



PRINCIPLES OF PERSUASION®

Case Studies & Hand-outs for POP Online

Instructions: The materials in this document will be used during the following modules. Please have them ready for your reference.

Module 1 – Insurance Proposal

Module 2 – XYZ Corporation

Module 4 – Jimmy’s Trouble,

United Healthcare Group,

POP Message Map 6.0,

POP Worksheet (min. 3 copies) – you will need to complete the worksheet and share

Note: You are receiving this document as you are a participant of the Principles of Persuasion® workshop. The usage of these materials is governed under the following terms and conditions:

- The materials in this document is strictly for your personal use during the workshop.
- No part of these materials may be reproduced or transmitted in any form or by any means, electronic, photocopying or otherwise for any other party or any other purpose without the prior written permission of Erevna Leadership which is the authorised licensee of Influence at Work . For further information, please email info@erevnaleadership.com or call 6727 4700.

Integrative Exercise 1 (Contrast – Reciprocity)

Case: Insurance Proposal

You have a relationship with a prospect so they let you quote their business insurance for the coming year. During the underwriting process, you uncovered new risks (estimated \$4m) that they were not aware of. However, this would increase their premiums from the current \$25,000 to \$38,000. You are aware that a similar cover by other insurers would cost about \$35,000-45,000. You are unsure how to position your proposal given the increased premiums.

How would you use the Contrast Phenomenon & the Principle of Reciprocity to frame your request?

Integrative Exercise 2 (Contrast – Consensus)

Case: XYZ Corporation

XYZ Corp. has recently secured a major project. XYZ needs to procure outside services for important parts of the project. To date, three of the six major decision-makers and influencers of XYZ (Janice, Nick and Phil) have spent substantial amounts of time meeting, interviewing and negotiating with potential subcontractors.

Sam and his team made the final cut. While consensus among the 3 executives of XYZ is rare, they were unanimous in their support for Sam and his team's outstanding proposal. It was a modular approach where each of the 4 components would provide a positive ROI for the client organization. Fully deployed, all 4 components would create enhanced synergies and provide the best overall ROI.

Janice, Nick and Phil found Sam's team's approach to be innovative, cutting-edge and heads-and-shoulders above the rest. As a result, the 3 senior executives have committed to going with all 4 components of Sam's proposal. However, Sam hasn't had an opportunity to meet with the other three senior executives who also need to approve the purchase [which requires majority approval].

Sam has learned that one of the executives, Karen, is an open-minded, progressive individual who is willing to try out new ideas and concepts. Sam has also learned that the two other senior executives have only recently been hired from another company and he doesn't know much about them.

On further investigation, Sam discovered that one of them, Don, shares his enthusiasm for stamp collecting. In addition, Sam found out that he had worked with one of these new executives, Mike, when Sam was working for another company.

Sam remembers that though Mike was very active in his community and was well-regarded for his philanthropy, for some unknown reason Mike didn't get along well with Sam or Sam's former boss. In fact, Mike publicly stated that he would never choose to do business with Sam and his organization again "even if he were the last provider on earth!"

Depending on the assignments from your facilitator, you will be in the role of Sam or one of these internal executives.

- 1a. Imagine that you are Sam and you and your team have one full week to prepare a persuasion strategy before a critical meeting with all six managers. Using what you have learned about Contrast and the Principles of Persuasion so far, work with your group to construct a series of steps to ensure that Sam and his team secures XYZ's business.
 - 1b. Imagine that you are Janice, Nick & Phil and you three have one full week to prepare a persuasion strategy before a critical meeting where all six decision- makers and Sam's team will be present. Using what you have learned about Contrast and the Principles of Persuasion so far, work with your group to construct a series of steps to ensure that you persuade the remaining three decision-makers to select Sam and his company for the contract.
2. Record your strategies and elect a spokesperson to share your results with the class.

Integrative Exercise 3 (Contrast and all 6 Principles)

Case: Jimmy's Trouble

The facts were there: The boy was causing a disturbance in the back of the room, talking to Sally and laughing while the teacher, Mr. Lamb, was attempting to lecture. The teacher stopped the lecture and asked Jimmy to come to the front of the class. He obeyed. When he got there he stood embarrassed, waiting for the teacher to say something. The teacher says nothing. Still, Jimmy stood there. Still Mr. Lamb said nothing. Finally Mr. Lamb said, "Now, you have been wanting to talk so much, why don't you tell us what you were talking to Sally about."

