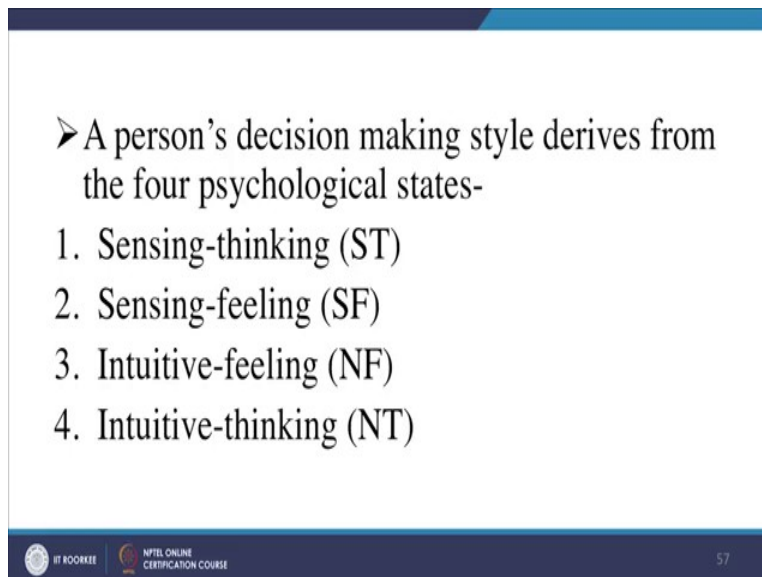


**Interpersonal Skills**  
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**Lecture-38**  
**Persuasion - II**

I am here with the second part of persuasion. We have discussed the very apt definition of persuasion and also the variables the models of persuasion so stargaze messages and also the various kinds of source. A statement through which one may persuade the other. Let us talk about something new when we talk of persuasion. What are the influencing factor when we talk of persuasion?

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➤ A person's decision making style derives from the four psychological states-

1. Sensing-thinking (ST)
2. Sensing-feeling (SF)
3. Intuitive-feeling (NF)
4. Intuitive-thinking (NT)

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A person's decision-making style derives from the 4 psychological states. They are usually paired with one of the two from the opposite function so that is combination of the two preferences. The 4 types have been categorized as sensing and thinking that is ST, sensing and feeling that is SF, intuitive and feeling that is NF intuitive and thinking. So, see the 4 categories are there sensing thinking ST, sensing feeling SF, intuitive feeling NF, intuitive thinking NT.

The ST person that is sensing and thinking person focuses on specific and variables fact like stability and certainty emphasize what can be achieved in the short term prepare well and have facts and any other data readily available. Explain things in a logical fashion. Conduct ones dealing in a businesslike and detached manner leaving the personal side out of the proceedings. Avoid talking too much the SF sensing and feeling person focuses on variable facts believes in personal loyalty trust being helpful and friendly.

Use all your natural empathy to conduct things on a personal basis after you have got to know them better. Look for shared interest. Back up your attentive listening with positive body language. Highlight the benefits to them of your proposal. Conduct the discussion in a methodical steps manner. The inner person what is that inner person intuitive and feeling person recognizes a wide range of possible opportunities and decides by weighing values and considering others.

Ask lots of questions and then listen a lot show your natural friendliness during your interactions. Try to go with the flow of what they want and adapt as necessary highlight what is new in what you are proposing. Check the body language for any disagreement or confusion this type often never voices their concern so one has to look for leakage. Then question to unearth any concern finally the anti intuitive thinking person prefers a variety of possible solution and then selects by impersonal analysis.

Probe for their, own ideas at the outset; show that you recognize their vision concept and we wear of giving the impression of being patronizing. Concentrate on business quickly and save any personal conversation. Accept that this type may bombard you with critical comments be logical in your proposal and emphasize cause-and-effect be punctual and well-organized. In the middle of a face-to-face meeting with a client or whoever the telephone rings he apologizes and takes the call while he is speaking Do you look at him and smile constantly because we have got the time.

So, you can think and you can make maximum impression. look at him and smiled constantly make a signal to him and he sneaked out to go to the toilet or chat to the secretary or receptionist turn your gaze away from him and perhaps occupy yourself with some papers or make some notes so you can do this during this period when the client is busy. Use body language to show your impatience hoping it will make him hurry up.

