

Communication for Success: The Art of Stakeholder Seduction

OLA Superconference
January, 2006

What is Persuasion?

The art of persuasion is the art of finding the best available means of moving a specific audience in a specific situation to a specific decision

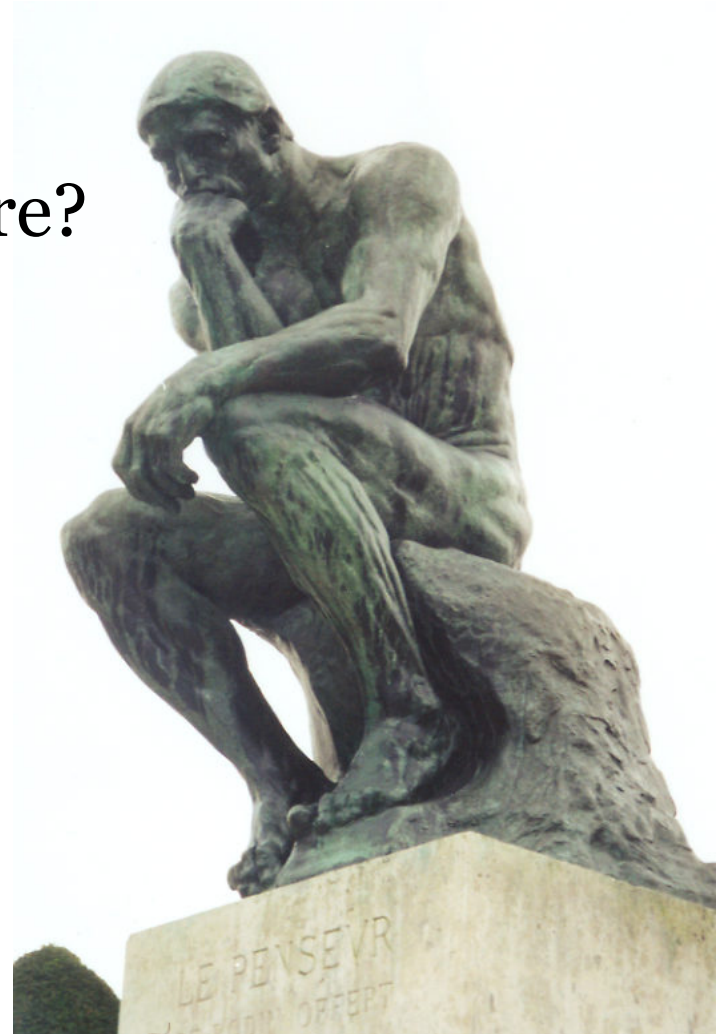
What is Persuasion?

- Purposely changing someone's existing attitudes or beliefs to fit a desired state

- How is it done?

Presentation metaphysics

Why are we here?



Defining an Attitude?

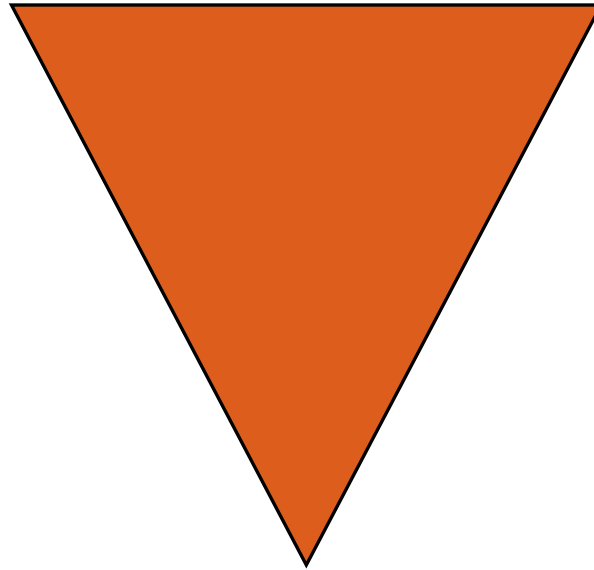
- A positive or negative evaluation or belief held about something or someone

- Three components of attitudes:
 - Cognition (thoughts)
 - Affect (feelings)
 - Behavior (intention/action)

The Persuasion Triangle

Presenter
(Ethos)

Audience
(Pathos)



