

TRAINING LEADER'S GUIDE

LEADING WITH PERSUASION

For Preview Only

CONTENTS

PREPARING FOR THE WORKSHOP

INTRODUCTION	2
HOW TO USE THIS GUIDE	2
VIDEO'S MESSAGE	2
KEY TRAINING POINTS	3
TRAINING APPLICATIONS	3
PLANNING CONSIDERATIONS	4
SUGGESTED TRAINING SESSIONS	5
SAMPLE INVITATION TO WORKSHOP	6
TRAINING LEADER'S CHECKLIST	7

CONDUCTING THE WORKSHOP

"LEADING WITH PERSUASION" WELCOME & DISCUSSION	8
"LEADING WITH PERSUASION" WORKSHEET	9
VIDEO PRESENTATION & DISCUSSION	10
VIDEO DISCUSSION, PART 2	11
"PREPARE FOR PERSUASION" EXERCISE & DISCUSSION	12
"PREPARE FOR PERSUASION" WORKSHEET	13
"PRESENT WITH CONFIDENCE" EXERCISE & DISCUSSION	14
"ACTIVE LISTENING" EXERCISE & DISCUSSION	15
"ACTIVE LISTENING" WORKSHEET	16
"RESPOND TO EMOTIONAL ISSUES" EXERCISE & DISCUSSION	17
"RESPONSE" WORKSHEET	18
"ACTION PLAN" EXERCISE & DISCUSSION	19
"ACTION PLAN" WORKSHEET	20
CONCLUSION / EVALUATION	21
SESSION EVALUATION FORM	22

FLIP CHART / OVERHEAD LAYOUTS

#1. LEADING WITH PERSUASION	24
#2 "IF YOU WOULD CONVINC OTHERS..."	25
#3 "WE OFTEN REFUSE TO ACCEPT..."	26
#4 PREPARE FOR PERSUASION	27
#5 PRESENT WITH CONFIDENCE	28
#6 ACTIVE LISTENING SKILLS	29
#7 RESPOND TO EMOTIONAL ISSUES	30
#6 "NOTHING IS SO CONTAGIOUS..."	31

INTRODUCTION



...credit goes to the one who convinces the world, not to the one to whom the idea first occurs...
Sir William Osler

The ability to persuade others of the benefits of a good idea is a critical skill. In today's workplace, more people have both the opportunity and responsibility to come up with good ideas and to communicate those ideas effectively. The purpose of the training session is to demonstrate how to lead a good idea through the process using the power of positive persuasion.

HOW TO USE THIS GUIDE



Before beginning your “**Leading with Persuasion**” workshop, read through this guide. Take special note of the Preparing for the Workshop section. The Planning Considerations and Suggested Training Sessions will help you determine your workshop agenda.

Please note that you may present the material on flip charts, overheads or a combination of both. The worksheets, Session Evaluation Form, and flip chart / overhead layouts may be duplicated for use only in training sessions with the program. No other section of the guide may be duplicated.

THE VIDEO'S MESSAGE

Ever have a great idea but couldn't get anyone to listen to you? These days success at every level of business depends not only on good ideas, but on the ability to communicate them. Good ideas need somebody to lead them through the process, somebody skilled at persuasion.

Leading With Persuasion demonstrates the process of persuasion, how to make sure good ideas get a fair hearing. In the video, a factory supervisor has a good, but somewhat unorthodox idea for improving production. Unfortunately, no one on his team listens to him until another team member recognizes the potential of his idea. She guides him through three essential steps of persuasion: preparation, presentation and response. She also emphasizes that persuasion is not about winning; instead, it is about making sure all ideas get presented in the best possible light.

By the end of the video, everyone wins as the best idea for the organization gains acceptance. And viewers at every level learn how to use the power of positive persuasion.

