

Communicating Persuasively

By

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Topics to be covered

- Importance of Setting Personal Objectives
- Understanding human motivation
- Developing the relationship
- Handling resistance
- Power of personality
- Influencing the groups
- Influencing on the Telephone
- Writing to Win

Style of influencing

- Helping others to reach the right conclusion, with integrity
- Having some influence over an outcome
- Persuading others to do something you want them to do
- Convincing people that your suggestions are of benefit
- Selling your ideas & proposals to others
- Making people to change their minds
- Obtaining agreement to change
- Extracting a decision from some one
- Making convincing presentations
- Managing a project
- Influencing senior groups
- Convincing internal customers

Style of influencing

- Improving an image & gaining acceptance
- Negotiating successfully
- Altering attitudes & changing beliefs
- Gaining compliance & managing performance
- Changing perceptions
- Changing design
- Managing a process
- Managing relationship
- Gaining internal entry to prospective customers /suppliers
- Having new ideas accepted by experienced people
- Influencing groups or meetings
- Writing convincing proposals

Know thyself

- It is important to know self
 1. What are the greatest strengths as an influencer
 2. What weaknesses do you have as an influencer
 3. What would you like people to say about your influencing skills
 4. What sort of influencer do you want to become
- Show the analysis to some one you know closely, a friend, a guide.
- Then Identify what skills do you need to develop
- Start action plan to reduce or eliminate your weaknesses

Objective Setting

Two good reasons for setting influencing objectives :

- The objective setting is very important aspects as it brings focus as to what & where you want to go.
- Setting clearly defined objectives and writing them down actually works

The above two will bring personal discipline, commitment level, practical value to re-think your attitude towards objectives & goals .

Objective Setting – Five steps approach

- Think positively
- Put yourself in charge
- Be very specific about the ways in which you will ensure your objective is met
- What evidence will prove that you have achieved your objective; use all the 5 senses, sight, sound, feeling at emotional & touch level, smell & taste
- Check the integrity and acceptability of your objective

Why it is important to understand what influence you

When you become fully aware of how the influence works you will be able to use tools and techniques with more precision and to depend on a more reliable & predictable outcome. The factors responsible are:

- Your frame of mind
- The other person's mood
- Their age & gender
- Their cultural background
- Their relationship to you
- Their experience & understanding of the subject
- The time of day, week or year
- The location of the meeting
- Their ability or desire to listen
- Their interpretative skills
- Their willingness to be influenced by you
- The way in which they like to make decision

Objective Setting

- Use creative visualization to help you achieve your goals
- Use role play sessions to help you discover your strength & weaknesses
- Behave as if you will succeed
- Repeated success will build on itself. The more successful you become, the more success will come in your way

Understanding human motivation

- If you want to influence others to change, ask how can I motivate them? What are their needs?
- Motivation is forward looking process, starting with needs. Needs create action, action achieves goals, achieving goals satisfy needs
- Human values, beliefs, needs, and wants are complex. They change with time and outside influence
- Value are formed over time. It may be time consuming or counter productive to try to shift them
- Beliefs can be transitory and often ebb and flow throughout our lives
- Needs are usually tangible, wants are frequently subjective and can therefore represent more power motivation
- Using power words will add weight to your motivation statement

Understanding human motivation

Identifying motivation & needs – Twenty basic motivators

- Recognition
- Security
- Convenience
- Saving
- Profit
- Health
- Appetite
- Education
- Greed
- Fear
- Self Approval
- Culture
- Fashion
- Religion
- Love/ affection
- compassion
- Enjoyment
- Comfort
- Vanity
- Sex

Broadly divided into four heads, Values, Beliefs, Needs, & Wants

Understanding human motivation

Values

- Honesty
- Faithfulness
- Integrity
- Achievement
- Love
- Independence
- Self Esteem
- Self Belief
- Self Confidence
- Success

Understanding human motivation

Standard Needs

- To save money
- To avoid spending money
- To save time
- To save efforts
- To assert oneself
- To be secure
- To be independent
- To Act
- To make more money
- To gain a discount
- To make the right decision
- To meet a specifications
- To be superior
- To defend/preserve
- To discover
- To conquer/ win

Understanding human motivation

Wants

- To be first
- To win a negotiation
- To have the cheapest solution
- To be different
- To be liked
- To possess or collect
- To imitate and identify
- To have the best
- To gain something for nothing
- To be envied
- To be more comfortable
- To feel pleased and Happy
- To do nothing
- To have the most expensive solution