-2 these are certain marks, -2 give him some breathing place, - 4 nothing +5 you are making him feel comfortable now he is secretly thanking you for it - 5 nothing. The person you are with keeps looking at her or him watch continuously during your discussion. He/she does not think you have a spotted this but for the past 20 minutes it is been distracting you and prevented you giving your best.

What do you do? bring your discussion to a close just ignore it. It could be a nervous mannerism or obsessive-compulsive disorder it stopped talking at each point that he/she looks at her or him watch. Ask him or her politely how long have we got and the marking is 0 +1 -1 +5 that is you should find out the real problem this way. You have discovered your red ink pen has leaked and there is lot of ink showing down front of your shirt.

As you enter the interview office your mind is on how you can possibly conceal a red ink do you, now these are the condition say that you have just returned from a holiday in England hope they do not notice. Keep your arms folded at all times explain one arrival what is happened and make fun of your carelessness. So, the first that say that you have just written from holiday 0 then hope they do not notice -5, keep your arms folded at all time -4 and finally explain on arrival what is happen and make fun of your carelessness +5.

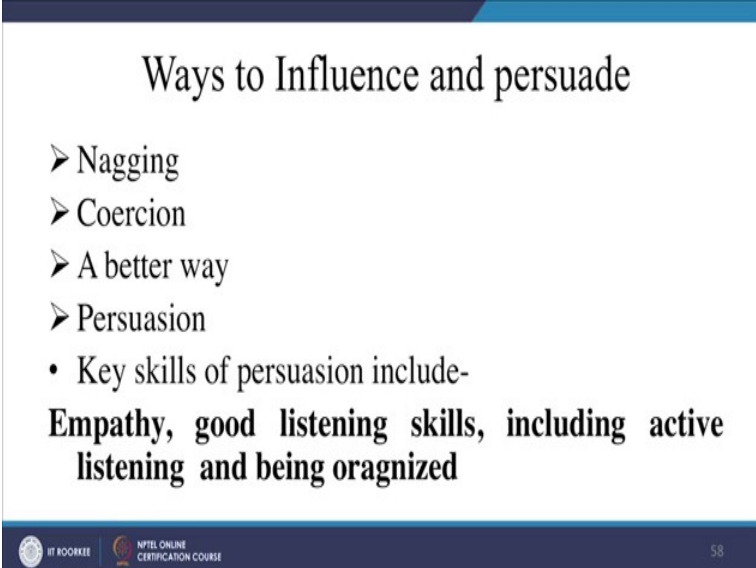
At least she they know that you know it you are introduced to three new people and miss one of the names what do you do not worry two out of three is not bad ask sorry I did not catch your

name. Next is make, a guess and ask one of other two people the person's name idly when the person is distracted. So, in A, no excuse he could be the most important member of the group when you do not know the name of the third person +5 second that right thing to do.

Tell her that make a guess when you are making a guess -10 worse than no name the wrong name ask one of other two people the person's name +2. Now you are these are the hypothetical situations. You are telephoning somebody about something that is important to you when you get through he asked if you would not mind keeping it short as he is in a meeting do you. So, get it over with quickly. That is the telephonic conversation asked lots of questions so that it will prolong the call in a natural manner.

Tell him or her that you will write to him or her. Suggest that as she is busy you prefer to call her later on the day when she might be free. Again it is +1 -5 she is already distracted again +1 in the third sentence at third situation in the fourth situation +5 that gives you better chance of achieving your goal.

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**Ways to Influence and persuade**

- Nagging
- Coercion
- A better way
- Persuasion

- Key skills of persuasion include-  
**Empathy, good listening skills, including active listening and being organized**

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Ways to influence and persuade; nagging these are the ways to influence and persuade. Nagging

we all know people who aim to persuade by talking constantly. They seem to think they can grind others into submission by simply reiterating their point of view constantly this basically is nagging and it does sometimes work of course because their colleagues or family give in a solely to get some peace.

But as a general rule others persuaded in this way probably have not brought into the idea and are not committed to it. Caution others fall back on the power of their position and order others to do what they want this in its most unpleasant sense is coercion again their family or colleagues do not necessarily like what they are doing. If it is hard they may well give up more orders will be issued. To rescue the idea but again may be unsuccessful because those involved are doing it because they have to not because they want to.

