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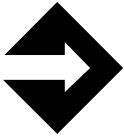


**“If you want to be a top city manager like me,  
You need charm, charisma and the  
Ability to show people that you really care. Why  
can’t you get that through your thick skull?”**

# **Persuasion Power**

**The Art of  
Letting Others Have  
Your Way**

**A Program Designed for the Texas Municipal League  
97th Annual Conference and Exhibition  
October 20-23, 2009  
Forth Worth Convention Center, Fort Worth, Texas**



## SELF-ESTEEM: THE KEY TO PERSUADING OTHERS WITHOUT BEING PUSHY

	PASSIVE	ASSERTIVE	AGGRESSIVE
<b>VERBAL</b>	<ul style="list-style-type: none"> <li>• Sighs a lot</li> <li>• Nervous giggle</li> <li>• Quick smile</li> <li>• Clams up</li> <li>• Over apologizes</li> <li>• Little or no eye contact</li> <li>• Can't accept compliments</li> <li>• Avoids conflict</li> <li>• Plays it safe</li> <li>• Words do not equal actions</li> <li>• Blows hot and cold</li> </ul>	<ul style="list-style-type: none"> <li>• Operates under the premise, "I have no more nor no fewer rights than you"</li> <li>• Treats others with respect</li> <li>• Is responsible to themselves</li> <li>• Speaks up for their rights, beliefs and feelings</li> <li>• Has TACT</li> <li>• Realizes that they can't always win</li> <li>• Doesn't have the need to always win</li> </ul>	<ul style="list-style-type: none"> <li>• Never thinks he/she is wrong</li> <li>• Talks before thinking</li> <li>• Talks loud and in sharp tones</li> <li>• Bossy</li> <li>• Competitive</li> <li>• Critical of people</li> <li>• Manages by threat</li> <li>• Treats people as objects</li> <li>• Extremely demanding</li> <li>• Constantly fishing for attention</li> <li>• Constantly fishing for compliments</li> <li>• Status conscious</li> </ul>
<b>NONVERBAL</b>	<ul style="list-style-type: none"> <li>• Actions instead of words, hoping someone will guess what you want</li> <li>• Looking as if you don't mean what you say</li> <li>• Nervous gestures, stress</li> </ul>	<ul style="list-style-type: none"> <li>• Attentive listening behavior</li> <li>• An assured manner communicating caring and strength</li> <li>• Relaxed, alert</li> </ul>	<ul style="list-style-type: none"> <li>• Exaggerated show of strength</li> <li>• Flippant, sarcastic style</li> <li>• Air of superiority</li> </ul>
<b>Voice</b>	<ul style="list-style-type: none"> <li>• Weak, hesitant, soft, sometimes wavering</li> </ul>	<ul style="list-style-type: none"> <li>• Firm, warm, well-modulated, relaxed</li> </ul>	<ul style="list-style-type: none"> <li>• Tense, shrill, loud, shaking, demanding, superior</li> </ul>
<b>Eyes</b>	<ul style="list-style-type: none"> <li>• Averted, downcast, teary, pleading</li> </ul>	<ul style="list-style-type: none"> <li>• Open, frank, direct Eye contact but not staring</li> </ul>	<ul style="list-style-type: none"> <li>• Expressionless, cold, narrowed, staring, not really "seeing" you</li> </ul>
<b>Posture and Space</b>	<ul style="list-style-type: none"> <li>• Lean for support, stopped, excessive head-nodding</li> </ul>	<ul style="list-style-type: none"> <li>• Well-balanced, straight, erect, relaxed</li> </ul>	<ul style="list-style-type: none"> <li>• Hands on hips, feet apart, stiff and rigid, rude</li> </ul>
<b>Hands</b>	<ul style="list-style-type: none"> <li>• Fidgety, fluttery, clammy</li> </ul>	<ul style="list-style-type: none"> <li>• Relaxed motions</li> </ul>	<ul style="list-style-type: none"> <li>• Clenched, abrupt gestures, finger-pointing, fistpounding</li> </ul>

**TIP:** The assertive person can see the world from another's perspective, but not at the expense of his or her needs. They recognize the rights of others and ask for what they need.