Subject
(Logos)

Persuasion in the Real World

Presenter

**Your Needs &
Interests**

Audience

**Their Needs &
Interests**

Subject

**Your Program's Needs &
Accomplishments**

Melting Resistance



- To Melt Resistance
 - Be honest
 - Find common ground
 - Use humor carefully
 - Appreciate what they are already doing
 - Give realistic pros and cons
 - Ask them to make your case
- To Raise Resistance:
 - Be insincere
 - Shout “You’re wrong!”
 - Use weak humor
 - Guilt trip them
 - Use improbable threats
 - Lecture them

Try to melt resistance before meetings

Molding Opinion: Know what moves your Audience



- What do they all commonly want?
 - They want happy & healthy constituents
 - They want the respect of others
 - They want to be responsible leaders
 - They want a successful community
 - They want to hear success stories
 - They want to avoid pain and failure
- Show your programs meets their needs

Molding Opinion: Present Professionally



- To trust you, your audience must believe you are a competent person, a professional
- Present information accurately
 - The data
 - The names
 - The spelling & grammar

Molding Opinion: Present Personally



- Never talk down to or over the heads of your audience
- Tell your story simply
 - Use short simple sentences
 - Show rather than tell
 - Illustrate with short stories of success

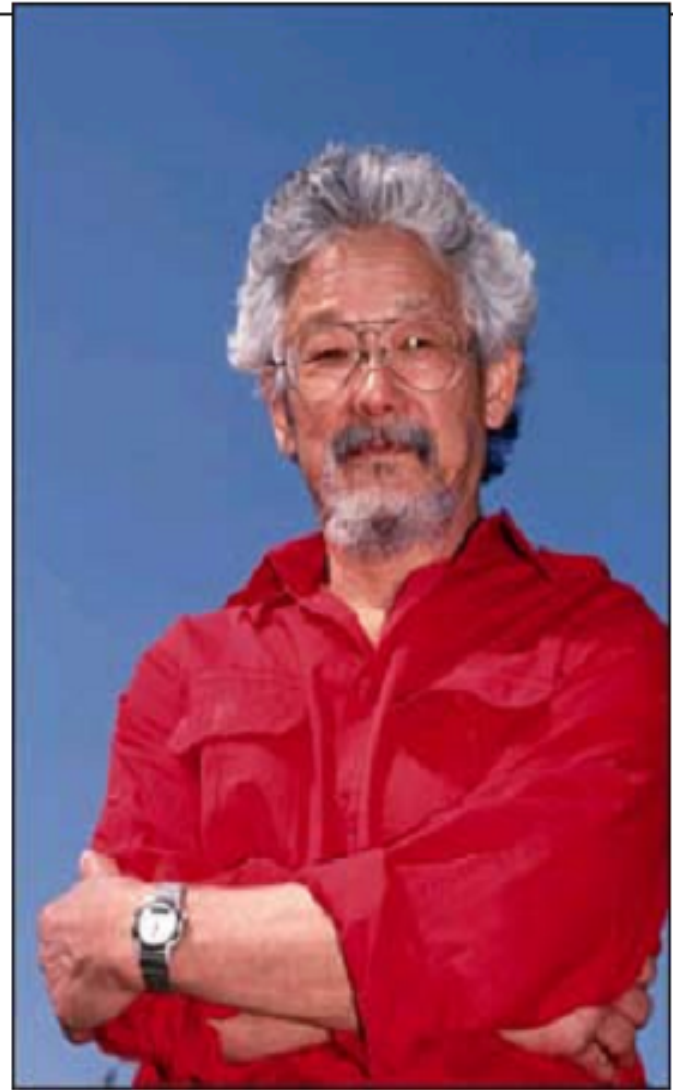
WHO

- the persuader, the one conveying the message
- Factors that can play a role:
 - Perceived expertise
 - Perceived trustworthiness
 - Attractiveness
 - Rapid speech

WHO would be more convincing?



But do they have an agenda?