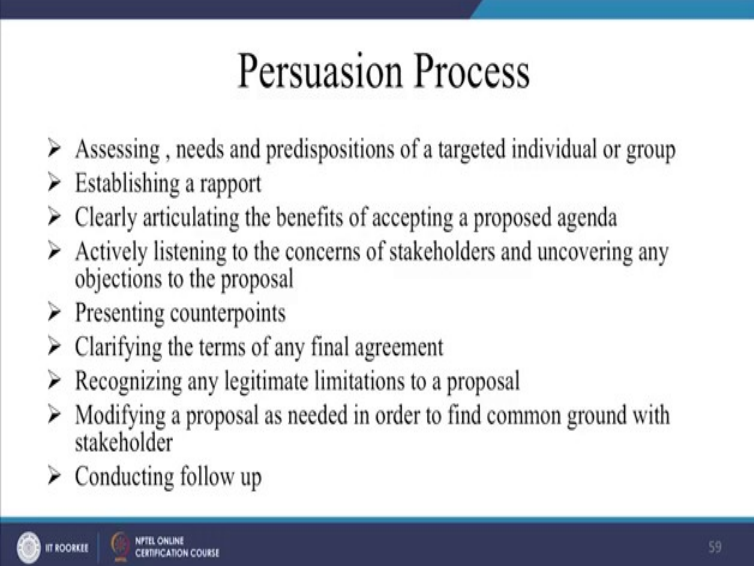
A better way the holy grail of persuasion then is to get others to buy into the idea and want to do it your way and the best way of doing that is in a way that others do not notice but how now the fable of the sun and the wind is a good example of this thing. The wind and the Sun decided to have a competition to decide once and for all who was a stronger the Sun or the wind. They agreed that the winner would be the one who could persuade a man to take off his coat.

The wind blew and blew but the man only held on more tightly to his coat then the Sun shone gently down and within minutes the man took off his coat. The moral here is that you cannot force someone to do what they do not want instead the art of persuasion is to get them to want what you want. Now barriers to successful persuasion we should discuss. One way to think about what works in persuading others is to think about what does not work first.

Now in his book persuasion IQ Curt Mortoson lists ten obstacles to successful persuasion. The first, thinking that you are better at persuasion than you are and therefore failing to hone your skills instead take a long hard look at yourself and see where your skills need to be improved. Trying too hard to persuade, seeming too keen probably puts people off faster than anything else.

Failing to put in the effort required to get what you want nothing or at least not much is free in this world.

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The slide is titled "Persuasion Process" and contains a list of ten steps, each preceded by a right-pointing arrowhead. The steps are: 1. Assessing , needs and predispositions of a targeted individual or group; 2. Establishing a rapport; 3. Clearly articulating the benefits of accepting a proposed agenda; 4. Actively listening to the concerns of stakeholders and uncovering any objections to the proposal; 5. Presenting counterpoints; 6. Clarifying the terms of any final agreement; 7. Recognizing any legitimate limitations to a proposal; 8. Modifying a proposal as needed in order to find common ground with stakeholder; 9. Conducting follow up. The slide also features logos for IIT ROORKEE and NPTEL ONLINE CERTIFICATION COURSE at the bottom left, and the number 59 at the bottom right.

## Persuasion Process

- Assessing , needs and predispositions of a targeted individual or group
- Establishing a rapport
- Clearly articulating the benefits of accepting a proposed agenda
- Actively listening to the concerns of stakeholders and uncovering any objections to the proposal
- Presenting counterpoints
- Clarifying the terms of any final agreement
- Recognizing any legitimate limitations to a proposal
- Modifying a proposal as needed in order to find common ground with stakeholder
- Conducting follow up

Talking too much, stop and just listen to people you need to persuade providing too much information which just confuses people and makes them think you are trying to blind them with science. What they ask? are you not telling them getting desperate like insincerity people can a spot fear at a distance and do not like it being afraid of rejection this can even stop people from trying to persuade in extreme cases.

Not being prepared you cannot wing it every time. Your audience will see through you and will think that you value your time more highly than theirs. Making assumptions about your audience and then not being prepared to reassess when new evidence emerges. Forgetting that the whole conversation is important you need to engage in order to persuade right from the beginning. So, research shows that there are a number of things that people like about successful persuader.