**DEVELOPING YOUR CHARISMA AND CREDIBILITY**  
 How to be taken seriously so you can persuade people  
 to see things your way

*The Law of Homogeneity: People will reward those who look, act and sound the most like themselves; and they will ignore and criticize those who don't.*

- \_\_\_\_\_ **VERBAL:** The words you choose\*
- \_\_\_\_\_ **VOCAL :** The tone in your voice\*
- \_\_\_\_\_ **VISUAL:** Body language / mannerisms / outer appearance\*

Facial Expressions


Eye Contact

Body Posture

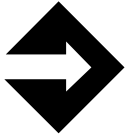
Space

**Be Glad You're Not a Bantu!**  
 The Bantu language of Africa separates nouns into 17 classes by means of prefixes. Some aboriginal Australian languages have five future tenses. The Inuit in northern Canada have a variety of words for snow, indicating whether it's expected, falling, swirling, driven, light, granular, large-flaked, windblown, on the ground, piled high, packed into ice, slushy, melting, old, new, etc. Solomon Islanders use 20 different genders.

**Lightweight Mannerisms:** Rambling, qualifying phrases, tag questions, padded words, weak words

<p><b>MEASURES OF TYPICAL SPEAKING DISTANCES</b></p> <p>Lovers or close friends tend to stand about 1½ feet apart when conversing.</p>	 <p>Average conversational distance ranges from 2 to 4 feet.</p>	<p>Formal business encounters (with different status levels or with outsiders) may be from 4 to 8 feet.</p> <p>Public speaking is generally done at 12 feet or more.</p>
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\* Albert Mehrabian's Research, UCLA

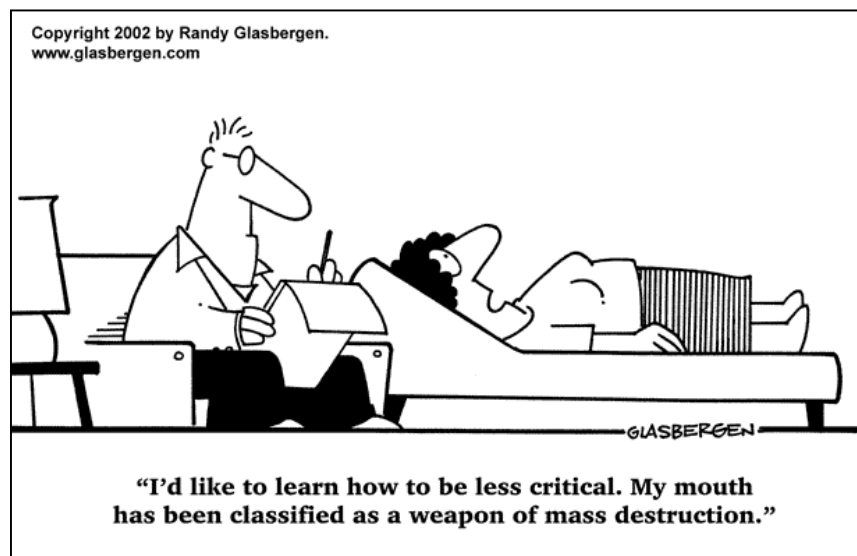


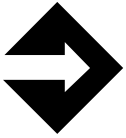
## ROADBLOCKS TO COMMUNICATION EFFECTIVENESS

The way you communicate is the primary determinant of whether the person you are interacting with will listen and think about what you say, be indifferent to it, OR, fight like heck against it. Here is a list of the most common, and detrimental ways of communicating that usually completely block the communication process.

Needless to say, if you want to reduce arguments, and have your position heard and considered, whether at home or at work, these approaches should be avoided. People tend to resist communication, argue, or perceive conflict when the other person:

- **Provides unsolicited advice**
- **Appears to be trying to create guilt in another**
- **Offers reassurances that are hollow or not based on reality**
- **Communicates using "gloss it over" positive thinking**
- **Offers sympathy that seems false or lacking in understanding**
- **Pressures a person to change (opinion, position or as a person)**
- **Appears to want to blame rather than fix**
- **Clearly wants to "win" by proving someone wrong**
- **Comes across as infallible (in their own mind)**
- **Uses excessive dramatic language and histrionics**
- **Uses certain kinds of "hot words", words and phrases that have a heavy emotional connotation.**





## The Challenge of Virtual Communication and Virtual Leadership



### One-Dimensional Communication

***"It's 90% culture change and 10% technology."*** Bob Buckman, CEO, Buckman Labs

Communication is the lifeblood of any virtual team. While the use of technology is critical to team communication, technology alone represents only the tip of the communication challenge iceberg.

