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Persuasion Equation

The Subtle Science of Getting Your Way

THE SUMMARY IN BRIEF

How do you get people to see things your way? Whether you're trying to secure a promotion, make a sale or rally support for a new idea, the ability to persuade those around you is absolutely essential to success.

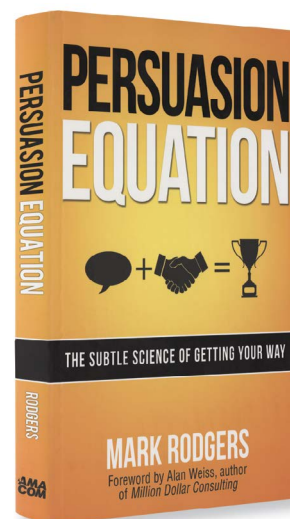
Merging research and real-world application, *Persuasion Equation* is an insightful guide that reveals what really drives decisions, and introduces readers to the persuasion equation — a powerful combination of factors proven to speed agreement.

Readers will discover the surprising reasons that people say “yes” and learn how to radiate an aura of expertise; win trust and leverage credibility; build a business case that appeals to both heart and mind; adapt for personality differences; understand technology challenges and persuasion tactics; use language strategically; perfect the five-step persuasion process; generate group buy-in; and be sensitive to the crucial psychology of self-persuasion.

From crafting compelling emails, to convincing a colleague, to nailing the big presentation, *Persuasion Equation* is your personal recipe for success.

IN THIS SUMMARY, YOU WILL LEARN:

- The three persuasion precepts and how to set your persuasion priorities.
- Key heuristics and biases that influence your decision making.
- To build a convincing business case via quantitative and qualitative reasoning.
- To build credibility and use verbal and nonverbal “power language.”
- Why positive self-talk is key to your persuasive efforts.



by Mark Rodgers

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THE COMPLETE SUMMARY: PERSUASION EQUATION

by Mark Rodgers

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Persuasion Equation: The Subtle Science of Getting Your Way by Mark Rodgers. Copyright © 2015 by Mark Rodgers. Summarized by permission of the publisher, AMACOM, a division of American Management Association. 240 pages, \$17.95, ISBN: 978-0-81443-417-8. To purchase this book, go to www.amazon.com or www.bn.com.

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Persuasion Fundamentals

To the uninitiated, the term *persuasion* has negative connotations. But persuasion is not coercive, conniving or devious. No one can be persuaded to do something he or she doesn't want to do.

Persuasion is “ethically winning the heart and mind of your target.” Let's take a moment to examine this definition word by word. *Ethically* means simply doing something honestly and without trickery or deceit. *Winning* means gaining agreement with your suggestion, idea or position. *Heart* refers to gaining emotional buy-in, *mind* refers to logical buy-in and *target* represents the specific person you are attempting to persuade. Whether you're attempting to persuade or dissuade, you have to be doing it for the right reasons and in the right manner.

There are two fundamental roles of persuasion. The first involves getting someone to say yes to your offer or request — to buy your product, agree to your idea or take you up on your suggestion. Persuasion helps you get someone to willingly *do* something.

The second role of persuasion — and one that many people overlook — is getting someone *not* to do something, to *dissuade* him or her from taking action you feel might be harmful. If you're going to thrive in the eat-or-be-eaten contemporary workplace, you must be able to effectively use both roles.

Setting Your Persuasion Priority

If, in your professional endeavors, you could flick a switch and convince one person to do just one thing, what would that be? Do you want to get the assignment? Bring a new product to market? Overhaul the Customer

Service Department? Win the promotion? Land a big-name client? Each of these is a “persuasion priority.” To get to the heart of the matter, ask yourself this: Who is the one person you want to say yes, and to what?

Before you answer the above persuasion priority question, consider the four persuasion priority criteria. Your persuasion priority must be

- **Meaningful:** Important to you and your organization
- **Significant:** Large enough to make a difference in your life and workplace
- **Realistic:** But not so large a request that it's unattainable
- **Others-Oriented:** Because you get ahead by improving the condition of others

In professional settings, wildly persuasive people balance the following attributes: assertive, empathetic, communicative, tenacious and resilient.

Persuasion Precepts

There are three key foundational ideas on which your persuasive efforts will be built. These ideas are reciprocity (the linchpin of persuasion), a concept referred to as “enlightened self-interest” and the ultimate persuasion principle: congruency.