KEY TRAINING POINTS



The goal of persuasion isn't winning. The goal is to make sure all good ideas get a fair hearing. Using the following steps, people at all levels can lead their ideas with persuasion:

1. Prepare for Persuasion

- Recognize your own value
- Focus your idea into one simple sentence
- Support with solid evidence
- Anticipate objections

2. Present with Confidence

- Establish your credibility
- Be direct and logical
- Show conviction

3. Respond to Emotional Issues

- Talk to people one on one
- Be prepared to listen
- Consider compromise

TRAINING APPLICATIONS



This program easily adapts to **Leadership and/or Communications Workshops** for:

- **Team Leaders**
- **Team Members**
- **Managers & Supervisors**
- **Salespeople**
- **Anyone With A Good Idea**

PLANNING CONSIDERATIONS



1. **Know Your Audience**
 - Understand the training needs of your audience and target your workshop accordingly.
2. **Determine Objectives**
 - Considering your audience and the materials you will be using, decide on the objectives of your workshop.
3. **View Video**
 - Watch the program. Note situations which relate directly to your audience.
4. **Prepare Environment**
 - Reserve a comfortable room with easy access for viewing the video and for small and large group discussions.
5. **Prepare Materials**
 - Use the Training Leader's Checklist to prepare flip charts and/or overheads and photocopy all participant handouts.
6. **Check All Presentation Equipment**
 - Test all audio and visual equipment **before** the training session begins. At workshop's beginning, make sure everyone can see and hear the presentation.
7. **Send out Invitations to Participants**
 - A sample letter is provided for your use. (page 6)

SUGGESTED TRAINING SESSIONS



	Activity	Time	Page(s)
<u>1-Hour Session</u>	“Welcome” Discussion & Worksheet	20 minutes	8, 9
	Video Presentation & Discussion	30 minutes	10
	Conclusion / Evaluation	10 minutes	21, 22
<u>2-Hour Session</u>	“Welcome” Discussion & Worksheet	20 minutes	8, 9
	Video Presentation & Discussion	30 minutes	10
	“Prepare...” Discussion & Worksheet	20 minutes	12, 13
	“Present With Confidence” Discussion	20 minutes	14
	“Respond...” Discussion & Worksheet	20 minutes	17, 18
	Conclusion / Evaluation	10 minutes	21, 22
<u>3-Hour Session</u>	“Welcome” Discussion & Worksheet	20 minutes	8, 9
	Video Presentation & Discussion	30 minutes	10
	Video Discussion, Part 2	10 minutes	11
	Break	10 minutes	
	“Prepare...” Discussion & Worksheet	20 minutes	12, 13
	“Present With Confidence” Discussion	20 minutes	14
	“Active Listening” Discussion & Worksheet	20 minutes	15, 16
	“Respond...” Discussion & Worksheet	20 minutes	17, 18
	“Action Plan” Discussion & Worksheet	20 minutes	19, 20
Conclusion / Evaluation	10 minutes	21, 22	

(These times are approximate and may vary depending on the size and responsiveness of your audience.)

SAMPLE INVITATION TO WORKSHOP



This letter can be sent to your participants approximately two weeks before the training session. You can customize it to fit your needs.

(Date)

To: (Participant's Name)

From: (Trainer's Name)

Re: *Leading With Persuasion*

Ever have a good idea that didn't get a fair hearing? As a member of this organization, you have the opportunity to come up with good ideas, but good ideas are not enough. You must be able to communicate an idea effectively so that it gets heard. You need to lead your idea through the process.

On (insert date) at (insert time), we will hold a training session on the positive use of persuasion, how to lead your good idea through the organization. The session will be held at (insert location). The purpose of the session and video is to demonstrate the steps in the process of persuasion, so the best ideas for the organization are given the attention they deserve.

Please mark your calendar so you can attend this important training session.

Thank you!

