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15.280 Communication for Managers
Fall 2008

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Communication for Managers

Persuasion



Agenda

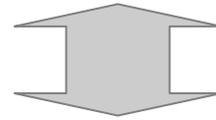
- Communication strategy and structure
- The art and science of persuasion
 - Logical arguments
 - Direct vs. indirect structure
 - Cialdini's Principles
- Team exercise
- Coming attractions



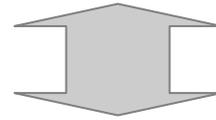
Communication Strategy and Structure

**Strategy:
Analyze
the
Situation**

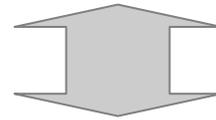
Purpose



Audience



Credibility



Cultural Context

Communication Strategy and Structure

**Strategy:
Clarify
Your
Audience
and
Purpose**

- Who is your audience?
- What do they know?
- How do they feel?
- What do you want your audience to
 - Know?
 - Feel?
 - Do?

Communication Strategy and Structure



**Strategy
Checklist**

Managerial style



Structure



Content

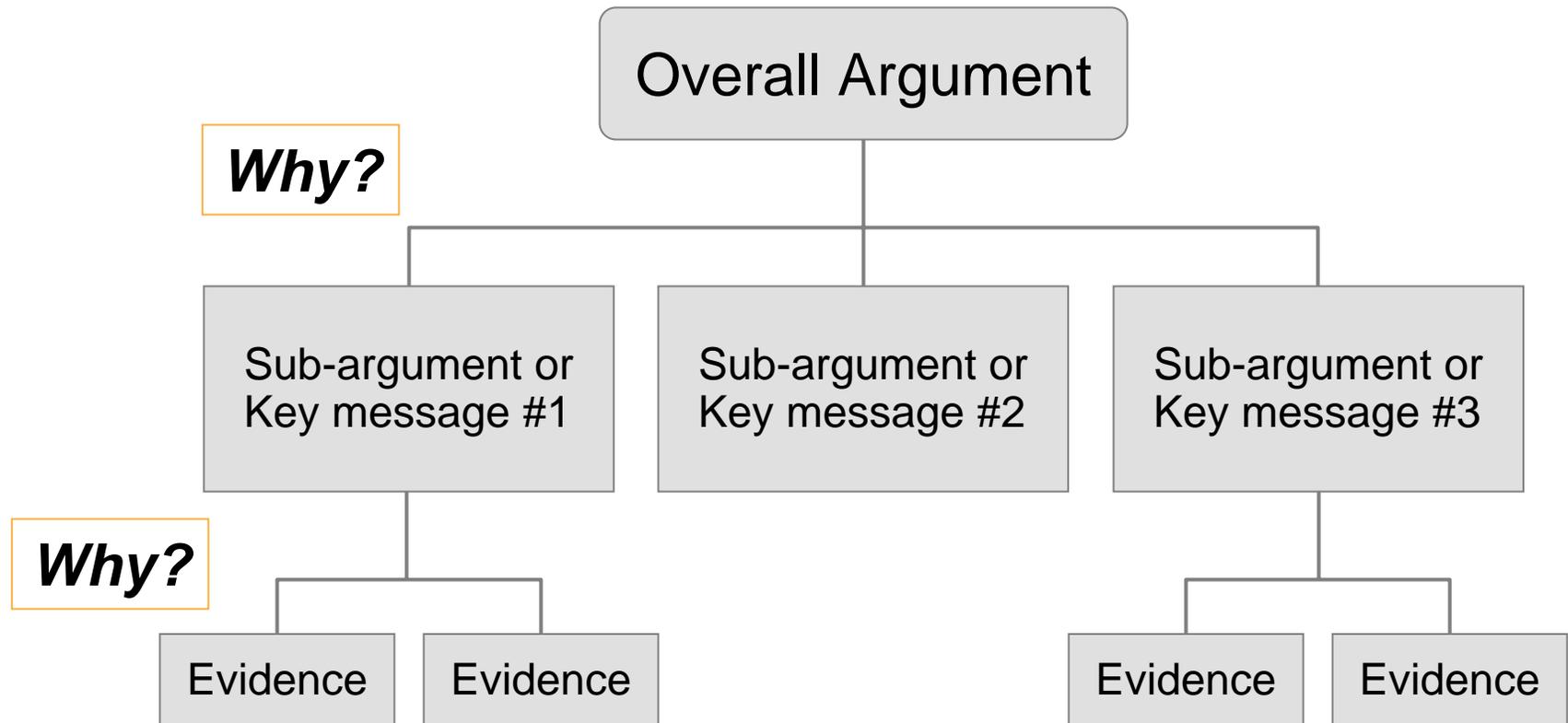


Channel



The Art and Science of Persuasion

Logical Arguments: The Power of Evidence



The Art and Science of Persuasion

Test Your Evidence

- What is the source of the evidence?
- Is the evidence accurate, current, relevant, and sufficient?
- Have the statistics been evaluated properly?
- Is the authority cited valid?
- Is an inference or opinion being presented as a fact?