Reciprocity: Reciprocity is a fundamental human condition that means a “cooperative interchange,” or the repaying of others in kind, often for a mutually beneficial result. Reciprocity is about surviving — and thriving — within your own organization. Likewise, understanding reciprocity is vital to maximizing your yes success. The first step to doing so involves establishing a healthy give-and-take mindset. There are two planes to consider:



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your willingness to actively do things for others and your willingness to accept assistance from others.

Enlightened Self-Interest: If it's positive for you (your increased income, your heightened professional status, your strengthened organization), positive for other parties involved (your target and your target's organization) and positive for the larger whole in which you operate (your industry or your community), then why not do it? Appeal to the enlightened self-interest of others, and prepare to hear yes again and again.

Congruency: Your external actions and internal thoughts must be aligned. If you are promoting a product, an idea or an initiative, you need to believe in it from an ethical standpoint. If you want to be convincing, you have to be convinced. ●

Decision Making

Heuristics are supportive cognitive shortcuts that help us make good decisions in times of complexity. Biases, on the other hand, impede decision making. Sometimes, biases also are referred to as cognitive illusions because, much like an optical illusion, they twist our thinking about reality. What follows are the heuristics and biases most prevalent in persuasion.

Cialdini's Six Principles of Persuasion

Robert Cialdini created something akin to a "Unified Field Theory of Persuasion" by categorizing almost every persuasion approach into one of six primary principles: reciprocity, scarcity, consistency, liking, authority and social proof. Cialdini's principles are great examples of heuristics, meaning that when we humans follow them, we typically have a good result. People often use Cialdini's six principles, individually or in combinations, to make decisions.

Reciprocity. Reciprocity involves the give-and-take of human exchange. The best way to leverage reciprocity is to enter every situation by asking yourself, "Who here can I genuinely help?"

Scarcity. To truly leverage the principle of scarcity, the scarcity must truly be real. There really needs to be "only three days left!" or "limited inventory!"

Consistency. We like, trust and want to interact with people who follow through on what they say.

Liking. We like those who like us as well as those who are like us.

Authority. We defer to experts. If you have a level of expertise and your target is aware of it, you automatically become more persuasive.

Social Proof. The best way to leverage social proof in a business setting is through the use of testimonials and referrals, which demonstrate that others have benefited from knowing and working with you.

Next, let's set our sights on understanding the most prominent biases.

Availability Bias: We have a tendency to give the most credence to what we can most easily recall. It's imperative to keep the value of your "ask" in front of your target. Sending a reminder email, revisiting a key point casually in conversation, or mailing a communiqué that augments or amplifies your position all work beautifully.

The Halo Effect: The Halo Effect occurs when we judge others positively in one aspect of their lives (appearance, wit, charm, industriousness) and then apply positive feelings to them for other, often unrelated, areas (problem solving, leadership, sales prowess). Make a favorable impression early, and you'll dramatically improve the likelihood of hearing yes later.

Confirmation Bias: We seek facts, stats and opinions that prove our hypothesis or our preconceptions. If you're attempting to ethically win the heart and mind of your target, you must do your due diligence. Look at all relevant data sets to make sure that what you're proposing is the right thing to do. Once you're convinced that your proposal is the right thing for your target, for you and for the surrounding situation, acknowledge the bias. ●

Targets, Technology and Tactics

The people you'll be attempting to persuade — your targets — possess personality, gender and generational differences as well as individual preferences. Understanding and tapping into these differences will be pivotal to your successful persuasion efforts. They will impact how you behave, what sort of case you make, the language you use and the references you choose.

Personality Differences

In their book *Personal Styles and Effective Performance*, David Merrill and Roger Reid developed four personality styles based on assertiveness and responsiveness: Driving, Expressive, Amiable and Analytical.

Driving personalities seek power and autonomy via facts and information. Communicative and competitive best describe people with *Expressive* behavior. Relationships and cooperation are important to *Amiables*.

Analyticals want to know not only if something works but how and why and who says. They avoid risk because their desire to be right is almost all-consuming.

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Don't treat others the way you would like to be treated; treat them the way they want to be treated.

- Don't small talk a Driver. Also, share facts, not feelings, and use concision to get the decision.
- Make an Expressive the star. Also, resonate fun and high energy, and allow for digressions and stories.
- Form a bond with an Amiable. Also, take a personal interest in him, and ask for his opinion.
- Bring out your research arsenal for an Analytic. Also, use unqualified expert opinions, and leave no question unanswered.

