

Methods of Influence for the Change Agent's Toolbox : *Understanding and Structuring the Context for Influencing Participation*

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AGENDA

- Social Psychology, Influence, & Change
- The Power of the Situation: Structuring the Context
- Ethical Influence: Bunglers, Smugglers, & Sleuths
- A discussion of 5 Principles of Influence:
 - Reciprocity
 - Social Proof/Consensus
 - Scarcity
 - Consistency
- Action Steps for Integrating these Principles into your work.

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SOCIAL PSYCHOLOGY, INFLUENCE, & CHANGE

Social Psychology

An attempt to understand and explain how the thoughts, feelings, and behaviors of individuals are *influenced* by the actual, imagined, or implied presence of others.

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RESISTANCE

Client “resistance” often leads to a clinician responding with counter-resistance, creating two forces in opposition to one another.



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RESISTANCE

One clinical reframe for this is to simply rethink of “resistance” as feedback from the client regarding what they are willing or unwilling to do in moving towards recovery goals. Our job then is to roll with this information in the design of our clinical interventions, often referred to “rolling with resistance”.

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Influence & Change

- “To produce an effect upon the thoughts, feelings, or actions of another; to modify.”
 - From the Latin, *influens, influentis* [literally “to flow in.”]
- Change and power *flow* from the target to the source and back again.
- In essence, the target gives you permission to participate in the self-change process.

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- Changes in behavior can be, and often are, very temporary [minutes to days].
- To get long term behavioral change, along with positive feelings about that change, we need to structure our interventions to align with or modify our client's current thoughts, feelings, stated intentions and behaviors.
- Three Levels of Influence and Change.
 - Compliance, Conformity, Internalization.
 - "Have to" - "Ought to" - "Want to."

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Lessons from Classic Experiments [Milgram]

- Strong situational forces can get people to behave in ways they wouldn't otherwise have imagined they could.

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Structuring the Context - Taking Charge of Constructing a Social Reality

- You can change the way people experience anything by structuring what they experience beforehand.
- Context established before making a request can be more important than the request itself.

It's what you do, before you do what you do, that counts.

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ETHICAL INFLUENCE: BUNGLERS, SMUGGLERS, & SLEUTHS

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Bunglers – squander opportunities [lose-lose]

- Often are uncomfortable with influencing others or are unaware of the Principles of Influence.
- They squander away legitimate opportunities to influence others in directions that would be beneficial to both parties in the exchange.
- It is basically a lose-lose orientation.

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Smugglers – use tactics illicitly for short term gain [win-lose]

- Generally see influence as a competitive activity, where only one party in an exchange will come out on top.
- They illicitly smuggle in Principles of Influence that don't naturally exist in the situation as tactics in an exchange.
- This win-lose orientation can produce short term gains, but fails as a long term strategy.

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Sleuths – use principles that are genuinely available in the situation for short & long term gain [win-win]

- They see influence as a natural aspect of human interaction, which - when practiced ethically - benefits both parties in an exchange.
- They tend to know, understand, and routinely apply the Principles of Influence, which are genuinely available in the situation, everyone's advantage.
- This win-win orientation produces both short term and long term successes for the parties involved.

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5 PRINCIPLES OF INFLUENCE

1. Contrast
2. Reciprocity
3. Social Proof/Consensus
4. Scarcity
5. Consistency

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CONTRAST

We experience the same thing differently, depending on what was presented first.

- In order to make the biggest impact, which should you sell first, happiness or abstinence?
- Make sure you structure the presentation of your information appropriately and answer the question, "Compared to what," in your appeals.
- In approaching your clients, are you presenting your information in the *correct* order?

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- What situation am I now facing where I can use this psychological fact?
- In that situation, how can I use this psychological fact as a Sleuth of Influence?

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Reciprocity

• **Reciprocation**—people are obliged to give back to others who have given to them.

- The rule creates something valuable besides obligations—it creates opportunities to build relationships.

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RECIPROCITY

Reciprocity Activators

- You activate the principle of reciprocity by providing **gifts** and **concessions**
- The key is to provide a gift or concession **first**, because this stimulates a return gift or concession-- which provides the starting point for a long-term profitable exchange.

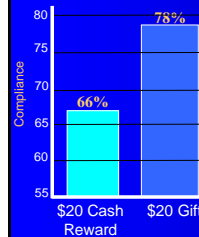
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ACTIVATORS continued...

