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THE ART OF WOO

Using Strategic Persuasion to Sell Your Ideas

THE SUMMARY IN BRIEF

When Napoleon was a young officer at the Siege of Toulon, he established an artillery battery in an extremely exposed, dangerous location. His superiors thought he would never get troops to man it. But instead of ordering or threatening his soldiers, Napoleon created a large placard and placed it next to the cannons: “The Battery of Men Without Fear.” The position was manned night and day.

That’s Woo: the ability to win people over to your ideas without coercion, using relationship-based, emotionally intelligent persuasion. It’s the secret of success with colleagues, clients and customers.

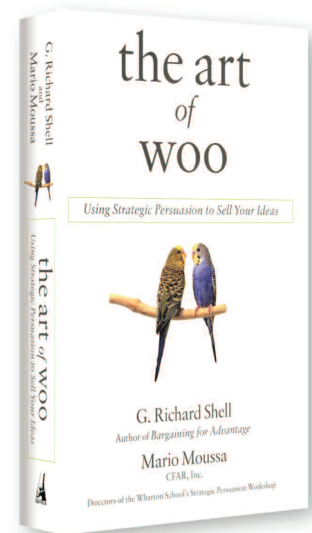
Authors G. Richard Shell and Mario Moussa know what it takes to deal with difficult bosses and drive new initiatives through complex organizations. They have advised thousands of executives and have studied the greatest persuaders in history — from John D. Rockefeller Jr. to Andy Grove, to name only a few. Their four-step process, called Woo, is a systematic, repeatable strategy for putting your ideas across.

Emphasis falls on building relationships and communications techniques. The authors draw on their experiences while teaching seminars on negotiations to business and nonprofit executives and the problems they faced when needing to persuade people in their work and personal lives.

The Art of Woo does not suggest high-level strategies to defeat opponents in a competitive world. It delivers a process to win people over rather than defeat them.

IN THIS SUMMARY, YOU WILL LEARN:

- What makes up the four steps of Woo.
- What the six channels of persuasion are and the appropriate times to use them.
- How to determine your personal persuasion style.
- How the eight best practices for managing organizational politics can help ensure that your idea gains the commitment needed.
- How to use the PCAN model to make a case for selling your idea.



by G. Richard Shell and
Mario Moussa

CONTENTS

Selling Ideas: How Woo Works

Page 2

Start With You

Pages 2, 3, 4

Connect Your Ideas to People

Pages 4, 5

Build Relationships and Credibility

Pages 5, 6

Give Them Incentives to Say Yes

Page 6

State Your Case

Page 7

Make It Memorable

Page 7

Close the Sale

Page 8

Woo With Integrity

Page 8

THE COMPLETE SUMMARY: THE ART OF WOO

by G. Richard Shell and Mario Moussa

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Selling Ideas: How Woo Works

Companies sell their products and services. People in organizations sell their ideas. Your success depends on how well you sell. The president and chairman of the board of a large bank in the Northeast was once asked how he thought about his job. "I am a salesman," he replied. "I have to sell policy changes and new ideas. I sell to the board of directors, the stockholders, the branch managers, the tellers, the cleaning crew and the customers all at the same time."

But selling ideas — especially the kind that make organizations work — is a skill shrouded in mystery. Classical geniuses from Aristotle to Cicero considered the idea of selling (they called it "rhetoric") to be one of the most critical subjects an educated person could learn. Yet two thousand years later, most schools have stopped teaching it. Rhetoric is seen as something practiced by those in the realm of political spin, while selling is viewed as something people can learn once they start work.

The Four-Step Woo Process

You will discover that relationship-based persuasion follows a distinct, repeatable four-step process of Woo that you can master to achieve your goals:

Step 1: Survey Your Situation by developing your idea into a polished concept; mapping the decision process by understanding the social networks within the organization; assessing your persuasion styles; and confirming your own level of passion for the idea.

Step 2: Confront the Five Barriers including negative relationships, poor credibility, communication mismatches, contrary beliefs and conflicting interests. Then transform these five barriers into assets.