The boy, his hands in his pockets and an embarrassed grin on his face, didn't answer. He didn't know what to say. He'd been talking to Sally about a date.

"Tell us," Mr. Lamb insisted. "What were you talking about?"

"Nothing," Jimmy said.

"Well," Mr. Lamb continued, "it must have been a good deal more important than today's lesson or you wouldn't have disturbed us. So tell us, what was so important that you were talking about?"

"Nothing," Jimmy said again

"We can't accept that for an answer," Mr. Lamb said. "You have brought us to this place and you can now tell us what it was that you were talking about with Sally."

Still the boy said nothing.

"Well?" the teacher said, "Speak up. We're all waiting." Now you could hear the snickers.

No answer.

"What did you say to Sally?" Mr. Lamb shouted.

Finally Jimmy blurted out, sotto voice, "It is none of your business what I said to her."

Mr. Lamb's voice grew stronger. "When you disturb an entire class it becomes all of our business. We are entitled to know if what you said was more important than the day's lesson."

"It was more important to me," the kid said, with growing defiance.

"All right, let's hear it."

“No,” the boy said. His face was crimson. “It was between me and her.”

“Well, maybe we will have to bring Sally up here too. Shall I call Sally up here?” Sally is slumped down at her desk as low as she can get.

“Leave her alone,” the kid said. “It wasn’t her fault.”

“Come up here, Sally,” Mr. Lamb said. “If he won’t tell us what he said, maybe you will.”

“You leave her alone,” Jimmy said.

“Come up here, Sally.”

“I said, leave her alone.”

“Sally. Get up here this minute,” Mr. Lamb demanded. Sally got up.

At this point Jimmy said, “You go to hell,” and walked out of the class.

Jimmy did not come back to school for a week and refused to apologise to the teacher. With no other choice, the principal expelled him. Under the school’s rules he could be reinstated only if the board, for good cause, agreed to reinstate him. At last, the heat of the thing having cooled, Jimmy wanted to apologise and go back to school. He wanted to get on with his life.

Integrative Exercise 4 (Contrast and all 6 Principles)

Case: United Healthcare Group

Departments Involved: IT, Project Management and Property & Maintenance.

Irene, the new IT Manager, just joined the group recently and looks like she has some exciting times ahead. She was recently given a new project to improve Cyber & Workplace Security in United Healthcare which is in line with senior management's drive to enhance the hospital's overall security and safety. She is working with an experienced vendor on the systems issues and good progress is being made at that front.

However, the area where Irene is being challenged is to change the habits and practices of fellow colleagues who do not share the same sentiments on security as she does. They know it's importance but see the risks of such occurrences rather low and remote. Therefore, old habits die hard. Meanwhile, the Project Management team, led by Patrick, has expressed a few times that using cable locks for notebooks was very inconvenient as his team has multiple meetings throughout the day and had to take along their notebooks. Furthermore, their office was located at the deeper interior with many doors to tap through before gaining entry. Mary, who heads Property & Maintenance, thinks that her work has low risk as her type of work does not deal with sensitive information. She misses quite a few security briefings and when you spoke to some of her staff casually, they did not have a clue about the latest IT security measures.

What can Irene do to have greater buy-in to cyber and workplace security measures?

Facts:

