Soft Power, Influence
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Image from Doug Pinkham, http://pac.org/blog/do-lobbyists-have-influence
Soft power, Influence
The next critical step in Competitive Intelligence

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Soft power is a concept developed by Joseph Nye of Harvard University to describe the ability to attract and co-opt rather than coerce, use force or give money as a means of persuasion (wikipedia)

Some of the ideas developed in this presentation have been developed by Alain Juillet and Joseph Nye
All the slides of this presentation are available from

http://www.ciworldwide.org
The world changes very fast, and so must be the methods tools and techniques used to maintain our Competitive Advantages.

Steps in Competitive Intelligence

Information retrieval: the right information to the right person
The Success Critical Factros: focusing work on critical issues
The Actionable Knowledge creation
The development of the Web 2.0 and its facilities
The social networks (Virtual Living Lab, Open Innovation ...)
The Big Data, digging and analyzing massive information volume
The e-reputation and counter intelligence, social networks
Security and protection of the vital interests of the country

and now CI is moving to

The inversion of the information flux
The role of states and large international companies
  - Hard power
  - Soft power
Influence and Smart Power today presentation
Traditional Wars

• Genuine Civil Wars
  – Violent conflict over control of the government
  – Examples: Colombia, Sierra Leone, Liberia

• Wars of Secession
  – Wars to carve a new country from part of the territory of a current country
  – The US Civil War, Eritrea, end of Yugoslavia….

• Wars between Countries
  – One country invading another
  – The three Gulf Wars
A New Kind of War: Terrorism
The dissymmetric wars

• Terrorism is the use of violence to frighten people into making political concessions
• Terrorism is in fact used in each of the three traditional kinds of war
  – Colombian war lords in their civil war
  – ETA, FLQ in secessionist movements
  – Israel and Lebanon, Iraq against Iran
  – Islamic proto-state
Unconventional wars

Unconventional wars, such as guerillas, terrorism, are modern conflicts. One of their characteristic is that the « ennemi » is not well defined as well as the battle field. They can be endless.

The latest approved definition by the US Special Operations Command is as follows: Unconventional Warfare consists of activities conducted to enable a resistance movement or insurgency to coerce, disrupt or overthrow an occupying power or government by operating through or with an underground, auxiliary and guerrilla force in a denied area.
From the shift of conventional to unconventional wars the strategists learned that:

The information flux must be reversed – Top down is not the appropriate Strategy. Bottom up is a lot better.

This introduces concepts such as OSI.
What is happening in this context

Today, in complement of your strategy you must justify, explain, legitimate your action. This is necessary because of the very-popularized media universe in which we move. If you do not do it, your competitors will not hesitate to use vectors of influence to destabilize what you propose.

These complements of your strategy are part of your INFLUENCE.
Do not be confused

In France there is a confusion between propaganda, publicity, marketing, lobbying. Influence is different. Propaganda, Publicity, Marketing brings to the final consumers messages which praised their products or services. Lobbying will give to the decision makers elements which will help then to justify their decision

Influence is different:

Influence leads individuals to auto-convince themselves that a solution is the good one without feeling any pressure. This is a substitute to the internal reasonning process of an individual without this one realizing.
What does Influence emerges so strongly today

Influence emerges today because we have now all the facilities and tools to create it. The older tools do not fonction any more and to succeed it is necessary to use mainly two vectors:

The social networks

The ONGs

Influence is in some words a manipulation of information, some part is true, other is false.
The social networks

A recent inquiry done in France shows that 7 French people over 10 believe when they receive via Internet an information from a friend, that this information is true. The more younger you are the more receptive you are.

This is why, in 3 to 4 days, you may see, emerging from nowhere, new ideas without knowing really where do they come from.

The social networks are a good vector of influence.
Social networks

Social networks, professional or not are a good way to start and expand influence. This is seconded by tweets, blogs, Internet sites, etc....the Web 2.0 facilities, the development of tablets and smartphones, create various synergies between these networks or facilities. **This contributes to the development of communities, network actors and the extension of different types of influence.**
Open Innovation and crowd sourcing

The traditional corporate innovation model, mainly relying on the R&D department, is in crisis. Too closed, too rigid, too slow,… The innovation model of the 21st century doesn’t comply anymore with the demands for more reactivity, more creativity and more disruption of the modern time.