Step 3: Make Your Pitch by presenting solid evidence and arguments for your idea and giving it a personal touch.

Step 4: Secure Your Commitments by dealing

with politics both at the individual level and within the organization.

To start using this process, you must master the main influence channels people use at work — and gain a sense of your own biases in communicating in these channels. Are you a soft-spoken relationship manager or a hard-driving taskmaster? Woo starts with a look in the mirror. ●

Start With You

In persuasion, you are trying to win people over, not defeat them. Where do you start on this journey toward others' perspectives? With self-awareness. Unless you are aware of your own needs, emotions and communication impulses, you have little chance of seeing other people clearly — much less anticipating their feelings and crafting a message that will appeal to them. Thus, Woo starts with you.

The Six Channels of Persuasion

Extensive research on how people influence one another in work settings has revealed that they return over and over to a relatively limited number of persuasion moves. Although communication scholars have labeled as many as 16 separate and identifiable strategies, there are six main persuasion channels that dominate when people are selling ideas.

1. Interest-based persuasion takes place every time someone frames a sales pitch in terms of the other party's self-interest. The essence of this persuasion channel is inducement, not trading.

2. Authority is usually used in a "top-down" situation, but even a secretary can use this channel if he or she has jurisdiction over expense accounts or other procedures. Effective appeals using authority are almost always accompanied by independent justifications to help persuade the audience that the authority is legitimate.

3. Politics, the use of coalitions, pressure tactics and



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Summary: THE ART OF WOO

other power moves, is not limited to government. You are using the political persuasion channel whenever you acknowledge that appearances may be as important as substance, work through coalitions or lobby.

4. Rationality-based persuasion tries to influence someone's attitudes, beliefs or actions by offering reasons and/or evidence to justify a proposal on its merits.

5. Inspiration and emotion includes any appeal to an audience's overriding sense of purpose, values or beliefs as the foundation for selling your ideas.

6. Relationships that are positive predispose an audience toward your message. Negative relationships, however, distort almost everything an idea seller says. You are accessing the relationship channel whenever you use similarity, liking, rapport and reciprocity, or rely on your existing network of contacts to open doors.

Personal Persuasion Styles

Some acts of persuasion are specially tailored to appeal to specific audiences, while others are more akin to blunt announcements of the speaker's point of view. The former are called *other-oriented persuasion* and the latter are called *self-oriented persuasion*.

When you are working from the audience's point of view, you are focused more on social considerations — existing relationships, political environment, other people's interests. You then harness these insights to make your message especially appealing to that target audience.

By contrast, when you are working from your own frame of reference, you focus on your internal perspective — the authority you want to assert, the need you want to express or the evidence you want to demonstrate. Then you put your message out there with less attention to “spinning” it for a particular audience.

Of course, persuasion events often consist of a seamless combination of moves that are both internally and externally focused. But if your preferences run strongly toward one of these orientations, that can define your overall communication style.

Volume Control

A second important variable that goes into the persuasion styles people display is the “volume” they give to their message. At work, you may also have noticed people who speak up right away and those who prefer to listen and quietly give their views when asked.

One of the more important variables in how you come across to others in persuasion moments is the rapidity and ease with which you can escalate from a normal conversational tone to a tough or enthusiastic insistence on your point of view. Some people find this quite a natural tran-

Five Persuasive Styles

		Self-Oriented vs. Other-Oriented	
		More Self-Oriented	More Other-Oriented
VOLUME	Higher	DRIVER	PROMOTER
	Lower	COMMANDER	CHESS PLAYER
		ADVOCATE	

sition. Others prefer to maintain a more even tone and are not as prone to wide swings in emphasis. Such people are no less passionate about their ideas, but they are quieter by disposition. If you have a strong inclination toward communicating one way or the other, this will affect your choice of persuasion roles.

What's Your Personal Style?

Five persuasive styles factor into the self-oriented versus other-oriented dimensions. The more other-oriented roles are the **Promoter** and the **Chess Player**. The more self-oriented roles are the **Driver** and the **Commander**. The **Advocate** role is a balance of both and a moderate tone or “volume.” The chart above gives you a sense of how the five roles relate to one another.

