Testing the Evidence

• What is the source of the evidence? Is the source valid and credible?
• Is the evidence accurate, current and relevant?
• Have the statistics been evaluated properly?
• Are facts distinguished from inferences or opinions?
Testing Reasoning

• Is the evidence cited sufficient to produce a valid conclusion?
• Are the instances used as evidence typical?
• Are negative instances accounted for?
• Are causes and effects adequately linked?
Building Evidence into Arguments

Overall argument

- Subargument or key message #1
  - Evidence
- Subargument or key message #2
  - Evidence
  - Evidence
- Subargument or key message #3
  - Evidence
  - Evidence

Communication for Managers
Presenting the Argument: One or Two Sided?

- **Audience Bias**
  - Negative
  - Yes: Two Sided
  - Positive or Neutral
    - Yes: Opposition Expected
      - No: One Sided
Techniques of Persuasion

• Building common ground
• Getting a “foot in the door”
• Establishing reciprocity
• “Band-wagoning”
• Liking
• Creating obedience to authority