



# U.S. Chamber of Commerce Institute for Organization Management

## **E350 The Art of Persuasion & Negotiation**

Alysia A. Cook, IOM, PCED  
Opportunity Strategies LLC

# Robert Cialdini, Ph.D.'s 6 Principles of Influence

- Reciprocity
- Scarcity
- Commitment/Consistency
- Social Proof
- Liking
- Authority



U.S. Chamber of Commerce  
Institute for Organization  
Management

But wait!  
There's More!

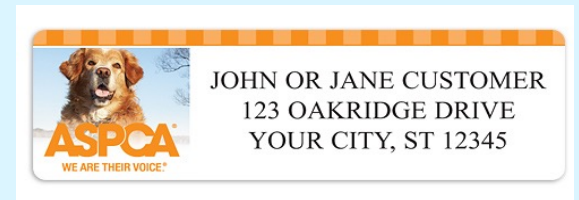
## 7<sup>th</sup> Principle: Unity

- Being Together
- Acting Together



U.S. Chamber of Commerce  
Institute for Organization  
Management

# Reciprocity



U.S. Chamber of Commerce  
Institute for Organization  
Management



# Scarcity

Call TODAY!  
While Supplies  
Last!



U.S. Chamber of Commerce  
Institute for Organization  
Management

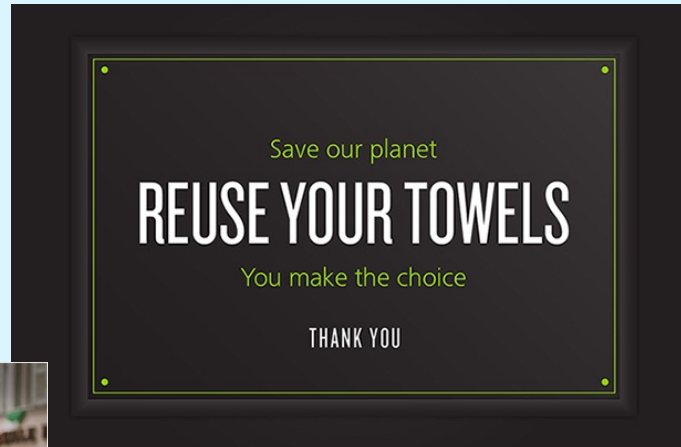
# Commitment/Consistency

VOTE HERE



U.S. Chamber of Commerce  
Institute for Organization  
Management

# Social Proof



U.S. Chamber of Commerce  
Institute for Organization  
Management



# Social Proof



## Important Payment Reminder

### Make Your Payment Today

Dear ALYSIA AIMEE COOK,

Member ID - [REDACTED]

This is a friendly reminder that your premium payment is due on 05/31/2019.

Nine out of ten members pay their bill on time. \*Avoid being late and make your payment now.

Register or log in to [www.bcbstx.com](http://www.bcbstx.com) to:

