SOFT POWER AND INFLUENCE

Module Rationale and Learning Outcomes

The course aims to equip people who wish to extend their range of influence, whether in commercial or non-commercial fields, without relying on force or financial inducement. In an age of hugely expanded connectivity but a loss of control over the products of those connections, the course will help participants connect more effectively with target audiences and networks of influence. By offering experiences of group dynamics, inter-dependency and acting within networks participants will develop the skills necessary to remain responsive and innovative in a very crowded marketplace of information and ideas.

Specifically, students who successfully complete the module will:

Initiate and develop the essential skills and capacities for soft power that equip them to reach, connect with and develop influence with target audiences. These include an introduction to emotional intelligence, social intelligence, group dynamics and conflict transformation.
Initiate and develop network tools and skills
Understand how the cultural context of a business, social or political community affects their ability to exercise soft power
Learn how to work within the existing institutions of business and government to exercise soft power in hard power structures.
Learn how to design soft power 'communities of influence'
Understand the distinctions between hard power and soft power and why soft power is increasingly the 'weapon of choice' in both business and government.
Understand the relationship between soft power and other forms of influence including traditional diplomacy, public diplomacy and cultural diplomacy in government or traditional marketing in business.
Understand the difference between soft power as attraction and soft power as influence and why both are important in the bigger picture of long term power and influence
Learn to recognise the different skill sets that are required for hard power and soft power, why both are important and finding the balance known as smart power

2. SYLLABUS AND TEACHING AND LEARNING METHODS

SYLLABUS

Session One: An introduction to distinctions in Power
Induction. To meet LO 5 + 6

Power and the individual

How do we experience power ourselves?
Opening discussion + group story telling
Can we distinguish one kind of power from another?
Game tbc with partner / buddy for duration
What is power in relation to influence?
Illustrations and examples from all

An overview of Hard Power, Soft Power and Smart Power

An intro to shifts in power narratives in business
using multi-media inputs from news and culture
An intro to shifts in power narratives in local and international
communities *using multi-media inputs from news and culture*
Why Soft is the new Strong: examples of how apparently weak
structures win out over apparently strong ones *using multi-media inputs from
news and culture*

Connecting the micro with the macro in a bigger picture of power
relations

Beginning to make a connection between the individual 'micro'
expressions of power and influence and the institutional 'macro'
expressions of power and influence
using multi-media inputs from news and culture

**Session Two: Soft Power as Attraction & Soft Power as
Influence**
To meet LO 6 + 7

Soft power and the individual: what is attraction and influence?
*All the below are combination of discussion and illustration using multi-media
inputs from news and culture*

Charisma, inspiration and leading by example: the Obama factor
What is the difference between Gandhi and Gates?
Why were Gorbachev and Gore more effective than Bush and Blair?
Working with participants examples of influencing situations while doing nothing, doing something and doing too much

Networks as the vehicles of soft power
All the below illustrated by powerpoint and demonstrated through games exploring zero- sum, competitive, cooperative and collective behaviors

a hierarchy is a network if you treat it like one
where is the core? What is the periphery?
recognising hubs and co-ordination points
how position influences the spread of ideas
how diffusion impacts on influence
how networks act as sites for the translation of ideas

Fitting public diplomacy and cultural diplomacy into the picture
Short case histories using multi-media inputs from news and culture

How the British Council and the BBC have changed their brief
From British Petroleum to Beyond Petroleum
From cheap goods to Confucious Centres: the changing face of Chinese soft power

Session Three: How to do Hard Power, Soft Power and Influence
To meet LOs 8, 9 + 1

This will be a play day where the aim is to embody the different kinds of power and experience the range and limitations of each type. In each case, through games tbc we will look at the skills that would be required to increase the effectiveness of that form of power.

Experiencing hard power and its limitations

The power of force
The power of money

Experiencing soft power and its limitations

Hearts, minds and the moral high ground
Friendship, tribes and inclusion
Being the change in the face of history

Smart power and its limitations

Soft & hard under a hard umbrella
Soft & hard under a soft umbrella

Network logic and its limitations

Finite games v infinite games
Living with risk, ambiguity and shifting sands
Innovation and adhocracy

Session Four: Applying Soft Power Skills and Tools of Influence
To meet LOs 2, 3 + 4

Understanding the cultural context of your activity
Using media analysis delivered through multi-media inputs from news and culture

   a) The difference between a network in Naples and Glasgow
   b) Why Obama would not have won in the UK
   c) Why it's difficult to make friends if you are in the police force

Working within the current hard power structures and institutions
   a) The changing utility of force in the army, politics and the media
   b) The growing influence of Avaaz, MoveOn and CodePink
   c) The 20% rule at Google

Mapping the development of your influence
   Using integral four quadrant mapping tools

   a) Where are you now, how can you improve your soft power skills
   further?
   b) What is your sphere of influence now, how can it grow?
   c) What is the context of your activity, how does that enhance or
   limit
   your activity? Should I move?
   d) Do the bodies / institutions I need to support my activities exist?

Can I bring them into being?

How to prompt *communities of influence* to arise

Using play tools, including lego, magazine images, internet formats (eg ning) etc

This will be an open session where participants bring an idea they wish to spread and are supported in creating a vehicle that would prompt relevant communities of influence to arise. It could be a

Working (or playing) group within their current business or institution
a website, social network or blog for promoting a new 'meme' in society
a weekly forum or salon which gathers to discuss your idea, with or without your visible input
something we have never heard of or thought of before!

Participants will also be helped to draw a 4 quadrant map which helps them to line up their own growing capacities and practises alongside ways of measuring their effect in the broader society.

TEACHING AND LEARNING METHODS

The course can be taught in a variety of formats of which the following are examples.

A: Introduction to Soft Power and Influence

4 x 7 hours taught sessions

These sessions can be on consecutive days or distributed over an agreed period eg one session per month.

Each session will be taken by a minimum of 2 course leaders and will involve individual and group work, multi-media exposition and follow-on assignments to bridge the teaching days.

B: Soft Power and Influence Course

4 x 7 hours taught sessions.

These sessions would not be on consecutive days to allow time for reading, writing and experiential assignments in between. Ideally they would be once a week, fortnight or month.

4 x one hour lectures, followed by Q&A. 90 minutes each x 4: total 6 hours

Interspersed between taught sessions.

One to one mentoring: by arrangement with one of team.

C: TRAINING THE TRAINERS COURSE

2 X 7 hours taught sessions in addition to Course A

Assessment includes being able to:
demonstrate distinctions between soft power, hard power, smart power
take play workshops that offer experience of networks
construct four quadrant maps of growing influence
demonstrate basics of emotional and social intelligence including skills of listening, empathy and building relationship
show basic knowledge of international arena for soft power and influence

Power and Influence Course

1 year: course in development.

4. COURSE BIBLIOGRAPHY

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5. MARKET FOR SOFT POWER AND INFLUENCE COURSES

In conversation with professionals in a variety of sectors over the years we have been writing about and consulting on soft power, we have come to identify a broad market for this course as follows:

Civil Service, Public Sector Personnel working in:

international or community relations
all areas of security

Politicians and political operatives concerned to:

Make their message more effective
Create cohesion locally and nationally
Establish local, national and international networks

Third Sector personnel working in:

international or community relations
marketing their cause

Students of International Relations

eg Institute of Cultural Diplomacy, Berlin

Business

managers looking to be more effective in the workforce
executives looking to be more effective in the market