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Pre-suaders want to do more than create temporary changes via momentary shifts in attention; they want to make those changes durable. The influence-related upshots of the “what’s focal is presumed causal” effect are examined in domains such as lottery number choices and false confessions in police interrogations. One factor that spurred me to write this book is that, although Influence has now appeared in multiple editions and sold more copies than I could have sensibly imagined, few consumer groups ever contacted me for follow-up. Chapter 13 offers a rationale—beyond the traditional one based on the economic consequences of a damaged reputation—for why organizations should steer sharply away from unethical persuasive practices: those practices will lend themselves to the attraction and retention of employees who find cheating acceptable and who will ultimately cheat the organization as a consequence. The chapter looks at the effects of channeled attention in three different arenas: effective online marketing efforts, positive consumer product reviews, and successful wartime propaganda campaigns. When it comes to swaying people, advertising works differently than marketing; marketing works differently than fund-raising; fund-raising works differently than public relations; public relations works differently than lobbying; lobbying works differently than recruitment. I’d expected that the aces of their professions would spend more time than the inferior performers developing the specifics of their requests for change; the clarity, logic, and desirable features of them. Of course it was never funny the times the joke was on them—when they’d lost a contract or sale because a prospective customer, caught up in some detail of a difference, missed the big picture of what they had to offer. I’ve claimed that the six—reciprocation, liking, social proof, authority, scarcity, and consistency—represent certain psychological universals of persuasion; and I’ve treated each, one per chapter, in my earlier book, Influence. At business conferences, the joke produces knowing, derisive laughter from the influence professionals who hear it. Thus, there is reason to worry that the pre-suasive practices described in this book will be used unethically. They can be structured to fool and thereby exploit others. Not Jim, though. He would wait until a couple had begun taking the knowledge test, when he’d slap his forehead and say, “Oh, I forgot some really important information in my car, and I need to get it. In the first, they simply initiate the process; they provide the starting points, the beginnings of persuasive appeals. But much more than their less effective colleagues, they didn’t rely on the legitimate merits of an offer to get it accepted; they recognized that the psychological frame in which an appeal is first placed can carry equal or even greater weight. Besides the unitizing effect of being together in the same genealogy or geography. We relationships can result from acting together synchronously or collaboratively. If he had asked the day before or the day after, I would have been able to say no, explaining that there was a book I needed to write during my stay. Whether possessed of the inherent talent for influence or not, whether insightful about the methods or not, whether a gifted artisan of the language or not, it is possible to learn scientifically established techniques that allow any of us to be more influential.5 Importantly different from influence is the science-based evidence of not just what best to say to persuade but also when best to say it. Thus, it becomes possible to send ourselves in desired directions by locating to physical and psychological environments prefit with cues associated with our relevant goals. Sales rep: We’ve brought several types to market over the years. In part, the answer involves an essential but poorly appreciated tenet of all communication: what we present first changes the way people experience what we present to them next. Researchers have been applying a rigorous scientific approach to the question of which messages lead people to concede, comply, and change. And, yes, at the end of my leave of absence, arranged specifically to write this book, there was no book. It’s not that the trainers were wrong in distinguishing their own balliwick from those of their professional neighbors. Then, during one proposal meeting, he accidentally hit upon a maneuver that rid him of the problem forever. The steps can take multiple forms, and, accordingly, they’ve been given multiple labels by behavioral scientists. Take, for instance, one such best performer (we can call him Jim because, what the heck, that was his name) who worked for a firm whose training program I had entered to study. They would do swimmingly whether their influence attempt involved wholesale or retail, whole life or term, whole leaf or chopped.4 My goal during those times spent scrutinizing commercial training programs, then, was to discover what lies in parallel beneath all the truly superior professional approaches to influence. Chapter 6 covers certain kinds of information that combine initial pulling power with staying power: the self-relevant, the unfinished, and the mysterious. Such is the strength of mere association. I couldn’t see any other appropriate option, not in the instant after expressing my sincere thanks for everything this moment maker had just provided. Sales rep: We have quite a lot of experience there. Everyone else brought the book into the house from the start and kept it close by, ready for use. (I can only be glad he didn’t need a kidney.) So, owing to the demands of the moment, “yes” it necessarily was. The earlier book was written to inform consumers how to resist influence attempts employed in an undue or unwelcome way. My colleague claims that this tactic of mentioning an admittedly unrealistic price tag for a job doesn’t always win the business—too many other factors are involved for that—but it almost always eliminates