Asking the right Questions

- Think through your proposition. Invest time in planning. Put yourself in the other person shoes
- In face to face or telephone communication, questions are your most valuable tool.
- Learn as many question styles as you can . Notice which are more or less productive and the ways in which people respond.
- Learn to use super questions: when information is missing, when people respond with apparent rules, limitation statements or generalizations or when reality is distorted
- Improve your listening skills through good eye contact, congruent body language and noises off. The use of reflective questions will also indicate that you are listening intently

Asking the right Questions

Categories of Questions:

- Open Questions
- Closed Questions
- Reflective Questions
- Multiple Questions
- Leading Questions
- Assumptive Questions
- Add on questions
- Alternative choice Questions
- Background Questions
- Problem Questions
- Effect Questions
- Need Questions

Matching your ideas to their needs

- The successful influencer fully understands the distinctions between a benefit, a feature and advantage and uses each at the right moment
- Benefits are anything which fulfill needs and wants
- Features are technical details which may meet needs and provide proof
- Advantage are additional benefits which your proposition confers when compared to alternative propositions.
- The overdue of advantages can create a backlash decision even if these are insupportable

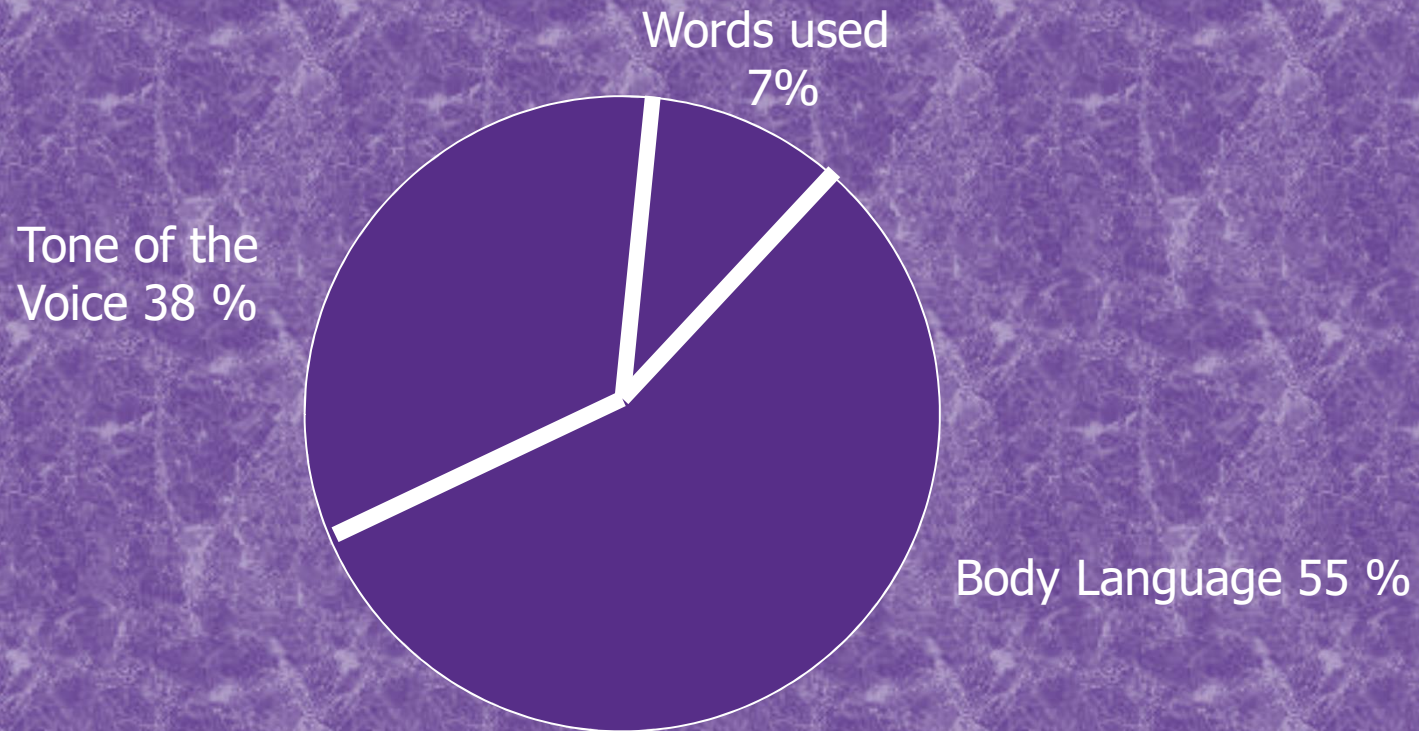
Developing the relationship

- Major factor in influencing others is how well you interact with them.
- Social and business rapport is the lubricant which smooth the interface of all effective communication.
- Look at the things from three view point: yours, others, and by imaginings how an outsider might see things
- Avoid the temptations to challenge values and deeply held belief, The art of influence is to encourage people to question their own view point and to generate changes themselves
- By meetings others as frequently as possible you will consolidate the relationship, you have formed and developed.
- Most people only self disclose, because they want you to enquire into what they have said or indicated in order to discover what they have in common to minimize the differences