Technology and Persuasion

It is crucial to understand the role technology plays in making your persuasion priority a success. Take, for example, Computer-Mediated Communication (CMC), specifically how we use text messaging, email and video-conferencing to be more effective and more persuasive communicators. Keep in mind that your target's attention is fragmented; remember that concision is king; get it right; make it easy; make it fast; opt for synchronous communication; keep up appearances; know text-speak and use emoticons wisely.

Persuasion Tactics

Persuasion tactics are those approaches deemed to cross the fine line between ethical persuasion and manipulation. That line of demarcation is fine precisely because it's dependent on the target's perspective. What Boomers call "selling out," Gen Xers see as corporate sponsorship and Millennials view as the ultimate objective.

Sometimes people are so afraid of acting unethically in their persuasion efforts that they fail to take any action and, no surprise, manage to not persuade at all. If the means are ethical and the ends are ethical, then you're obviously operating in an ethical manner. The dilemma occurs when the ends are ethical but the means are questionable. Author Daniel Pink offers a powerful rule of thumb for operating ethically: Treat everyone as you would your grandmother. ●

Building Your Business Case

Your Persuasion Equation is the combination of factors that will result in a rocket-fueled approach to you getting agreement. Your Persuasion Equation is (A Great Business Case + Your Outstanding Credibility + Compelling Language) × Intelligent Process = Yes Success.

A solid business case requires two primary building blocks: logic and emotion. In business, if you want to appeal to logic, you do so with quantifiable measurements.

Quantitative Reasoning

You'll never reach your persuasive potential if you are terrified of your calculator. You need to know how to read and understand the basics of an income statement, a cash flow statement and a balance sheet.

Return on investment (ROI) by definition is always a ratio. A ratio demonstrates the quantitative relationship between two numbers; ROI establishes the relationship between the return and the initiative's investment. So if a project has a \$400,000 return and a \$100,000 investment, it can be expressed as a ratio of 4:1.

The **payback period** is the length of time it takes an organization to recoup its costs on an initiative.

Net present value (NPV) reflects what your multiyear project is worth in today's dollars. It answers the question, What is this cash stream really worth to the organization?

Internal rate of return (IRR) is a measure related to NPV and answers this question: What rate of return will the organization receive on this project? The resulting number can be used internally to compare projects and make informed decisions, such as whether your case is strong enough to convince the organization to say yes.

The **breakeven calculation** answers the question, "How many units do we need to sell to recoup our investment?"

Qualitative Reasoning

Numbers are important — absolutely. But for many, the real power of persuasion lies on the emotional side of your appeal. Qualitative reasoning becomes just as important as quantitative reasoning.

Here are seven emotional objectives to consider when building your case to persuade or dissuade:

Provoke, by causing a reaction, especially an angry one.

Inspire, by giving people hope or a reason to agree with you.

Invoke, by enabling someone to see a particular image in his or her mind.

Awaken, by making someone experience a new feeling or emotion.

Arouse, by exciting someone with ideas or possibilities.

Touch, by generating a sad or sympathetic emotion.

Ignite, by invoking a feeling of success or accomplishment.

Building one or more of these emotional strategies into your business case will materially improve your chances of yes success. ●

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The Credibility Crucible

Easy to lose and tough to build, credibility ranks as one of the primary characteristics of a successful and professional persuader. A basic determination of credibility can be found in the following descriptors: You do what you say you're going to do; your information is accurate and unbiased; you're not prone to exaggeration or hyperbole; you admit when you're wrong and accept blame; you share the credit when successful; your word is your bond.

The key question is this: What do people say about you when you're not in the room?

Three Components of Credibility

Credibility cannot be achieved if you don't possess the following three attributes: expertise, track record and respect.

Expertise: Expertise means that you actually comport yourself as an expert. Experts' opinions are believed and sought; they are not generally subject to quibbles or arguments. You gain expertise through experiences, education, observations and boldly moving on from both your victories and your defeats.

Track record: Nothing succeeds in promoting credibility like results that others can see, touch, feel, hear and smell. In other words, don't just talk the talk; walk the walk. Track records don't require uniform and unblemished successes. In fact, showing variation is preferable. The idea is to constantly improve.

Respect: No one respects people who can win only if someone else loses, or who see life as a zero-sum game. You don't have to like everyone, but you do have to remain civil. When you share, you gain respect; you also gain respect when you accept responsibility, when you volunteer, and when you effectively negotiate and honestly resolve conflict.

Four Ways to Build Credibility

Gaining credibility is easier than you might think. If you currently do any of the following, you're well on your way to creating credibility confidence.

