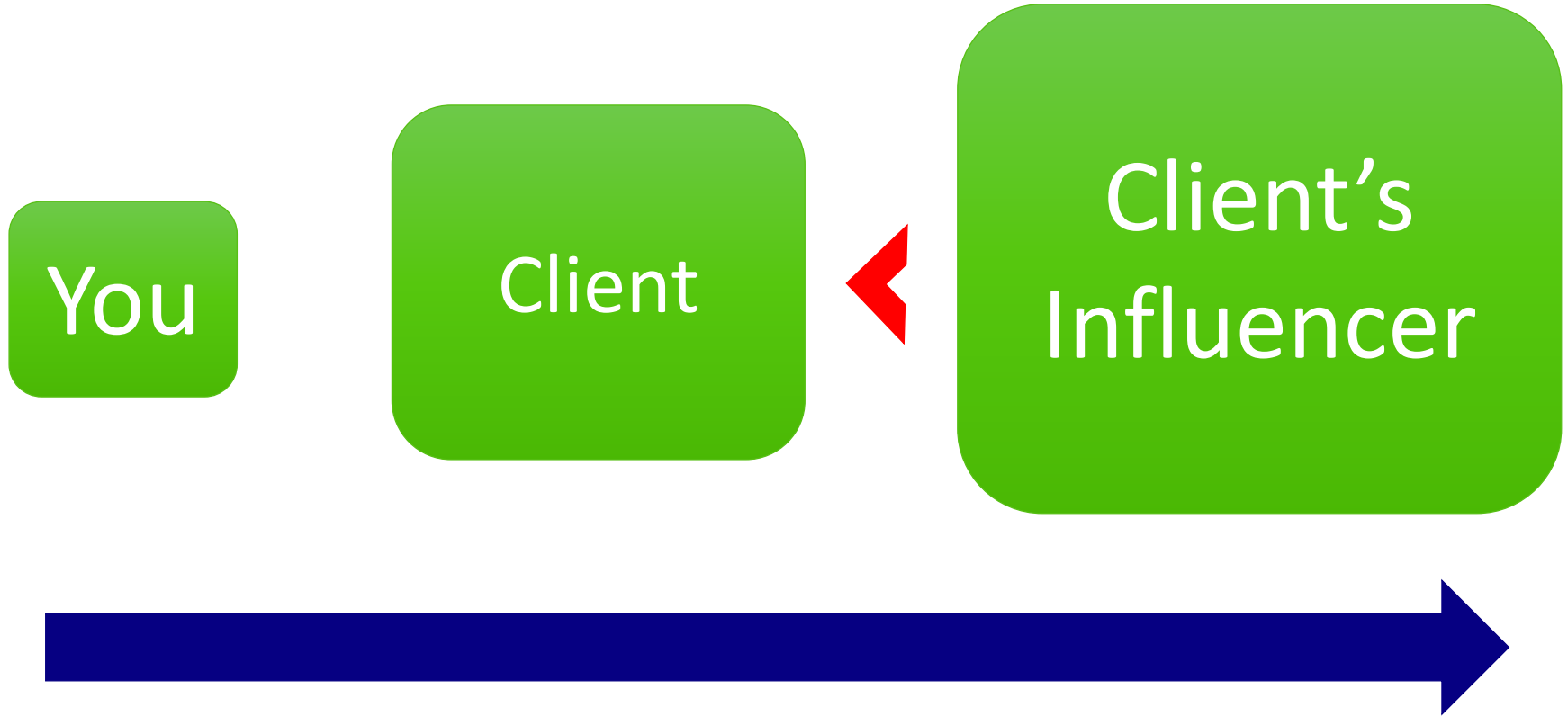
Dr. Robert Cialdini  
Author, *Influence, The Psychology of Persuasion*



## 2. Bring Something of Value



# See Their Point of View



# Tactical vs. Strategic Value

## Tactical

- Take orders
- Do what we're told
- Use HR language

15

## Strategic

- Ask strategic questions
- Offer ideas
- Use business language
- Create business value

