

## PEOPLE SCIENCE

*The art of managing for R&D scientists and those who work with them*

### PERSUASION TIPS

*Being able to persuade others, especially in matrix organizations is challenging. Here are tips to persuade others **and** maintain relationships regardless of whether the decision is for you or against you.*

#### Articulate a Persuasion Goal

**Be able to talk about your persuasion goal in two - three, concise sentences.**

- Begin with the end in mind: what do you want to achieve?
- Don't assume that the other person is clear about the persuasion goal.
- What is the best possible outcome?
- What do you want the relationship to be after your persuasion conversation?

Is your persuasion goal **SMART**?

**S** = specific  
**M** = measurable  
**A** = achievable  
**R** = relevant, realistic  
**T** = time bound

#### Build Your Credibility

**Persuasion success depends on confidence.**

- People are more easily persuaded by those who:
  - Like and appreciate them
  - Are willing to be flexible and reciprocate
  - Get on board when decisions are made, even when not in your favor
- When meeting others for the first time, remember:
  - 90% of what you say is not with words
  - Match the other person's tone, speed, voice level
  - Make eye contact, 2-3 seconds then look away
- Are you excited? Are you feeling positive about your position? Let it show!
- Limit complex, technical terms and acronyms.
- Prove it! Share most recent data.
- Don't hid your credentials and expertise.
- Follow up: do what you say you are going to do after the persuasion conversation.

#### Create a Compelling Rationale

**You've done your research. Now step up your chances for persuasion success with thoughtful planning.**

- Explain the benefits of your position.
- Anticipate objectives and be ready to overcome.
- Build an alliance with those who are able to influence the decision-maker; get endorsements from those your audience respects.
- How receptive is your audience to being persuaded now?
- Consider the context:
  - When are the best time, day, week, month, and year?
  - What is happening organizationally that will impact on their willingness to make a decision?
  - What is happening in the US/global marketplace?

#### Know your Audience

**What happens first portends what will happen next; the last action will impact future persuasion events.**

- Discover ahead of time what type of decision maker you are facing: Thinker, Skeptic, Traditionalist or Commander/Demander.
- Think from their perspective = empathy.
- Highlight benefits, potential risks, novel information.
- Be ready to answer: what's at stake?
- Interpret "no" as: No, never or no, not now.
- Be willing to compromise = have a fall back position.
- Use bargaining language: "If I do X, then will you do Y?"
- For many, graphs and pictures are compelling when combined with well-rehearsed dialogue.
- Maintain rapport: be aware of what is being said and what is *not* being said.

#### Persuading & Teams

- Discuss your views before team meetings to anticipate objections
- Spend more time with those who are likely to object before team meetings
- Give team members time to reflect before decisions are made
- Whatever is decided, keep the long term collaboration

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