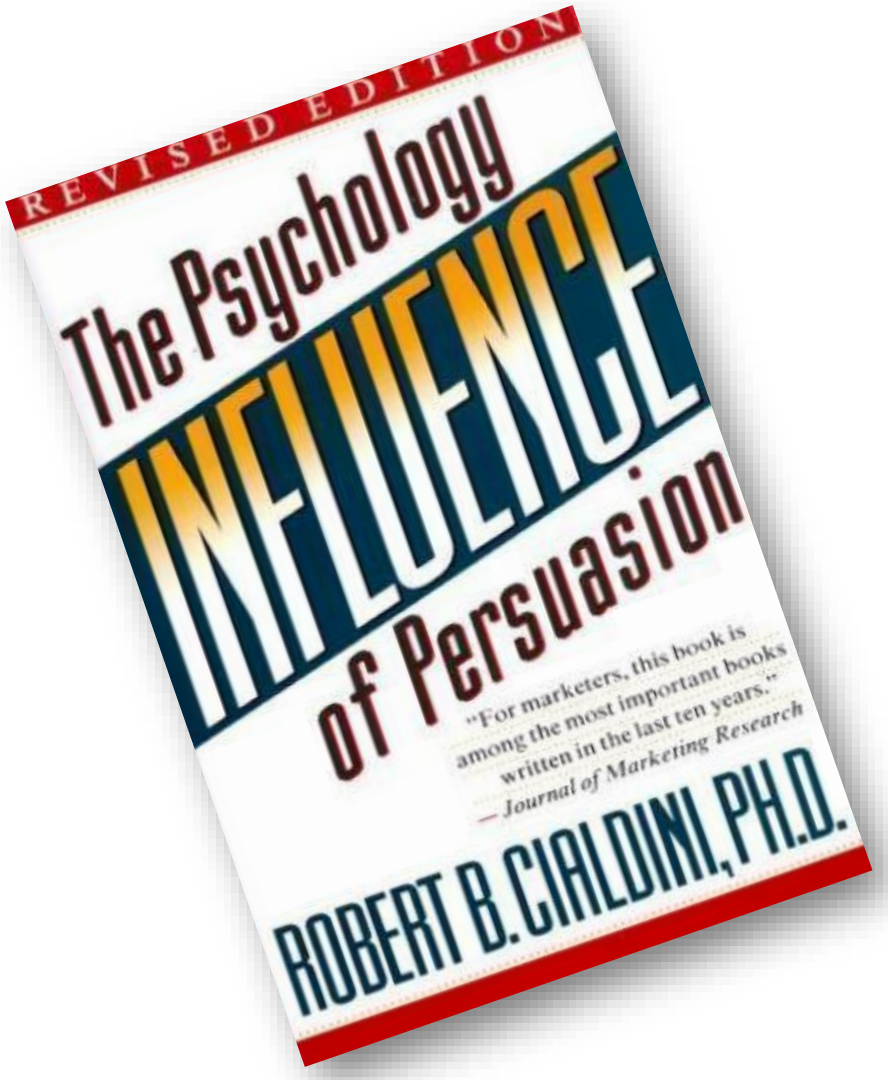
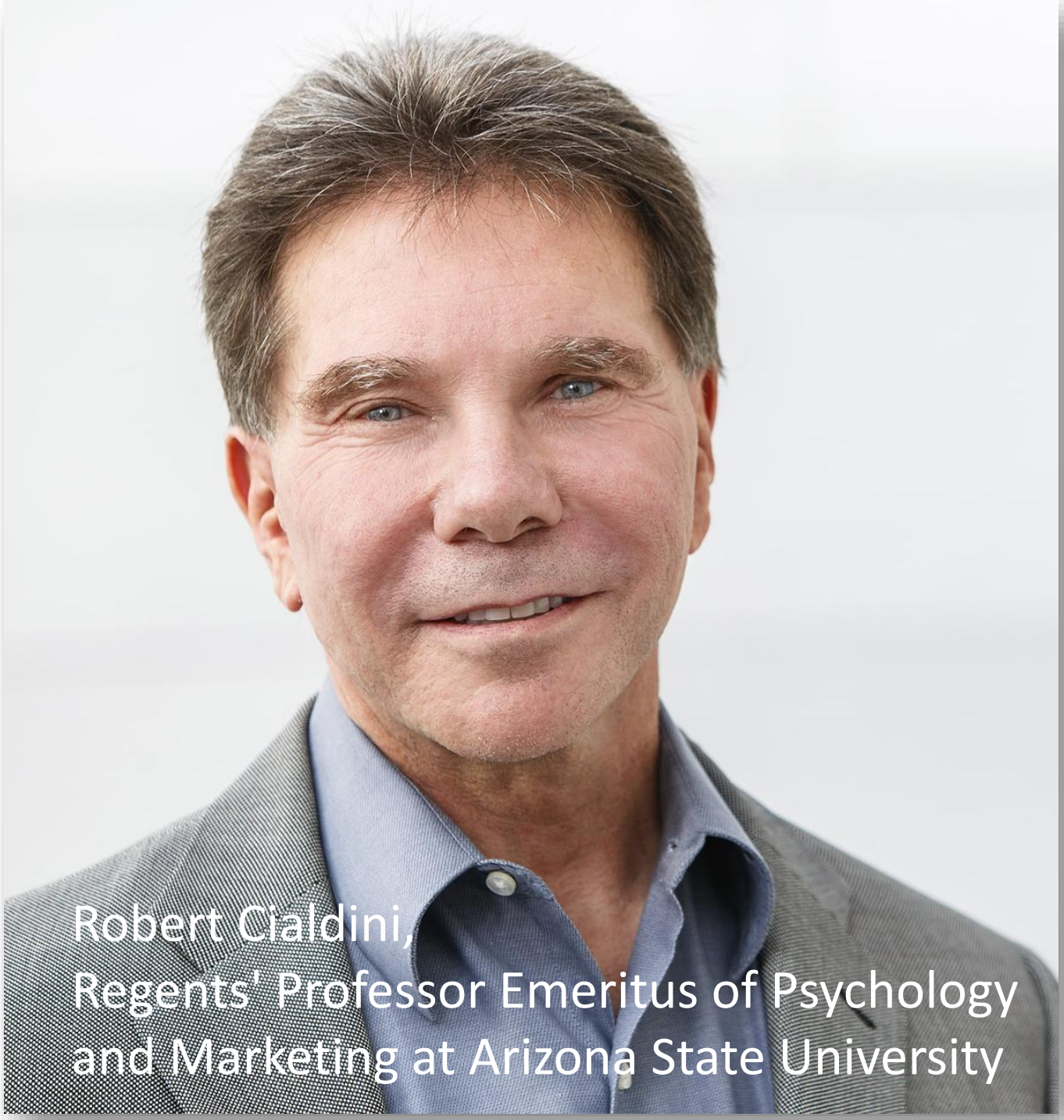
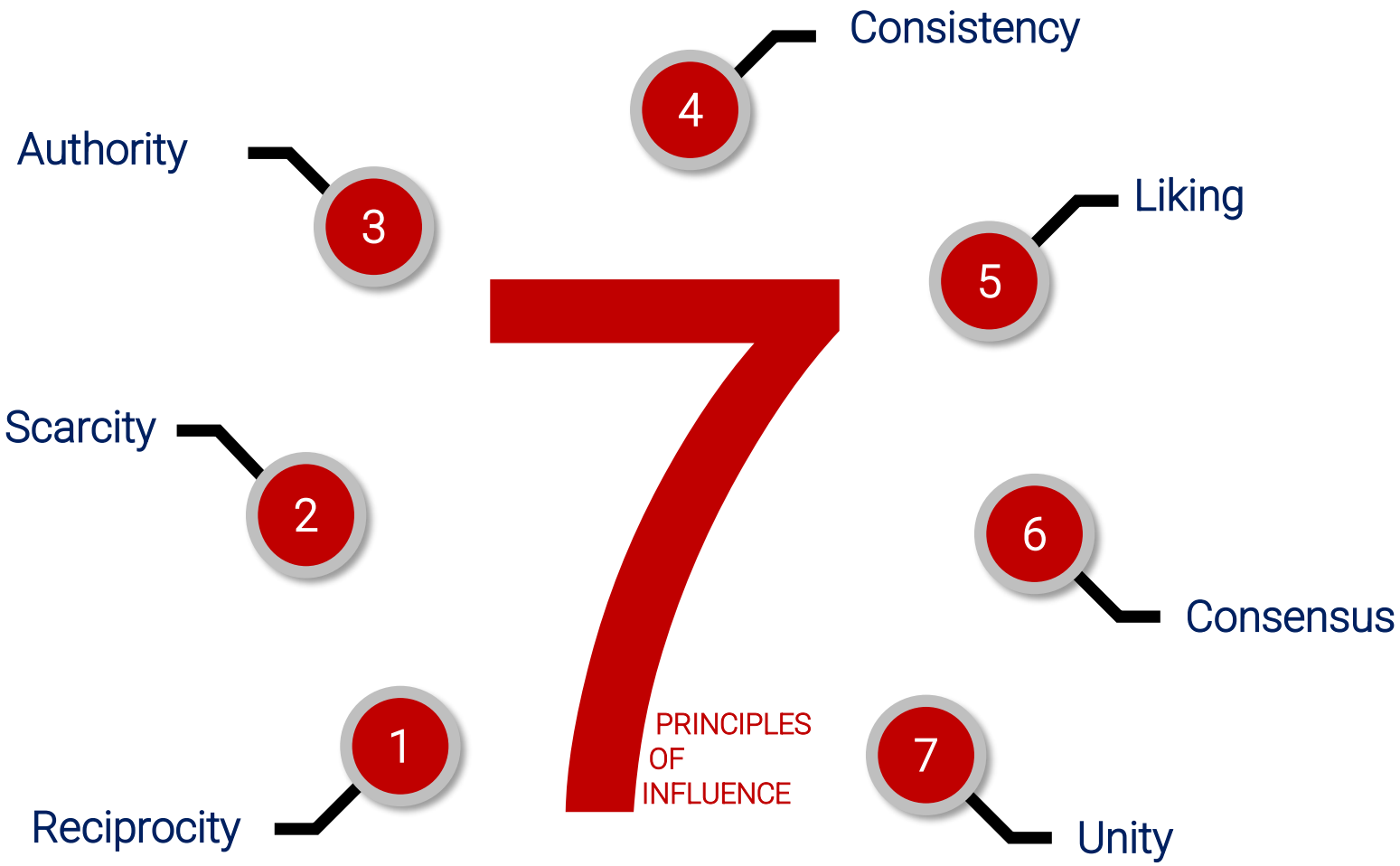
PERSUASION	MANIPULATION
Actions that persuade people to do or believe something, with positive consequences or benefits for them	Actions that control or deceive people through clever, unfair or dishonest means, especially for personal gain
The intent is noble and positive	The intent is harmful and immoral
The person persuaded will benefit from a positive outcome	The person manipulated will feel deceived, victimized or unfairly treated by the manipulator
Can build trust in the other person	Destroys the trust the other person has
Associated with principled behavior	Associated with immoral and wrongful acts