Publicize your successes. Demonstrate your triumphs, relate your victories, recount your progresses — but don't boast about them.

Create a “rational future.” In other words, help people see a future that begins pragmatically in the present and develops logically and persuasively forward along a reasonable path.

Become clearly accessible and accountable or, to use contemporary jargon, “transparent.” People are less

likely to argue with an individual who is clearly available and responsible.

Hang out with other credibility all-stars. Find people with impressive credibility credentials within your organization or community and align yourself with them. ●

Power Language

The connotations of *rhetoric* have changed in recent years to suggest that it is a pejorative form of discourse, as in “empty political rhetoric.” But the original definition is “the art of persuasive speaking and writing, especially using figures of speech.” Effective rhetoric involves verbal and nonverbal communication skills, which in turn dictate how persuasive you are by informing others of your intent — overtly and covertly, explicitly and implicitly.

Savvy Word Choices

Some words are more compelling than others because of their emotional heft. They create powerful mental images to which listeners can readily relate. Consider the following: Our *savviest* customers, the company's *diverse* suite of products, your *compelling* presentation. A *sensitive* situation, an *urgent* response, a *feel-good* solution.

Unpack your trunk of adjectives, and punch up the power quotient. Instead of just saying the team has to make a decision, try describing it as a *crucial* decision or perhaps a *far-reaching* decision or a *key* decision. Judiciously used, well-chosen adjectives can work tremendously; overuse, on the other hand, leads to hyperbole.

When in the process of persuading, remember six powerful words that will force you to link a meaningful target benefit to your ask: “What this means to you is . . .” You can't say it without saying something after it, of course. So when you start to focus on your justification points for why someone should take you up on your offer, liberally use this phrase as part of your rhetoric.

Nonverbal Communication

What your body language communicates to your target and what your target's body language tells you is the essence of nonverbal power. A message that your target sends to you is a “nonverbal tell” (like in poker when someone has a tendency to, say, look at his watch before he bluffs). Likewise, a “nonverbal sell” is a message you send to your target. Recognizing nonverbal tells (NVT) and nonverbal sells (NVS) can be crucial to your persuasion success.

Following are some of the most common tells to watch for and what you might do in response.

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Solid eye contact. Response: Don't miss your opportunity to engage.

Averted eyes. Response: Proceed carefully — not boisterously, not aggressively. Don't engage in prolonged eye contact. A brief smile is enough.

Engaged smile. Response: Smile, acknowledge interest, move your gaze to others and then come back to your smiling target.

Dissenting squint. Response: You'll want to bring your target into the conversation.

Space-saving stance. Response: Tread lightly. This is a clear signal that now is not the right time to talk.

Watch glance. Response: Make your point and get to the ask — quickly. ●

Persuasive Processes

Now it's time to master the persuasive process. Here is a formula that governs persuasion success: $Yes = E2F3$, defined as follows: You get to yes by Engaging your target, Exploring the issue, Forming (and framing) possible options, Finessing any white water and Finalizing (and formalizing) the decision.

Step 1: Engage Your Target. Find the time when your target will be most approachable and receptive. And just as important as when is how you approach your target. Persuasion relies on relationships, so a face-to-face encounter is always better than a phone call, while an email shouldn't even be considered when it comes to persuasion. The first aspect of engagement involves building (or confirming) rapport. The engagement aspect is intended to begin a dialogue. Don't take a stance at this point; rather, simply explore the other person's attitudes.

Another key engagement element is understanding your target's level of knowledge. Has he or she been approached by others regarding the persuasion topic?

Step 2: Explore the Issue. This means delving into its content, as opposed to navigating the approach. The issue is a multifaceted situation, and each facet needs to be considered in turn. First, you need to determine what the issue means to your target, personally and professionally. Next, explore what the persuasion topic means to the organization. Examine budget parameters. Explore risk, too. With these factors firmly in your mind, explore your target's appetite for the change.

Step 3: Form and Frame Possible Options. Having options raises the odds of acceptance exponentially. Instead of providing a binary choice — a take-it-or-leave-it option, which is a 50/50 proposition at face value —

offering three options raises your chances of acceptance to about 75 percent. In other words, you now have three shots at hearing yes. Discuss the pros and cons of each option objectively, understanding that they all lead to Rome — that is, your desired outcome.