15

# Tactical vs. Strategic Value

## Wrong Things

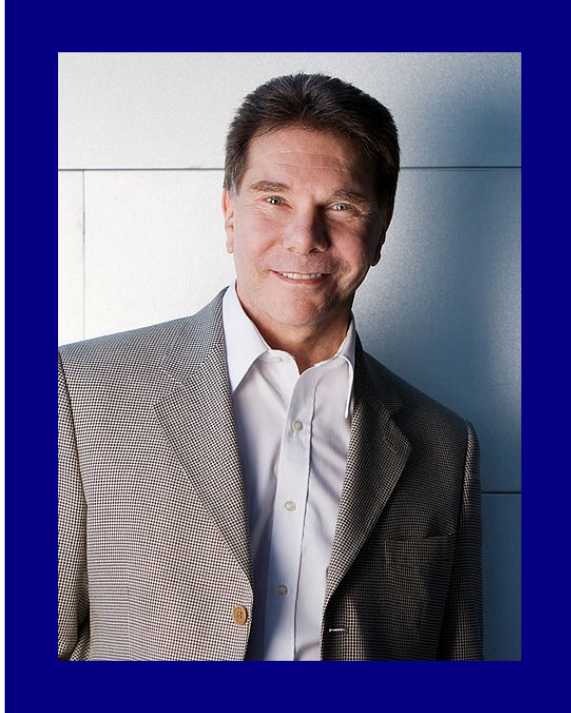
- Rules
- Roles
- Relationships
- Righteousness

## Right Things

- Results
- Reconnaissance
- Resourcefulness
- Reimagination



# The Law of Reciprocity



Human beings are  
wired to return favors.

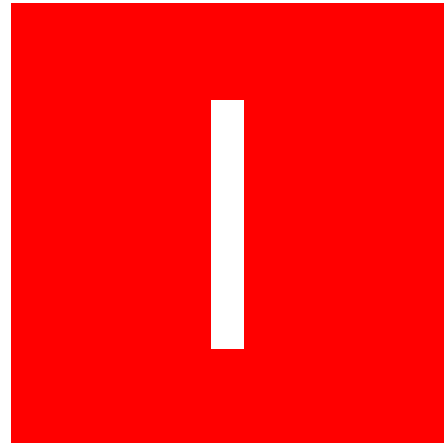
Dr. Robert Cialdini  
Author, *Influence, The  
Psychology of Persuasion*

# 3. Speak Their Language





Fast



Task

**Dominance**

Direct  
Strong-willed  
Results-driven  
Firm

**Influence**

Outgoing  
Enthusiastic  
Optimistic  
Lively

People

**Conscientiousness**

Analytical  
Reserved  
Precise  
Systematic

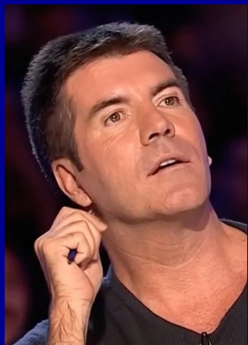
**Steadiness**

Even-tempered  
Accommodating  
Patient  
Tactful



Slow





## Dominance

Bullet points

Bottom line

## Influence

Fun

Possibilities



## Conscientiousness

Facts

Details

## Steadiness

Relationships

People





# Restaurant Description

D

Great food. Great service.

I

This place rocks! The food is to die for. Specials every day.  
The wait staff is straight fire.

S

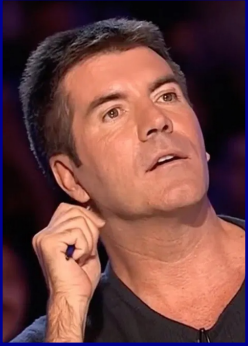
Quiet tables in the back where we can get to know  
each other

C

Rated 4.7 on yelp; seafood, beef, poultry, pasta, vegetarian;  
reasonable prices; 5.2 miles from the office; free parking;  
the wait staff is 100% vaccinated.



