

## INFLUENCING

How we influence those we negotiate with has a direct impact on the value secured. Only truly studied in the last ten years or so, mastering the art of influencing can truly benefit a master negotiator. The concepts below are summarized from Steve Martin's book, "The Science of Yes."

### SIX WAYS TO INFLUENCE

- 1. Reciprocity:** The psychological aspect of whose turn it is and initiating it.
  - We say "yes" to those we owe.
  - You must go first to activate reciprocity.
  - To take the maximum advantage of reciprocity, you must activate it immediately following your act of giving.
  
- 2. Scarcity:** People perceive losses bigger than gains (even if the same value)
  - Emphasize genuine scarcity. Unique features. Exclusive information.
  - We pay more attention to the negative than positive.
  - It is two times more powerful to say what you lose, than gain. "If you don't do X, you will lose Y."
  
- 3. Authority:** Professionalism. Knowledge. Credentials. Trustworthiness.
  - Authority and credibility is best established through others. If you must do it yourself – do it in 3rd person.
  - Trustworthiness: Admit small weakness to establish credibility.
  
- 4. Consistency:** Small and build. Be active and demonstrate effort.
  - Three small moves is more influential than one big jump. As negotiators, the concepts on providing satisfaction slowly through multiple moves is key.
  - Toward voluntary choices – "we decided"
  - When highlighting progress made or what is left, use whatever is the small number. "We have accomplished 20% of our target" Not, "we have 80% left to go."

**5. Consensus/Social Proof:** Everybody is doing it. The more local/relevant the more influential.

- If everybody is doing it, maybe I should as well. For example, not “Lines are open, call now!” But, “If lines are busy, call again.”
- To encourage corrective action to a problem, point out desirable behavior, not that everybody is doing something bad and how big the problem is. People then think, if everyone is doing it, so can I.
- The more local the influencing fact, the more social proof and pressure is realized.
- For instance, testimonials should be used that are most similar to others. If not, you get “that’s great, but we are not them.” In this case, it can be counter-productive.
- Show responses of many others.

**6. Liking:** It’s not about getting them to like you, but finding likable things in others.

- Try finding the common un-commonality – something you have in common with someone, which is not common to others.
- Genuine Compliments: Can even be ok when they are not true. But, try not to give false flattery.
- Those that consider the human aspect (you know them, interaction, etc.) of a deal are significantly more likely to come to an agreement.

### **NEVER MORE THAN TWO!**

Use no more than two influencing concepts at a time. It is proven three or more can be detrimental. However, using a concept and multiple aspects of that same concepts is acceptable. If you want to...

- Build a Relationship: Liking, Reciprocity
- Get Decisions Made: Authority, Social Proof / Consensus
- Gain Momentum: Consistency, Scarcity

### **TWO WAY STREET!**

As you are influencing them, they are influencing you. Whether done intentionally or not, they are trying to get inside your mind. It is proven we are not good at recognizing what influences us. So, always be on guard. They are working you, while you are working them, and funny enough, neither side realizes it. Be aware.

### **HOW WE WORK**

- People respond to incentives.
- What people see/experience first typically matters most.
- People are rather poor at predicting that which influences them.