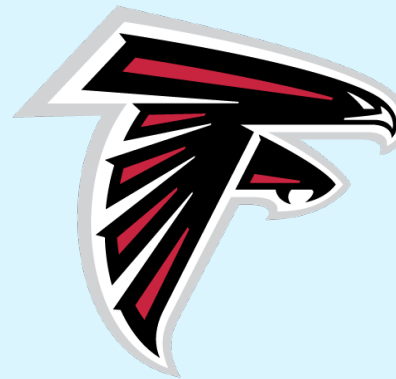


U.S. Chamber of Commerce  
Institute for Organization  
Management

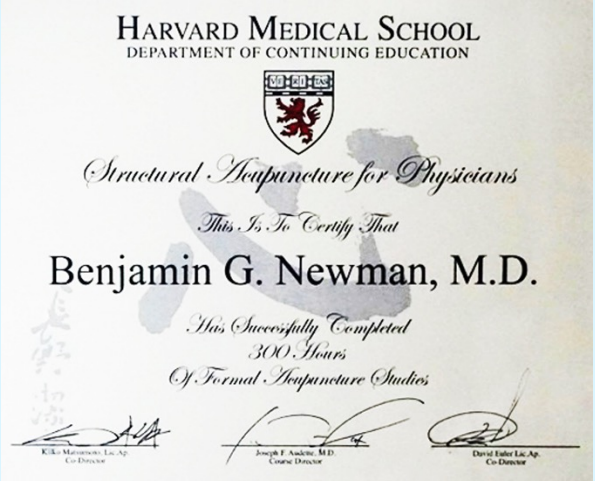
# Liking



U.S. Chamber of Commerce  
Institute for Organization  
Management

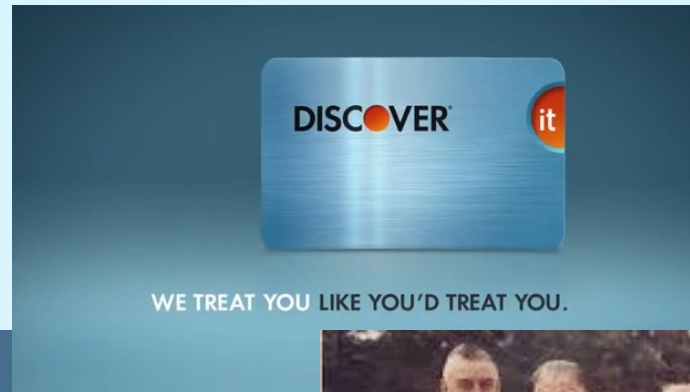


# Authority



U.S. Chamber of Commerce  
Institute for Organization  
Management

# Unity



THE **PACIFIC** PROMISE  
WE TREAT YOU LIKE FAMILY



U.S. Chamber of Commerce  
Institute for Organization  
Management

# Additional Consideration: Timing



Of course, I love you, now buy  
me more stuff.



U.S. Chamber of Commerce  
Institute for Organization  
Management

# Friends Dress Alike



U.S. Chamber of Commerce  
Institute for Organization  
Management

# Members/Stakeholders

Your messaging:

Which do you use effectively?

Which can you improve upon?



U.S. Chamber of Commerce  
Institute for Organization  
Management

# Influence in Action

## Exercise: How Can You Use These in Your Organization?

- Reciprocity
- Scarcity
- Commitment/Consistency
- Social Proof
- Liking
- Authority
- Timing & Unity



U.S. Chamber of Commerce  
Institute for Organization  
Management

# Influence in Action

## Reciprocity

- Free first time to Event/Business After Hours
- Courtesy meeting with an influencer
- Complimentary referral w/notice

## Scarcity

- Limited time offer for members only – expires in 7 days
- Only 100 tickets available
- Special event for VIP members

## Commitment/ Consistency

- Committee volunteer to Committee Chair to Board Member
- Sign-up Sheets for events/volunteers
- Board member Accountability - Commitment Forms



U.S. Chamber of Commerce  
Institute for Organization  
Management

# Influence in Action

## Social Proof

- “Most members/stakeholders do/say/contribute \_\_\_\_\_”
- Video testimonials from members/stakeholders on value of investment
- Membership development based on peer-to-peer asks

## Liking

- Board member engagement at new member orientations
- Personal invitations to events
- Public compliments/photos together/showcase members/stakeholders on social media

## Authority

- Use Board Chair for difficult asks
- Have VIPs/elected officials as allies
- Use your credentials: IOM, CAE, CCE
- Become THE Authority on a topic: Workforce, HR, Grants, Insurance, Tourism, Entrepreneurship



U.S. Chamber of Commerce  
Institute for Organization  
Management

# Influence in Action

## Timing & Unity

- Pay attention to Timing:
  - Ask for support after a meal
  - Ask for a favor after a referral
  - Ask for a testimonial after you showcased a member on social media
  - Fundraisers with liquor
- Introduce members/stakeholders to others who are like them in some way:
  - Golfers
  - Home Office/Work from Home
  - Young Professionals/Retirees
  - CEOs
  - Singles



U.S. Chamber of Commerce  
Institute for Organization  
Management

# Persuading Board Members

## Keys to Board Engagement:

- Commitment Form
- Proper Onboarding
- Board Development Training
- Celebrate Successes Together
- Member/Stakeholder Visits
- Public Recognition
- Strategic Planning
  - Mission/Vision
  - Core Values
  - Crafting 3-7 Goals
  - Strategy Development
  - Metrics Development
  - Accountability/Responsibility
  - Start/Completion Timetables



U.S. Chamber of Commerce  
Institute for Organization  
Management

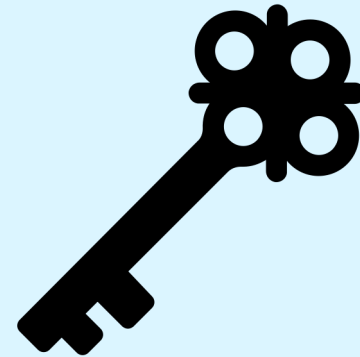
# Persuading Current/Potential Members/Stakeholders