Used other people ideas, point of views, expectations ......
Bring them together and get and integrate them in your strategic development process


From [http://global-enterprise.biz/open-innovation/](http://global-enterprise.biz/open-innovation/)
The same must be applied to organizations, enterprises, political management

Examples: Living Labs (LL)

“Community wellbeing is the combination of social, economic, environmental, cultural, and political conditions identified by individuals and their communities as essential for them to flourish and fulfill their potential.”

http://www.takingcharge.csh.umn.edu/enhance-your-wellbeing/community/what-community-wellbeing
The NGOs (non Governmental Organizations)

They are of considerable importance because they are vectors of opinion insofar as they are supposed to represent the good senses and honesty compared to the others. They do not touch us by arguments which are reasoned but they touch us by emotional arguments.

An analysis made by various think tanks indicated that about 70% of the ONGs are handled by large states or larges international companies.

It is then important to learn how to decode NGO’s messages and to make a distinction between them.
Non Goverment Organizations

How NGOs are planned and structured: NGOs are carefully managed and funded for the purpose of social control, with no room for democratic accountability to the people they claim to serve.
NGO’s development

More than 70% of the NGOs are manipultated!

Large international enterprises, and large states: they build their own NGOs. They have the money and the facilities. They act directly. (The most 150 largest enterprises in the world are more powerful than most of the 250 states which do exist today.)

The smaller states and small industries, (as well smaller groups of people) they do not have the gobal facilities. They must coopertate and design a global message, accepted by all of them. In this case the impact of the message is weaker.
NGOs

Their power is very important because they do not reach you through mathematical and academics facts, but because they target your emotional thinking.

You cannot make people move by pure reasoning only, a large part is due to emotion, so emotional intelligence is one of the keys.
The emotional concern deals most of the time with the future of ourselves, but also your children, of your health, of the country, etc. ONGs remain all the time in the future.

Then enterprises, states, do not hesitate to sponsor NGOs or to create their own NGO. The development in certain parts of the world of weather « accidents », increases the role of NGOs in the development of influence. It means that we have to learn how to decode the NGO’s messages to see which ones are really honest and which are « manipulated ».

Perceiving emotions – the ability to detect and decipher emotions in faces, pictures, voices, and cultural artifacts—including the ability to identify one's own emotions. Perceiving emotions represents a basic aspect of emotional intelligence, as it makes all other processing of emotional information possible.

Using emotions – the ability to harness emotions to facilitate various cognitive activities, such as thinking and problem solving. The emotionally intelligent person can capitalize fully upon his or her changing moods in order to best fit the task at hand.

Understanding emotions – the ability to comprehend emotion language and to appreciate complicated relationships among emotions. For example, understanding emotions encompasses the ability to be sensitive to slight variations between emotions, and the ability to recognize and describe how emotions evolve over time.

Managing emotions – the ability to regulate emotions in both ourselves and in others. Therefore, the emotionally intelligent person can harness emotions, even negative ones, and manage them to achieve intended goals.

The individuals

For individuals the problem is different. They most of the time defend their ideas in such a way that they will answer the questions that people have.

Bringing the expected answer, is in some way sharing with the receptor the same view and transforming it into a new transmitter.

The problem then is who will be doing it, how his thoughts and ideas will be disseminated, and ultimately who will be using him. There are five sources of power that can be grouped into two categories: organizational power (legitimate, reward, coercive) and personal power (expert and referent).
To be efficient

It is necessary to be able to have a perfect knowledge of the target(s) and this brings us back to the Competitive Intelligence its methods and tools.

But knowing perfectly your target is not sufficient. It is necessary to have a good idea of its evolution in time and see it in a dynamic way.

To do that it is necessary to go back to information, formal or informal and to its handling, management and analysis (in group to create knowledge).
Example, true of false or half-true?
THOUGHT AND KNOWLEDGE An Introduction to Critical Thinking

If we cannot think intelligently about the myriad of issues that confront us, then we are in danger of having all of the answers, but still not knowing what they mean. The twin abilities of knowing how to learn and knowing how to think clearly about the rapidly proliferating information that we must select from are the most important intellectual skills for the 21st century.