TRAINING LEADER'S CHECKLIST



1. Reserve an appropriate location with...

- Comfortable seating
- Easy viewing of visuals
- Good lighting
- Adequate writing surface
- Good acoustics
- Accommodations for participants with disabilities

2. Make sure all equipment is working by...

- Checking the player, monitor, and sound
- Testing the video before showing
- Checking overhead projector and any additional equipment

3. Organize and prepare all materials, including...

- Training Leader's Guide
- Overheads and/or flip charts
- Paper and pencils
- Worksheets photocopied for participants

4. Any additional materials (list below)

- _____
- _____
- _____

“LEADING WITH PERSUASION” WELCOME & DISCUSSION



- | | |
|--------------------------|---|
| Time Required: | ● 20 minutes |
| Materials Needed: | ● Overhead or Flip Chart #1 (page 24)
● “Leading With Persuasion” Worksheet (page 9) |

Reveal Flip Chart #1:

“LEADING WITH PERSUASION”

Welcome:

Introduce yourself and welcome participants. Ask participants to introduce themselves, describe their job responsibilities and work group.

Read or Paraphrase:

Have you ever had a great idea, but couldn't get anyone to listen to you? This workshop will help you to use persuasion positively, to make sure your good idea - and everyone else's - gets a fair hearing. As we go through the session, please draw on your own experiences as well as from those in the video.

Hand Out “Leading With Persuasion” Questionnaire:

Explain that in completing the questionnaire, participants will be considering their own experiences - both positive and negative - with persuasion.

Large Group Discussion:

Once participants have completed the questionnaire, discuss each question, asking for participants to share their responses. Try to focus the discussion on the persuasion issues to be covered in the video:

1. preparation (believe in yourself, clarify your idea and support it)
2. presentation (establish credibility, be direct and logical, show conviction)
3. response (address emotional concerns, talk to people, listen and work out a compromise)

Remind participants that persuasion isn't about getting your way; it's making sure that all good ideas get heard and that the best idea for everyone wins.

“LEADING WITH PERSUASION” WORKSHEET

Instructions:

Answer the following questions on your own. Be prepared to discuss them with the group.

1. Have you ever had a great idea but couldn't get anyone to listen to you? (Or have you witnessed that happening to a co-worker?) Briefly describe the experience and why you think the idea was not listened to.

2. In the experience you described above, is there anything you could have done to persuade people to consider your idea?

3. Have you ever been persuaded of the benefits of an idea you were initially resistant to? Briefly describe the experience. Why were you resistant initially? What ultimately persuaded you?

VIDEO PRESENTATION & DISCUSSION



Time Required: ● 30 minutes

Materials Needed: ● Video - “Leading With Persuasion”

Video Presentation:

You may want to introduce the video by saying, “*Leading With Persuasion* contains valuable techniques for using persuasion to lead your ideas through the organization. Please take notes if you wish.”

Ask & Discuss:

- Q:** In the first team meeting, why was Hodge’s idea ignored?
He didn’t establish any credibility, he didn’t state his idea clearly or with conviction and he didn’t have evidence to back up his idea.
- Q:** What did Hodge do to prepare his idea for the next meeting?
First, he acknowledged the value of his own experience. Then he researched other companies using the proposed machine, and he discussed his idea with a co-worker.
- Q:** What persuasion techniques did Hodge use successfully in his second presentation?
He established his credibility, he presented his idea in one simple sentence and then backed it up with his research. He responded to objections about the validity of his data.
- Q:** What steps did Hodge take to address Arnie’s emotional objections? Why was this hurdle the most difficult for Hodge?
First he talked to Arnie, one-on-one, to determine exactly what his objection was. It was difficult for Hodge to really listen to Arnie because of Hodge’s desire to have his own idea win. Once Hodge recognized that winning wasn’t the goal, he was able to listen to Arnie, consider his objections and come up with a better solution for everyone.
- Q:** In the video Pat says, “Persuasion shouldn’t be about winning.” Do you agree or disagree? If not winning, then what should persuasion be about for you and your organization?
Answers will vary

VIDEO DISCUSSION, PART 2



- Time Required:**
- 20 minutes
10 minutes for discussion
10 minutes for break
- Materials Needed:**
- Overhead or Flip Chart #2 (page 25)
 - Overhead or Flip Chart #3 (page 26)

Reveal Flip Chart #2 & Read:

“If you would convince others, seem open to conviction yourself.”
Lord Chesterfield

Ask & Discuss:

Q: How does this statement relate to the *Leading With Persuasion* video and/or your own experiences with persuasion?