In order to maximize team effectiveness, a great deal of attention must be paid to the use of technologies, how the team communicates, guidelines for assuring information is adequately shared (and understood) and so forth. Building a ***culture*** of familiarity, relationships and trust is key to enhancing the quality of communication.

*Real-time collaboration technology is very, very useful. Ideally, this software would be able to carry voice, text chat, whiteboard, and application sharing data. People need to be able to share and discuss complex issues in real time to solve problems. It would be nice if the technology chosen could include desktop video, but this takes up a lot of bandwidth and really doesn't add very much. If people aren't face to face, videoconferencing does NOT make up for the distance.*



## GROUP DYNAMICS

### How to Think on Your Feet Without Falling on Your Face

#### 1. How to make a Dynamic Impact at Meetings

- Use an agenda
- Time your meetings
- Share the limelight
- Keep the meeting under control—
- accomplish the purpose for the meeting
- K I S S your meetings

#### 2. Presentation Skills

#### 3. The Virtual Meeting Place: TIP: SET A MEETING IN 2 E

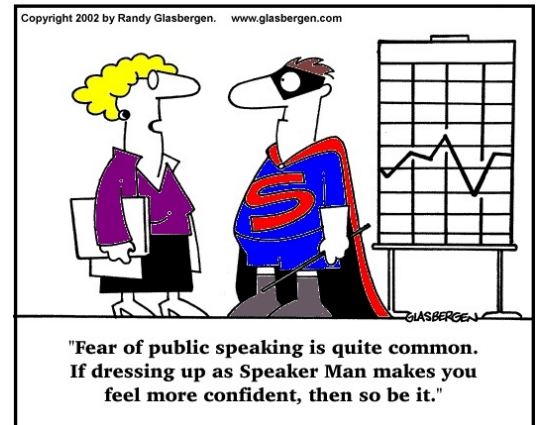
-MAILS! It takes just two e-mails to set up a meeting. First, send an e-mail to everyone with your own schedule outlined as in the example below:

Important elements of a successful message:

**1. Include all time zones.** If each person translates the schedule to their time zone, you have multiple chances for error, and you've multiplied the time spent translating the time zones by the number of recipients.

**2. Schedule your time to reply** so that the meeting time is set promptly after deadline. Don't expect anyone to keep their entire calendar clear until you reply. Time is of the essence in posting the meeting time!

**3. Allow enough time for all recipients to receive** the message. Keep in mind that some may be traveling and will download email only once each day.



-----Original Message-----

From: Susan Carnahan To: Blue Team Members Subject: Set Leadership Meeting

Please add X to the schedule for your previous commitments and send back to me.

Responses are due by noon (CDT) Thursday May 25. Announcement of meeting will be sent by 2:30 (CDT) Thursday May 25.

X = Previous Commitment



## The Art of Persuasion

How to Get Your Team to Do What You Want Them to Do Because They Want to Do It

### The Universal Law of Negotiation

*Always ask for more than you ever hope to get.*

#### Strategies that will make you a stronger negotiator

- *Never take “no” From someone who can’t say “yes”*
- *Timing is everything*
- *Attitude is next*
- *Agree to disagree*
- *Identify a joint issue*
- *Assess your benefit of taking the risk to ask*

Do you need time off? A vacation? A promotion? A raise? Your own office? More instruction? More appreciation? More recognition? More support? Better equipment? Someone to listen to your idea? Someone to help you solve a problem? Less back-biting? More cooperation? More understanding? Less stress? More room? More acknowledgment and appreciation? More recognition? A promotion? A transfer? Someone to trade shifts with you? Someone to quit harassing you? An assistant? To be included in the decision making? An advance on your salary or commission? Permission to attend a seminar, a training or a conference? A temporary to help get a job done? A bigger budget? An extension? A flexible schedule? More commitment from your employees? More creative ideas?

## ASK .... FOR A CHANGE

It doesn't matter how long you've been employed, where you are, or what title you have, if you increase the amount and quality of your requests, you can increase your productivity, your bottom line and the quality of your work life.