WHAT

- **WHAT**: The message content
- Persuasive message factors
 - Reason vs. Emotion
 - Fear
 - Discrepancy
 - 1-sided argument vs. 2-sided argument

Molding Opinion: Make your argument clear

- Answer basic questions (5W's & H)
- Show the real, positive results achieved by your program to meet real needs
 - Show what your program has done
 - Show what your program will do
 - Show what your program cannot do if not funded and what the cost will be to the community

In Closing, *IGNITE!*



- People may feel for you and agree with you, but if they do not act on your behalf, your presentation fails its purpose

WHOM

- **WHOM**: the target audience, the ones receiving the message

- Audience Factors
 - Intelligence & education
 - Self esteem
 - Age

Connecting with an Audience

- Make frequent eye contact
- Use people's names and refer to their accomplishments
- Provide sufficient background and context
- Use appropriate vocabulary and examples
- Express appreciation

WHOM



Harden & Ignite! Believe in your cause

- To ignite others to support your cause, first YOU should be on fire
- Why should others care if you do not?
- You show your convictions by your
 - Passionate presentation
 - Confident presentation
 - Positive presentation

Harden & Ignite!:

Summarize & Seek a Decision

- Summarize what you already agree on
 - Smile
 - Assume the best
- **Make a specific request**
 - Be thorough but . . .
 - Be brief

Principles for Powerful Persuasion

Melt Resistance

Mold Opinions

- Know your audience well
- Make your argument clear
- Present personally & professionally

Harden & Ignite!

- Believe in your cause
- Summarize & make a specific request

HOW

- **HOW**: the method of delivery
- Method Factors
 - Active vs. Passive
 - Personal vs. Media
 - Type of media

Elaboration Likelihood Model

Focuses more closely on what is happening within the individual or the **WHOM**

- Two ways to persuasion:
 - Central Route
 - Peripheral Route

Central Route

- Elaboration:

Thinking carefully about issue-relevant arguments contained in a persuasive communication

- Message is very specific, provides all relevant information
- Strong, Long term attitude change

Peripheral Route

- accept or reject a message
 - without active thinking about the attributes of the issue or the object of consideration
- Quick, cue-based decisions
 - Financial
 - Sexy
 - Authority
- Weak, short term attitude change

Comparison of Routes

○ Central Route

- Processing the arguments of the communication
- Requires motivation and attention

○ Peripheral Route

- Swayed by surface characteristics of the communication
- Occurs with distracted audience

Examples



That's because the new 6-cylinder Subaru Outback VDC features Vehicle Dynamics Control. This highly intelligent system uses a sophisticated series of sensors designed to detect impending loss of control. Measuring steering angle against your car's actual direction of travel, it helps correct for front-end or rear-end drift by applying momentary brake pressure to individual wheels.

**YOU CAN TAKE IT OUT.
BUT NOT FOR A SPIN.**

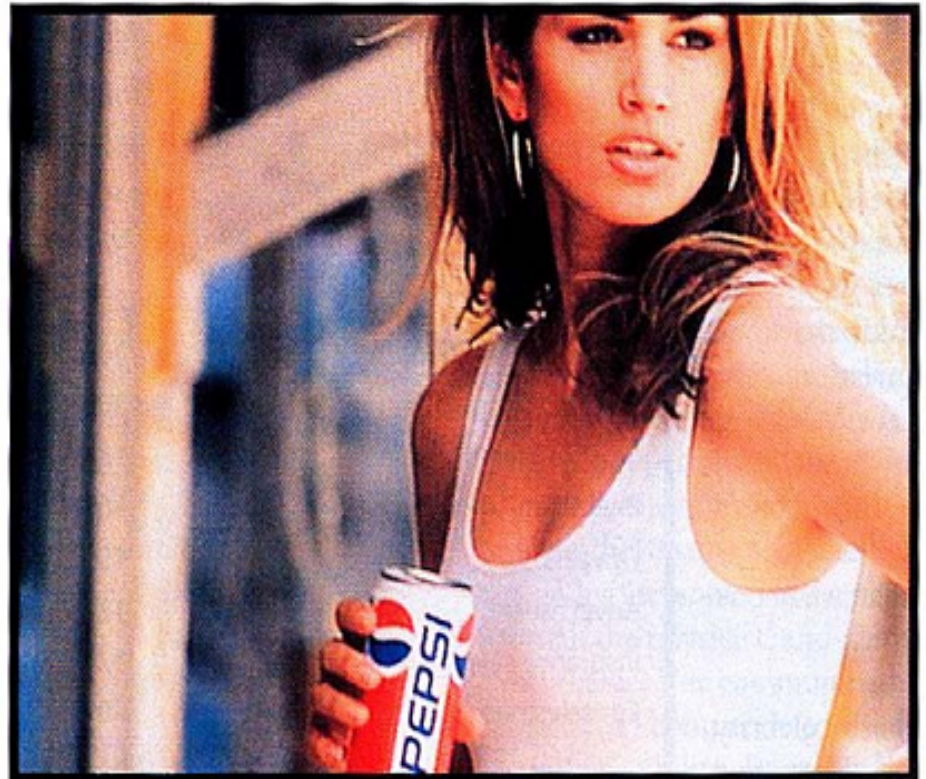
Add to this an advanced All-Wheel Drive system that can vary the amount of power delivered to the wheels, and you have the traction and control you need to help you handle challenging driving conditions safely and confidently. Visit us at www.subaru.com, call 1-800-WANT-AWD or stop in. You can't take one out for a spin. But