Diane F. Halpern  Fifth edition
file:///D:/LIVRE%20NEW%20CI%20info%20bits%20tips/critical%20thinking.pdf
Critical thinking (avoid the bias)

I shall argue, in other words, that critical thinking provides the crucial link between intelligence and emotions in the "emotionally intelligent" person. Critical thinking, I believe, is the only plausible vehicle by means of which we could bring intelligence to bear upon our emotional life. It is critical thinking I shall argue, and critical thinking alone, which enables us to take active command of not only our thoughts, but our feelings, emotions, and desires as well. It is critical thinking which provides us with the mental tools needed to explicitly understand how reasoning works, and how those tools can be used to take command of what we think, feel, desire, and do.


Stevan Dedidjer: the **art of intelligence** is the art of asking the right questions
*Clerc Philippe, Hommage au Professeur Stevan Dedidjer,, Rehgards sur l’IE, n°5, 204*

**Serendipity**: a process leading to the combination of previously unrelated skills or knowledge, to discriminate between a relevant or not relevant information.
Soft Power

Soft power is a concept developed by Joseph Nye of Harvard University to describe the ability to attract and co-opt rather than coerce, use force or give money as a means of persuasion. Soft power is the ability to shape the preferences of others through appeal and attraction. A defining feature of soft power is that it is noncoercive; the currency of soft power is culture, political values, and foreign policies. Recently, the term has also been used in changing and influencing social and public opinion through relatively less transparent channels and lobbying through powerful political and non-political organizations. In 2012, Nye explained that with soft power, "the best propaganda is not propaganda", further explaining that during the Information Age, "credibility is the scarcest resource"

From wikipedia

Joseph Nye
The soft power

Soft power lies in the ability to attract and persuade. Whereas hard power—the ability to coerce—grows out of a country's military or economic might, soft power arises from the attractiveness of a country's culture, political ideals, and policies.

Confucius Institutes

In the development of softpower, think tanks play an essential role. They must be diverse in objectives and also in participants.
The Hard power

According to [Joseph Nye](#), the term is “the ability to use the carrots and sticks of economic and military might to make others follow your will.” Here, “carrots” are inducements such as the reduction of trade barriers, the offer of an alliance or the promise of military protection. On the other hand, “sticks” are threats including the use of coercive diplomacy, the threat of military intervention, or the implementation of economic sanctions.
Smart Power

It is defined by the Center for Strategic and International Studies as "an approach that underscores the necessity of a strong military, but also invests heavily in alliances, partnerships, and institutions of all levels to expand American influence and establish legitimacy of American action." Joseph Nye, former Assistant Secretary of Defense under the Clinton Administration and author of several books on smart power strategy, suggests that the most effective strategies in foreign policy today require a mix of hard and soft power resources. Employing only hard power or only soft power in a given situation will usually prove inadequate.
Soft Power Skills

According Joseph Nye, the most important 4 skills in soft power are:

**Emotional Intelligence**, IQ = 20% remains 80% with a large part devoted to emotional Intelligence (IQ versus EQ)

**The vision.** To be able to portrait the future to attract other. The vision must be realistic

**Communication**

Verbal communication
Various churches preachers,

Non verbal (eg Gandhi)
Physic, actions, symbols (Dalai Lama)
Emotional Intelligence and Vision

**Emotional intelligence** (EI) or **emotional quotient** (EQ) is the ability of individuals to recognize their own and other people's **emotions**, to discriminate between different feelings and label them appropriately, and to use emotional information to guide thinking and behavior


**The vision**

**Realistic:** A vision must be based in reality to be meaningful for an organization. **Credible:** A vision must be believable to be relevant. To whom must a vision be credible?

**Attractive:** If a vision is going to inspire and motivate those in the organization, it must be attractive. People must want to be part of this future that's envisioned for the organization.

**Future:** A vision is not in the present, it is in the future. In this respect, the image of the leader gazing off into the distance to formulate a vision may not be a bad one. A vision is not where you are now, it's where you want to be in the future.