The Driver: Andy Grove

Drivers are fond of saying things like “Do this my way or hit the highway.” In an ineffective persuader, this comes across as overbearing. But by conveying a sense of self-awareness and showing true dedication to the organization's mission, this strong style can be effectively persuasive.

As head of Intel, Andy Grove was notorious for his blunt style of communication. But he knew this about himself and compensated by making his style the cultural norm within Intel. An example of how this culture worked comes from an incident between Grove and his secretary, Sue McFarland. During McFarland's first performance review, Grove told her she lacked ambition and deserved no raise. She went home that night and put together an airtight case refuting each of Grove's charges. The next day she confronted Grove, and walked out of his office with not only a raise but permission to hire an assistant.

The Commander: J.P. Morgan

You don't have to be aggressive like the Driver when you want people to know exactly what you think. A quiet, understated demeanor can often be much more effective. People listen when you speak your mind from a position of quiet confidence and credibility.

Summary: THE ART OF WOO

In 1895, a financial panic set off a run on the gold reserves that served as the basis of the U.S. currency. President Grover Cleveland called a meeting of advisers, including the nation's most powerful financier, J.P. Morgan, to address the crisis. Morgan sat silently as leaders from Congress and Cleveland's cabinet offered plans that Morgan knew would fail. When asked for his suggestion, Morgan laid out a plan to save the Treasury. He offered to repatriate 3.5 million ounces of gold he controlled in Europe and agreed to take, in return, \$65 million worth of 30-year government bonds. Morgan then produced a legal memorandum showing that the government had authority to act as he proposed based on a little-known emergency law passed just after the Civil War.

Morgan's proposal was adopted. His message gained power from the quiet way he communicated both his authority and expertise. Playing the Commander with finesse, he saved both the American and his own financial empire from a fiscal catastrophe.

The Promoter: Andrew Carnegie

When played ineffectively, the Promoter is all gladd-handing and no substance. But when played well, this role features an upfront style and a gift for gaining and maintaining a wide circle of relationships.

In 1883, steel mogul Andrew Carnegie faced one of his first labor crises. He adopted a politically sophisticated negotiation strategy designed for delivery on the Rationality, Interest and Relationship channels. He and his management team prepared a document that displayed the trade-offs between forcing layoffs and reducing wages. This analysis demonstrated that if wages were reduced 13 percent, the plant could remain in operation without layoffs — a key interest of the unions. He offered to open his books so union leaders could see the financial constraints the steel market was forcing on the business. He mobilized them as his allies. The union leaders accepted the deal and sold it to their members.

The Chess Player: John D. Rockefeller

In 1865, John D. Rockefeller found himself trapped in a partnership with four other men: Maurice, James and Richard Clark (all brothers) and Samuel Andrews. Rockefeller favored leveraging the partnership's assets to invest in the oil business, but the Clarks repeatedly vetoed his ideas. Rockefeller wanted to end the partnership, but the firm could be dissolved only if all partners consented. Therefore, Rockefeller went to work behind the scenes, lining up support from some banks, and then he provoked another quarrel over an oil industry investment. Maurice Clark barked, "If that's the way you want to do business, we'd better dissolve." Catching his partners in their bluff, Rockefeller

placed a formal notice in the morning paper stating that he and his partners had unanimously agreed to part ways.

By communicating in a moderate tone and appearing to play to his partners' interests, Rockefeller arranged the situation so that his partners gave him exactly what he wanted.

The Advocate: Sam Walton

As Wal-Mart's founder, Sam Walton could have ordered people to do what he wanted. But part of his genius was that he rarely forced an idea. By protecting the self-esteem and autonomy of his executives, he was able to win their cooperation.

Take the idea of using "greeters." Walton got this idea when visiting a Wal-Mart in Louisiana. He was met by an elderly man who said, "Hi! How are ya? Glad you're here." He discovered the store had experienced a shoplifting problem. Rather than offend the 99 percent of customers who were honest by posting a guard to check bags, the manager placed a friendly-looking older man out front to put shoplifters on notice that someone was watching.

