

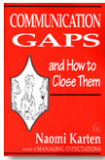
# Developing Career-Enhancing Persuasion Skills

by Naomi Karten, [www.nkarten.com](http://www.nkarten.com)

## Developing Career-Enhancing Persuasion Skills

*Naomi Karten*  
Speaker, Seminar Leader, Author

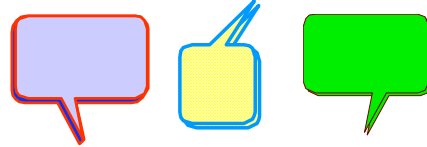
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## How Many of You . . .

Have ever been unsuccessful in making a persuasive case?

Have something right now that you would like to persuade someone about?

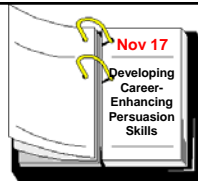


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## Objectives:

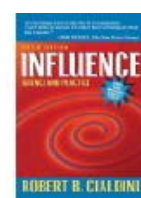
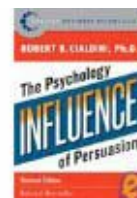
To offer you ideas, information and advice regarding:

1. Truths about persuasion
2. Ethical issues in persuasion
3. Case study of a successful persuasion
4. How not to be *un*persuasive
5. A 4-step plan for making a persuasive case



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## Robert Cialdini



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## Truths about Persuasion

- ❖ Existing beliefs, attitudes, values reign.
- ❖ The gut tends to overrule the head.
- ❖ Some issues take time (lots) and patience (LOTS).
- ❖ No matter what you do...
- ❖ But food often helps.☺



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## The Ethics of Persuasion

“Ever since the time of Plato, concerns have been expressed about whether persuasion is an ethical activity.”

Source: Richard Perloff. *The Dynamics of Persuasion*



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## Setting Boundaries on Issues

Issues outside the circle are off-limits.

Criminal, illegal,  
immoral, unethical



Simple issues

Impossible to  
implement

Damaging to  
the reputation  
of others

Deliberately  
hurtful to  
others



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## Setting Boundaries on Methods

Methods outside the circle are off-limits.

Violence, pain



Abuse (verbal,  
physical, etc.)

Bribes,  
payoffs, or  
kickbacks

Mind control,  
coercion or  
brainwashing

Browbeating,  
threatening or  
intimidation



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## Case Study

Goal: increased responsibilities and more \$\$\$

- ❖ Woman in male-run company – 5 bosses
- ❖ 2.5 years as controller and doing well, in her view
- ❖ Unsure how her capabilities are viewed
- ❖ No college degree
- ❖ Believes people without degrees are viewed as less valuable, regardless of their abilities.
- ❖ Salary 50% of those with a degree
- ❖ Knows she can succeed
- ❖ Wants to feel confident in persuading others



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## Case Study

After receiving my advice . . . . . (drum roll)

**She received a \$10,000 raise!!!**



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## Learn from Everyday Experiences

How to Be (More) Persuasive

Developing Career-Enhancing Persuasion Skills



Focus on the perspective of the Buyer.



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## Actually, the Issue

is not

How to Be Persuasive

but rather

How *Not* to Be **Un**persuasive



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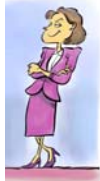
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## How to Be *Unpersuasive*

Example #1: Ms. Pooh-Pooh

**LESSON:** If you wish to persuade, be supportive of others.



## How to Be *Unpersuasive*

Example #2: Mr. HotHead

**LESSON:** If you wish to persuade, don't annoy people.



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## How to Be *Unpersuasive*

Example #3: Mr. Talkaholic

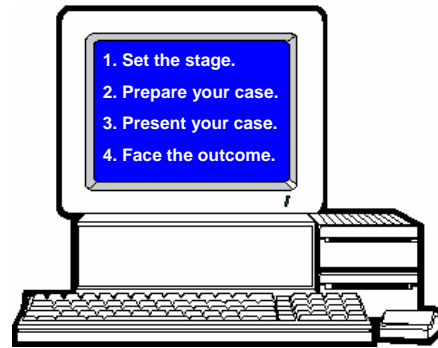
**LESSON:** If you wish to persuade, banish negative perceptions.



