

Power of Persuasion

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People do not care how much
you know they want to know
how much you care



Three conditions that support change

- People feel good about themselves
- The process involves their ideas
- The process involves their motivations



Intrinsic Outcomes

- Autonomy: Choice about what to do or how, when and where to do it.
- Mastery: developing competence and expertise
- Purpose: experiencing contributions as worthwhile and important
- Connection: cohesive relationship and belongingness

Wrzesniewski et al., 2010



Basis of Power

- Legitimate: position of authority
- Referent: identification, admiration, respect
- Expert: unique knowledge or skill
- Reward: ability to give valued outcomes
- Coercive: ability to punish or withhold rewards

Jeffery Pfeffer, Power, why some people have it and other don't



Persuasion Principles

- Liking: *people like those who like them*
 - Uncover real similarities, offer genuine praise
- Reciprocity: *people repay in kind*
 - Give what you want to receive
- Consistency: *People align with their clear commitments*
 - Ask for active, public, voluntary commitments



Persuasion Principles

- Social proof: *people follow the lead of similar others*
 - Use peer power whenever it's available
- Authority: *people defer to experts*
 - Clarify your expertise
- Scarcity: *people want more of what's less*
 - Highlight uniqueness and rarity of opportunity

Source: Cialdini, 2001



EPO: How People Determine Effort

- Effort \Leftrightarrow Performance \Leftrightarrow Outcomes
 - Define performance clearly (what are our goals and what I am expected to accomplish to help us get there?)
 - If I try can I perform? (E \Leftrightarrow P)
 - If I perform, will I receive outcomes? (P \Leftrightarrow O)
 - How much do I value the outcomes? (O)

Source: Van Eerde & Theiry, 1996



Applying EPO

- Pick a challenge that you're facing in motivating or exercising influence
- Use EPO to solve the problem by answering the following questions:
 - Is performance defined clearly?
 - Is the $E \Rightarrow P$ link broken?
 - Is the $P \Rightarrow O$ link broken?
 - Are the Os valued?



Applying EPO

- How can you increase $E \Rightarrow P$ beliefs?
 - Improved training
 - More opportunities to use skills
 - Clear performance metrics
 - Evidence and leading by doing
 - How can you increase $P \Rightarrow O$ beliefs?
 - Make rewards dependent on performance
 - Make procedures for earning rewards consistent and visible
 - How can you increase the value placed on O ?
 - Identify what people value: learning opportunities, awards, recognition, praise, time off etc..
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