



# Interpersonal Aspects: Power and Persuasion

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## Agenda

**Power and Influence**

**Principles of Persuasion**

**Negotiation Exercise**

## What is Power?

### Control

The control over valued resources or outcomes

- Value = resources that are scarce, important, nonsubstitutable
- More value confers more power (i.e., dependency of other party)

### Influence

The ability to influence change in another person's attitude or behaviour

- Commitment: attitude and behaviour change
- Compliance: behaviour only
- Resistance: no change

## Sources of power can be positional or personal

### Positional / Formal

- **Legitimate:** Based on target's felt obligation to comply with agent
- **Reward:** Based on target's desire for valued resources or outcomes
- **Coercive:** Based on target's fear of punishment

(French and Raven, 1959; Raven, 1965)

### Personal / Informal

- **Expert:** Based on target's respect for agent's expertise
- **Referent:** Based on target's desire to maintain a good relationship (because of agent's attractive personal qualities)
- **Information:** Based on target's change of attitude as a result of agent information and logic

## Power in negotiations comes primarily from BATNA

- **Strength of your BATNA**
  - Number and quality of available alternatives
  - Ability to communicate alternatives to other party without losing power
- **Knowledge of other party's BATNA**
  - Make educated guess to determine their BATNA, interests, and goals
  - Convince them they need the resources you control

## If your BATNA is weak, tap into personal power

### Positional Power

- **Control over valued resources:** Other party is dependent on you
- **Availability of alternatives:** You are not dependent on other party

### Personal Power

- **Referent:** Other party likes you and wants a good relationship
- **Expert/Information:** Other party respects your knowledge or is convinced by your logic
  - **Nonverbal signals** can make you appear more confident, knowledgeable, and expert

## Nonverbal signals are an important source of personal power

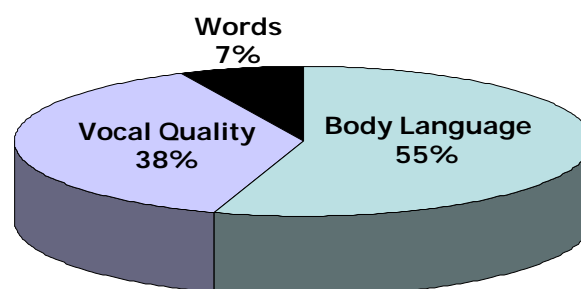
- People draw conclusions from nonverbal signals
  - e.g., confident appearance = competence
- Nonverbal signals are considered highly informative
  - When nonverbal and verbal messages conflict, we rely on the nonverbal (e.g., research on lying)
  - Nonverbal channel is more difficult to control, so we believe it is a more accurate reflection of the truth

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## When communicating attitudes, a speaker's impact is 93% nonverbal



(Mehrabian, 1971)

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## A confident demeanour can give you power in a negotiation

	Nervous	Confident	Arrogant
Posture	<ul style="list-style-type: none"> <li>• Shifting leg to leg</li> <li>• Slumped posture</li> <li>• Head tilted</li> </ul>	<ul style="list-style-type: none"> <li>• Upright posture</li> <li>• Head upright</li> </ul>	<ul style="list-style-type: none"> <li>• Leaning back (or forward)</li> <li>• Feet spread</li> <li>• Head tilted back</li> </ul>
Gestures	<ul style="list-style-type: none"> <li>• Fidgeting</li> <li>• Self-touch</li> </ul>	<ul style="list-style-type: none"> <li>• Broad gestures</li> <li>• Gestures for emphasis only</li> </ul>	<ul style="list-style-type: none"> <li>• Pointing</li> <li>• Pounding</li> </ul>
Eyes	<ul style="list-style-type: none"> <li>• Averted eyes</li> <li>• Indirect gaze</li> </ul>	<ul style="list-style-type: none"> <li>• Eye contact (esp. while speaking)</li> <li>• Direct gaze</li> </ul>	<ul style="list-style-type: none"> <li>• Intense eye contact</li> <li>• Unblinking gaze</li> </ul>
Voice	<ul style="list-style-type: none"> <li>• Barely audible</li> <li>• Many hesitations and dysfluencies</li> <li>• Uncertain tone</li> </ul>	<ul style="list-style-type: none"> <li>• Easily audible</li> <li>• Fluid</li> <li>• Confident tone</li> </ul>	<ul style="list-style-type: none"> <li>• Too loud</li> <li>• Commanding tone</li> </ul>

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## People who use this demeanour are judged to be more:

- Competent
- Influential
- Effective
- Leader-like
- Inspirational
- Charismatic

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## Which demeanour conveys more power?