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## A 4-Step Plan

1. Set the stage.
2. Prepare your case.
3. Present your case.
4. Face the outcome.



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## Tweaking Considerations

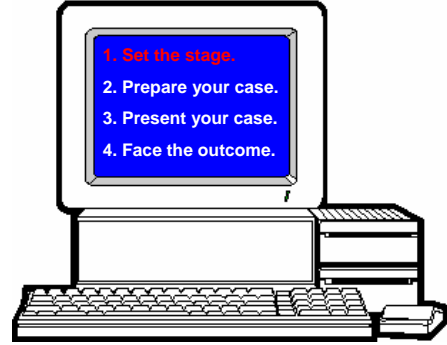
1. One shot vs. sustained
2. Explicit vs. subtle
3. Major vs. minor
4. One vs. many
5. Upward, lateral, downward
6. Feasible vs. defiant



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## 1. Set the Stage

Build a foundation for persuading:

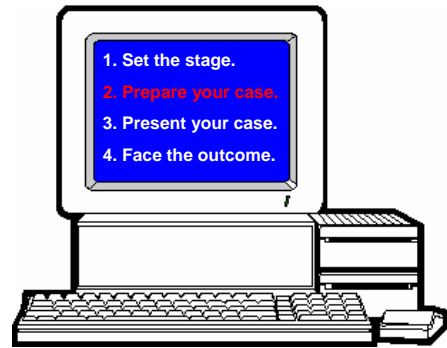
- ❖ The etcetera list
- ❖ Build relationships with those you might want to persuade.
- ❖ Remember the Reciprocity Principle.



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## A 4-Step Plan

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## 2. Prepare Your Case

a. Choose your cases wisely.



Don't wear out your welcome.

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## 2. Prepare Your Case

b. Be clear about your desired outcome.

Clarify what you want and why.

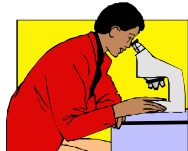


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## 2. Prepare Your Case

c. Do your homework.

- ❖ Find out what others are doing.
- ❖ Identify allies.
- ❖ Gather evidence.



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## Related Research

c. Do your homework.

Enhance the impact of your evidence.

- ❖ Internal factors:
  - ✓ the credibility of the source
  - ✓ evidence quality
  - ✓ novelty
- ❖ External factors:
  - ✓ *your* credibility
  - ✓ message delivery



Source: Richard Perloff. *The Dynamics of Persuasion*

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## 2. Prepare Your Case

### d. Analyze the Buyer.

- ❖ What are the Buyer's priorities?
- ❖ What must the Buyer accomplish to be successful?
- ❖ How does the Buyer attempt to persuade?
- ❖ What pleases or bugs the Buyer?
- ❖ What stands out in the Buyer's workspace?



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## 2. Prepare Your Case

### d. Analyze the Buyer.

Communication preferences	<input type="checkbox"/> Written vs. spoken? <input type="checkbox"/> Colorful charts vs. text? <input type="checkbox"/> Summary vs. in depth?	
Personality	<input type="checkbox"/> Detail oriented vs. big-picture oriented? <input type="checkbox"/> Introverted vs. extroverted? <input type="checkbox"/> Logical vs. emotional?	
Work-specific values	<input type="checkbox"/> Costs? Revenue? On-time delivery? <input type="checkbox"/> Customer satisfaction? <input type="checkbox"/> Good relationships? <input type="checkbox"/> Stress avoidance?	

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## 2. Prepare Your Case

### e. Identify the benefits of accepting your case.

- ✓ increased revenue?
- ✓ decreased costs?
- ✓ faster throughput?
- ✓ higher quality?
- ✓ fewer defects?
- ✓ happier customers?
- ✓ etc.

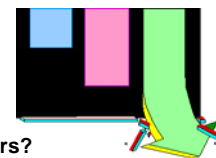


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## 2. Prepare Your Case

### f. Identify the pitfalls of NOT accepting your case.

- ✓ decreased revenue?
- ✓ increased costs?
- ✓ slower throughput?
- ✓ reduced quality?
- ✓ more defects?
- ✓ dissatisfied customers?
- ✓ etc.



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## 2. Prepare Your Case

Research finding:

We experience the pain of a loss much more vividly than the joy of a gain.

Source: Ori Brafman and Rom Brafman.  
*Sway: The Irresistible Pull of Irrational Behavior*



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## 2. Prepare Your Case

g. Identify possible objections.



- ❖ Take a position against your own case.
- ❖ Solicit possible objections from others.
- ❖ Analyze these objections and find ways to counter them.

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## 2. Prepare Your Case

h. Offer ways to reduce the risk. (Size matters.)

- ❖ When proposing something BIG, divide it into phases.
- ❖ Offer three options or alternatives.
- ❖ Find ways to demonstrate value while minimizing risk.



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## 2. Prepare Your Case

- Choose your cases wisely.
- Be clear about your desired outcome.
- Do your homework.
- Analyze the Buyer.
- Identify the benefits of accepting your case.
- Identify the pitfalls of NOT accepting your case.
- Identify possible objections.
- Offer ways to reduce the risks.



