

How to Effectively Sell Your Ideas: *Negotiation and Persuasion for Leaders*

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years

25,000
companies

3,000,000
individuals assessed

Presenters



Patrick Sweeney
*President
Caliper*



Herb Greenberg
*Founder and CEO
Caliper*



Mario Moussa
*Academic Director and Author
Wharton Executive Education*

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Discussion Points

- Understanding your personal negotiation style
- Key motivational strengths needed for successful persuasion
- Skills effective business leaders use to win others over

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Negotiation in Leadership

- Strong leaders need the ability to persuade.
- Many traits of successful salespeople translate to leadership positions.
- Persuading others is more collaborative than dictating instruction.
- A leader's level of ego-drive indicates their comfort with persuasion.

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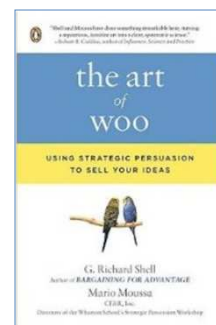
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The Art of Woo

- Mario Moussa, Academic Director, Wharton Executive Education.
- *The Art of Woo* discusses negotiation and persuasion styles.



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Why Woo?

- Woo is a relationship-based selling process essential to leadership.
- Now more than ever, good working relationships are important to your leadership success.
- Even top-performers constantly focus on improving their game.
- Leadership is about the specifics.



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True Persuasion

Ideal communicators and persuaders are up against five key factors in their attempt to persuade:

- 1. Credibility**
- 2. Relationships**
- 3. Beliefs**
- 4. Interests**
- 5. Style**

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Credibility

- Do you trust the person who is attempting to persuade you?
 - Dimensions of Credibility
 - Trust
 - Expertise
 - Competence
- Credibility is not assumed, it must be earned.

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**Leaders have to be keenly aware of the situation
in order to persuade effectively.**

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Bono Persuades Helms



- Bono looked for support from Senator Jesse Helms.
- Bono's awareness of Helms's situation and beliefs brought Helms on board with his initiative.

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Overcoming Differences

- In Bono's case, he was dealing with someone on the opposite end of the spectrum.
- Bono was able to focus on overcoming various obstacles.
- Bono's preparation enabled him to alter his tactic.
- Self-awareness and situational awareness are paramount in securing buy-in.

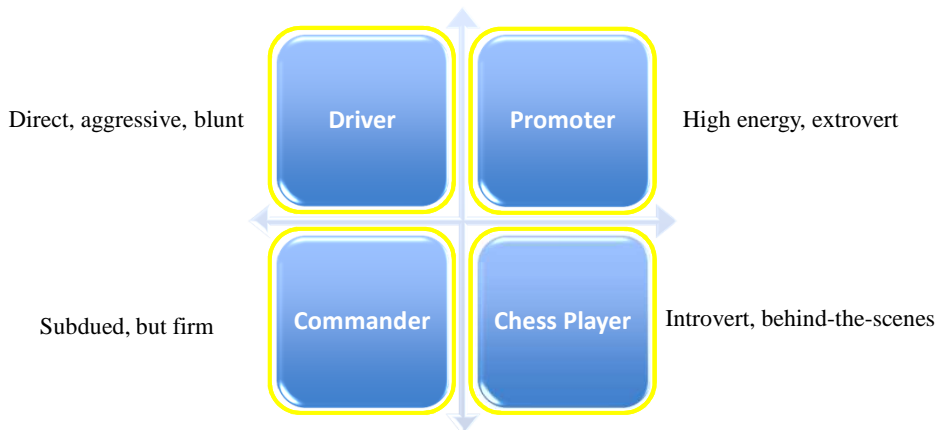
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Styles of Persuasion



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Styles of Persuasion

Combination of traits

Advocate



Sam Walton, Wal-Mart

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Intuition

- Ability to effectively respond in the moment.
- Intuition can be developed through:
 - Practice
 - Preparation
 - Experience
- Great improvisation occurs as a result of practice and preparation.

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Dissecting Intuition

- Willingness to trust your ideas
- Empathy
 - Openness
- Courage

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“Going with your gut” or relying on intuition may be a result of retrieving past experiences in similar situations.

