

Persuasion:

Influencing Others for
Effective Change



Participant Guide

Persuasion: Influencing Others for Effective Change



1900 Kanawha Blvd.
Capitol Complex Building 5, Room A949
Charleston, WV 25305
304-558-9779

Course Overview

Persuasion and arguing controversial issues can be very stimulating, challenging, and constructive. Because interest and enjoyment is so high in such situations, we could conclude that there are few more rewarding ways of interacting with people. Contrasted with these pleasant experiences are encounters which we would like to forget. All of us have probably participated in arguments which resulted in hurt feelings, anger, frustration, confusion, embarrassment, and even damaged or broken relationships. Such experiences may have led us to conclude that arguing is a destructive form of communication which should be avoided. Some people seem to go to almost any length to avoid a potential argument.

However, in your role as supervisor you must learn how to argue or persuade others--both above and below you. Persuasion (or argument) is a constructive communication skill which you can develop or enhance. In this workshop you will learn how to recognize constructive and destructive argument, how to prepare and organize your argument more effectively, how to defend your position and attack others' positions and how to manage your relationships during arguments.

Agenda

- Introduction: Icebreaker
- What is Leadership?
- What is Persuasion?
- Personal Persuasion Style
- Understanding the Source of the Message
- Understanding the Receiver of the Message
- Developing Modeling and Rapport
- Using Persuasion Successfully
- Mindset of a Good Persuader

Persuasion Styles Assessment

Step 1: Mark Each Statement Below as Follows:

0 = Rarely true for me

1 = Sometimes true for me

2 = Equally true and not true for me

3 = Usually true for me

4 = Always true for me

___ E. Other people often comment on how balanced I am.

___ A. I am known for saying exactly what is on my mind.

___ B. I am an enthusiastic, assertive person.

___ E. I seek compromises when opinions are sharply divided.

___ C. I have insights into others' feelings and needs that often surprise them.

___ E. I am equally assertive or restrained as the situation requires.

___ D. I let others do the talking at meetings.

___ A. I express my point of view, even if it means upsetting people.

___ C. I cultivate a wide network of contacts and relationships.

___ E. I am equally skilled at being candid and circumspect depending on the situation.

___ B. I am told I am very assertive.

___ D. I am quietly effective.

___ E. If need be, I can just as easily be blunt and diplomatic.

___ B. I like to be out front, leading the charge.

___ A. I devote more time to understanding ideas than to understanding people.

___ E. I am equally likely to be assertive and reserved.

___ D. I prefer a quiet conversation to interacting with big groups.

___ C. I excel at understanding other people's feelings.

___ E. I am good at both managing relationships and being forceful.

___ B. I have an outgoing personality.

___ A. I get right to the point without a lot of small talk.

___ C. I can easily sense the other person's mood.

___ D. People tell me I am reserved.

___ E. I press my point of view but not to the point of endangering relationships.

- ___A. I concentrate on my message more than on the audience.
- ___B. I am outspoken and expressive.
- ___E. I give equal weight to what I think and what others think.
- ___C. I read other people's feelings accurately.
- ___D. When I speak, I do so forcefully but quietly.
- ___E. I can easily adapt my style to be assertive or restrained.

Step 2: Add Up Your Scores

Add up the total numbers you put next to letter "A". Do the same for letters "B" through "E". Your total scores for letters "A" through "D" should fall between 0 and 20. Your score for letter "E" should fall between 0 and 40.

A = ____ (out of 20) This is a measure of your focus on your own point of view.

B = ____ (out of 20) This is your social assertiveness score.

C = ____ (out of 20) This is a measure of your focus on your audience's feelings.

D = ____ (out of 20) This is your socially reserved score.

E = ____ (out of 40) This is your Advocate score.

Step 3: Discover Your Persuasion Styles

Add your letter scores from Step 2 using the system below to translate your scores into styles.