### The five main reasons we don't ask for what we need and what we want

#### 1. Ignorance

We don't know what is available and possible.  
We don't know what we really need and want.  
We don't know how to ask.

#### 2. Limiting and Inaccurate Beliefs

“It's better to give than to receive.” “If he really loved me, I wouldn't have to ask.” “If you don't want too much, then you won't be disappointed.” “It's safer to keep your mouth shut and appear the fool, than to open it and remove all doubt.”

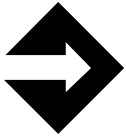
#### 3. Fear...of rejection...being powerless....humiliation...punishment... endless obligation

#### 4. Low Self-Esteem: Feeling un-worthy...the martyr...what I want is not important

#### 5. Pride: *Don't read the manual. You're supposed to be able to figure it out yourself. Don't ask for directions, advice or help. If you want it done right you have to do it yourself.*

*“You don't always get what you ask for, but you never get what you don't ask for .. unless it's contagious!”*

*-Franklyn Broude*



## PERSONAL RESPONSES FOR PREDICTABLE HASSLES

When people you work with:

- Push your hot buttons
- Make a rude, personal comment
- Make an outrageous accusation
- Are complaining of troubles
- Blame you when it is not your fault
- Won't stop arguing
- Are in dead-end discussions
- Are pressing you for a decision
- Keep asking questions
- Are belaboring a point

Some people just want to get attention from people they know. They also know just what button of yours to push so they can always count on your predictable reaction. They operate from a passive mode of behavior because assertive communication skills are too risky due to the fear of losing control. So they simply turn on others with covert tactics and devious remarks to avoid retaliation.

Your goal: To change *your* reaction to this person. By using one or all of these five techniques, your predictability can no longer be used against you. Learn these and you'll never again walk away saying to yourself, "I wish I'd said this," or "I wish I hadn't said what I just said."



### 1. Broken Record

Calm repetition - saying what you want over and over again until the message finally gets through.

### 2. Fogging

This technique neither agrees or disagrees with the sniper. It is a neutral response that may acknowledge to your critic there may be some truth in what is said, yet allows you to remain your own judge of the situation.

### 3. Agreeing

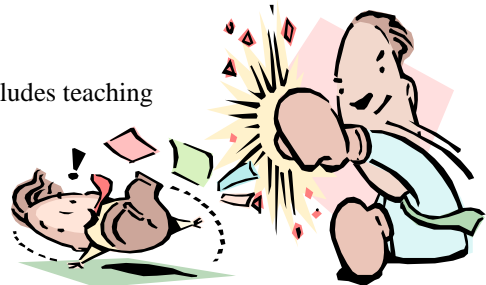
This agrees with what the sniper is saying which often throws the conversation off balance. It also teaches acceptance of your own errors and faults without having to apologize by agreeing with constructive criticism of your behaviors.

### 4. Clarification

A method of desensitizing you to criticism from people you care about so you can listen to what they tell you. It extinguishes repetitive and manipulative criticism from these people and reduces the use of right-and-wrong structure.

### 5. Limit-setting

Teaches another person how to expect to be treated. This includes teaching others how to give you negative feedback while defusing their anger and resentment. Disagree with the comment and make a self-affirming statement.



# Meet Susan Carnahan

Voted *Consummate Speaker of the Year 2000* by the top speaking bureaus in America, Susan Carnahan has become known for delivering humorous, content-driven messages that motivate people to make long-term, meaningful changes in their lives. Since 1987, Susan has challenged leaders and their employees across the United States and Canada to achieve higher levels of productivity by focusing on change from the inside out.



"We are all called to the challenge of leadership. Each and every one of us makes an impact on every life we touch, whether positive or negative." says Susan.. You'll find her workshops engaging, interactive, and a call to action, as you leave with usable techniques you can put to work in your personal and professional life.

Susan has appeared on CNN Live as an authority on gender communication, and has shared the stage with such professionals as General Colin Powell, Barbara Bush, Barbara Walters, Maya Angelou, and Magic Johnson. Her recent books, audio tapes and video training programs include, *Motivational Leaders*, *What's Sex Got To Do With It*, *Lessons in Leadership*, *Leadership and Supervisory Skills for Women*, and *Self-Empowerment*.

## Susan Carnahan

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