



# Acts of Persuasion





When was the last time you changed your attitude or behavior toward an event, idea, object, or other person(s)?

How were you persuaded to change?



# What is Persuasion?

## Change

- a person's or group's
- attitude or behavior

## About

- Event
- Idea
- Object
- Other person(s)

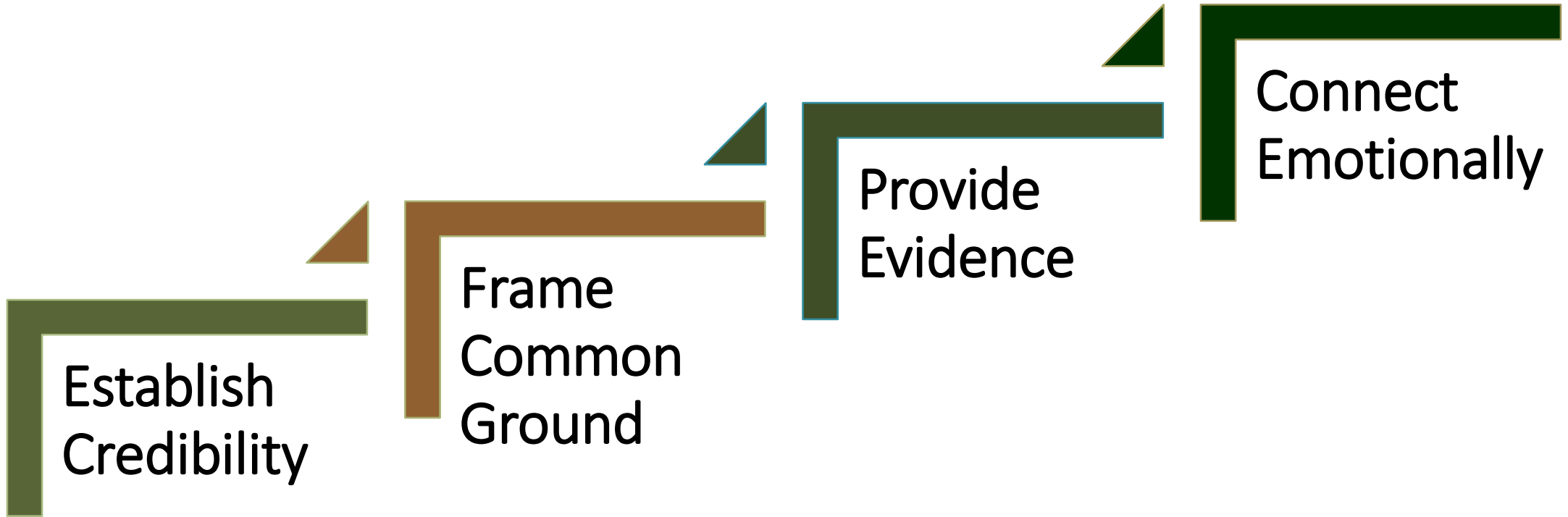
## Tools

- Written words
- Spoken words
- Graphic illustration
- Artistic medium

## Enlighten

- Information
- Feelings
- Reasoning
- Or a Combination

# Four Elements of Persuasion





## Four Elements of Persuasion

## 2. Frame Common Ground

- Frame goals and arguments in a way that identifies common ground
- Outcome must appeal strongly to those you seek to persuade
- Exhibit knowledge, empathy and understanding
- Break down barriers
- Focus on creating alliances with others who share your point of view



## 3. Provide Evidence

- Use vivid language and compelling evidence: examples, stories, metaphors, analogies
- Highlight testimonials representing peers of target audience
- Use multiple communication strategies: verbal, written, graphic illustration, images

## Four Elements of Persuasion



## 4. Connect Emotionally

- Reveal your passion, integrity and commitment
- Acknowledge others with eye contact, good listening and appropriate body language/mirroring
- Use the arts and humanities

## Four Elements of Persuasion





# Four Audiences



Uniformed



Sympathetic



Hostile



Critical



# 1. Uninformed

People who do not have all the facts before them may well be open to ideas, particularly if it makes sense.

- Question them to find out what they know and do not know.
- Use references and respected people to lend weight.
- Give basic facts to fill in the detail.
- Use rational argument to explain the logic.
- Use storytelling to illustrate how exploring new ideas informs the journey.

## Four Audiences



- Establish Credibility
- Frame Common Ground
- Provide Evidence
- Connect Emotionally

## 2. Sympathetic

People who are sympathetic have an emotional attachment to you and are easiest to persuade.

- Build a bond with them by showing how you and they are similar in some way.
- State the associated outcome or impact that you and the audience share as an objective.
- Make personal appeals, asking for their help.
- Trigger their emotions (positive ones!).
- Just ask nicely (which may be all that is needed).

## Four Audiences



- Establish Credibility
- Frame Common Ground
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# 3. Hostile

Sometimes an audience is openly hostile or generally tends to disagree with you. Perhaps they do not want to be there. Perhaps they do not like your or what you represent.

- Work harder than usual on developing trust.
- Carefully construct your presentation, either from an area of agreement or from a point of disagreement.
- Establish basic principles before moving on to specific proposals.
- Challenge them. Show that they may be wrong or have incomplete evidence. Create tension.
- Use reference sources and evidence that they find acceptable and cannot deny.
- Use humor to disarm them.
- Show what does not work, leaving an inescapable conclusion.

## Four Audiences



- ❑ Establish Credibility
- ❑ Frame Common Ground
- ❑ Provide Evidence
- ❑ Connect Emotionally

# 4. Critical

Critical audiences consider themselves intelligent and probably more intelligent than you. They will thus pick holes in what you say and disbelieve your assertions.

- Use evidence with strong references that appeal to the audience.
- Do not exaggerate anything. If anything, play on the safe side.
- Use rational argument, revealing premises and avoiding fallacies.
- Argue both sides of the case with pros-vs-cons reasoning.
- Be fair and reasonable. Evoke civic responsibility.
- Respond to criticisms evenly and with rational argument and accept doubt.

## Four Audiences



- Establish Credibility
- Frame Common Ground
- Provide Evidence
- Connect Emotionally



## Academy Video and Podcast with Liz Madison 22 mins

How do you establish yourself as a credible source of information to colleagues inside your agency and to external audiences?

How might you break down barriers among stakeholders with diverse interests to frame common ground?

Provide a specific example of how might you tap into emotional connections to advance the work of partnerships with agency colleagues, partner representatives, stakeholders and the public?