Style / Letter Scores / Total / Rank: highest to lowest # 1 - #5

Driver ___A + ___B = ____

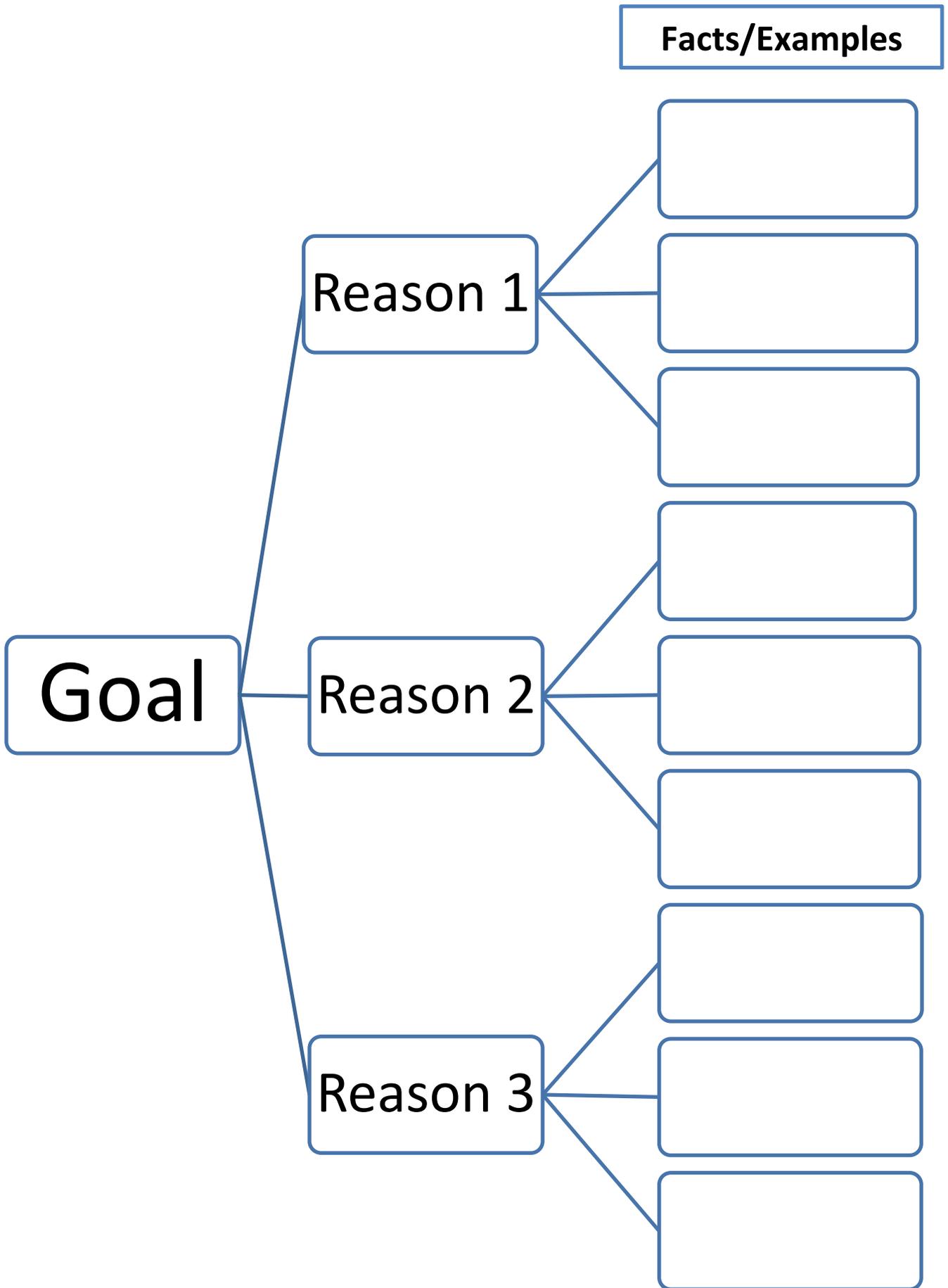
Commander ___A + ___D = ____

Chess Player ___C + ___D = ____

Promoter ___B + ___C = ____

Advocate ___E = ____

Shell, G. Richard, and Mario Moussa. *The Art of Woo: Using Strategic Persuasion to Sell your Ideas*. New York: Portfolio, 2007. Print.



Facts/Examples

Reason 1

Reason 2

Reason 3

Goal

Persuasion Editorial Activity

Review your editorial article and go through the following questions, discussing the questions within your group. Select a spokesperson to present your answers.

1. What major issues did the writer attempt to cover?

2. Which sub-issues were discussed?

3. Which issues, that were not covered, should have been discussed? Why?

4. What could the writer have presented to improve his/her argument?

Persuasion



Objective:

As a supervisor, you must learn how to argue, or persuade, others both above and below you. Persuasion, or argument, is a constructive communication skill which you can develop or enhance. In this workshop you will learn how to: recognize constructive and destructive argument, how to prepare and organize your argument more effectively, how to defend your position and attack others' positions, and manage your relationships during arguments.

Glossary:

| | |
|--------------------|---|
| Persuasion | The skill of using words to change the way others think feel and behave |
| Low - WATT | A person that usually skims the surface of ideas, and not thinking carefully enough. |
| High - WATT | A high watt individual is a person who thinks very carefully with a lot of effort. This person's thought process is active, creative and alert. |
| Source | The person giving the message |
| Receiver | The person receiving the message. |

Main Points:

- Persuasion is a fundamental and natural part of human contact and human society. It's about using **words for change**.
- The mental state of the receiver is very important when trying to influence.
- Make your message available multiple times and different ways to stick out in their minds because he will more likely to accept it.
- Mirroring others is natural and we often do it subconsciously and automatically when we feel a sense of rapport with the other person. By mirroring your sending signals that you're on their side which paves a path to persuasion.
- To be a good persuader you must have confidence, honesty and sincerity in what you are saying to influence the other person.

References:

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- Spence, Gerry. *How to argue and win every time*. New York: St. Martin's Press, 1995. Print.