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for you to take one out for a drive.

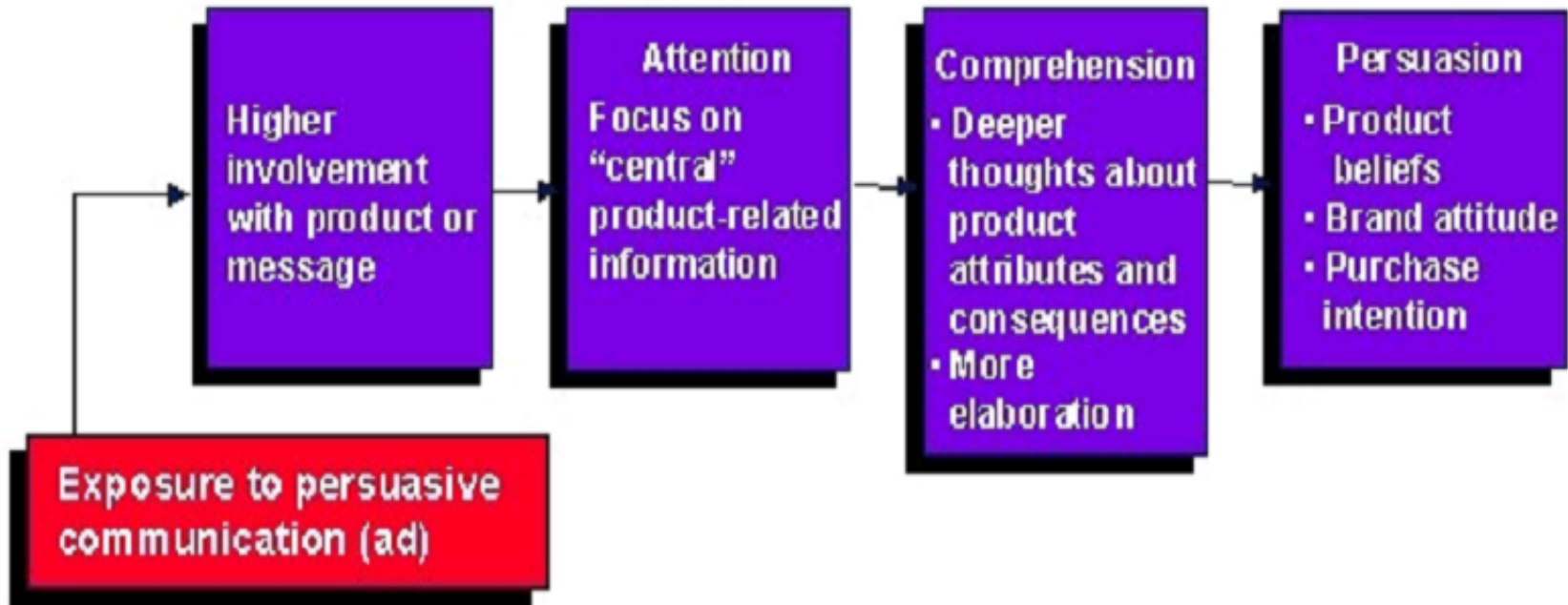
**OUTBACK[®]
VDC**

Safety: Air bags. Buckle up. Children in back.