challenges to the charges. First, instructive new research has accumulated within the domain of persuasion science, which I have incorporated into the writing. In any effort to manage the influence process successfully, a scientifically grounded approach provides a real advantage. In business, it’s enough to give organizations that implement these approaches the means to outpace their rivals—even rivals with equally good cases to make. However, chapter 13 argues against unethical use, offering data from studies indicating that such tactics undermine organizational profits in three potent ways. My intent was to find out which practices worked time after time. Chapter 3 explores and documents one central reason that channeled attention leads to pre-suasion: the human tendency to assign undue levels of importance to an idea as soon as one’s attention is turned to it. One connotes a time-limited period: in this case, the window of opportunity following a pre-suasive opener, when a proposal’s power is greatest. All told, there are any of a number of first steps, besides establishing trust, persuaders can take that will make audiences more receptive to the case they intend to present. G. But it is in their second function that they clear the way to persuasion, by removing existing barriers. Besides the sheer impact of the obtained effects, there is another noteworthy aspect of the results: the process of persuasion is governed by psychological laws, which means that similar procedures can produce similar results over a wide range of situations. Then, at the completion of the test, representatives began the active sales pitch by demonstrating the alarm system and walking prospects through a book of materials documenting the system’s superiority to all others. It tracks an exchange between the sales representative of a marketing firm and a potential client who wants to bring out a new brand of frozen spinach. The remaining chapters, described briefly below, show how.6 Chapter 2 explicates the concept of privileged moments, identifiable points in time when an individual is particularly receptive to a communicator’s message. Tradeau. These yoked dimensions, temporal on the one hand and physical on the other, have the capacity to instigate extraordinary change in yet a third, psychological, dimension. It’s also enough to give those who know how to employ these approaches the means to become better, even best, performers within an organization. To persuade optimally, then, it’s necessary to pre-suade optimally. If he didn’t acquiesce, he either lost the job or produced partners who were initially disgruntled because he wasn’t willing to work with them on price. If he could indeed be educated to understand and employ the universal principles that undergird effective persuasion, the details of the change they were hoping to generate wouldn’t matter. Trust is one of those qualities that leads to compliance with requests, provided that it has been planted before the request is made. When it’s high time to ask. Researchers have found that the amount of money people said they’d be willing to spend on dinner went up when the restaurant was named Studio 97, as opposed to Studio 17; that the price individuals would pay for a box of Belgian chocolates grew after they’d been asked to write down a pair of high (versus low) digits from their Social Security numbers; that participants in a study of work performance predicted their effort and output would be better when the study happened to be labeled experiment twenty-seven (versus experiment nine); and that observers’ estimates of an athlete’s performance increased if he wore a high (versus low) number on his jersey. Each time, his “forgetfulness” surfaced in the same way and at the same point. Reprinted with permission of Universal Uclick. I can see a pair of upsides to this sequence of events, though. One such practice quickly surfaced that shook my assumptions. He did it by pretending to be a bit of a screwup. A meaningful increase in those odds is enough to gain a decisive advantage. Twice, he wouldn’t give me a straight answer, annoyed that I was pressing to discover his selling secret. In that role, they promote the openings of mind—and for would-be persuaders like Jim—of protectively locked doors.3 There’s a joke in influence practitioners tell about the difficulties of persuading prospects to move in a desired direction. In contrast to Influence, one aim of this book is to help satisfy that hunger directly, but with a pair of dietary restrictions. They have documented the sometimes staggering impact of making a request in a standard way versus making the identical request in a different, better-informed fashion. Consider how a small procedural difference has improved the bottom line of the consulting business of a Toronto-based colleague of mine. The chapter describes the first of two main ways to build We relationships: by presenting cues of genetic commonality associated with family and place. I always jumped at those opportunities because I wanted to see if I could register not just what practitioners in general did to succeed but also what the best of them did. The company made expensive, heat-activated fire alarm systems for the home, and Jim was its top salesperson. All rights reserved.It’s because of the only-temporary receptiveness that pre-suasive actions often produce in others that I’ve introduced the concept of privileged moments. That’s not what I found. I want to be associated with trust in those families’ minds.” It was a brilliant trick—not an entirely ethical one, but brilliant nonetheless—because it embodied one of the central assertions of this book: the truly influential things we say and do first act to pre-suade our audience, which they accomplish by altering audience members’ associations with what we do or say next. Although the material should be seasoned liberally with personal illustrations and accounts, the meat of the evidence has to be scientifically based. It’s important here to take note of my choice of the word likelihood, which