Step 4: Finesse any White Water. Like rafting through grade-five white water, the way in which you navigate resistance to your persuasion attempts will determine your success. Not every target will agree with new ideas (or even old ones). But remember that an objection is a sign of interest; apathy is your real enemy. If your target takes the time to express counterarguments, skepticism or doubt, she is engaged enough to invest her time.

Step 5: Finalize and Formalize the Decision. Ask for your target's opinion — not for a commitment. Opinions are nonthreatening: Everyone has them, and most want to share them. Simply say, "What do you think?" If you receive a positive response ("I really like the "best" option you've created"), move boldly forward. If you receive a neutral response ("I'm still not sure"), don't try right away to secure your yes. You have more work to do. If you receive a flat-out no, employ your options.

Finally, never accept a simple yes. Instead, work toward a profound agreement. Then you want to formalize the decision; you want your target to somehow go on record with his decision. ●

Persuasion 360

To persuade groups and specific members of groups, the first thing you need to acknowledge is that group decisions don't get made in group settings. Groups hear and discuss, sometimes debate and argue, but they seldom decide as a unit. Rarely will you find a single decision maker. Rather, multiple decision makers — often including but not limited to the budget manager, a hierarchical leader and an informal leader — are involved in the final decision.

Thus, you need to appeal to fiscal prudence, leadership responsibility, charisma or all of the above. You don't need unanimity or an overwhelming mandate to generate group agreement; you need critical mass. Consensus is something everyone can live with, not something everyone would die for. With that in mind, focus on the pragmatism of the numbers.

Seven Ways to "Influence Up." Speak the language; deal with evidence, not opinions; find workable approaches; be concise; manage the clock; stand your ground and relish being the contrarian. These best practices to "influ-

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ence up” are based on boldness and brevity, which strong senior people tend to appreciate and respond to positively.

Seven Ways to “Influence Down.” Use your “home field advantage”; avoid condescension at all costs; be brief but not abrupt; leverage honest ingratiation; request input; provide opportunities for contributions and don’t micromanage.

Five Ways to Influence Sideways. Cultivate favors by doing favors, link agendas, leverage loss aversion, covet your credibility and be fair. ●

Persuasion 911

Persuasion turbulence occurs when new information appears, people are influenced by other opinions or X factors are in play. Be it a promotion, a firing or a merger, things happen that change a person’s perspective on your request. But just because things get a bit bumpy doesn’t mean your flight won’t ultimately arrive at your intended destination. You simply need strategies for navigating “assent turbulence.”

Troubleshooting the Seven Most Common Weaknesses in a Pitch

Lack of trust: You’ll know that trust is missing if your target fails to be forthcoming with information, asks for delays, acts guarded, and is curt and abrupt in responses — or worse, doesn’t ask any follow-up questions. Response: Be 100 percent candid with your target, and address the elephant in the room.

Lack of value: This is indicated by no clear economic return on investment, no personal benefit for the target and no attempt to link qualitative returns to actual evidence. Value, as they say, is in the eye of the beholder. And the other person’s eye is the one that needs to behold the benefits of your pitch. Response: Have your target stipulate what an effective return would be, at least theoretically.

Lack of clarity: You’ll know your pitch isn’t working when you’re hit with a slew of questions, insistence on qualifiers, digressions and a lack of focus on what you believe the issue to be. Response: Eschew jargon, and focus on specifics.

Poor timing: Sometimes, it’s not you; it’s the timing. Priorities may be elsewhere. Perhaps it’s your firm’s busy season, or IT problems in the office are leaving employees distracted and ornery. Response: Try to avoid asking for something that directly conflicts with ongoing demands in the first place.

Opposing self-interest: This happens when the company, the department or the individual has a huge economic advantage to do exactly the opposite of what you are pursuing (or to do nothing at all). Response: This is a tough one, but there are ways to combat it, by appealing to corporate values or long-term benefits. Suggest that your pitch will not create a reversal of goals, and attempt to show your targets how a yes would support their private benefits in the longer term.

X factors: Suddenly, an unexpected “expert,” such as an outside consultant, weighs in on your pitch. Or an unanticipated development, such as an acquisition or company reorganization, occurs. Response: Keep your persuasion priority moving forward, irrespective of the new information. If that’s too bold of a move for you, make sure you have a Plan B.