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Empathy

- Understanding of others’ perspectives.
- Critical for leadership.
- Empathy enables leaders to fully utilize their persuasive ability.

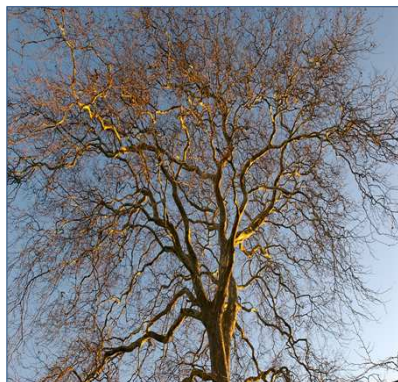
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Success Factors



- Self-Awareness
- Situational Awareness

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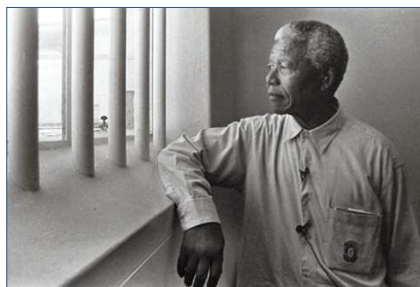
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Mandela Uses Awareness

- Mandela used self-awareness and situational awareness while incarcerated.
- Gained support of prison guards.
- Built relationships and informal authority to forward his goals.



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Persuasion vs. Manipulation

- Persuasion is communicating and connecting in a way that gains mutual agreement.
- Manipulation indicates a forced action.
- People are able to differentiate between good persuasion and manipulation.
- Manipulation gets in the way.

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Leaders and Change

- Personality is hard-wired by your 20's.
- Behavioral change is possible if the motivation to change exists.
- Behavior is about style – styles can be changed.

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Fear of Rejection

- Confidence = Effective Communication
- A fear of rejection will get in the way of a leader's effectiveness.
- Leaders must be willing to risk rejection.
- If a leader is rejected, he or she must be able to move forward.

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Organizational Change



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Influence Process

1. **Survey your situation:** What is my idea, and how is it better than the alternatives? Who are the decision makers and influencers? What is my “stepping stone” strategy?
2. **Remove the BRICCs:** Beliefs, Relationships, Interests, Credibility, Channels.
3. **Make your pitch:** Meaning matters. Make your pitch memorable.
4. **Secure your commitments:** Target key individuals. Manage the politics. Create a “snowball effect.”

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Pathways to Effective Communication

1. Make it vivid.
2. Use demonstrations and symbolic actions.
3. Put your heart into it.
4. Tell a story.
5. Personalize it.
6. Make it a puzzle.
7. Build bridges with analogies and metaphors.
8. Force your audience to think.

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Surrounding Yourself with the Right People



- Leaders need to have team members who complement each others' abilities.
- Different styles can open new innovations.
- Healthy conflict creates an effective team dynamic.

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Accountability in Leadership

- Effective leaders are able to hold themselves accountable for their actions and decisions.
- Effective leaders are able to admit when they're wrong in a situation.
- **Ego-Strength** = the ability to rebound from setbacks and move forward.

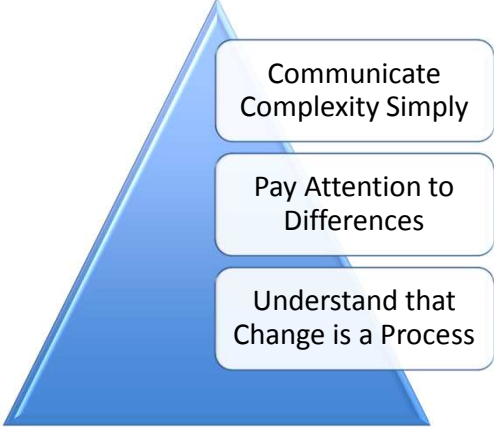
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Effective Communication



Communicate
Complexity Simply

Pay Attention to
Differences

Understand that
Change is a Process

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Bringing it all together...

1. Effective leaders create a process that leads people to change their minds.
2. Willpower is a limited resource.
3. Great leaders don't simply exercise their authority – they use persuasion.

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or his book, *The Art of Woo*, visit

www.theartofwoo.com



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**For information on Caliper's approach
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