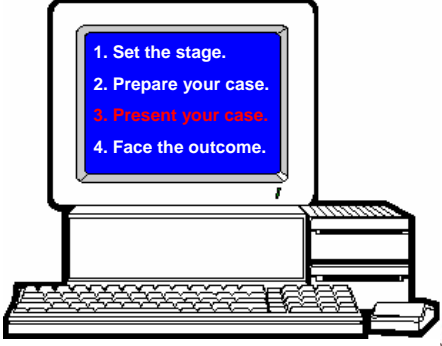
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### A 4-Step Plan

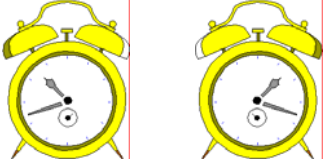


1. Set the stage.
2. Prepare your case.
3. Present your case.
4. Face the outcome.

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### 3. Present Your Case

a. Time your case wisely.




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### 3. Present Your Case

b. Structure your case.

- ❖ State what you're proposing.
- ❖ Explain the basis for your reasoning.
- ❖ Use terminology relevant to the Buyer.
- ❖ Keep your arguments simple.
- ❖ Make your language you-oriented – "Here is what **you** will be able to do."




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### 3. Present Your Case


b. Structure your case -- EXAMPLE

The case: funding for a major hardware purchase

- ❖ Three boxes – call them X, Y and Z



- ❖ It doesn't matter what they are or what they do.
- ❖ Here's what they'll enable you to accomplish . . .



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## 3. Present Your Case

### c. Communicate with confidence

- ❖ Practice, practice, practice.
- ❖ Don't act pushy.
- ❖ Persuade group members individually.



Research finding:

A poorly delivered presentation can damage even the best evidence.

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## 3. Present Your Case

### d. Handle questions skillfully.

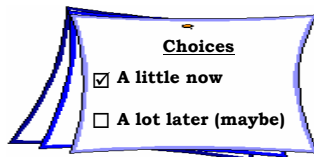
- ❖ Recognize what Buyers' questions signify.
- ❖ Ask follow-up questions to buy time.
- ❖ Don't fake it!



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## 3. Present Your Case

### e. Be willing to compromise.



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## 3. Present Your Case

- Time your case carefully.
- Structure your case.
- Present professionally.
- Handle questions skillfully.
- Be willing to compromise.

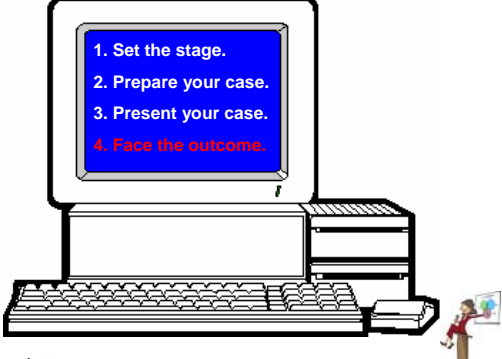


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### A 4-Step Plan




1. Set the stage.
2. Prepare your case.
3. Present your case.
4. Face the outcome.

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### 4. Face the Outcome

a. If you don't succeed (this time)




- ❖ Express appreciation.
- ❖ Request an explanation.
- ❖ Ask “What do I need to do in order to try again?”
- ❖ Accept that some issues take time.
- ❖ Respond to a clear “no” graciously. Do NOT argue or yes-but.

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### 4. Face the Outcome

a. If you don't succeed – PERSONAL EXAMPLE




**Absolutely  
Positively  
NO!**

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### 4. Face the Outcome

b. When you succeed



- ❖ Express appreciation.
- ❖ Thank those who helped you.
- ❖ Be low-key about your success.
- ❖ Deliver on your promises!

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## 4. Face the Outcome

c. Do a personal retrospective.

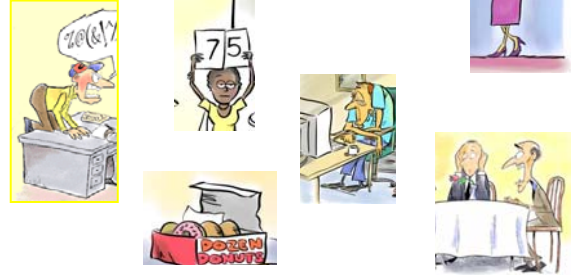
- ❖ What did I do well or not so well?
- ❖ What worked and what didn't?
- ❖ What should I do the same or differently next time?
- ❖ How can I become more persuasive?



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Cartoons  
by  
Mark Tatro

[www.rotategraphics.com](http://www.rotategraphics.com)



Thank you for  
joining me this evening.

I wish you success as  
Master Persuaders.

*Naomi*

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