- Sleuths harness the process of reciprocation by continually benefiting (investing in) others
- Instead of asking "Who can help me here?" during influence situations
- They first ask: "Whom or how can I genuinely help here?"

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ACTIVATOR: Gifts



- Which are more powerful: gifts or rewards?
- Consider the results of a study designed to get physicians to comply with a request to complete a long questionnaire.

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What counts as a Gift?



- Work with your group to determine what things **other than tangible items** could be considered gifts to your target audience.

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WHAT COUNTS AS A GIFT

- | | |
|-----------------------|--------------------|
| ➤ Unexpected Services | ➤ Compliments |
| ➤ Favors | ➤ Listening |
| ➤ Information | ➤ Affection |
| ➤ Trust | ➤ Laughter |
| ➤ Cooperation | ➤ Cheerfulness |
| ➤ Attention | ➤ Empathy/Sympathy |

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AMPLIFYORS

Reciprocity will be amplified to the extent that the initiating favor is:

- Significant
- Personal
- Unexpected

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AMPLIFYORS

RECIPROCITY

In this study, giving diners a single mint at the end of their meal typically increased tips by around 3%.



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AMPLIFYORS

RECIPROCITY

Interestingly, if the gift is doubled and two mints are provided, tips don't double. They **quadruple**—a 14% increase in tips.



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AMPLIFYORS

RECIPROCITY

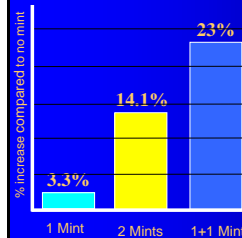
But perhaps most interesting of all is the fact that if the waiter provides one mint, starts to walk away from the table, but pauses, turns back and says, "For you nice people, here's an extra mint," tips go through the roof. **A 23% increase, influenced not by what was given, but how it was given.**



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AMPLIFYORS

RECIPROCITY



So the key to using the Principle of Reciprocity is to be the first to give and to ensure that what you give is personalized and unexpected.

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ACTIVATOR: Concessions

RECIPROCITY

- There is a "moment of power" immediately after the rejection of a request.
- If we retreat in that moment, we win
- If we retreat from that moment, we lose.
- Smugglers and sleuths would employ this phenomenon very differently.

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ACTIVATOR: Concessions

RECIPROCITY

- Always go into an influence situation prepared with at least one acceptable fall-back position.
- It's the only thing that will allow you to take advantage of the moment of power after "no."

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RECIPROCITY REVIEW

We are obligated to give to others equitably, that which we have received from them.

- Which are more effective, gifts or rewards?
- Be the first to give:
 - Service
 - Information
 - Concessions
- In your approach to influence, have you been the first to give, or do you make it contingent on getting something from your prospect?

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- What situation am I now facing where I can use this principle?
- In that situation, how can I use this principle as a Sleuth of Influence?

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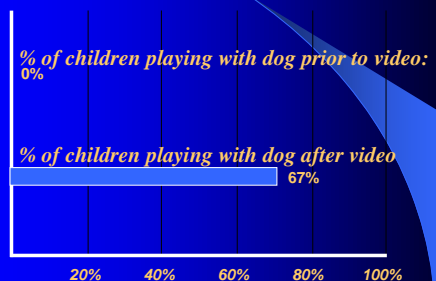
Consensus

- **Consensus**—people decide what is appropriate for them to do in a situation by examining what others are doing there.
- Consensus is activated by evidence of how others are (or have been) thinking, feeling, or acting.
- Studies on ridding children of their fears of dogs demonstrate this.

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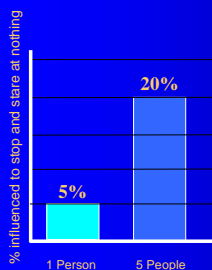
CONSENSUS

Dog Phobia Study



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AMPLIFIER: Many Others



- We look to **multiple** others (more than lone others) for guidance on appropriate behavior.
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Consider the “Staring at Nothing” study.



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CONSENSUS

AMPLIFIER : Many Others

- Don't rely on your powers of persuasion alone if you can use other people's powers of persuasion as well.
- What constitutes a sleuth's use of consensus?

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CONSENSUS

AMPLIFIER : Similar Others

Category	Percentage
Dissimilar Others	33%
Similar Others	70%

- The consensus of "people like me" is one of the most universally successful influences on behavior.
- The lost wallet study shows how similarity works with strangers.