Agenda

- Principles of influence
- Influencing styles


REVISED EDITION
The Psychology
INFLUENCE
of Persuasion
"For marketers, this book is among the most important books written in the last ten years."
— Journal of Marketing Research
ROBERT B. CIALDINI, PH.D.


Robert Cialdini,
Regents' Professor Emeritus of Psychology
and Marketing at Arizona State University


Consistency
4
Authority
3
Liking
5
7
Scarcity
2
6
Consensus
PRINCIPLES
OF
INFLUENCE
1
7
Reciprocity
Unity

Reciprocity

Build your power base by doing favors:

- Unsolicited;
- Unearned;
- Unexpected (the “WOW!” effect);
- Personal.



Reciprocal concessions

- The first must be defensible;
- The second must follow immediately.

Reciprocity - examples











Scarcity

Tell them what they stand to lose rather than gain

- Risk is a stronger motivator than opportunity.

Make the event memorable and unique

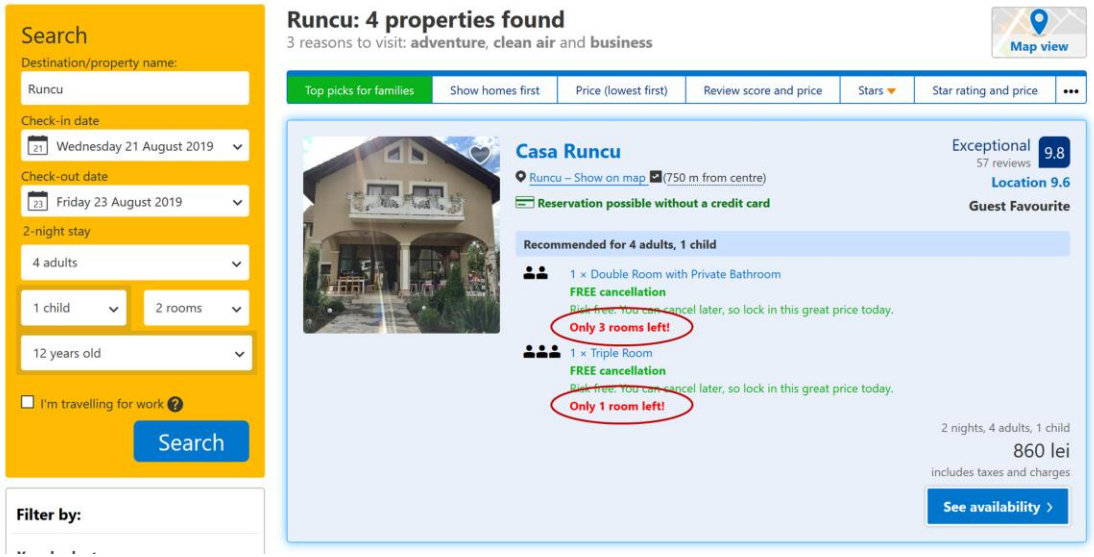
- Unique features and benefits.

“Invent” opportunities

Build on what has already been done (risk of loss)



Scarcity - examples









3

Authority

Establish your expertise

- Knowledge;
- Experience (references, evidence);

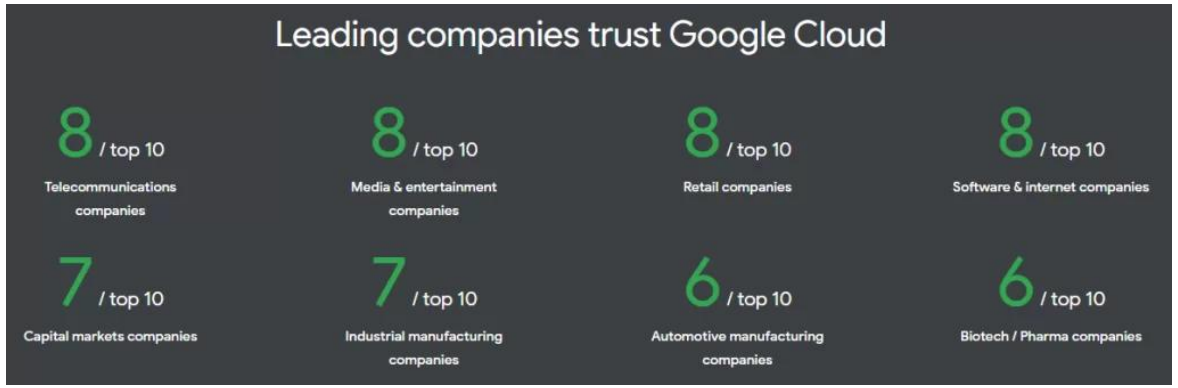
Self-confidence

Credibility

- First, show your weaknesses.