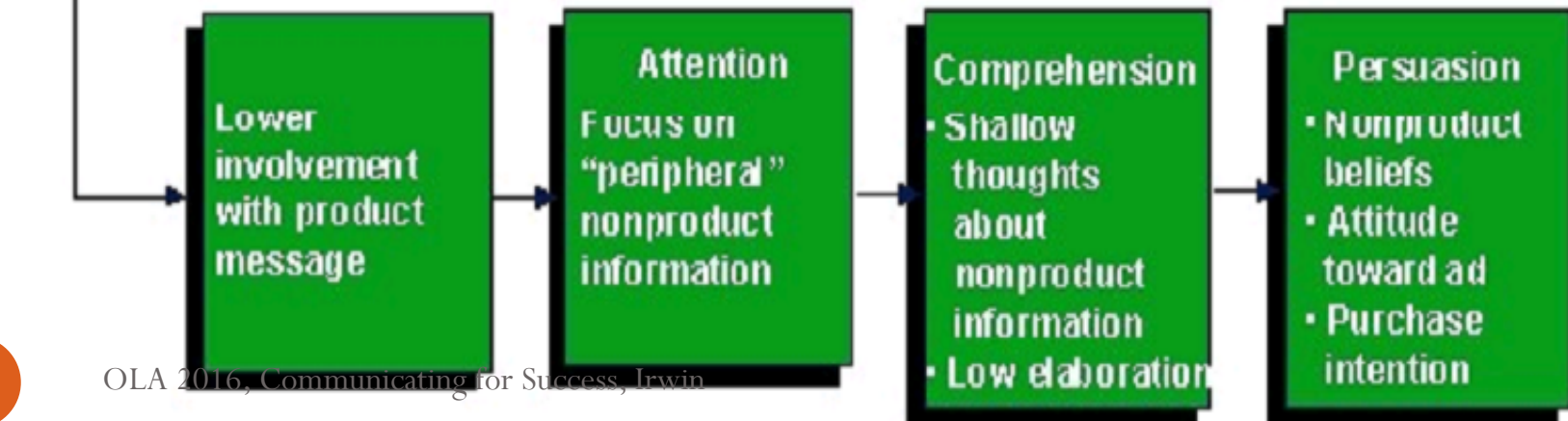


The Elaboration Likelihood Model

Central route to persuasion



Peripheral route to persuasion

