



THE EVEREST *Leadership Academy*

EQ Influence + Persuasion

HBR EQ Series

www.everestla.org



The Four Components of Influence

- Positional power – tend to talk more and guide
- Emotion – speak with passion
- Expertise – without passion is less effective
- Nonverbal power – mastery of subtle signals



Harnessing the Science of Persuasion

- A lucky few have it: most of us do not
- Persuasion skills exert far greater influence over others' behavior than formal power structures do
- Persuasion is governed by basic principles that can be taught, learned, and applied
 - By mastering these principles you can bring scientific rigor to securing consensus and winning concessions



Six Fundamental Principles of Persuasion

- The principle of liking
- The principle of reciprocity
- The principle of social proof
- The principle of consistency
- The principle of authority
- The principle of scarcity



The Principle of Liking

“People like those who like them”

- If you want to influence people, win friends
- Two significant factors that reliably increase liking
 - Similarity – draws people together / political beliefs, social values and demographics
 - Praise – a generator of affection, both charms and disarms / sometimes the praise doesn’t even have to be merited



THE EVEREST *Leadership Academy*

The Principle of Reciprocity

“ People repay in kind”

- Give what you want to receive
- Gifts have a startling effect on retention
- Gift giving is one of the cruder applications of the rule of reciprocity
- I know how important it is for me to count on your help when I need it

www.everestla.org



The Principle of Social Proof

“ People follow the lead of similar others”

- Use peer power whenever it's possible
- Testimonials from satisfied customers work best when the satisfied customer and the prospective customer share similar circumstances
- Influence is often best exerted horizontally rather than vertically



The Principle of Consistency

“ People align with their clear commitments”

- People need not only to like you but to feel committed to what you want them to do
- Most people, once they take a stand or go on record in favor of a position, prefer to stick to it
- People live up to what they have written down



The Principle of Authority

“ People defer to experts”

- Expose your expertise; don't assume it's self-evident
- A well-selected expert offers a valuable and efficient shortcut to good decisions
- Executives should take pains to ensure that they establish their own expertise before they attempt to exert influence



THE EVEREST *Leadership Academy*

The Principle of Scarcity

“People want more of what they can have less of”

- Highlight unique benefits and exclusive information
- Opportunities are seen to be more valuable as they become less available

www.everestla.org



THE EVEREST *Leadership Academy*

Three Things Managers Should be Doing Every Day

1. Building trust
2. Building a team
3. Building a broader network

www.everestla.org



Building Trust

- Successful leadership is about influencing others, and trust is the foundation of all ability to influence others
- Building trust by demonstrating two basic components of trust:
 - Competence – understanding the work well enough to make solid decisions about it and having the courage to ask questions where they may be less knowledgeable
 - Character – basing decisions and actions on values that go beyond self- interest and truly caring about the work



Building a Team

- An effective team is bound together by a common, compelling purpose, based on shared values
- Bonds are so strong that they truly believe they will all succeed or fail together and that no individual can win if the team loses
- A smart leader builds and uses these powerful ties to shape behavior



THE EVEREST *Leadership Academy*

Building a Network

- Every team depends on the support and collaboration of outside people and groups
- Effective group leaders proactively build and maintain a network of these outsiders, which includes not just those needed for today's work but also those the group will need to achieve future goals

www.everestla.org



missions

Learning Charisma

- Charisma is the ability to communicate a clear, visionary, and inspirational message that captivates and motivates an audience
- Charisma is not all innate; it's a learnable skill
 - Trained in “charismatic leadership tactics” (CLTs)
 - Become more influential, trustworthy, and “leader like” in the eyes of others
 - Leaders who want to become charismatic must study the CLTs, practice them religiously, and have a good deployment strategy

www.everestla.org



What is Charisma?

- Rooted in values and feelings
- To persuade others, you must use powerful and reasoned rhetoric, establish personal and moral credibility, and then rouse followers' emotions and passions
- The most effective leaders layer charismatic leadership on top of transactional and instrumental leadership to achieve their goals



A Dozen key CLTs

- Verbal (9) – metaphors, smiles, and analogies; stories and anecdotes; contrasts; rhetorical questions; three-part lists; expressions of moral conviction; reflections of the group's sentiments; the setting of high goals; and conveying confidence that they can be achieved
- Nonverbal (3) – animated voice, facial expressions, and gestures



Verbal

- Metaphors, smiles, and analogies - make messages more engaging and help listeners connect with the speaker
- Rhetorical questions – used to encourage engagement
- Three-part lists – distill any message into key takeaways
- Expression of moral conviction and statements that reflect the sentiments of the group – establish your credibility by revealing the quality of your character to your listeners and making them identify and align themselves with you
- Setting high goals – must convey confidence that the goals can be achieved



Nonverbal

“The most culturally sensitive tactics”

- Animated voice - people who are passionate vary the volume with which they speak. Pauses are also important because they convey control
- Facial expressions – these help reinforce your message / make eye contact
- Gestures – a fist can reinforce confidence, power, and certitude



To Win People Over, Speak to Their Wants and Needs

“Practicing empathy can be difficult, because you have to step outside your comfort zone to understand someone else’s point of view. But it’s essential to exercising influence”

- Your success depends on your ability to grasp the wants and needs of the people around you
- If people feel listened to, they become more receptive to your message



Storytelling That Moves People

- Toss your PowerPoint slides and learn to tell good stories instead
- Stories fulfill a profound human need to grasp the patterns of living – not merely as an intellectual exercise, but within a very personal, emotional experience
- Tell a compelling story – you not only weave a lot of information into the telling but you also arouse your listener's emotions and energy
- Great storytellers (great leaders) are skeptics who understand their own masks of life, and this understanding makes them humble. They see the humanity in others and deal with them in a compassionate yet realistic way. That duality makes for a wonderful leader