Authority - examples









Consistency

Get explicit agreement at every stage

- explicit VS implicit;
- public VS private;
- written VS verbal.



Start with the simple things

- The small-steps method.

"Pepelea's nail"

- Get a simple agreement that can lead to more complex commitments.

Consistency - examples









Liking

We like:

- People who are like us (*empathy*);
- People who like us and show it through praise (*compliments*);
- People who cooperate with us (*collaboration*).

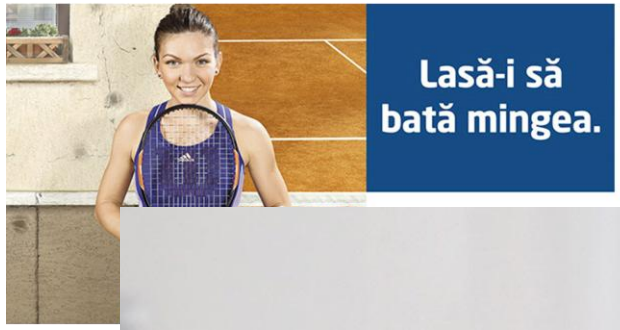


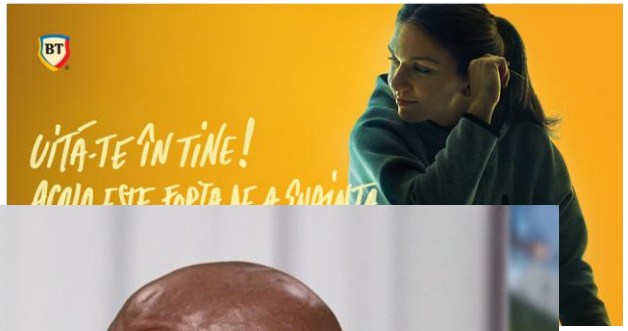
Liking - examples

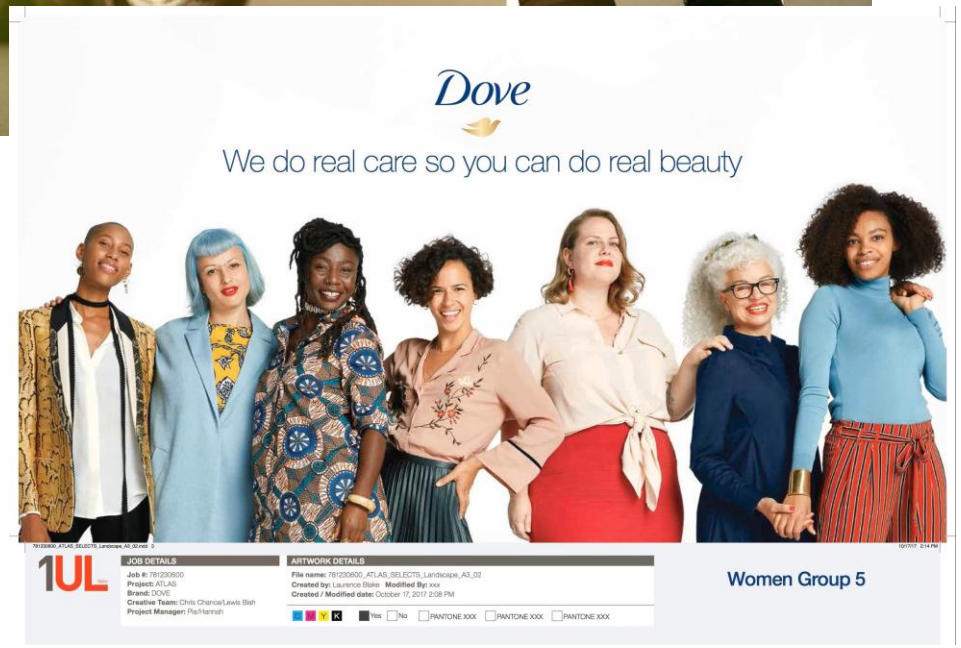














Consensus

References:

- Relevant to the person;
- Aspirational.