The Art and Science of Persuasion

Test Your Reasoning

- Are the instances cited typical?
- Are negative instances accounted for?
- Are counter arguments addressed?
- Is the evidence alone sufficient to bring about the effect?

The Art and Science of Persuasion

Logical Arguments: One-sided or Two-sided

Audience Bias

- If negative: use strong two-sided argument
- If neutral or positive: consider other factors

Expected Opposition

- Use milder two-sided argument to inoculate
- Consider putting refutation after positive statement
- Consider cultural or organizational norms

Audience Norms or Preferences

- Use two-sided argument if norms dictate
- Use two-sided argument if audience prefers to see thought process

The Art and Science of Persuasion

Structure: Direct or Indirect

Direct



Indirect



Informative

Main points followed
by subsidiary points

Subsidiary points
preceding main point

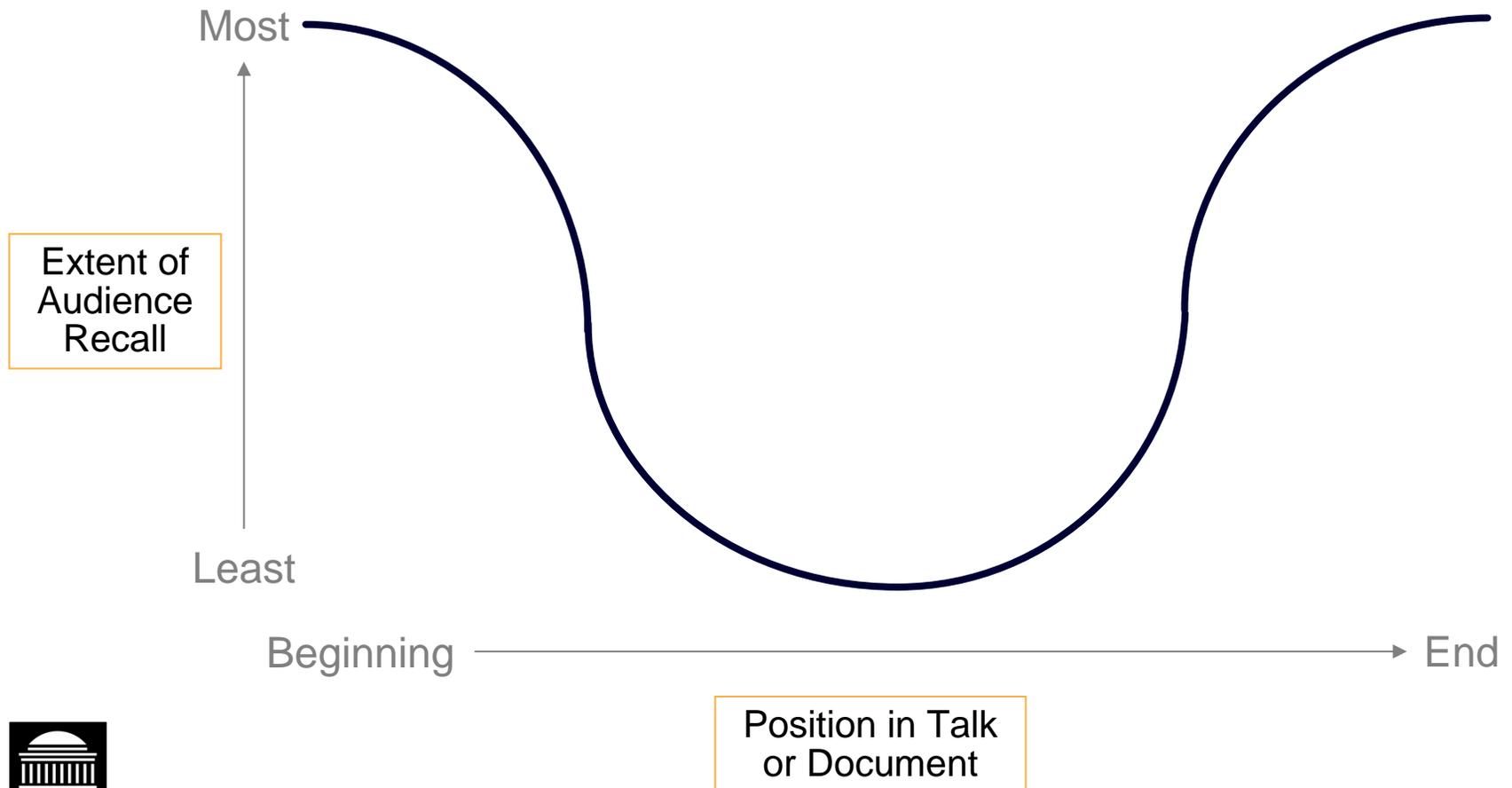
Persuasive

Recommendation
backed by
arguments

Arguments leading to
recommendation

The Art and Science of Persuasion

Direct vs. Indirect: Cognitive Processing Constraints



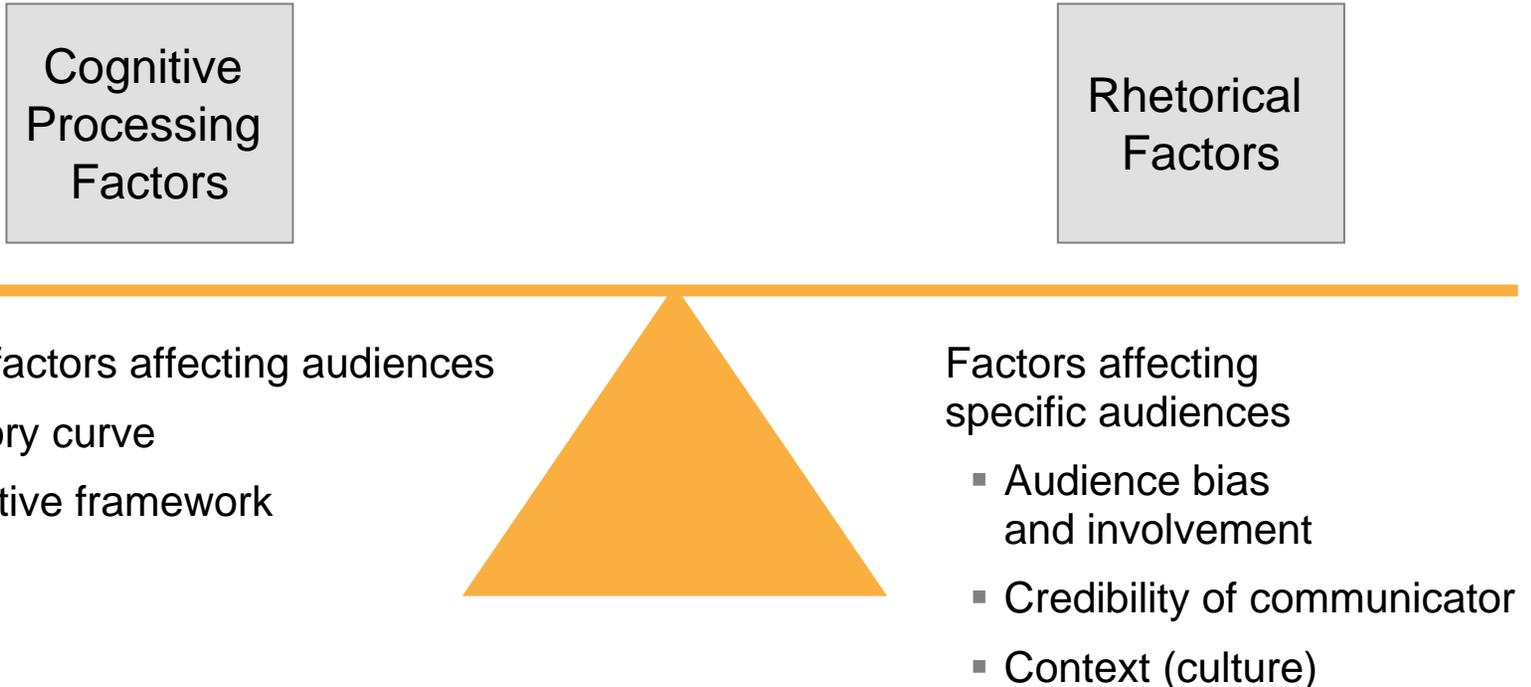
The Art and Science of Persuasion

Direct vs. Indirect: Rhetorical Concerns

	Direct Structure	Indirect Structure
Audience Orientation	Results-oriented	Analysis-oriented
Audience Bias	Positive	Negative
Your Credibility	High	Low

The Art and Science of Persuasion

Direct vs. Indirect: Balance Cognitive and Rhetorical



The Art and Science of Persuasion

Cialdini's Principles

- **Liking:** People like those who like them
- **Reciprocity:** People repay in kind
- **Social Proof:** People follow the lead of similar others
- **Consistency:** People align with their clear commitments
- **Authority:** People defer to experts
- **Scarcity:** People want more of what they can have less of

Team Exercise: Illustrate Cialdini

**Draw
from
Cialdini's
Principles**

- Persuade the class to:
 - Join a club
 - Donate to a good cause
 - Manage your child's sports team
 - Recycle trash at local dump
 - Take part in community service
- Prepare a message for your team to deliver to the class persuading them to do something



Coming Attractions

15.311 Organizational Processes

- Individual Decision Making
- Due: Read *Hammond et al.*

15.280 Communication for Managers

- Oral Presentations; Minto Pyramid
- Due LEC 3: Read *Craigstone Corporation*

15.277 Special Seminar in Communication

- Setting Team Goals
- Giving and Receiving Feedback