Understanding non verbal communication

- Body language , or non verbal communication, is a language within a language and can go unnoticed
- The non verbal contents of a communication outweigh the verbal in both accuracy and validity
- Don't ignore individual signals, but remember, a cluster of congruent signals send a powerful message
- The meaning of your communication is the response that you elicit
- Non verbal communication includes the clothing you choose to wear
- Are you giving out the signals you want to give out? Do body language support your message?
- Our internal responses are reflected in our external behavior.
- Watch the changes in body language – from interest to lack of interest or vice a versa

Value placed against body language and voice tone

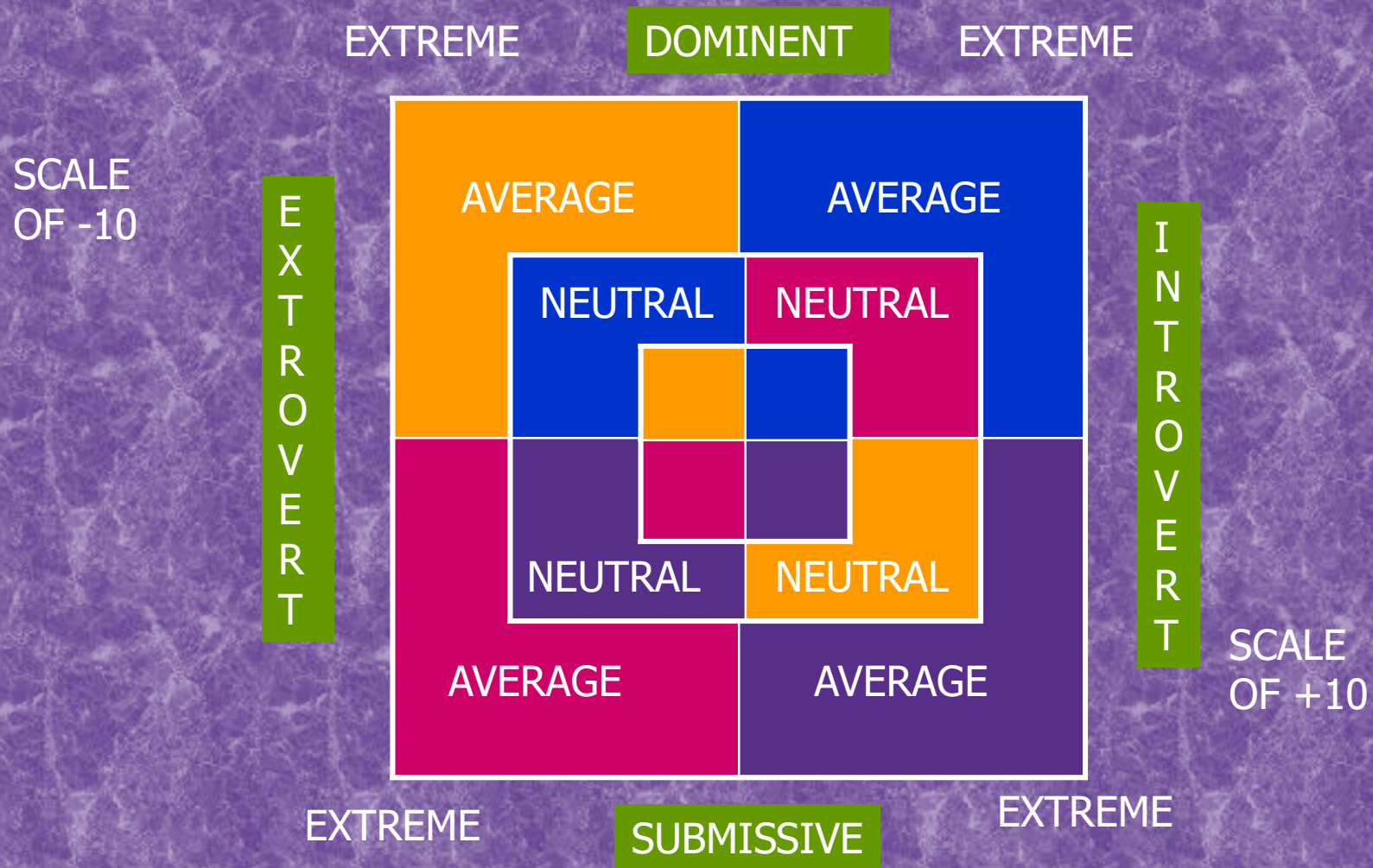


One must observe reaction to the message

Applying the power of personality

- Everyone is different. There is no such things as right or a wrong personality. People Just think and act differently in different influencing situations.
- What ever your personality it will work for you and against you as it will always be interdependent on the personality of others
- Understanding your personality can help you to decide on a variety of strategic approaches with others
- Different approaches and different use of words and behavior may be required depending on the strength of other people personality.
- Do not expect others to shift their personality to suit yours. Any changes must come from you if you are to succeed in influencing a greater variety of personalities

Personality Types



Personality Types

PASSIVE



SUBMISSIVE

Applying the power of personality

Positive characteristics

- Responsive
- Talkative
- Very Sociable
- Friendly
- Informal
- Warm
- Approachable
- Creative
- Relishes
- New Ideas
- Enthusiastic
- Good listeners
- Dependable
- Passive
- People oriented

Negative Characteristics

- Undisciplined
- Poor Time keeper
- Disorganized
- Impulsive
- Gullible