Fashions and trends

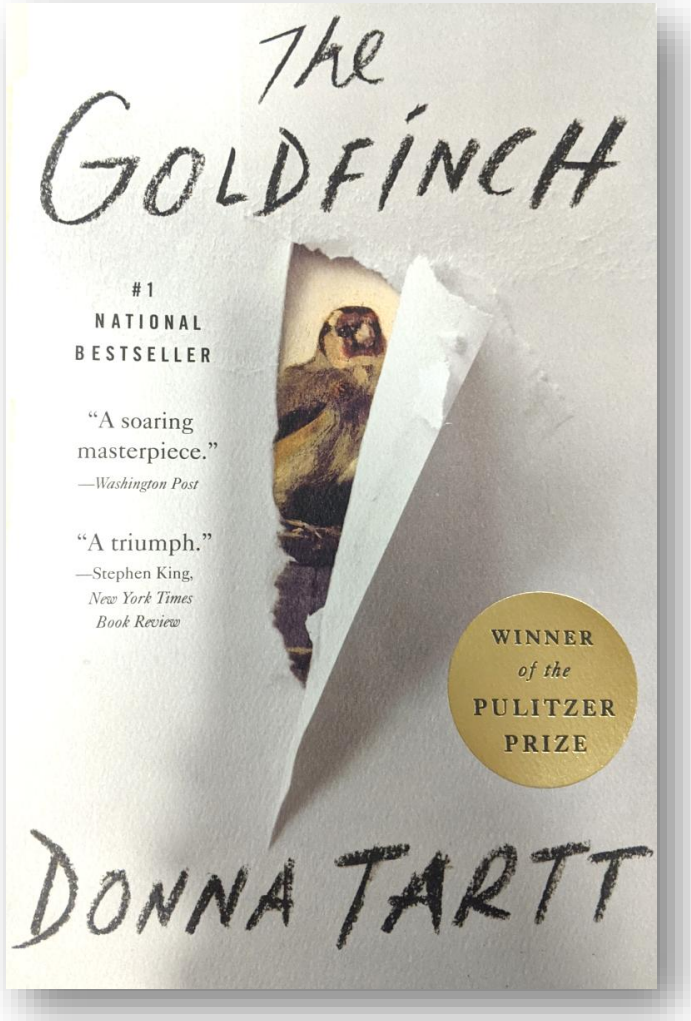
Culture (of the setting or organization)



Consensus - examples







Unity

- People seek belonging: the need to be part of a group.
- Trust grows when the message comes from “people like us”.
- A sense of connection encourages positive emotions.