In the video, Hodge had to be willing to consider Arnie’s objections before he could win Arnie over. Personal experiences will vary

Reveal Flip Chart #3 & Read:

“We often refuse to accept an idea merely because the tone of voice in which it has been expressed is unsympathetic to us.”

Friedrich Wilhelm Nietzsche

Ask & Discuss:

Q: How does this statement relate to the *Leading With Persuasion* video and/or your own experiences with persuasion?

The statement reinforces the importance of emotions in our response to an idea. Until Hodge dealt with both Arnie’s emotions and his own, he was not gaining Arnie’s sympathy. Personal experiences will vary

10-minute Break

“PREPARE FOR PERSUASION” EXERCISE & DISCUSSION



- | |
|--|
| <p>Time Required: ● 20 minutes</p> <p>Materials Needed: ● “Prepare for Persuasion” Worksheet (page 13)
● Overhead or Flip Chart #4 (page 27)</p> |
|--|

Read or Paraphrase:

In the video, the first step in persuasion was preparation. In this exercise, you will be given the chance to practice that step, using an idea of your own. You will be given time to think of an idea to improve your work situation and to prepare that idea for presentation to a small group. Your goal will be to persuade the group that your idea will benefit the organization. Obviously, you will be doing this in an abbreviated period of time and will not be able to do real research, but if time allows you may wish to “pre-test” the idea on another participant.

Reveal Flip Chart #4 & Discuss:

Prepare for Persuasion

- Recognize your own value
- Focus your idea into one simple sentence
- Support your idea with solid evidence
- Anticipate objections

Review the training points with participants.

Hand Out “Prepare for Persuasion” Worksheet & Explain:

Explain to participants that they should take a few minutes to come up with their idea before beginning to answer the questions on the Worksheet. Give them approximately 15 minutes to complete the Worksheets. After 15 minutes, ask participants to finish up in preparation for the small group presentations.

“PREPARE FOR PERSUASION” WORKSHEET

Instructions:

Take time to consider an idea you believe would improve your work situation and benefit the organization. Then answer the following questions in preparation for presentation to a small group.

1. State your idea for improving your work situation in one simple, direct sentence.

2. What experience or expertise qualifies you to present this idea?

3. What solid evidence, based on research, data or examples, support your argument?

4. What objections might others in your group (or organization) have to your idea? For each objection, come up with a response. If you have time and wish to, pre-test your idea with another participant.

“PRESENT WITH CONFIDENCE” EXERCISE & DISCUSSION



- | | |
|--------------------------|---|
| Time Required: | ● 20 minutes |
| Materials Needed: | ● Overhead or Flip Chart #5 (page 28)
● Completed “Prepare for Persuasion” Worksheet (page 13) |

Reveal Flip Chart #5 & Discuss:

Present With Confidence

- Establish your credibility
- Be direct and logical
- Show conviction for your idea

Review the training points with participants.

Organize Presentations in Small Group & Explain:

Ask participants to form small groups of 4 people each. Explain that each person should briefly make a presentation of his or her idea (about 3 minutes), keeping the presentation skills in mind. During each presentation, one person should role play the “objector” with a strong emotional resistance to the idea. Everyone in the group should voice any real objection or support for the idea. Ask participants (if time allows) to critique one another’s presentations, reinforcing what each presenter did well or offering positive suggestions for improvement.

Large Group Discussion:

After everyone has had an opportunity to make their presentations, ask participants to discuss what they learned from this exercise.

“ACTIVE LISTENING” EXERCISE & DISCUSSION



- | | |
|--------------------------|---|
| Time Required: | ● 20 minutes |
| Materials Needed: | ● Overhead or Flip Chart #6 (page 29)
● “Active Listening” Worksheet (page 16) |

Read or Paraphrase:

Listening is one of the most important skills in persuasion. Before having a one-on-one conversation with a person who opposes your idea and whose support you need, it may be valuable to review active listening skills.