Walton went back to Bentonville and told everyone about placing greeters in every store. A lot of people thought he'd lost his mind. Walton immediately gave credit for the greeters program to the people in the field who conceived it. Through his skilled advocacy, the greeters program has become an enduring, signature part of the Wal-Mart shopping experience.

The Problem of Authenticity

The need in persuasion to adapt to audiences raises an important ethical issue: authenticity. Your personal credibility provides the foundation for influence. The authenticity paradox diminishes when you see that you cannot help being a somewhat "different person" depending on who you are interacting with. And your awareness of these various roles gives you a range of "authentic selves" to display in persuasion. ●

Connect Your Ideas to People

As you plan your idea-selling strategy, you will need to set persuasion goals for each stage of the process. In some encounters, your goal will be to obtain introductions to key influencers; in other meetings, you will be looking for endorsements; eventually you will be asking for decisions.

It All Begins With Ideas

Inside or outside an organization, you need to bring lots of energy to the process of developing and promoting new concepts. The Netflix concept got its start one day when Reed Hastings had a huge late fee for a copy of *Apollo 13* he had rented. As he was driving to the

Summary: THE ART OF WOO

gym, he began to think about the video store's business model. The store charged customers for each rental and penalized those who were late returning movies. The gym charged a flat fee and did not keep score on his usage. Would it be possible to run a movie rental business the way the gym worked? He worked on the idea until he developed a full-fledged profit model.

From Ideas to Action: Deciding Who to Woo

Once you have a well-polished idea, you are ready to map the influence you will use to sell it. Even the most unlikely ideas can be pushed through the most difficult environments if you act methodically — one idea, one ally, one e-mail, one conversation, one meeting and one presentation at a time. And sometimes you can get to the decision maker and make a sale in one move — even with a very big initiative.

One-move idea sales can work even better with lower-level decision makers, provided you have taken the trouble to form good relationships with them. As Peter Drucker once noted, it is a “dangerous mistake” to think that only those at higher levels make important decisions.

Setting Specific Persuasion Goals for Each Encounter

The stepping-stone process for selling ideas requires you to persuade different people to do different things at different stages. Thus, you will need somewhat different goals as you move from one encounter to the next.

Early on, you may simply be trying to introduce your idea and get key people thinking about it by floating “trial balloons.” Later, you may be seeking input to help shape your idea into a final product. Finally, you may be asking for specific forms of cooperation as you work through your social network toward the ultimate decision makers. ●

For additional information on persuasion goals, go to <http://my.summary.com>

Build Relationships and Credibility

Managing relationships plays a crucial role in selling ideas. Relationships give people a level of trust and confidence in each other, facilitating communications and making it easier to cooperate. Three social psychological foundations form the basis for relationships: similarity, liking and reciprocity. Add these ingredients to a history of positive interactions and you get a crucial idea-selling asset: trust.

Similarity and Liking

Selling ideas to colleagues is seldom the same as conventional salesmanship. But in the area of relationships, there are common features. First, “face time” matters. The more

you work with people, the more familiar they become with you, laying the groundwork for functioning relationships. The second trigger for the liking response is a perception of similarity between two people.

Even something as elusive as personal style can be enough to strike a chord of similarity. Early in his battle to get a casino license in Atlantic City, Donald Trump needed to hire a local lawyer to help him drive through his application. A young man named Nick Ribis was recommended to him. Ribis won Trump over in their opening conversation by showing he could match Trump, ego for ego.

“I’m not sure a lawyer as young as you are can handle a big project like this,” said Trump after being introduced.

Ribis did not miss a beat. “To tell you the truth, Mr. Trump, I’ve never had a client as young as you who could afford my bill.” The two men hit it off and worked closely on a successful legal strategy to get the casino license.

Reciprocity

Reciprocity means that we tend to do things for people who do things for us. It can be observed at the bargaining table when people take turns making concessions. Reciprocity can also take the form of mutual exchanges of resources, services, emotional support, status and information.