# Who Are You?



## Dominance

Direct  
Strong-willed  
Results-driven  
Firm

## Influence

Outgoing  
Enthusiastic  
Optimistic  
Lively



## Conscientiousness

Analytical  
Reserved  
Precise  
Systematic

## Steadiness

Even-tempered  
Accommodating  
Patient  
Tactful



**Connect**

**Understand**

**Present**

**Get a  
Meeting**

**Meeting 1  
Gather  
Information**

**Meeting 2  
Present  
Solution**

- Subject line: Iowa? Idea to save \$5M
- Body

Hi Wendy: Welcome to Washington.

Wendy, I understand you grew up in Iowa. I went to the University of Iowa.

In preparation for your offsite with the executive team, I'd like to share some data around our high turnover rate and explore an idea that could save \$5M per year.

May I schedule a 40-minute meeting with you?

# Speak Their Language

## Business

Goals  
Salespeople  
Results  
Cheat sheet  
Pre-work?

## L & D

Learning Objectives  
Participants  
Kirkpatrick Level 4  
Job Aid  
Blended



Connect

Understand

Present

# What Cake to Bake?



Connect

Understand

Present



- Listen
- Understand
- Float ideas
- Describe specials
- Guide decision-making
- Confirm



# Get Wendy Talking

“Thank you for meeting with me. I’d love to learn more about you and your priorities so that any recommendations I make are aligned with your goals. Okay if I ask you a few questions?”

# Ask Meaningful Questions



Open ended –  
general

Closed –  
specific

# What Questions Will We Ask Wendy?



- Open-ended questions
  - What's important to you about ...
  - Tell me about ...
  - Share with me ...
- Close-ended questions
  - Who?
  - What?
  - When?

# Tactical vs. Strategic Questions

## Tactical

- How soon?
- How many?
- Which one do you prefer?

## Strategic

- Tell me about your vision?
- What are your top 3 strategic priorities?
- If we could ... , how will that impact ... ?



Listen  
Hear  
Comprehend  
Understand

# Basic Human Needs and Wants



- Be heard
- Be understood
- Be seen as competent
- Feel important; not look stupid
- Feel safe and secure
- Belong
- To love and be loved

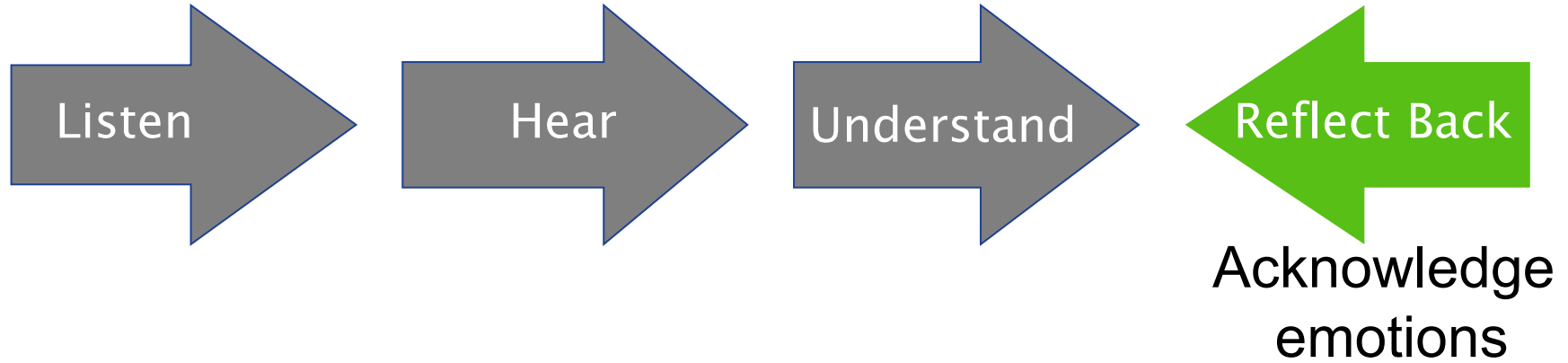


“Nothing is more affirming to the human spirit than being understood. Understanding ... is the key to influence.”

- Aristotle, Greek Philosopher



# Reflective Listening



When people feel heard and understood, they become more receptive to hearing your point of view.