Reveal Flip Chart #6 & Discuss:

Active Listening Skills

- 1. Summarize the speaker’s statements - both factual and emotional statements.** *(This lets the person know you have heard what he or she intended you to hear.)*
- 2. Ask questions.** *(If you don’t understand a person’s position, ask for clarification -without being confrontational .)*
- 3. Don’t let your own emotions get in the way of listening.** *(Stay relaxed and focused.)*
- 4. Use verbal and nonverbal cues to show that you are listening.** *(Use phrases such as “I see....” Make eye contact, lean towards the person, and nod your head.)*

Hand Out “Active Listening” Worksheet & Explain:

Explain that participants should try to come up with the best active listening responses to the situations on the worksheet. The goal should be to get the resistant person to speak openly.

Large Group Discussion:

Discuss participant’s responses to the worksheet. Suggested answers:

- 1. I understand you’re having a hard time with this schedule. Is there one particular part that is most difficult for you?*
- 2. I see that you have a strong objection to this candidate. Was there anything specific in her resume or interview that concerned you?*
- 3. Situations and responses will vary*

If time allows and participants are willing, you may have them role play one or more of the situations.

“ACTIVE LISTENING” WORKSHEET

Instructions:

Respond to the situations and questions, using active listening responses. The goal is to have the resistant person speak more openly.

1. You are a plant supervisor and need employee support for speeding up production to meet a deadline. One person is resistant to the new schedule. In your meeting with her, she says, “You know I always am willing to work hard, but this schedule is impossible. I just can’t go along with it.” What could you say in response to show you understand and to get to the basis of her objection?

2. Your team has the responsibility of hiring a new employee. You strongly support one candidate and have convinced everyone but one person who has veto power. In your one-on-one conversation with him, he says, “I just don’t think she can do the job. I’ve had to work with that type of person before.” How could you best respond?

3. Think of a difficult situation you have been in (or make one up) with a person objecting to a good idea of yours. Describe the situation briefly, so you could pose it to the group for an appropriate response.

“RESPOND TO EMOTIONAL ISSUES” EXERCISE & DISCUSSION



- | | |
|--|--|
| <p>Time Required:</p> <p>Materials Needed:</p> | <ul style="list-style-type: none">● 20 minutes● Completed “Prepare for Persuasion” Worksheet (page 13)● Overhead or Flip Chart #7 (page 30)● “Response” Worksheet (page 18) |
|--|--|

Reveal Flip Chart #7 & Discuss:

Respond to Emotional Issues

- Talk to people one-on one
- Be prepared to listen
- Consider compromise

Review training points with participants.

Organize “One-On-One” Conversations:

Ask participants to take a few minutes to talk directly to the person who objected most strongly to their idea. (If time allows, they may talk to more than one person who objected to their idea.) Explain that in these conversations, they should try to determine the basis for the person’s objection. What’s most important is to listen.

Hand Out “Response” Worksheets & Explain:

Explain that in completing these worksheets, participants should take into consideration the objections to their idea and if appropriate, come up with a revised idea. Allow about 10 minutes for completion of the worksheet.

Large Group Discussion:

Ask participants what they learned from their one-on-one conversations and how (or if) that led them to come up with a compromise.

“RESPONSE” WORKSHEET

Instructions:

After speaking with the person (or people) who objected strongly to your idea, complete the following:

1. What is the basis for his or her objection to your idea?

2. Do you think their objection has validity? Why or why not?

3. If you can see the validity of the objection, how could your idea be modified or improved in response?

ACTION PLAN DISCUSSION



Time Required: ● 20 minutes

Materials Needed: ● Action Plan Worksheet (page 20)

Hand Out “Action Plan Worksheet” & Explain:

Hand out the Action Plan Worksheet and explain that this is the participants’ opportunity to rate themselves on their persuasion skills and to develop a plan for improvement.

Ask & Discuss:

After participants have completed the worksheet, ask which stages or specific techniques of persuasion might be the most difficult for them. Why?