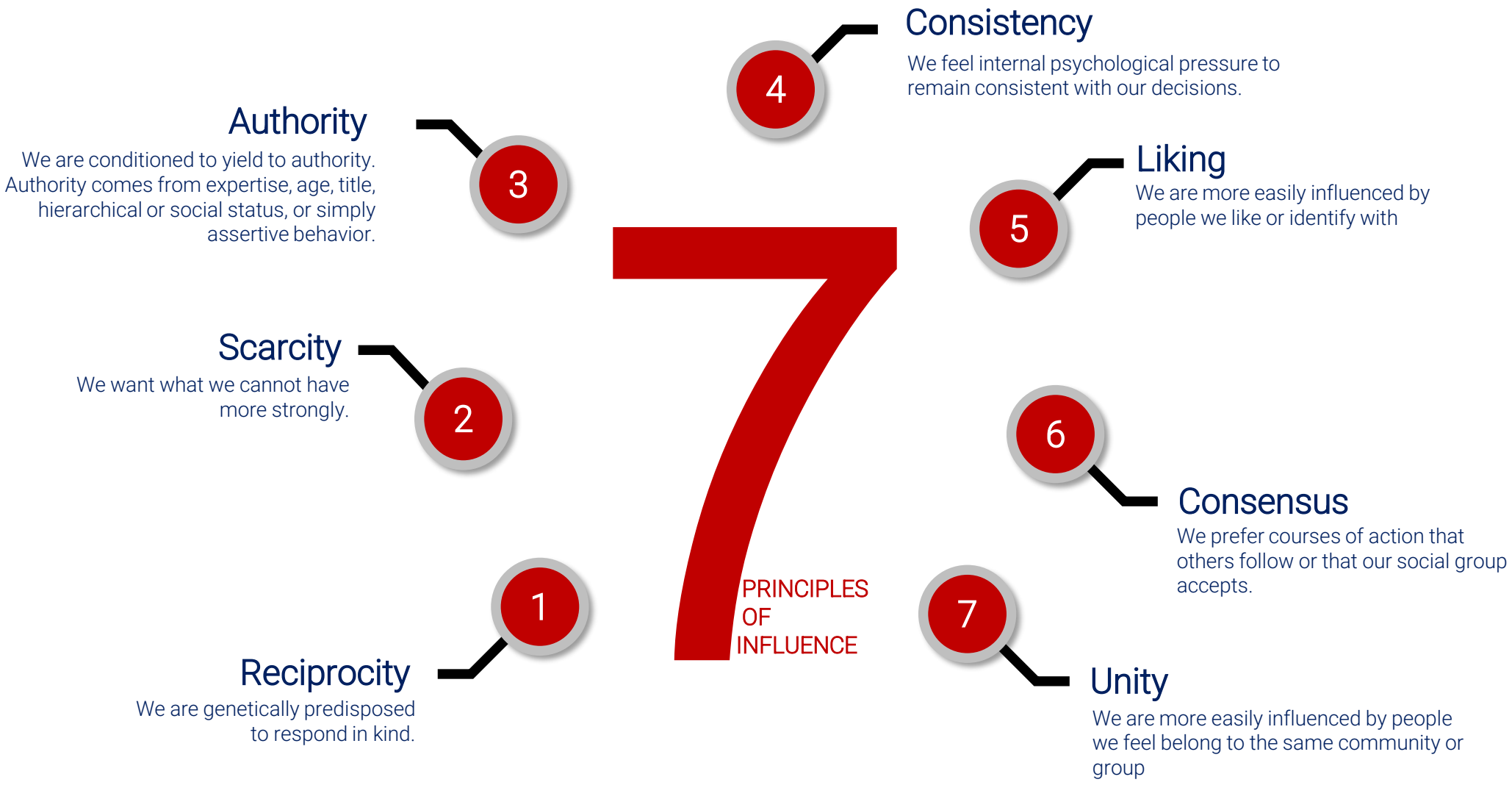


Unity - examples








7
PRINCIPLES
OF
INFLUENCE
1
Reciprocity
We are genetically predisposed to respond in kind.
2
Scarcity
We want what we cannot have more strongly.
3
Authority
We are conditioned to yield to authority. Authority comes from expertise, age, title, hierarchical or social status, or simply assertive behavior.
4
Consistency
We feel internal psychological pressure to remain consistent with our decisions.
5
Liking
We are more easily influenced by people we like or identify with
6
Consensus
We prefer courses of action that others follow or that our social group accepts.
7
Unity
We are more easily influenced by people we feel belong to the same community or group

INFLUENCING STYLES

Forcing someone to...

COERCION

PERSUASION

Getting someone to...

COOPERATION

ATTRACTION

AVOIDANCE

COERCION


State your expectations
Evaluate:
• Positively
• Negatively
Apply rewards and pressure.

COERCION

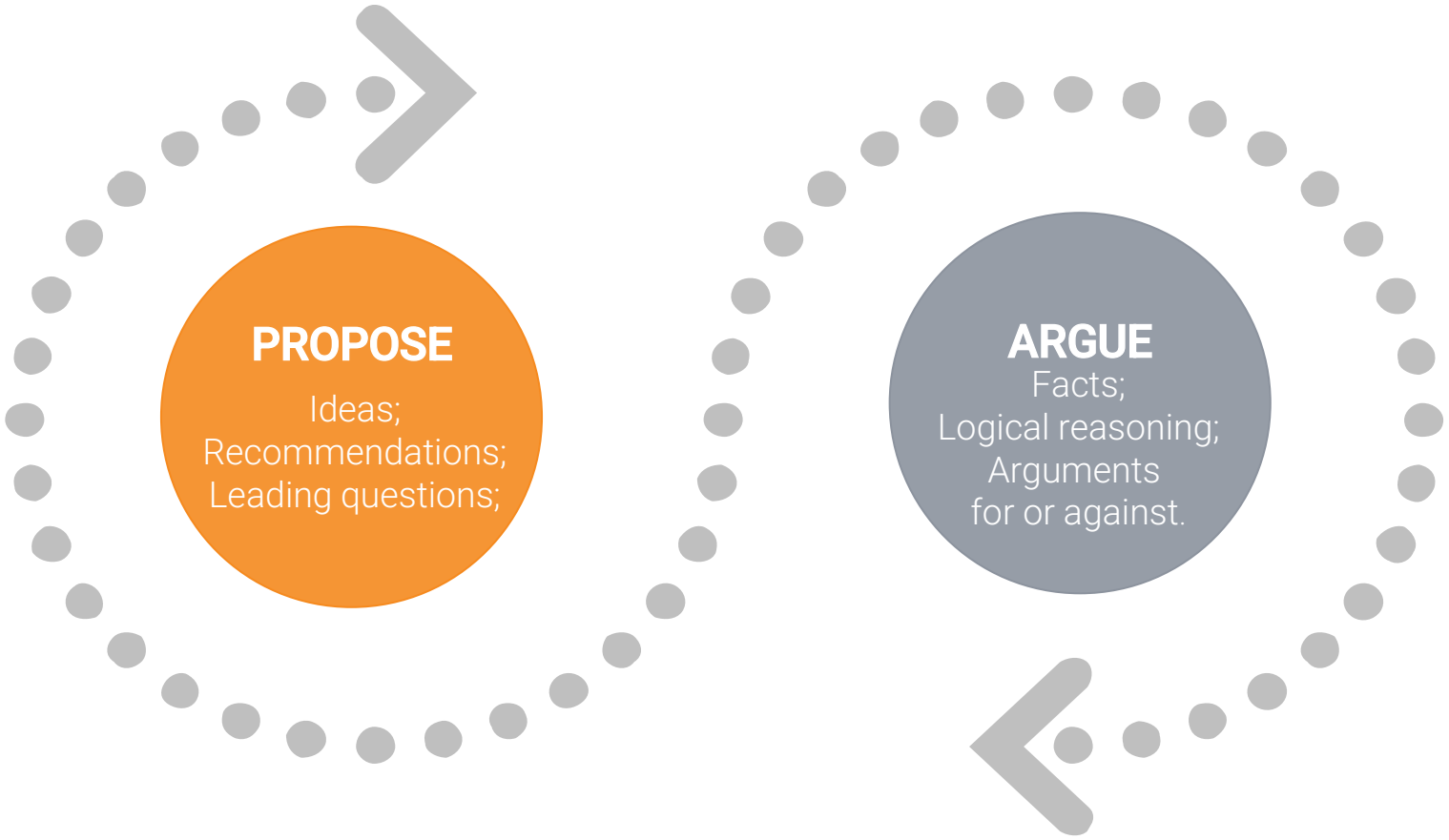
Pros

- Clarifies positions;
- Creates a sense of realism and honesty;
- You have power over the other person.