reflects an inescapable reality of operating in the realm of human behavior—claims of certainties in that province are laughable. © 1996-2014, Amazon.com, Inc. There is a certain type of unity—of identity—that best characterizes a We relationship and that, if pre-suasively raised to consciousness, leads to more acceptance, cooperation, liking, help, trust, and, consequently, assent. What’s more, the potent impact of paper, college students estimated the length of the Mississippi River as much greater than those who had just drawn a set of short lines. But my phone hasn’t stopped ringing with requests from two other types of callers: corporate representatives inviting me to speak to their groups and individual readers wanting to know how to become more influential in everyday interactions with coworkers, friends, neighbors, and family members. The best persuaders become the best through pre-suasion—the process of arranging for recipients to be receptive to a message before they encounter it. Traditionally, persuasion has been viewed as an elusive art; the province of those few with an intuitive grasp of how to turn a phrase just so. From that evidence, it is possible to learn how to recognize and monitor the natural emergence of opportune moments of influence. What’s more, distinctions were stressed even within professions. That was frustrating, he says, because he never felt comfortable padding the budget to cover this kind of potential pushback on costs. Client: Do you have experience marketing new food products? They can be called farms or anchors or primes or mindsets or first impressions. Client (leaning forward now, voice straining in anticipation): Whole leaf. But something radical has happened to the study of persuasion during the past half century that permits the rest of us to benefit as fully as the born masters. They set about their mission as skilled gardeners who know that even the finest seeds will not take root in stony soil or bear luscious fruit in poorly prepared ground. Chapter 7 shows how both language and imagery can be used to produce desirable outcomes such as greater job performance, more positive personnel evaluations, and—in one especially noteworthy instance—the release of prisoners kidnapped by the Afghan Taliban. It’s about time that I finished this book that is in one sense about timing; in fact, it’s several years late. In the home, it’s enough to give us the means to get greater compliance with our wishes—even from that most resistant of all audiences: our children. There’s a critical insight in all this for those of us who want to learn to be more influential. In the same way that attentional focus leads to perceptions of importance, it also leads to perceptions of causality. It began wonderfully. Of course, the best performers also considered and cared about what, specifically, they would be offering in those situations. Because of what he had just done for me, there was no socially acceptable alternative to saying yes. I am confident that I would have been able to muster the resources to decline the man’s request if he had made it in a separate, subsequent phone call. This book also abides by a second stipulation. Sales rep: Yes, it does. It wasn’t long after I began operating undercover in the training classes of influence practitioners that I encountered something curious: participants in the sessions were nearly always informed that persuasion had to be approached differently in their particular profession than in related professions. So I answered the organizations’ ads for trainees or otherwise arranged to be present in their classrooms, notebook in hand, ready to absorb the wisdom born of long-standing experience in the business of persuasion. Yet there are approaches that can consistently heighten the probability of agreement. Instead, he only had to first become associated with the concept of trust, the (intensely positive) other associations of which would then become linked to him and his advice. Those using a pre-suasive approach must decide what to present immediately before their message. Chapter 5 examines several of these naturally occurring commanders of attention: the sexual, the threatening, and the different. Instead, after his standard presentation and just before declaring his (\$75,000) fee, he joked, “As you can tell, I’m not going to be able to charge you a million dollars for this.” The client looked up from the written proposal he’d been studying and said, “Well, I can agree to that!” The meeting proceeded without a single subsequent reference to compensation and ended with a signed contract. The sales sequence taught to all company representatives was fairly standard to the industry. He didn’t win every sale, of course, but the likelihood that he would emerge from a sales call with a signed contract was, month after month, better than his counterparts’. It is also possible (but more perilous, from an ethical standpoint) to learn how to create—to make—those moments. First, they often detoured into distinctions of little consequence. And so on. He didn’t claim to be the sort of individual—a close friend or family member, perhaps—that people let have open access to their homes. Even Jim’s unorthodox method of connecting himself to the concept of trust was purely associative. But he offered in those situations. Because of what he had just done for me, there was no socially acceptable alternative to saying yes. I am confident that I would have been able to muster the resources to decline the man’s request if he had made it in a separate, subsequent phone call. This book also abides by a second stipulation. Sales rep: Yes, it does. The greatest pre-suasive effect? To become a top salesperson, he didn’t have to modify the features of the alarm system he was selling or the logic, wording, or style of how he portrayed it; in fact, he didn’t stray from the standard presentation at all. But they can also be structured to inform and thereby enhance others. He just arranged to be treated in way characteristic of trusted individuals of this