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CONSENSUS

AMPLIFIER : Uncertainty

- When people are **uncertain** about what they should do, they are especially likely to follow the behaviors of others.
- Therefore, in unfamiliar and untried activities, consensus information will be especially potent.
- A "Teen Smoking Study" illustrates how the three amplifiers work.

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CONSENSUS

Teen Smoking Results

- Increase if teen is "troubled"
 - 14%
- Increase if parent(s) smoke:
 - 26%
- Increase if at least 2 friends smoke:
 - 1000%
- Increase if at least 3 friends smoke:
 - 2400%

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Consensus Review

- Consensus is activated by evidence of how others behave
- Amplifiers of the Principle of Consensus are:
 - Many others
 - Similar others
 - Uncertainty

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- What situation am I now facing where I can use this principle?
- In that situation, how can I use this principle as a Sleuth of Influence?

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Scarcity

- What could cause cafeteria food to be rated significantly higher after being rated poor just 10 days before?

• THE CAFETERIA BURNED DOWN!!!

- **Scarcity**-Opportunities appear more valuable to people when they are less available.
- Scarcity is activated by information suggesting something is rare or dwindling in availability.

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Scarcity

SCARCITY

- Why is it typically wise to seize rare resources and opportunities?
- Sleuths identify and honestly present the truly unique and uncommon.

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Identifying the Unique and Uncommon:

SCARCITY

- Work with your group to identify as many unique and uncommon attributes you could claim that could not be gotten elsewhere and would effectively activate the principle of Scarcity for your organization

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AMPLIFIER : Loss Framing

SCARCITY



- **Loss Framing**—Illustrating a situation in a manner that shows how much an individual has to lose is exceptionally persuasive

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SCARCITY REVIEW

We value those things that are hard to get or unavailable.

- For the greatest impact, should you engage in gain framing or loss framing?
- Emphasize:
 - Genuine scarcity
 - Unique features
 - Exclusive information
 - Loss Framing
 - Competition
- In your appeals, are you presenting information which *distinguishes* you, in important ways, from the competition?

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- What situation am I now facing where I can use this principle?

- In that situation, how can I use this principle as a Sleuth of Influence?

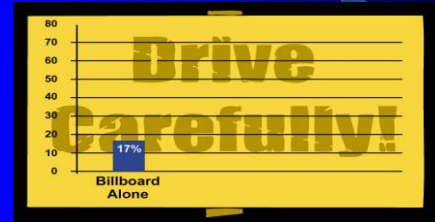
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Consistency

- **Consistency** - Once people make a choice or take a stand, they will encounter personal and interpersonal pressure to behave consistently with what they had previously done.
- Consistency is activated by **commitment**: a prior choice or stance on an issue.
- The "Committee for Traffic Safety Study" shows how even small commitments can lead to large changes.

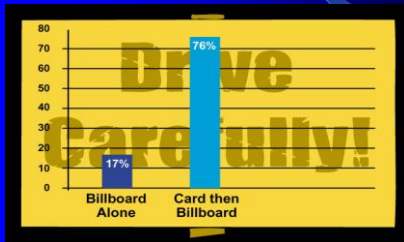
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THE COMMUNITY COMMITTEE FOR SAFETY EXPERIMENT



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THE COMMUNITY COMMITTEE FOR SAFETY EXPERIMENT



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AMPLIFIER : Commitments

- Getting a change of mind is not enough to ensure a lasting shift. To do that, the commitments to change should be:
 - **Active**—You must also arrange for those you've persuaded to act on the change.
 - **Public**—You should arrange for those active commitments to be public because people are more motivated to remain consistent with the commitments if others are aware of them.

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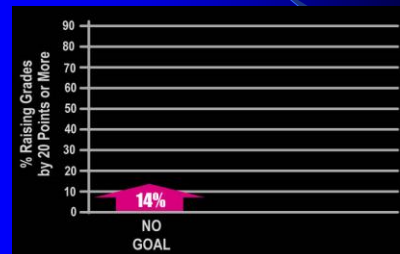
THE NORTH CAROLINA GRADE STUDY

Question – Which of these three interventions is most likely to result in students raising their grades by 20 points or more?