You can benefit from the reciprocity system even when nobody owes you any personal favors. All you need are allies and champions who are willing to use their networks and associated reciprocity systems to advance your cause.

Relationship Builders

In the world of electronic communications, there are a dizzying number of choices for building relationships. When practicing the Art of Woo, there is no substitute for meeting face to face. However, this is bad news because in today's multitasking world, convenience usually trumps judgment when it comes to developing relationships.

When you want to build a relationship with an important person on an idea-selling campaign, take the time to meet face to face. If conflicting schedules or distances make this impossible, spend some time composing a careful message. Research shows that e-mail messages are more likely to be successful if you personalize your note and build some rapport, forecast the agenda, and then get to the heart of your communications. Don't send until you reread your message and edit it with an eye to how it will be seen when received.

Credibility

Credibility comes down to audience perceptions of three key things: competence, expertise and trustworthi-

Summary: THE ART OF WOO

ness. Thus, your credibility resides *in your audience's mind*. This means you can lose it in a single moment of poor judgment, miscalculation or misconduct.

Whereas people give you competence-based credibility when they think you have accomplished something worthy, they give you expertise-based credibility when they think you have specialized knowledge. If you are respected enough, expertise can overcome even the most socially awkward presentation. But no matter how slick your presentation, you will lose your audience if you show a lack of expertise.

When it comes to data, your credibility will depend on the reliability of your sources as well as your expertise. You should try to find out what sources *your audience* considers reliable. By showing reliability and integrity in everything you do — not just when everyone is watching — you build the foundation for people to trust you. ●

Respect Their Beliefs

The people you are selling your idea to will have their own individual, sometimes quirky way of processing information and concepts. It will help you to gather as much information as you can on the thought processes, values and preferences of each person in your stepping-stone strategy.

Sometimes you can gain insights into people's preferred language by finding out how they speak when they are selling ideas. Search for the special words that your audience will find familiar and that can convey

Using a Common Language

Bono is more than a well-known singer and front man for the band U2. He is also an authentic social activist with a bold agenda for helping the world's poorest people. And he has a gift for turning would-be enemies into fervent allies by selecting the right language and saluting the right values.

On September 20, 2000, Bono walked into the office of arch-conservative U.S. Senator Jesse Helms to recruit allies for Jubilee 2000 — a program to get governments to forgive the debts of African countries so more local resources could be directed at the AIDS epidemic.

As Bono launched into his litany of statistics he saw that he was losing his audience. So he switched to a different "language." Bono, himself a student of the Bible, knew that Helms was a religious man. So he started speaking of Jesus' concern for the poor and afflicted. By the end of the conversation, Senator Helms was visibly moved and expressed a desire to help Bono with his cause. With Helms' support, Congress appropriated \$435 million.

your idea in the most user-friendly way. Be ready to shift strategies based on your audience's real-time feedback.

Beliefs as Barriers to Persuasion

The very power of your audience's beliefs creates hidden barriers to persuasion. Ideas that violate basic beliefs will simply be rejected. If you can communicate on the right persuasion channel and show how your idea furthers your audience's core purposes, you are well on the way to successfully wooing any group. ●

Give Them Incentives to Say Yes

When you approach people in your stepping-stone strategy, you must not only use their language and honor their beliefs — you must frame your idea in terms of their needs and problems. People tend to favor ideas that benefit them and oppose those that will force them to shoulder significant costs. Here are important questions to help you think about your audience's interests.

1. Why might it already be in the other party's interests to support my idea? What problems, hopes, needs, fears, desires, and goals do they face that your idea might help them with?

When Donald Trump was starting off as a New York City real estate developer, one of his projects was to take an old, boarded-up hotel and turn it into the Grand Hyatt. Many people thought that lenders would charge extra-high interest rates for loans on such a risky property. But Trump did not target lenders. He targeted public officials whom he could address in terms of their interest in rejuvenating the city and their cravings for positive publicity. When he got approval, he made sure that all involved were seen as the people who had "saved" New York City.