- Easily led
- Impatient
- Over Generalization
- Gets Emotional
- Nostalgic
- Cautious
- Submissive
- Slow to trust
- Hates details
- Dislike Change

Choosing the right approach – different styles

- The directive /push style
- The collaborative/pull style
- The logical style
- The emotional style
- The assertive style
- The passive style
- The persuasive style
- The bargaining style

Choosing the right approach

- Different people and different circumstances demand flexibility of influencing style
- Depending on your outcome you will need to choose the style most suitable and follow it through
- Only change style when you begin to notice that you are unlikely to achieve your outcome if you continue
- The influencer who possesses the widest range of choice of style has the most flexibility of operations
- The person with the greatest flexibility will be the most consistently successful influencer
- Behavioural flexibility provides the maximum opportunity for eventual success

Handling resistance - 7 steps

- Interest
- Needs & wants
- Finding out
- Desire
- Weighing it up
- Saying Yes
- Yes! I really made a good decision

Handling resistance

- By understanding the steps we take when arriving at decision, you will also be able to understand the fragility of persuasive communication
- Avoid the inappropriate words and phrases which can create unwanted, unconscious reflex negative responses
- Make certain you have provided full information & proof
- Anticipate & deal in advance with likely objections or resistance. Use your empathy to imagine what you would think about the proposal if it was being made to you
- Always have answer to likely resistance. Keep it short and get agreement that the objection has been answered before moving on
- Learn to detect those behaviours which signal excuses or stalling tactics
- Use the force field analysis to identify drivers or restrainers amplify the drivers, weaken the restrainers
- Form the habit of reframing negative attitude or statements