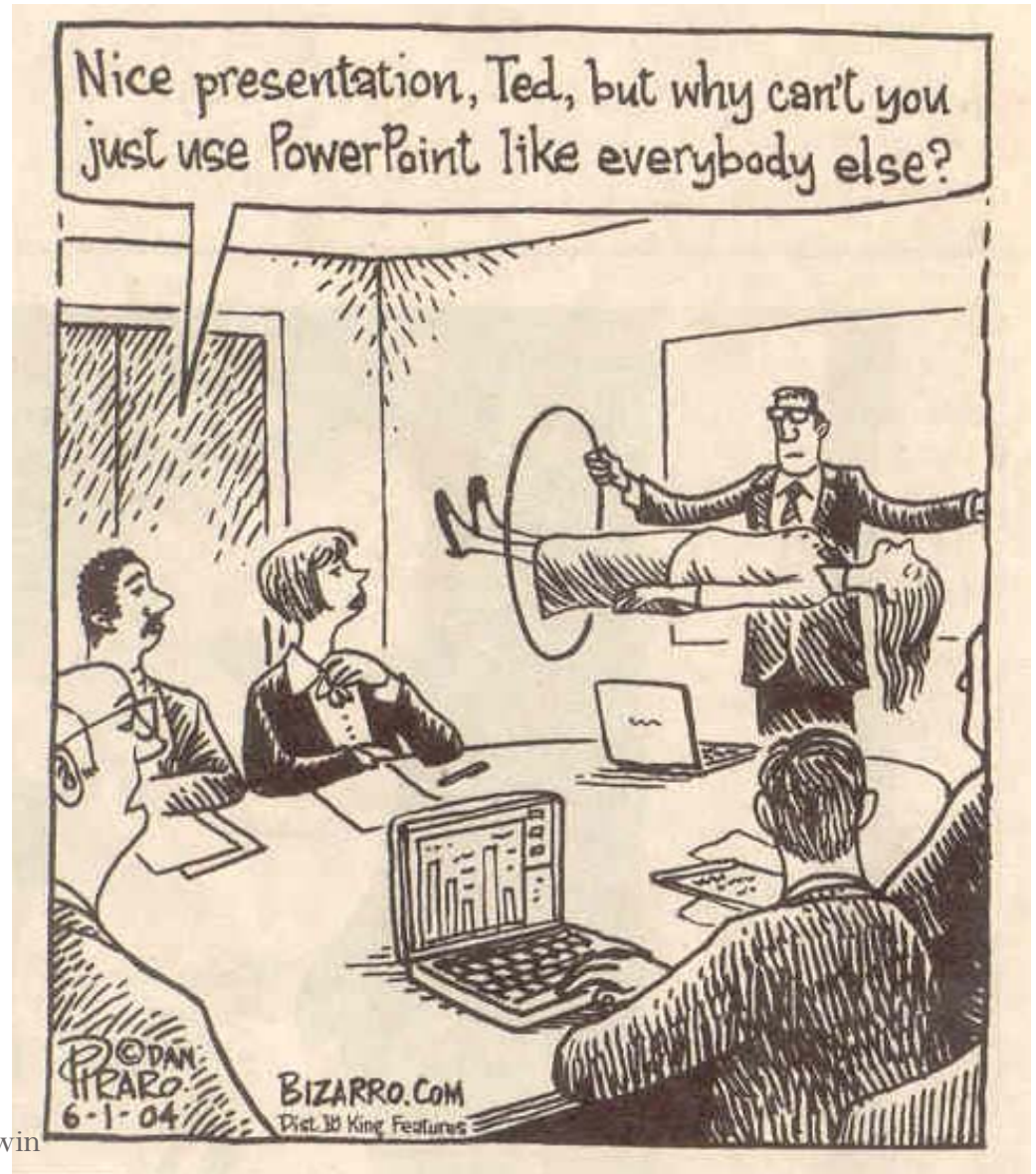


Pop Quiz

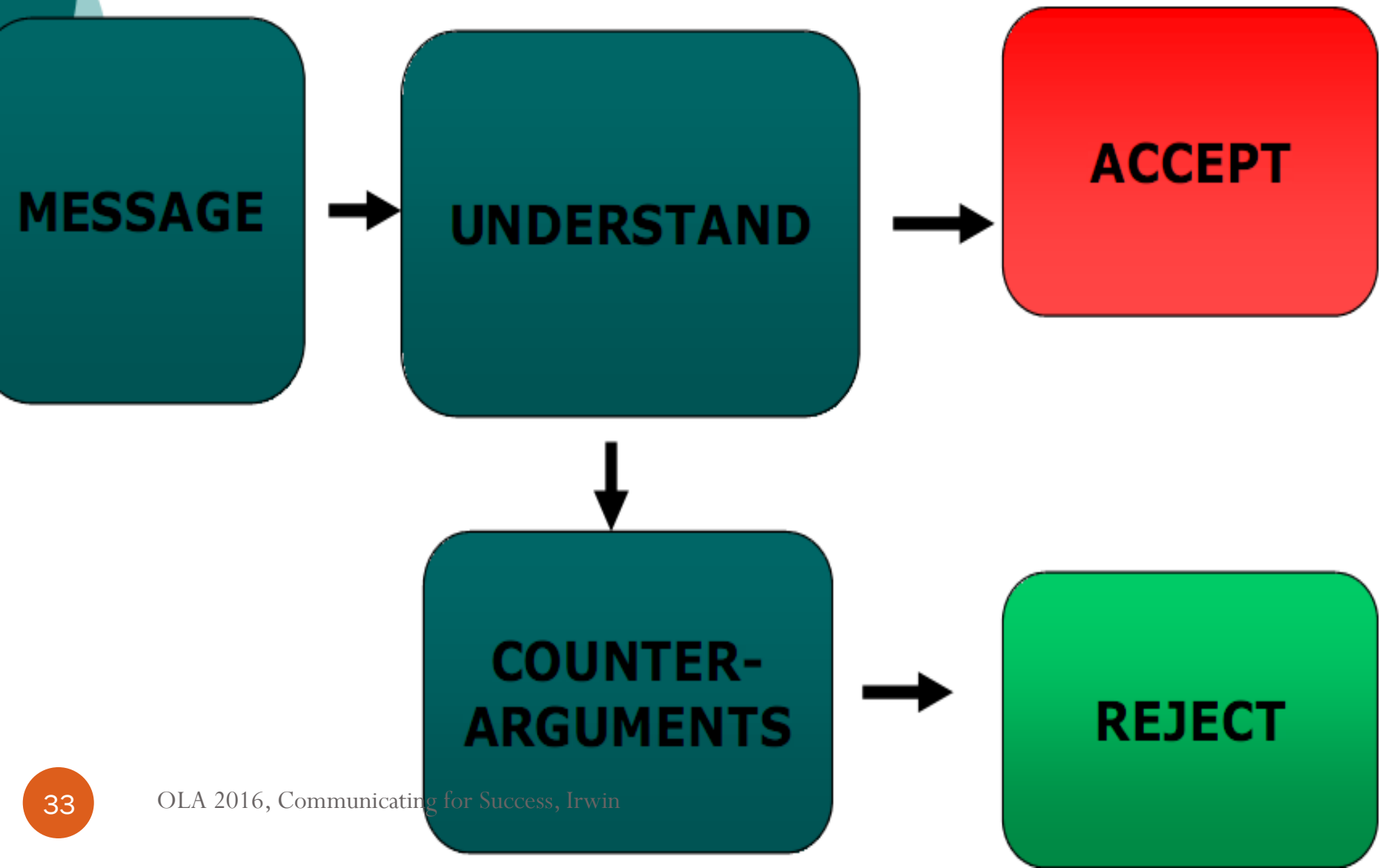
- Is it easier to Resist or Accept a persuasive communication?