Cons

- Generates confrontation;
- Creates a competitive climate;
- Lacks long-term commitment.

PERSUASION


PROPOSE
Ideas;
Recommendations;
Leading questions;
ARGUE
Facts;
Logical reasoning;
Arguments
for or against.

PERSUASION

Pros

- Resolves clear-cut problems;
- Few implications are involved;
- Focuses on measurable results.

Cons

- Does not resolve ambiguous / complex problems;
- Is tiring and boring;
- Leads to “inside-the-box thinking”.

COOPERATION

- Facts and emotions
- Checking understanding
- Paraphrasing

ACTIVE LISTENING

- Open-ended questions
- Use “How?” often

INVOLVING THE OTHER PERSON

- Acknowledging problems
- Ask for help

OPENNESS



COOPERATION

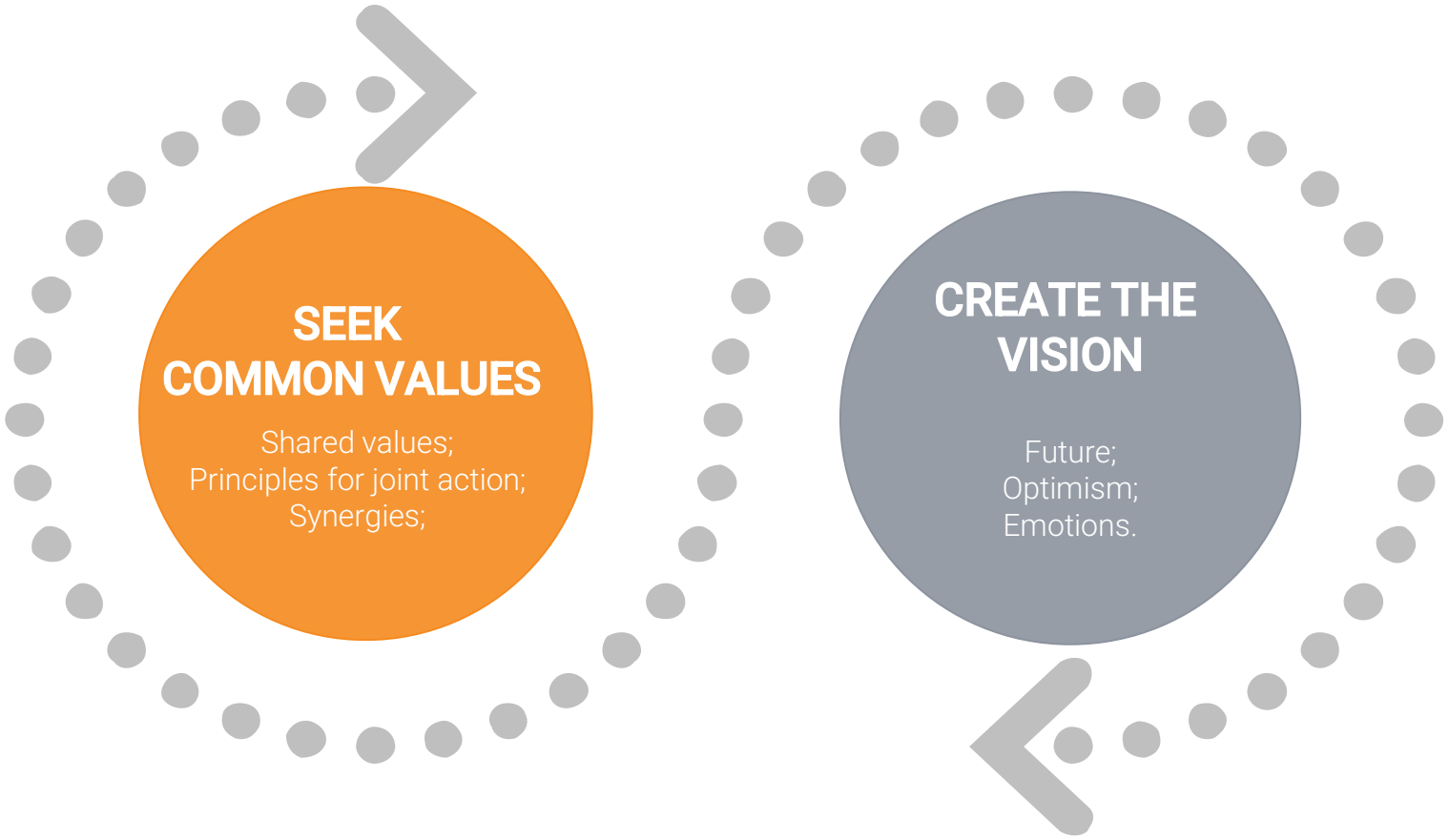
Pros

- Win-win solutions;
- Ownership of the outcome;
- Trust and participation;
- Encourages risk-taking.