Machiavellian impulses: This is when the people who tell you one thing (to keep you happy) then do another (to make them happy). Then they explain their behavior as a misunderstanding (to try to make you happy again). Response: Machiavellian types also hate the bright light because it exposes their dark corners, so keep issues in the light. Contain them, because it’s pointless to fight them, and don’t attempt head-on (or head-first) assaults. ●

Yes Success

We plan for objections and we plan for resistance; but we often don’t plan for success. This is a big mistake. Learning to handle this moment with panache will differentiate the Hall of Famers from the also-rans. This is because it is in the moment of yes that you can reassure your target that he or she has made a wise decision. And from there, you can begin to position yourself for even higher levels of persuasion success.

Five Moment-of-Yes Don’ts

When you hear yes, you’ve accomplished your objective. So don’t blow it by falling into one of the following five traps:

- Don’t immediately reply with an incredulous “Really?” You don’t want to appear gob-smacked that someone actually believes in your pitch.
- Don’t keep trying to make your case. Just stop.
- Don’t review your target’s concerns.
- Don’t be unprepared. If, for example, a purchase order needs to be signed, have it with you and ready to go. If you need to call someone to issue a verbal autho-

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rization, have the contact's name and number programmed into your phone.

- Don't bask in the glow of your success. After your target says yes, hit the bases.

Five Moment-of-Yes Dos

- Immediately shake hands.
- Offer a reinforcing comment. "This is going to be an exciting project." "We will do great work together." "Here's to accomplishing important work."
- Give a "next steps" overview. Here you want to be absolutely clear on what will happen next.
- Make sure your target takes action. Your target should be committed to the decision, not merely compliant. The only way that will happen is if she has something to do.
- Go public. This can take the form of letting just a few people around the lunch table know about the agreement, to distributing a company-wide memo, to alerting the local and national media. Going public makes that yes official by naming those accountable and broadcasting the commitment. ●

The Psychology of Self-Persuasion

Whether it's chasing a new job, requesting a plum assignment or making a budget pitch to the board of directors, we all talk to ourselves before we take action. Many psychologists have labeled this ongoing mental dialogue "self-talk." These internal comments impact thoughts, emotions, actions, and ultimately careers and life itself.

If left unchecked, those thoughts often skew negative. Negative self-talk can be disastrous for your persuasion attempts. Here are some examples of what self-doubt looks like in the workplace: You don't apply for the open position; you don't make the pitch; you don't ask for help when you need it; you don't request a customer testimonial; you don't solicit your manager's recommendation or you don't request the sales referral.

All of these manifestations of self-doubt can become problematic for your persuasion efforts. Why? Because persuasion is about taking risks. Because it requires you to put yourself "out there" by taking a stance and asking for agreement. Because persuasion is mostly about taking action, not sitting back hoping the action will occur on account of someone else's effort. And because self-doubt can paralyze you.

The Ultimate Guide to Self-Persuasion Success

To make the most of your newfound ability to persuade in any professional situation, be sure to practice persuasion by participating in the following activities at least once a day (if not more often):

1. Be cognitively aware of your internal dialogue.
2. Reframe negative thoughts. Don't scold. Fix.
3. Create an honest self-assessment. Make a list of your strengths and weaknesses. Then add either a piece of positive evidence or a solution after each one.
4. Use success ranges. Create ranges of success: Your threshold success might be that you make a positive impression and set another meeting, while your ultimate success might be that you secure a deal.
5. Understand the physical side of self-persuasion. Without enough rest, you won't be able to form your arguments, look your best and articulate your positions to the best of your abilities.
6. Boost your natural dopamine levels. Exercise can fuel dopamine production in your brain, making you feel good, look good and present your ideas with confidence.
7. Be present.
8. Undergo digital detox. Making digital detox a daily regimen will calm your thoughts and allow you to focus on the present.
9. Be convinced of your own value.
10. Use positive affirmations.
11. Create high-quality options. Never allow yourself to have just one option for your persuasion project. Always have a Plan A, a Plan B and a Plan C.
12. Keep a success journal.

If you want to be convincing, you have to be convinced. The first person who needs to say yes is you. ●

RECOMMENDED READING LIST

If you liked *Persuasion Equation*, you'll also like:

1. **The Art of Woo** by G. Richard Shell, Mario Moussa. "Woo" is the ability to win people over to your ideas without coercion, using relationship-based emotionally intelligent persuasion.
2. **Pitch Perfect** by Bill McGowan, Alisa Bowman. McGowan offers Seven Principles of Persuasion to use to establish the right tone for the right message to the right person at the right time.
3. **360 Degrees of Influence** by Harrison Monarth. Monarth provides advice on how to gain the trust and respect of those around you and how to expand your influence well beyond your immediate environment.