# Listening Mistakes

- Anticipating what the other person will say
- Planning what you are going to say
- Finishing sentences
- Judging the person or content
- Preoccupied, distracted, bored
- Checking email and text messages

# Present the Cake

Present



Connect

Understand

Present



# Connect

# Understand

# Present



Connect

Understand

Present



Logic



Emotion



- Reduce turnover by 80%
- Save \$5M
- Increase profits

- Great first year
- Feeling of accomplishment
- Breathe easier
- More time for children
- Support for orphanage
- Everything went according to plan



# Structuring Your Ideas



## Memorable Concept

- Operation Overlord
- Drive sober or get pulled over
- 30 – 30 – 30
- Recruit, Retain, Record

## Cohesive Structure

- Problem
- Solution
- Value

Present

3

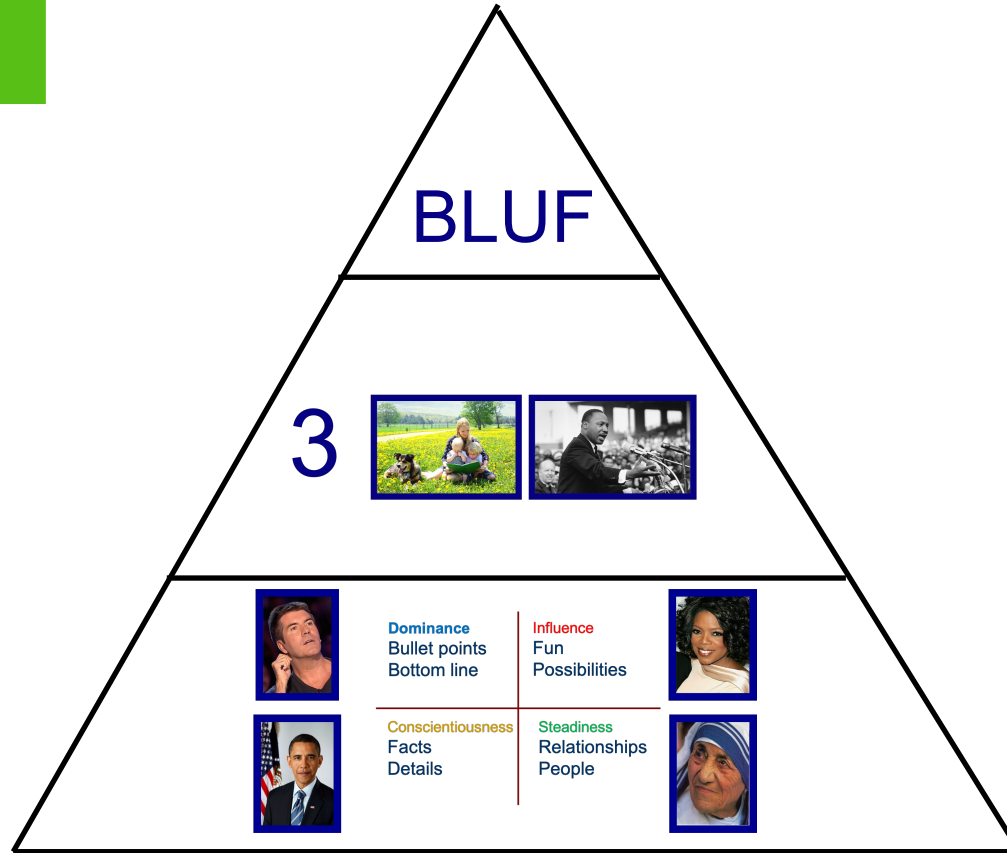


Present

# BLUF

Bottom Line Up Front

# Present



# Our 2<sup>nd</sup> Meeting With Wendy



Problem: High turnover, \$5M loss

Solution:

**Improve PTO and We Will Grow**

- Recruit
- Reward
- Retain

Value:

- Reduce turnover by 80%
- Achieve \$5M in savings
- Time with your kids

# Free Recipe!



## The Yellow Cake Principle: The Recipe for Influence

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[roger@grannisgroup.com](mailto:roger@grannisgroup.com)



# The Yellow Cake Principle:

## The Recipe for Influence