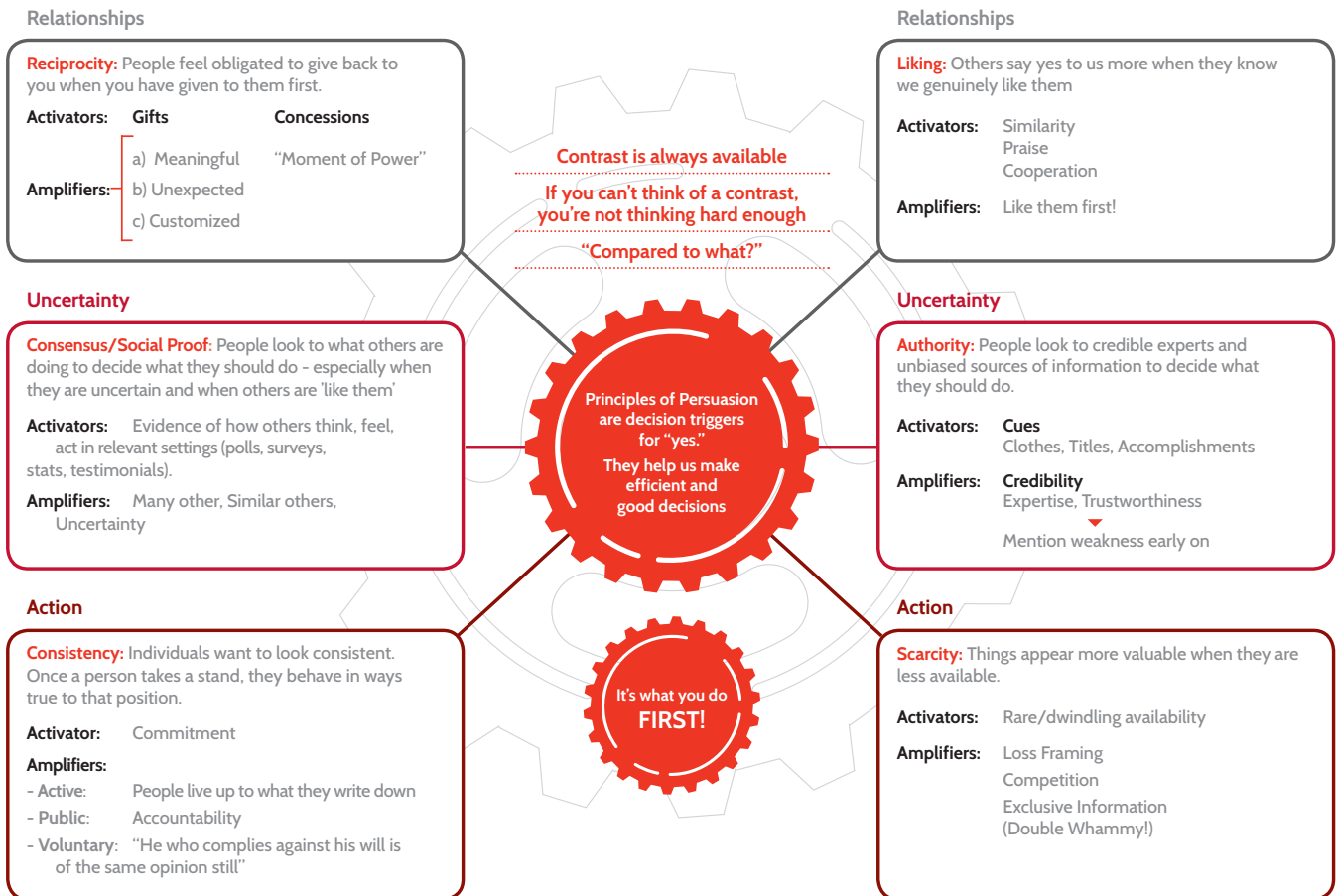
1. Reports from National Cyber Security (US) and the Ministry of Communication & Information indicate real threats to healthcare organisations.
2. Recent incidents occurred that caused greater concern. CCTV revealed a person gained entry into the interior of the office by following closely behind staff. Another was a spate of phishing emails encountered by staff on their computers and hence, required the help of IT experts to trouble shoot their computer problems.
3. Another healthcare group had a security breach and it cost them \$6m to rectify the problem and mitigate the damage.
4. At the last townhall meeting, senior management had emphasised security and safety as one of the key initiatives for the year.

5. So far, a few departments have taken the security initiative seriously and ensured that its staff adhere to the policy guidelines. The heads of Finance, Pharmacy, HR, Customer Service and Physiotherapy have given Irene their full support.

6. Patrick has been with United Healthcare for 5 years and is seen by all as a loyal employee who strongly supports many company initiatives and social events. He loves to travel and recently went on an Alaskan cruise.

7. Mary is a dedicated and experienced manager and has been with the company for more than 10 years. She is a systematic and organized person and is great at her job. Her passion is sports and she is an avid runner and tennis player.

Principles of Persuasion (POP) Message Map 6.0



© Influence At Work

PRINCIPLES OF PERSUASION (POP®) WORKSHEET

1. What is the situation?

2. Who is involved?

3. What do I hope to accomplish?

4. What are the barriers?

5. What Principles are naturally and genuinely available?

Contrast [Always available to you]	
Reciprocity	Liking
Consensus	Authority
Consistency	Scarcity