sort. Client: Spinach? In chapter 7, I will forward the argument that all mental activity arises as patterns of associations within a vast and intricate neural network, and that influence attempts will be successful only to the extent that the associations they trigger are favorable to change. It’s noteworthy that this tactic was the only real difference I registered between Jim’s presentations and those of his significantly less successful coworkers. On the drive back to the office later that evening, I asked him about it. In these programs, advanced trainees were often allowed to accompany and observe an old pro who was conducting business. Once attention has been channeled to a selected concept, what is it about the concept that leads to a shift in responding? I identified only six psychological principles that appeared to be deployed routinely in long-prospering influence businesses. Worse, in their emphasis on what’s different among the successful persuasion professions, they didn’t focus enough on an extraordinarily useful other question: What’s the same? All mental activity is composed of patterns of associations; and influence attempts, including pre-suasive ones, will be successful only to the extent that the associations they trigger are favorable to change. But this steady referencing of their uniqueness led to a pair of lapses in judgment. Whether operating as a moment monitor or a moment maker, the individual who knows how to time a request, recommendation, or proposal properly will do exceedingly well. Despite the mountains of scientific reports and scores of books that have been written making that point and suggesting ways to achieve trust, Jim accomplished it in a fashion I’ve not seen in any of them. Their responsibility was to present it most productively. The answer involves an underappreciated characteristic of mental activity: its elements don’t just fire when ready, they fire when needed. A driving question for me throughout that nearly three-year period was, “What do these approaches have in common to make them work so well?” The limited footprint of the answer that emerged surprised me. The highest achievers spent more time crafting what they did and said before making a request. Chapter 12 provides illustrations in the forms of greater helping among strangers, cooperation among teammates, self-sacrifice among four-year-olds, friendship among schoolchildren, love among college students, and loyalty between consumers and brands. The chapter also presents and supports a fundamental thesis: the factor most likely to determine a person’s choice in a situation is often not the one that offers the most accurate or useful counsel; instead, it is the one that has been elevated in attention (and thereby in privilege) at the moment of decision. A communicator pre-suades by focusing recipients initially on concepts that are aligned, associatively, with the information yet to be delivered. We will encounter each of those types in the remainder of these pages, where, throughout, I’m going to refer to them as openers—because they open up things for influence in two ways. There is good reason for their prevalence and success, for these are the principles that typically steer people in the right direction when they are deciding what to do. But when I persisted, he blurted, “Think, Bob: Who do you let walk in and out of your house on their own? The contemptuous reaction to the joke’s punch line always struck me as odd, because I had found persuasion practitioners guilty of the same kind of narrowness—not in meetings with a customer or client but in the training sessions designed to prepare them for those meetings. Client: Does that include experience in selling frozen food? This always involved an in-home visit to a family that had scheduled an appointment for a presentation. The word moment, though, is more complex, as it evokes a pair of meanings. Second, the associate dean’s extraordinarily effective maneuver illustrates perfectly another major assertion of this book: pre-suasive practices create windows of opportunity that are far from propped open permanently. If elevated attention provides pre-suasive leverage, are there any features of information that automatically invite such attention and therefore don’t even require a communicator’s special efforts? When people act in unitary ways, they become unified; and when such activity is arranged pre-suasively, it produces mutual liking and support. Jim’s tactic provides a good illustration, or its affiliates Pre-Suasion As a kind of secret agent, I once infiltrated the training programs of a broad range of professions dedicated to getting us to say yes. Before beginning his sales effort, he established an aura of trust with the family. Family members were disappointed, as were a few editors, and I was disappointed in myself. It wasn’t a step-by-step attempt to specify or justify each of the expenses involved in his services; he’d long since given up on that approach, which only brought scrutiny to the bill. I’m in a bind, and it would really help me out if you could do it.” I knew that agreeing to his request would torpedo my chances of completing the planned book during my stay because (1) I had never taught in a business school before, which meant learning a new set of teaching norms; (2) I had never taught a marketing class before, which meant developing an entire course with coordinated lectures, readings, exercises, and exams; and (3) I had never taught MBAs before, which meant, for the first time in my career, I’d be allocating much of my out-of-class activities to the questions, comments, and needs of the most relentless students known to the teaching profession: first-year MBAs. I agreed anyway. And that is enough. Just as words and images can prompt certain associations favorable to change, so can places. It became plain that, more than just learning how to deflect or reject it, large numbers of people are ravenously interested in learning how to harness persuasion. B.

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