ACTION PLAN WORKSHEET

Instructions:

Think of a time you tried to persuade people of the benefits of one of your good ideas (or you may use the persuasion exercise from today’s workshop). On a scale of 1 to 5 (5 being the highest), rate yourself on the following persuasion techniques:

Preparation

- _____ Recognizing your own value
- _____ Focusing your idea
- _____ Supporting your idea with solid, researched evidence
- _____ Anticipating and preparing for objections

Presentation

- _____ Establishing your credibility
- _____ Being direct and logical
- _____ Showing conviction for your idea

Response to Emotional Issues

- _____ Talking to people one-on one
- _____ Listening without your own emotions getting in the way
- _____ Considering and working out a compromise

Considering those techniques you rated below 3, what could you do to become better at persuasion?

If you have an idea to improve your work situation, what specific actions can you take now to make sure your idea is presented in the best possible light?

CONCLUSION / EVALUATION



- Time Required:** ● 10 minutes
- Materials Needed:** ● Flip Chart #8 (page 31)
● Session Evaluation Form (page 22)

Reveal Flip Chart #8:

“Nothing is so contagious as enthusiasm.”

Samuel Coleridge

“Effective persuasion requires enthusiasm grounded in conviction.”

John Baldoni from “Leadership As Salesmanship”

Read flip chart and remind participants of the importance of both enthusiasm and conviction in the process of persuasion.

Conclusion:

Ask participants for any final questions or comments. Thank your group for their participation, hand out Session Evaluation forms, and ask participants to complete them before leaving.

SESSION EVALUATION FORM

Instructions: Please circle the number that best describes your evaluation of the training session:

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
This program clearly showed the steps in effective persuasion.	5	4	3	2	1
This program helped me better understand the specific techniques required to be persuasive	5	4	3	2	1
This program provided techniques I can use in my work situation	5	4	3	2	1
The session was well organized.	5	4	3	2	1

The best part of the program was: _____

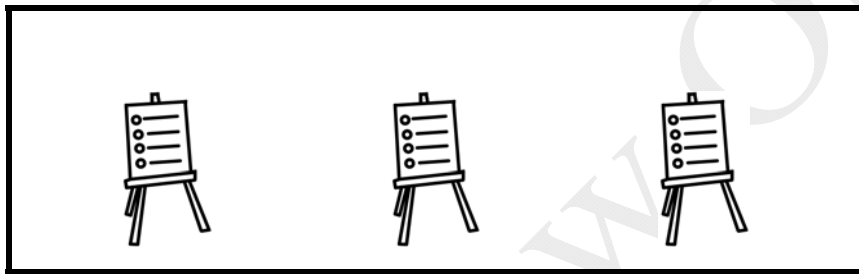
The program could be improved by: _____

Additional comments: _____

FLIP CHART / OVERHEAD SECTION

The following pages may be photocopied onto acetate for overhead projection or used as a guide in creating flip charts.

FLIP CHARTS



OVERHEADS

LEADING WITH PERSUASION

For Preview Only

***If you would convince others,
seem open to conviction yourself.***

Lord Chesterfield

We often refuse to accept an idea merely because the tone of voice in which it has been expressed is unsympathetic to us.

Friedrich Wilhelm Nietzsche

Prepare for Persuasion

- **Recognize your own value**
- **Focus your idea into one simple sentence**
- **Support your idea with solid evidence**
- **Anticipate objections**

Present with Confidence

- **Establish your credibility**
- **Be direct and logical**
- **Show conviction**

Active Listening Skills

- 1. Summarize the speaker's statements - both factual and emotional.**
- 2. Ask questions.**
- 3. Don't let your own emotions get in the way of listening.**
- 4. Use verbal and nonverbal cues to show that you are listening.**

Respond to Emotional Issues

- **Talk to people one on one**
- **Be prepared to listen**
- **Consider compromise**

For Preview Only

***Nothing is so contagious as
enthusiasm.***

Samuel Coleridge

***Effective persuasion requires
enthusiasm grounded in conviction.***

**John Baldoni from
“Leadership As Salesmanship”**