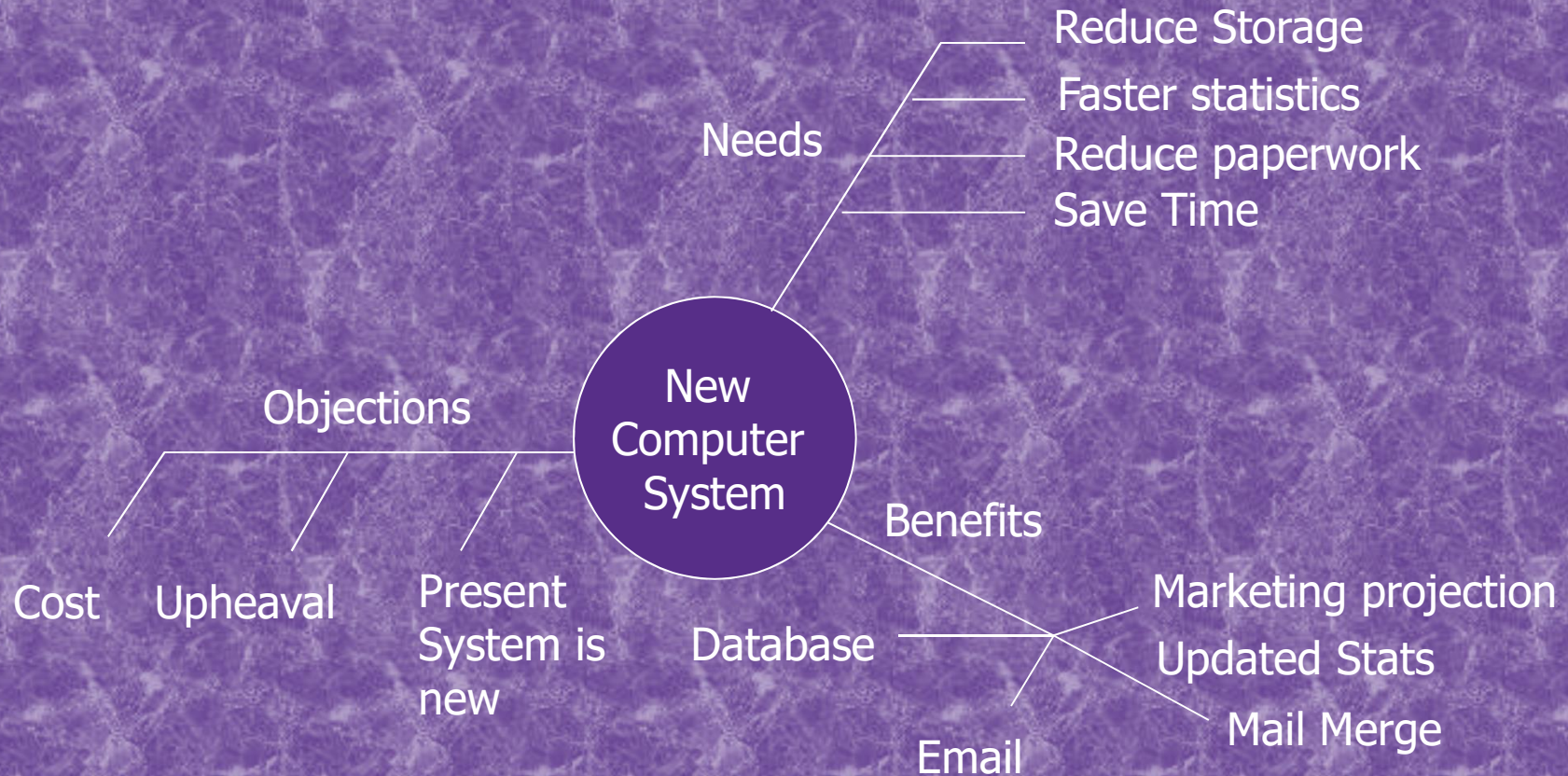
Obtaining a Decision

- By understanding why you avoid making decision you can begin to understand why others avoid them
- Understanding your preferred decision making criteria can throw valuable light on the habits and conventions of others. Also, it may indicate limitations in the way you choose to elicit decisions from other people
- Watch for the signals, verbal and non verbal, which will tell you when the time has come to ask for a decision.
- Cultivate a wide range of methods, technique or strategies in order to get positive agreement
- Your involvement will not necessarily cease once a decision has been reached. Your support may be needed in order to reassure anyone suffering from post decision depression syndrome!

Influencing Groups

- Minimize fear through detailed presentation, rehearsal and the awareness that stage fright can become a fuel which propel your performance to great heights
- Time spent in planning your performance can be the most valuable investment you will make
- Structure your session around three basic points i.e. prepare & structure, rehearse and recognize feel of fear.
- Use mind maps to help you identify these and to notice how you can link common information
- Work hard to establish rapport with the group itself as well as individuals and key player
- Use future pacing, presupposition & embedded commands to reinforce your message
- Use analogy, metaphor, anecdotes, stories, reference experience, even jokes to bring life and style to your performance

Linear Format for structuring a presentation



Influencing on Telephone

- Use your voice to develop rapport on the phone
- Control your rate of speech
- Be aware of the volume of your speech patterns
- Match the other person's words and speech patterns
- Use the other person name but don't overuse it

Writing to win

- Remember the ABC of the influential writing : accuracy, briefness & clarity
- Use the fog index to sample your own writing style
- Think carefully how you would wish your material to be judged. Layout and presentation can go a long way towards making the document appear 'readable'
- Think through the physical organization of longer reports and proposals. Do everything possible to help your readers find their way around your document
- Use as many relevant illustrations as possible
- Anticipate and deal with objections before they are allowed to rise
- Do everything possible to avoid dull, clichéd letters facsimiles, memos and electronic mail messages
- Always finish with a clear statement of what it is you would want your reader to do next.

THANK YOU