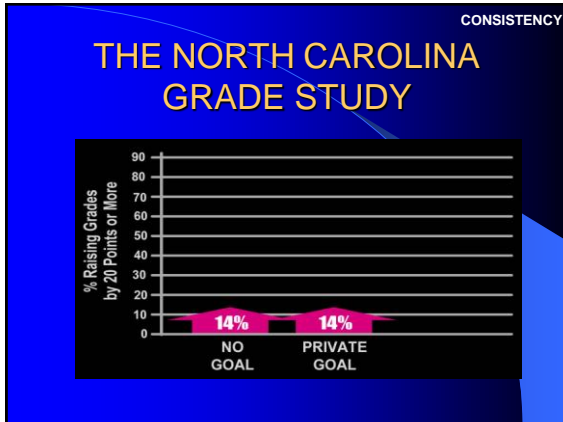
1. Set no goals
2. Set goals privately
3. Set goals + write, sign & publicize

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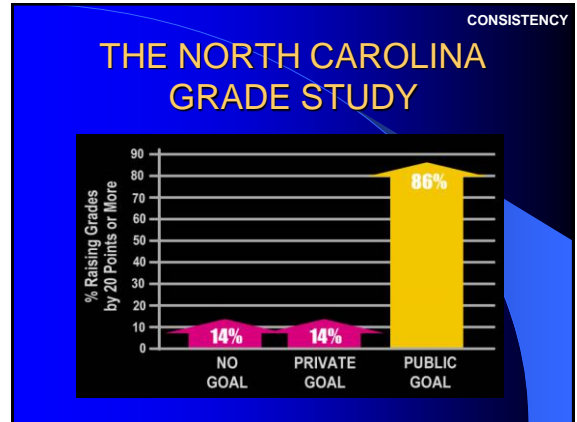
THE NORTH CAROLINA GRADE STUDY



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CONSISTENCY

AMPLIFIER : Commitments

"He who complies against his will is of the same opinion still." –Samuel Butler

Commitments should be **Voluntary**—taking personal possession of an issue influences people to behave steadfastly in ways that are consistent with that issue.

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AMPLIFIER : Commitments

- It is much more efficient to align a request with pre-existing internal commitments than to create allegiance to new ones.

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CONSISTENCY

CONSISTENCY

Summary.

- Obtaining a public commitment is significantly better than a private commitment.
- To be most effective, commitments should be:
 - Active
 - Public
- In your appeals, do your homework and capitalize on the client's previously stated attitudes, values, beliefs and commitments.

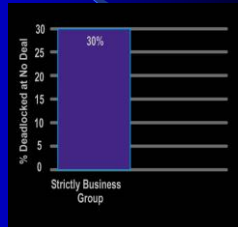
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- What situation am I now facing where I can use this principle?
- In that situation, how can I use this principle as a Sleuth of Influence?

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Northwestern vs. Stanford Online Negotiation Study

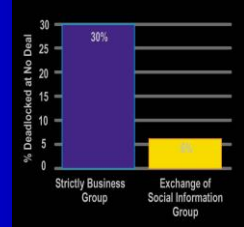
- Those who negotiated without the benefit of first exchanging personal/social information succeeded in reaching an agreement 70% of the time and deadlocked 30% of the time without being able to reach a resolution.



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Northwestern vs. Stanford Online Negotiation Study

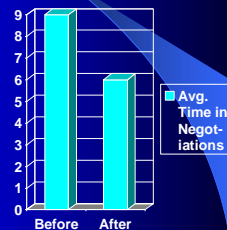
- Those who negotiated by first exchanging personal/social information succeeded in reaching an agreement 94% of the time and deadlocked only 6% of the time [without being able to reach a resolution].



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Neidert's Negotiation Study

- Before = straight to business
- After = 10 to 15 minutes of "humanizing" prior to talks



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SIMILARITY & LIKING

Summary.

- Be the first to:
 - Reveal genuine similarities
 - Give sincere compliments
 - Uncover opportunities for cooperation
- Do your homework on the individuals involved *before* negotiating with them.

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- What situation am I now facing where I can use this principle?
- In that situation, how can I use this principle as a Sleuth of Influence?

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Elements of Influence

The Neediness Detector

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Elements of Influence

**Discover What People
Really Want**

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Elements of Influence

**Demonstrate
Benefits**

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Elements of Influence

**The power of
contradiction oneself -
How would you know if
that wasn't true?**

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Elements of Influence

**The Miracle
Question**

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THE END

**THANKS FOR
COMING!**

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