Kurt Mottelson's research suggests that these elements are largely emotional. they include keeping promises being reliable and taking responsibility being sincere genuine and honest

knowing their subject and believing in it building rapport and being entertaining as well as not arguing and providing solution that work. The key skills for successful persuasion then are pretty white first of all successful persuaders tend to have high self esteem and good emotional intelligence more generally.

They really believe that they will succeed. You also need to remain motivated and believe in yourself and your ideas. Additionally, you need to understand how your audience thinks key skills here they include empathy and good listening skills including active listening. If you listen your audience will usually tell you what and how they are thinking. It also helps to be able to build rapport people like those who take time to become a friend as well as an influencer it follows really.

If we are honest you will all much rather do what a friend suggests than someone we dislike however sensible the idea. Building rapport also helps to build trust and for more about building trust have a look at other things the day-to-day you know discussion move into that. Good persuaders or influencer also have a very good communication skill, so improve your communication skill.

The finally, scale of good persuader is being organized. They do their homework. They know their audience and they know their subject. They have taken time to organize themselves and think about what they want to achieve for more about this I mean again you make a survey you talk to people you know about such kind of activities like persuasion and the people who are persuader. It takes him but develop these skills and it takes time to develop such skills.

And you will start to develop authentic power which means that you have power because people

believe in what you are saying. Once you have that you are likely to be much more successful in persuading and influencing others whether at home or at work. So, persuasive skills are required one needs to influence project stakeholder. These stakeholders might include customers, co-workers, current or prospective bosses, business partners, subordinates, donors funding sources, judges, juries consumers, voters and prospective employee.

The process of persuasion typically involves such stages, assessing the preference need and predispositions of a targeted individual or group. Persuading others is most easily accomplished by explaining how a proposal you are suggesting would be mutually advantageous. In the sales sector this stage of the persuasion process is called consultative advising during which a skilfull salesperson will first ask a client about their preferences or requirements before presenting a product solution.

Example analyzing his job and custom tailoring a cover letter so that it is in sync with the key qualification of a position, designing an incentive program for a sales team, developing a campaign slogan for a political candidate, tearing advertisement copy to the preferences of a target demographic group. Writing the script for a telephone, fundraising page in order to raise money for a charitable organization once you have established what exactly target stakeholders need you can use this information to begin to build rapport with them.

Keep in mind that in many work environment, building rapport is never-ending process for instance even after you have achieved team by in for a project you should continue to build rapport for future collaboration by praising team members throughout the phases of the project's completion for a job well done. Asking a customer how her son or daughter is faring in college as part of building a relationship with a student and their family.

Complimenting an employee on the successful completion of a task. composing a letter or email to prospective donors on behalf of a school's fundraising effort, praising someone after they have



completed and especially rigorous a stage of their workout program. Now clearly articulating the benefits of accepting a proposed agenda or course of action having spent some time in the first stage of persuasion. Listing the needs of your estate holder that you can supply you will be well equipped to describe to them the benefits of adopting your proposal.

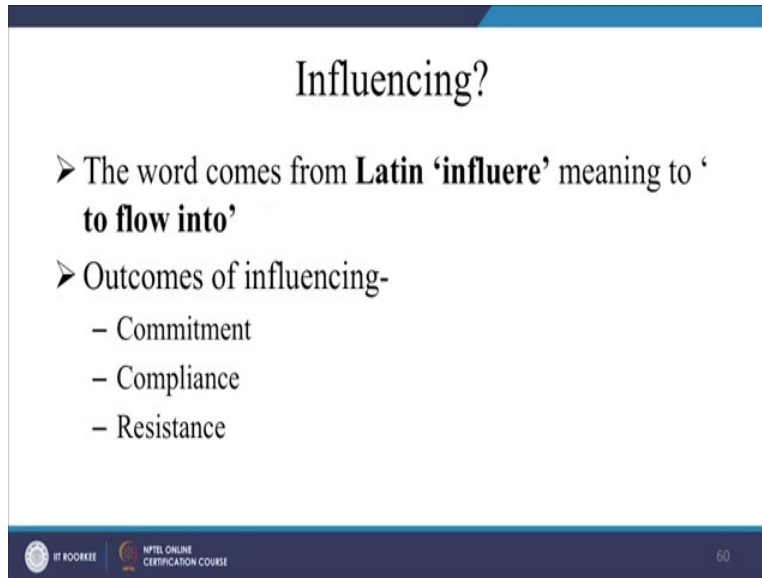
In sales this stage is sometimes described as making value-added proposition but focusing on the benefits of your offering is a good strategy no matter what the circumstances. Well examples articulating the benefits of working for an employer as part of a recruiting information event held on the campus encouraging a patient to adopt a healthier lifestyle, an argument to a charge for emotion during a trial or pre-trial proceeding.