- Accept
- Why?

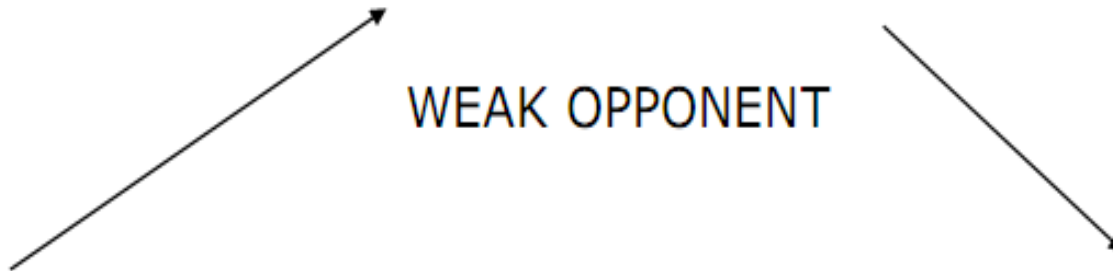
The tyranny of expectations



Resistance to Attitude Change



Attitude Inoculation (McGuire)



WEAK OPPONENT

STRONG
OPPONENT

Fear & Attitude Change

- Can fear be used to manipulate someone into changing their attitude?
- Yes and No

High Fear

- A picture is worth 1000 words for fear based messages

This could
be your
your
Lungs



Attitude inoculation

- Why does it work?
- Bring to mind pros and cons of existing attitude
- Better prepared to defend against stronger persuasive communication

Moderate Fear

What pickled
this frog,



Could pickle
your lungs.



The same formaldehyde that preserves
dead frogs is found in cigarettes.

Low Fear

Don't smoke:
It's bad for you

Which was more effective?

- Moderate Fear is more effective than high or low
 - Increases attention to the message
- Presenting information about how to reduce the fear increases effectiveness
 - How to quit smoking
 - How to avoid skin cancer

What's wrong with too much fear?

- Denial
- If don't have a salient way to avoid the fear message, it can be too overwhelming

Does it always work?

- Of course not!
- Some people come equipped with closed minds (They've already decided)
- Some people come with busy minds (They aren't really listening to you)
- Some people will not agree with you (so if you can't convince them, at least help them be sorry they can't agree with you)

Remember....

- The people expect us to be accountable – to show the positive results of our programs
- So inform the people about the difference you are making in people's lives
- Show the people that your services are vital to growing communities
- Ask the people for active financial support without apology