

LESS IS MORE

PEOPLE WANT MORE OF THOSE THINGS THEY CAN HAVE LESS OF. ”

Robert. B. Cialdini

A grocery store in California sets up a special display to sell jam. At certain times, the display had six flavours to choose from. At other times, the display had 24 choices. Which display sold most?



THE DISPLAY WITH 24 CHOICES

No. of people who stopped by: 145
No. of people who chose a jam: 4



Source: Iyengar & Lepper (2000)



THE DISPLAY WITH 6 CHOICES

No. of people who stopped by: 104
No. of people who chose a jam: 31



Give people too much choice and they will choose not to choose.

USE THE RULE OF THE RARE

- People want more of the things that seem less attainable.
- Focus on the features of your offer that are genuinely unique or rare.
- Limiting the number of options or availability signals scarcity and increases people's motivation to take action.

USE LOSS NOT GAIN TO PERSUADE OTHERS

- People are generally more likely to take actions to avoid losses than they are to accrue gains.
- Most people find it far more painful to lose £50 than they find it pleasurable to find £50.
- Always communicate the benefits that your audience will potentially lose if they say no to your proposal - as much as what they stand to gain.

REDUCED CHOICE = INCREASED INFLUENCE

- People can find the decision-making process too difficult and will often disengage if they are offered too many choices.
- Although it appears counterintuitive, you can actually increase your influence by reducing rather than increasing the options you provide.
- When presenting to people who aren't experts limit the choices you offer to three or four.

MAKING YOUR CASE

HAVING A COMPELLING CASE TO MAKE IS NOT THE SAME AS MAKING A CASE COMPELLINGLY.”

Robert. B. Cialdini



THREE CHARMS; BUT FOUR ALARMS

- If you don't have enough arguments to support your case you risk coming across as half-hearted.
- But too many arguments can actually undermine your success.
- Remember: three claims will charm, but four can alarm!



GET INTRODUCED

- The way you're introduced often matters more than the idea you are introducing.
- Ensure that the people you wish to influence know about your qualifications and experience.
- But avoid coming across like a booster by asking a colleague or another customer to introduce you.

ALWAYS ASK... "COMPARED TO WHAT?"

- People rely on comparisons to determine how attractive an option is.
- What people experience first has an important influence over their evaluation of the next thing they see.
- Be sure to tell people about the alternatives that are not quite right for them, before making your recommendation.

ADMIT YOUR WEAKNESS

Demonstrate trustworthiness by acknowledging a small weakness in your proposal. People are more likely to say 'Yes' to those they see as trustworthy and credible. So admit your weakness at the start of your pitch, not at the end. And immediately counter it with your strongest argument

NEGOTIATING TACTICS

ON AVERAGE PEOPLE ARE 3X MORE LIKELY TO SAY YES TO A SMALLER REQUEST AFTER THEY HAVE SAID NO TO A BIGGER, RELATED ONE.

Source: Cialdini, R. B., Vincent, J. E., Lewis, S. K., Cotalan, J., Wheeler, D., & Darby, B. L. (1975)



MAKE THE FIRST MOVE

- All else being equal, those who make the opening offer in a negotiation end up with a better outcome than those who wait.
- An offer that is given first anchors a negotiation partner to that figure.
- When making an offer use precise rather than rounded numbers. It makes it seem like you have a strong justification for your offer.
- Compile a list of reasons why your ideal outcome is justified – in case your opponent beats you to the opening offer.

TURNING 'NO' INTO 'YES'

- Make your initial request a relatively large one because people are more likely to say 'Yes' to a smaller request immediately after they have said 'No' to a larger one.
- But always make sure your first request is a realistic one. No one wants a reputation for being a trickster.
- And be sure that any concessions you make are given immediately after your first request is rejected. Otherwise they could be seen as a separate requests.

HOME TEAM ADVANTAGE

'When a team plays at home they are expected to perform better'. Is this just an expectation, or is it what happens?



NEGOTIATING - TYING THE KNOT

“EVERYTHING IS NEGOTIABLE. WHETHER OR NOT THE NEGOTIATION IS EASY IS ANOTHER THING.”

Carrie Fisher

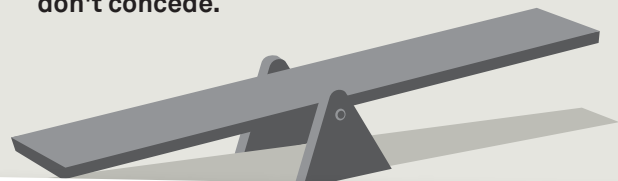


THE GROUNDWORK

- When you're negotiating, don't assume, ask.
- If you have a bottom line conflict, then look for variables.
- Avoid emotional negotiations – stay neutral, stick to the facts.
- Finally, before you make a proposal – get the whole list.

SEE-SAWS AND TRADE-OFFS

- When you start your negotiation, pitch high.
- Don't give anything away without gaining something in return – in other words, trade, don't concede.