Keys to Member/Stakeholder Engagement:

- Investment Tiers where benefits/value far exceed their investment amount
- Testimonials
- Follow-up after enrollment
- Customer Service Excellence
- Accessibility
- Active Listening
- Regular Visits/Check-ins
- Personal touchpoints



U.S. Chamber of Commerce  
Institute for Organization  
Management



# Negotiation

Keys to Effective Negotiation: Chris Voss (FBI) vs. Roger Fisher & William Ury (Harvard)

- Fisher/Ury: joint problem solving:
  1. Separate the person (emotion) from the problem
  2. Don't get wrapped up in *what* they're asking for; focus on *why* they're asking for it
  3. Work cooperatively to generate win-win options
  4. Establish mutually agreed-upon standards for evaluating those options
- Voss: Tactic-calibrated questions:
  - Open-ended questions: "How am I supposed to do that?"
  - "I'm sorry, but...how can I deliver that on my salary?"
  - "Your offer is very generous, but I'm sorry, that just doesn't work for me."
  - "I'm sorry but I'm afraid I can't do that."
  - "I'm sorry, no."
  - Downward inflection, deferential
  - Use their name
  - Illusion of them being in control
  - Makes them consider solving *your* problem



U.S. Chamber of Commerce  
Institute for Organization  
Management

# Negotiation

- Voss: Negotiation is:
  - Gathering information
  - Influencing behavior
- Voss: You're negotiating every day:
  - I want you to buy this membership
  - I want you to renew
  - I want you to work for me
  - I want you to show up to work on time
  - I want a 10% raise
  - I want to pay \$25K for that car
  - I want you to go to bed at 9pm
  - I want you to eat your supper
  - I want to go to Hawaii for vacation



U.S. Chamber of Commerce  
Institute for Organization  
Management

# Negotiation Techniques

- Voss: Mirroring/Rapport Building
  - Speech patterns
  - Vocabulary
  - Body language
  - Tempo
  - Tone of voice
  - Repeat last 1-3 words
  - Waiters: 70% more tips
  - Use positivity
- Voss: Label their pain/empathize
  - It looks like...
  - It seems like...
  - It sounds like...
  - It feels like...
  - Use silence



# Negotiation Techniques

- Behavior Modification
    - “What’s the best thing that has happened to you today?”
    - Voss: Acknowledge the negative and diffuse it (apology) immediately
    - Voss: label each negative feeling and replace it with positive compassion
  - Voss: Everyone:
    - Loves their own name
    - Wants to be heard
    - Wants to be understood
    - Wants to be appreciated/valued
- FBI’s CNU (Crisis Negotiation Unit) BCSM (Behavioral Change Stairway Model – 5 stages to “that’s right”:
1. Active listening
  2. Empathy
  3. Rapport
  4. Influence
  5. Behavioral Change



U.S. Chamber of Commerce  
Institute for Organization  
Management

# Negotiation Techniques

- Voss: Using the “F-Word”
  - The word “fair”
  - Use it early in negotiations
  - *“I want you to feel like you are being treated fairly at all times, so please stop me at any time if you feel I’m being unfair, and we will address it.”*
  - Positions you as an honest person
  - If you get accused of being unfair, ask them to explain how



U.S. Chamber of Commerce  
Institute for Organization  
Management



U.S. Chamber of Commerce  
Institute for Organization  
Management

# References/Sources

- *Influence: The Psychology of Persuasion*, Robert B. Cialdini, Ph.D.
- *Pre-Suasion: A Revolutionary Way to Influence and Persuade*, Robert Cialdini, Ph.D
- *Never Split the Difference*, Chris Voss
- *Getting to Yes*, Roger Fisher & William Ury

# Act Now! – within 10 Days



Today is the greatest moment for  
your organization

You can  
shape the  
future with a  
simple  
decision  
today to do so



U.S. Chamber of Commerce  
Institute for Organization  
Management

# Connect with Me

Alysia A. Cook, IOM, PCED  
Opportunity Strategies LLC

512-963-2263

[alysia@opportunitystrategies.com](mailto:alysia@opportunitystrategies.com)

[OpportunityStrategies.com](http://OpportunityStrategies.com)

[@alysiacook](#)



U.S. Chamber of Commerce  
Institute for Organization  
Management



Opportunity  
Strategies LLC