Well, presenting counterpart in order to overcome an any objection, educating a customer more thoroughly about the multiple benefits of a product or by presenting competitor analysis negotiating a salary increase or additional vacation time negotiating or renegotiating the theme the terms of a contract agreement presenting a rationale to upper management in order to expand departmental budget responding to opposing counsel during the legal code trial.

Well this is high time to discuss about the influencing skill. Learn how to use the skill of persuasion through influencing building commitment and getting result through influencing. We define leadership as a collective social process leading to direction alignment and commitment toward the organization's goals. In reality groups or teams consist of individual people with different values, needs, visions and agenda.

As we convince and persuade others around us bosses, peers, direct rapport influence is occurring continuously at the workplace. Without influencing others, a leader cannot make his or her vision take place.

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The slide is titled "Influencing?". It contains two main bullet points. The first bullet point states that the word comes from Latin 'influere' meaning 'to flow into'. The second bullet point lists the outcomes of influencing: Commitment, Compliance, and Resistance. At the bottom of the slide, there are logos for IIT ROORKEE and NPTEL ONLINE CERTIFICATION COURSE, along with the number 60.

## Influencing?

- The word comes from **Latin 'influere'** meaning to '**to flow into**'
- Outcomes of influencing-
  - Commitment
  - Compliance
  - Resistance

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Influence comes from the Latin word in Fleury meaning flow into influences the ability of a person or leader to affect to shape or to transform the opinion convincing and the behaviours or action persuading of others people without necessarily having a formal authority over them. Influencing is soft or personal power independent of one's positional power it allows the leader to get things done and to achieve desired outcome without courting.

Influence is something we learn in childhood. it takes place in families, among friends in communities, at the workplace and in society more broadly. An average person influences 100 or more people a day our research shows that influencing is one of the four critical leadership competencies for every leader at every level in the organization. Well, we help leaders to understand the three outcome of influencing the three types of the tactics that can be used to influence other.

Outcome of influencing; influence is an essential part of leadership the position of a leader is an organization and the power it gives are not enough to motivate or inspire people. A leader promotes or sells their ideas or the ideas of those that they represent this is particularly important in today's organization which have become less hierarchical and less dependent on individual heroes.

The outcomes of influencing our commitment, compliance or resistance. So, commitment leaders with develop influencing skills achieving their goals more effectively compliance if the influencing by the leader is less effective people become compliant. The assistance if the influencing is not effective the result is resistance either by obstructing or sabotaging by asking a higher authority to overrule the leader by attempting to persuade the leader to renounce his or her idea by looking for excuses or by pretending to comply. Influencing tactics there are different ways that the leader can influence.

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## Outcomes of Influencing

- The Head or logical
- The Heart or emotional
- The Hand or co-operative

The head logical influencing tactics address people in a rational or intellectual way, the heart emotional influencing connects the communication or decision to a person's feelings of well-being or sense of belonging. The hands cooperative influencing tactics, involves seeking advice and offering assistance. The leader reinforced the connection that they have with others. Each person has a preference for how they would like to be influenced.

Well selecting the best influence tactics important to achieve the desired outcome with a person or group. Well knowing all about it is showing a path towards a good persuader motivating others leaders create a climate in which people become engaged and empowered. Well I think that these are the important points and ideas which are going to help you in a better way. Keep in mind the basic tenets of persuasion influencing other convincing other.

I am sure that you will be a very good communicator and persuader one day. For a good leadership quality, you need to be a good persuader and a good influencing person. Well, students I have said the best of my knowledge whatever I have to develop this persuasive quality. You try to know the world more meet the people learn the experience feel the experience know the world this is how you can move ahead in your life with a good persuasive skill till then thank

you very much see you again in the next lecture of mine.