2. What do other parties want that I can give them to gain their support? A key point to remember is that people's self-esteem and pride can be rich sources of low-cost trade-offs.

When Andrew Carnegie was a boy, his mother let him keep pet rabbits. He persuaded children in his neighborhood to gather food by promising he would name baby rabbits after them. In today's world, fundraisers follow the example, selling ideas by promising to place donors' names on them.

3. Why might they say no? When there is a strict conflict of interest that cannot be overcome, you will have to accept that no sale is possible. When you hear unanticipated objections, probe for any way you can work around them. If the people who will win with your new idea outnumber or outrank the people who will lose, you might still succeed. ●

State Your Case

In the end, the two most reliable ways to persuade people are the most traditional: offer them solid reasons to say “yes,” and back up those reasons with evidence. The soundness of reasons required and the depth of evidence, however, vary with circumstances. When people don’t care much about the issue, are unqualified to evaluate it or are already inclined to agree based on their own beliefs and interests, arguments need not be rigorous. Often, the simplest statements, such as “I think this is a good idea because ...” may be enough to make a sale if you say it with conviction and credibility.

The PCAN Model

One template for making a tight idea-selling case to an involved audience is the PCAN model (Problem, Cause, Answer and Net Benefits). This model concentrates people’s attention, producing sharp, practical recommendations.

- **Define the problem.** By providing a crisp answer to the question “What is the problem?” you establish the context in which your idea will be evaluated.
- **Explain the cause of the problem.** An investigation into causes usually points toward solutions. You may sometimes need to do this in a way that avoids assigning blame, especially if your audience helped to create the situation.
- **What is my answer to the problem?** Here you outline your proposal, show how it will solve the problem and demonstrate that it could work in the real world.
- **Does my answer provide net benefits compared with alternatives?** You must prove that your idea is better than the current situation and alternative solutions. Solid evidence may be hard to come by. Proposals for pilot projects and market tests are popular methods for concluding a good policy-based idea pitch.

Using the PCAN Model With Maximum Credibility

You must balance two important credibility factors: (1) your need to come across as a committed advocate and (2) your objectivity as an expert who has considered all sides. If you come to an argument with an obvious conflict of interest, address this conflict up front.

You gain credibility by acknowledging the possible weaknesses in your own arguments before presenting them, whereas you lose credibility if you present a weak argument and your audience punches holes in it. If you are assuming that the audience shares your belief about the nature of a problem, say so. If they do, you get credit as someone who advances his case only with his audience’s permission. ●

For additional information on PCAN’s evidence, go to <http://my.summary.com>

Make It Memorable

In every persuasion event, there are two parts to the audience: its *rational calculator* and its *intuitive decision maker*. You must present arguments and evidence to the former, but unless you also make your ideas easily accessible to and actionable by the latter, you will lose the sale.

There are eight specific pathways that lead to the intuitive decision maker — techniques for grabbing your audience’s attention and keeping it firmly focused on your idea.

Pathway No. 1: Make it vivid. Vividness can trigger belief even when no proof is available. Before grabbing just any visual image, make sure it is an image your audience will respond to in the way you intend.

Pathway No. 2: Use demonstrations and symbolic actions. Nothing is more vivid than an object your audience can see and touch, or an experience they can feel.

Pathway No. 3: Put your heart into it. People will be more inclined to believe your arguments if you show that you believe in them yourself. What convinces is conviction, especially if that conviction is backed by genuine feeling.

Pathway No. 4: Tell a story. When you tell a good story, the audience starts wondering what plot twists lie ahead. If you have integrated your idea pitch into the story in a compelling way, the intuitive decision maker will be listening.

Pathway No. 5: Personalize it. Talk about specific things a customer or employee shared with you about the problem your idea addresses. Give people names, and place the story in a specific location.

Pathway No. 6: Make it a puzzle. Look for puzzles embedded within the problems you are trying to help solve. The puzzle device works best when the solution is exactly what you want the audience to remember about the idea you are selling.