Verbal and nonverbal communication

Spoken or **Verbal Communication**: face-to-face, telephone, radio or television and other media. **Non-Verbal Communication**: body language, gestures, how we dress or act - even our scent. **Written Communication**: letters, e-mails, books, magazines, the Internet or via other media. **Visualizations**: graphs and charts, maps, logos and other visualizations can communicate messages.

*Find more at: [http://www.skillsyouneed.com/general/what-is-communication.html#ixzz3sSAMWFGM](http://www.skillsyouneed.com/general/what-is-communication.html#ixzz3sSAMWFGM)*

Nonverbal communication represents two-thirds of all communication - Nonverbal communication can portray a message both vocally and with the correct body signals or **gestures**.

*https://en.wikipedia.org/wiki/Nonverbal_communication*
Emotional approaches to influencing

Appealing to values
Making an emotional appeal or an appeal to the heart. One of the principal ways to influence many people at once and the best technique for building commitment. A frequent technique of religious or spiritual leaders, idealists, fundraisers, politicians, and some business leaders.

Modeling
Behaving in ways you want others to behave; being a role model; teaching, coaching, counseling, and mentoring. Fifth globally in effectiveness. Can influence people without you being aware that you are influencing. Parents, leaders, managers, and public figures influence others through modeling all the time - positively or negatively - whether they choose to or not.
Influence

How Influence Works
Influence is the application of power to accomplish a specific purpose. Research shows that people typically try to lead and/or influence others using ten positive influence techniques: logical persuading, legitimizing, exchanging, stating, socializing, appealing to relationship, consulting, alliance building, appealing to values, and modeling. There are also four negative or "dark side" influence tactics: avoiding, manipulating, intimidating, and threatening. For a complete explanation of these influence techniques,

*Elements of Influence: Terry R Bacon, The Art of Getting Others to Follow Your Lead*,


Rational approaches to Influencing

Logical persuading
Using logic to explain what you believe or what you want. The number one influence power tool throughout the world. Emotional affect should also be cited (HD).

Legitimizing
Appealing to authority. On average, the least-effective influence technique in the world.

Exchanging
Negotiating or trading for cooperation. Most effective when it is implicit rather than explicit.

Stating
Asserting what you believe or want. One of the influence power tools.

The three next slides are coming from: Power and Influence, The art of getting others following your lead, http://www.theelementsofpower.com/index.cfm/how-influence-works/
Social approaches to Influencing

Socializing
Getting to know the other person, being open and friendly, finding common ground. Includes complimenting people and making them feel good about themselves.

Appealing to Relationship
Gaining agreement or cooperation with people you already know well. Based on the length and strength of your existing relationships.

Consulting
Engaging or stimulating people by asking questions; involving them in the problem or solution. One of the influence power tools. Works well with smart, self-confident people who have a strong need to contribute ideas. (co-construction HD)

Alliance building
Finding supporters or building alliances to help influence someone else; using peer or group pressure to gain cooperation or agreement.
The Dark Side Influence Tactics

Avoiding
Forcing others to act, sometimes against their best interests, by avoiding responsibility or conflict or behaving passive-aggressively.

Manipulating
Influencing through lies, deceit, hoaxes, swindles, and cons. Disguising one's real intentions or intentionally withholding information others need to make the right decision.

Intimidating
Imposing oneself on others; forcing people to comply by being loud, overbearing, abrasive, arrogant, aloof, or insensitive.

Threatening
Harming others or threatening to harm them if they do not comply; making examples of some people so others know that the threats are real. The preferred technique of dictators and despots.
Creating Influence through OSI Open Societal Intelligence platforms

OSI platforms allow you to:
- Collect ideas
- Collect problems
- Develop joint problem solving
- Design logos
- Critical analysis of problems solving

The platforms can also be used to create Influence by giving to people ideas of your own, without creating any pressure.
and don’t be naive, don’t be innocent !!!!

The Lincoln list, http://thelincolnlist.com/getting-over-fear/
Conclusion

“Leaders who share their power and their time can accomplish extraordinary things. The best leaders understand that leadership is the liberation of talent; hence they gain power not only by constantly giving it away, but also by not grabbing it back.”

MG Perry Smith, “Learning to Lead”
Marine Corps Gazette, Jan 1997
Thank you for your attention

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