Cons

- Sometimes the relationship takes priority over results;
- Takes time;
- Sometimes leads to unwanted compromises.

ATTRACTION


SEEK
COMMON VALUES
Shared values;
Principles for joint action;
Synergies;
CREATE THE
VISION
Future;
Optimism;
Emotions.

ATTRACTION

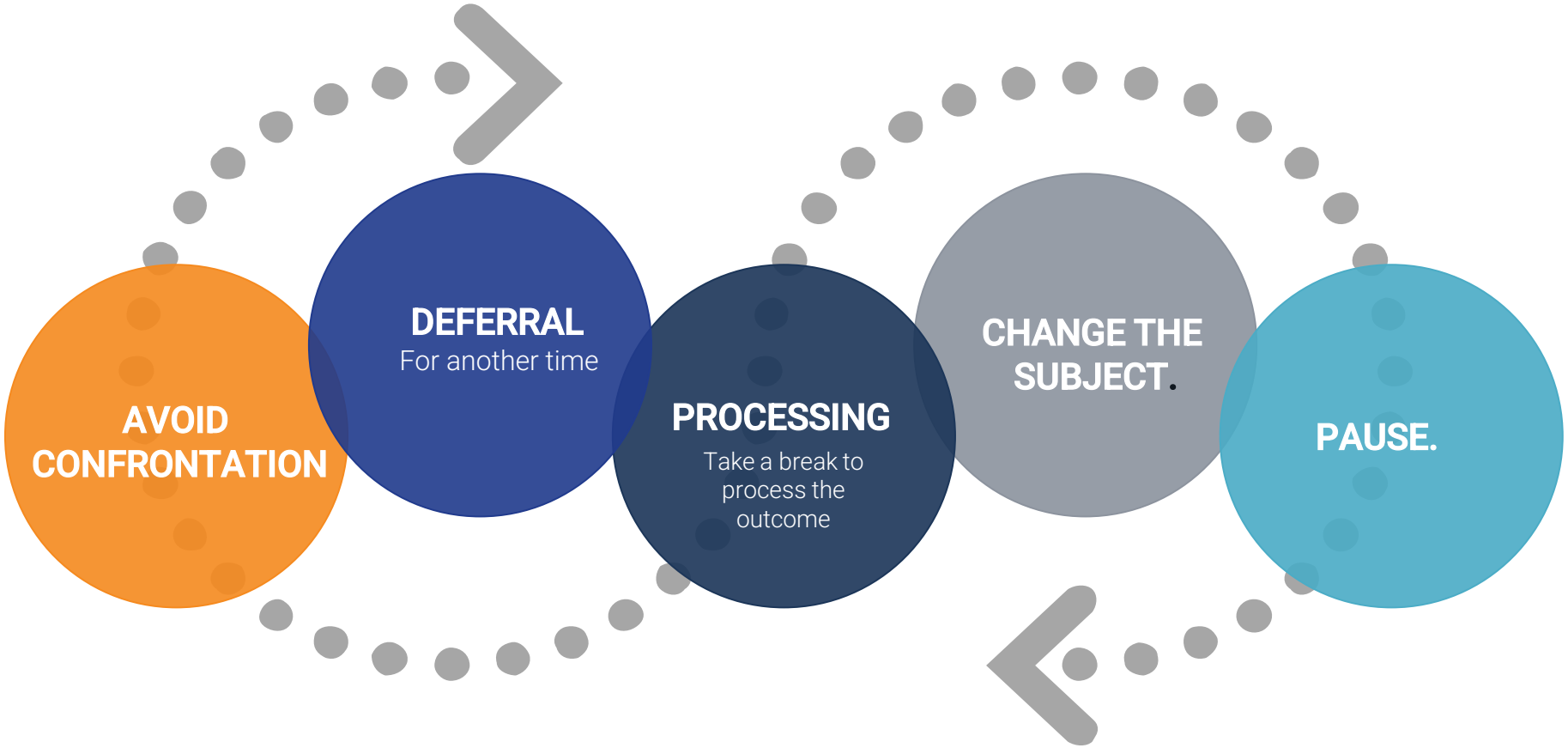
Pros

- Releases positive energy;
- Builds organizational culture;
- Generates enthusiasm.

Cons

- Hard to use. Requires exceptional leadership skills;
- May seem impractical, idealistic / naive;
- May generate cynicism.

AVOIDANCE


AVOID CONFRONTATION
DEFERRAL
For another time
PROCESSING
Take a break to process the outcome
CHANGE THE SUBJECT.
PAUSE.

AVOIDANCE

Pros

- Prevents conflict from erupting;
- Helps manage emotions;
- Moves the issue to neutral ground

  (when used to appeal to rules).

Cons

- Does not solve the problem;
- Signals giving up.