15.280 Communication for Managers
Fall 2008

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Communication for Managers

Persuasion
Agenda

- Communication strategy and structure
- The art and science of persuasion
  - Logical arguments
  - Direct vs. indirect structure
  - Cialdini’s Principles
- Team exercise
- Coming attractions
Communication Strategy and Structure

Strategy: Analyze the Situation

Purpose

Audience

Credibility

Cultural Context
Communication Strategy and Structure

- Who is your audience?
- What do they know?
- How do they feel?
- What do you want your audience to
  - Know?
  - Feel?
  - Do?
Communication Strategy and Structure

Strategy Checklist

Managerial style
Structure
Content
Channel
The Art and Science of Persuasion

Logical Arguments: The Power of Evidence

Overall Argument

**Why?**

Sub-argument or Key message #1

**Why?**

Evidence

Sub-argument or Key message #2

Evidence

Sub-argument or Key message #3

Evidence
What is the source of the evidence?
- Is the evidence accurate, current, relevant, and sufficient?
- Have the statistics been evaluated properly?
- Is the authority cited valid?
- Is an inference or opinion being presented as a fact?
The Art and Science of Persuasion

Test Your Reasoning

- Are the instances cited typical?
- Are negative instances accounted for?
- Are counter arguments addressed?
- Is the evidence alone sufficient to bring about the effect?
The Art and Science of Persuasion

Logical Arguments: One-sided or Two-sided

- **Audience Bias**
  - If negative: use strong two-sided argument
  - If neutral or positive: consider other factors

- **Expected Opposition**
  - Use milder two-sided argument to inoculate
  - Consider putting refutation after positive statement
  - Consider cultural or organizational norms

- **Audience Norms or Preferences**
  - Use two-sided argument if norms dictate
  - Use two-sided argument if audience prefers to see thought process
## The Art and Science of Persuasion

### Structure: Direct or Indirect

<table>
<thead>
<tr>
<th></th>
<th>Direct</th>
<th>Indirect</th>
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</thead>
<tbody>
<tr>
<td>Informative</td>
<td>Main points followed by subsidiary points</td>
<td>Subsidiary points preceding main point</td>
</tr>
<tr>
<td>Persuasive</td>
<td>Recommendation backed by arguments</td>
<td>Arguments leading to recommendation</td>
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</tbody>
</table>
The Art and Science of Persuasion

Direct vs. Indirect: Cognitive Processing Constraints

Extent of Audience Recall

Position in Talk or Document
## The Art and Science of Persuasion

### Direct vs. Indirect: Rhetorical Concerns

<table>
<thead>
<tr>
<th></th>
<th>Direct Structure</th>
<th>Indirect Structure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Audience Orientation</strong></td>
<td>Results-oriented</td>
<td>Analysis-oriented</td>
</tr>
<tr>
<td><strong>Audience Bias</strong></td>
<td>Positive</td>
<td>Negative</td>
</tr>
<tr>
<td><strong>Your Credibility</strong></td>
<td>High</td>
<td>Low</td>
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The Art and Science of Persuasion

Direct vs. Indirect: Balance Cognitive and Rhetorical

Cognitive Processing Factors

Factors affecting audiences
- Memory curve
- Cognitive framework

Rhetorical Factors

Factors affecting specific audiences
- Audience bias and involvement
- Credibility of communicator
- Context (culture)
Cialdini’s Principles

- **Liking**: People like those who like them
- **Reciprocity**: People repay in kind
- **Social Proof**: People follow the lead of similar others
- **Consistency**: People align with their clear commitments
- **Authority**: People defer to experts
- **Scarcity**: People want more of what they can have less of
Team Exercise: Illustrate Cialdini

- Persuade the class to:
  - Join a club
  - Donate to a good cause
  - Manage your child’s sports team
  - Recycle trash at local dump
  - Take part in community service

- Prepare a message for your team to deliver to the class persuading them to do something

Draw from Cialdini’s Principles
## Coming Attractions

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Topics/Assignments</th>
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<tbody>
<tr>
<td>15.311</td>
<td>Organizational Processes</td>
<td>Individual Decision Making</td>
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<tr>
<td></td>
<td></td>
<td>Due: Read <em>Hammond et al.</em></td>
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<tr>
<td>15.280</td>
<td>Communication for Managers</td>
<td>Oral Presentations; Minto Pyramid</td>
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<td>Due LEC 3: Read <em>Craigstone Corporation</em></td>
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<tr>
<td>15.277</td>
<td>Special Seminar in Communication</td>
<td>Setting Team Goals</td>
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<td></td>
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<td>Giving and Receiving Feedback</td>
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