WHEN THINGS GO WRONG

- As negotiations come to fruition, avoid threats and ultimatums.
- Instead, ask 'what if' questions to find alternatives.
- You're not looking to win, you're looking for a fair deal for both sides



USING SIMILARITY

BIRDS OF A FEATHER FLOCK TOGETHER.

PROVERB

PARROT-PHRASING.

When waiting staff were instructed to repeat back customer orders using the exact same words as their customers, tips rose by 70%. Source: Van Baaren, R. B., R. W. Holland, B. Steenaert & A. Van Knippenberg (2003)



HIGHLIGHT SIMILARITIES FIRST

- People prefer to be persuaded by people who *are* like them and who *do* like them.
- People are much more likely to say 'yes' to people with who they share similar backgrounds, experiences and values.
- Look for genuine similarities that you share with someone before you attempt to influence them.

USE THE SAME LANGUAGE

- Demonstrate greater understanding by using the same words that the person you want to influence uses.
- The technique is called 'parrot-phrasing' and it helps create feelings of similarity and understanding.
- Similarity and understanding increases liking and improves your subsequent influence attempts.

THE POWER OF OTHERS

Have you ever joined a queue without knowing if you are in the right line? Or picked the busy restaurant over the empty one?

- When people are uncertain about what to do they look to those around them.
- Use the persuasive power of others by telling people about the actions of others like them.
- Don't make the mistake of using the testimonials you are proudest of. Instead use the testimonials that are most similar to those you are persuading.



ACHIEVING GOALS & COMMITMENTS

LONG DISTANCE ATHLETES DIVIDE UP THEIR RUNS BY TELLING THEMSELVES TO "RUN TO THE NEXT LAMPPOST". THINK ABOUT YOUR OWN GOALS AND AMBITIONS. WHAT'S YOUR NEXT 'LAMPPOST'?

TOP TIP



FOCUS ON THE SMALL NUMBER

- People are more motivated to achieve a goal when they receive feedback focused on small numbers rather than large numbers.
- So telling your team "we're already 20% towards our target" will be more motivating than "we've 80% left to go."

USE RANGES TO MOTIVATE PEOPLE

- When pursuing goals people tend to focus on two things: achievability and challenge.
- Single number goals (e.g. open 3 new accounts this week) are either achievable, challenging or a compromise in-between.
- High-low range goals (e.g. open 2 - 4 new accounts this week) engage both achievability and challenge and lead to longer commitment.

*People live up to
what they write down*

- *Get into the habit of asking people to write down their commitments. (This includes you too!). People are more likely to live up to what they write down.*
- *Encourage commitment sharing! A commitment shared is a commitment furthered.*

BEING A 'PEOPLE PERSON'

**“LIKING IS A ROAD TO AGREEABLENESS.
AND AGREEABLENESS IS A ROAD TO
INFLUENCE.”**

Steve Martin, INFLUENCE AT WORK.

INFLUENCE

AGREEABLENESS

**LIKING
ROAD**

Being people-orientated has nothing to do with being gregarious, intelligent, or attractive. It's actually about sincerity, transparency, and understanding.

Source: UCLA study

LOOK FOR LIKEABLE FEATURES

- Consciously look for something you like about a person.
- Looking for genuinely likeable features and complimenting them can increase cooperation and break barriers.
- With more difficult people this can repair relationships and get stubborn colleagues onside.

BE MORE HUMAN

- People have a fundamental need to affiliate and connect with others.
- Increase your influence by using images or stories that individualise the people involved.
- When promoting new projects and initiatives talk about how they will affect specific people rather than a group.

“I KNOW THERE’S STILL GOOD IN YOU”

In Return of the Jedi, Luke Skywalker uses positive labelling to bring Darth Vader back from the dark side. Research shows that giving someone a desirable label to a person can increase the chances they will behave in a way consistent with that label.

It's most effective when you label someone with a trait they have or would aspire to have.



HELPING HANDS

**PEOPLE ARE MORE LIKELY TO SAY
YES TO YOU THAN YOU THINK!**



Research shows that people underestimate the likelihood that people will say 'YES' to their requests, by about **50%**.

TOP TIP

Keep a record of how many times you help others at work. Compare it to how many times you receive help. How balanced is your scorecard? And what could you do to make it more balanced?

Source: F.J. Flynn & Vanessa K. Bohns (2008)

ASK FOR HELP

- 'Requesters' focus on the economic costs that people will incur if they do say 'yes' to them (such as their time and resources).
- 'Helpers' however are much more likely to focus on the social costs of saying 'no'.
- As a result we underestimate the likelihood that people will say yes to our requests.
- Research shows that asking for help doesn't weaken your power; it actually boosts it.

DON'T JUST ASK FOR HELP. GIVE IT TOO.

- People feel more obliged to give back to people who have given them something first.
- Before trying to influence someone ask yourself "How can I help this person?"