Pathway No. 7: Build bridges with analogies and metaphors. When you are talking about something the audience does not know much about, you need to start with something it does know. The simpler and more widely understood the image, the greater its hold on the imagination.

Pathway No. 8: Force your audience to think. You can get people thinking about old issues in new ways when you question the obvious. Ask your audience to consider what an upside-down world might look like. Make a radical assumption and get the audience to explore what the world might look like if it were true. Ask the audience to rethink the purpose or mission as part of your idea sale. ●

Summary: THE ART OF WOO

Close the Sale

Your first job in closing a sale is often the hardest: overcoming the natural inertia that keeps people locked into the tried and true. Scientists have a name for this phenomenon: the “status quo” bias. Change requires effort, so people maintain the status quo, provided it works “well enough” to satisfy their interests.

Gaining Individual Commitment

Unless you can take an individual’s word to the bank, you need to close your sale by asking for performance-based rather than promise-based commitments.

Psychologists claim that to engage the commitment process, you need the other party to take concrete action that requires effort, is freely chosen, and is observed by or known to people other than you. The action the other party takes can be as simple as sending an e-mail to a group list endorsing your idea or as complex as allocating millions of dollars and hundreds of staff to your initiative. Either way, you can count that person as an ally.

Organizational Commitment: Managing Politics

Organizational momentum can carry your idea a fair distance once you get decision makers to take concrete action. Unfortunately, there are also many countervailing forces that can slow or stop this momentum. If you want your idea to succeed, you must remain an active and energetic advocate.

Selling ideas sometimes sparks large-scale disputes between organizational units. When this happens, serious issues of corporate strategy, resources, careers and turf can stop an initiative. Of course, you can expect people who disagree in good faith over the merits of a proposal to do battle over it. The solution to such disputes lies in your making the best possible case to the most influential people: essentially using the four steps of Woo.

But often battles are less about the merits of an idea and more about the effects your idea will have on the existing distribution of power, resources and status. When this happens, political strategies become paramount.

Best Practices for Managing Politics

Winning political battles within organizations is not all that different from winning traditional political fights. Here are some time-tested tactics that can help you win.

1. Find a simple theme that captures your idea.

The bigger the group you need to communicate with, the larger the payoff from having a theme that captures the essence of what you want to get done. To succeed in politics, you need a slogan.

2. Get your idea on the agenda — create a sense

of urgency. Deadlines, external threats and mandates from higher authority can be useful ways to make your idea a priority.

3. Score small wins early and broadcast them widely. When people see positive results from their actions, their commitment deepens.

4. Form key alliances to broaden your base. Form alliances with the people who have three key powers: to decide, to fund and to implement.

5. Create a snowball effect. As the number of people who back the idea increases, the pressures build on opponents to get out of the way.

6. Be flexible — respond and adjust. Your ideas will take on a life of their own as more people become involved. When this happens, you need to show flexibility if you and your idea are to survive politically.

7. Lock it in. Once you have generated momentum, you need to lock the idea into the organizational matrix through budget lines, job descriptions, incentives and other procedures.

8. Secure appropriate credit. The secret of gaining appropriate kudos centers on relationships. If you cannot blow your own horn, you will need others to blow it for you. And the people who will sing your praises are generally the ones who know you, like you, owe you or trust you. ●

Woo With Integrity

Like any powerful force, persuasion skills can serve many purposes — some good and some not so good. With these tools now in your hands, you confront the ethical problem of how you will use them. If you could not defend your actions on the front page of *The Wall Street Journal*, then you should rethink your strategy.

You need persuasion skills no matter what kind of organization you work for. And the higher you go, the more these skills matter. The typical organization may have many traffic lights and stop signs. Learning the Art of Woo will provide a road map for working your way through these dangerous intersections to safety and success. ●

RECOMMENDED READING LIST

If you liked *The Art of Woo*, you’ll also like:

1. ***Influencer*** by Kerry Patterson, Joseph Grenny, David Maxfield, Ron McMillan and Al Switzler. This book shows readers how seemingly “insignificant” people are making incredibly significant improvements in solving problems others would think impossible.
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