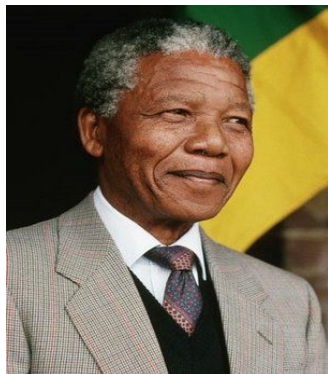
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## Combining power with warmth can be very effective



### Nonverbal signals of warmth

#### **Face**

- Smiling or pleasant facial expression
- Eye contact while listening

#### **Voice**

- Vocal tone
- Natural pace and pitch

#### **Posture**

- Torso facing other person
- Arms in open posture
- Leaning slightly toward, not away from
- Sitting beside or diagonal, not opposite

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## Acting will not have the same effect

- You must feel it before you express it
  - Align emotions with expression
  - Repressed emotions can “leak”
- With warmth, sincerity is critical
  - Difficult to fake it
  - Any hint of manipulation will backfire

## Practice: Use nonverbal signals to increase Expert power

- Using a confident demeanour, give the group advice that is obviously not true
  - e.g., “I have examined all the evidence and it is clear that the earth is flat. You should cancel any sailing trips you have planned, because ships are likely to fall off the edge of the earth.”
  - Keep it short; avoid facts/logic (focus on demeanour)
- Group members will rate you on how convincing you were as an expert (1: not at all; 5: very convincing)
  - Group give tips on how to improve demeanour
  - Focal person try again and see if improved
  - At the end, choose one person to demonstrate for everyone

## Practice: Use nonverbal signals to convey warmth with strength

- Pick one group member to be your “negotiating partner”
- Using a warm and confident demeanour, convey to that person that you like them and care about reaching a solution that makes them happy
  - Keep it short. 2-3 sentences is enough.
- Group members, including the “negotiating partner,” will rate you on how sincerely warm you were (scale: 1-5) and how confident you appeared (scale: 1-5)
  - Group give tips on how to improve
  - Focal person try again and see if improved
  - At the end, choose one person to demonstrate for everyone

## Agenda

### Power and Influence

### Principles of Persuasion

### Negotiation Exercise

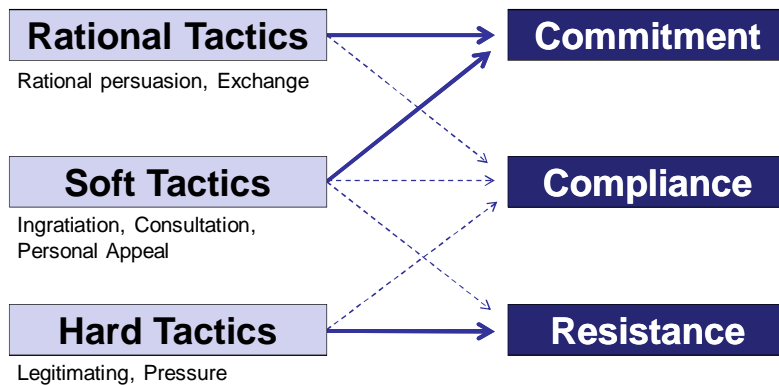
## Many influence tactics have been studied in the past 30 years

- Assertiveness
- Ingratiation
- Rational persuasion
- Sanctions
- Exchange
- Upward appeals
- Blocking
- Coalition
- Inspirational appeal
- Personal appeal
- Consultation
- Legitimizing
- Pressure

## These fall into three broad categories

- **Rational tactics:** based on logic and information
  - Rational persuasion: develop a fact-based, logical argument
  - Exchange: offer exchange of favours or share of benefits
- **Soft tactics:** based on affiliation and relationship
  - Ingratiation: use friendliness or flattery
  - Consultation: show respect by getting their input
  - Personal appeal: appeal to friendship or loyalty
- **Hard tactics:** based on power and intimidation
  - Legitimizing: assert authority
  - Pressure: use demands, threats, harassment

## The most effective are rational and soft tactics, especially when combined



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## Cialdini's principles of persuasion are grounded in human psychology

- Reciprocation
- Consistency
- Social Proof
- Liking
- Authority
- Scarcity

Cialdini, R.B. (2008) Influence: Science and Practice (5<sup>th</sup> edition). Pearson Education.

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## These principles can be roughly organised into the three categories

- **Rational tactics:** based on logic and information
  - **Social proof:** evidence that others have made the commitment
  - **Scarcity:** evidence of desirability due to scarcity
  - **Consistency:** evidence that commitment would be consistent with the target's personality or past behaviour
- **Soft tactics:** based on affiliation and relationship
  - **Liking:** establishment of commonalities, trust
  - **Reciprocation:** tapping into the norm of reciprocity
- **Hard tactics:** based on power and intimidation
  - **Authority:** tapping into obligation to comply with authority

## Social Proof: The instinct to follow group behaviour

- We view an idea or behaviour as correct to the degree that we see others believing it or performing it
  - Especially true in situations that are unclear or ambiguous
- But often the crowd is mistaken because its members are reacting to social proof, not superior information
- Avoid the herd mentality

## Scarcity: The instinct to pursue scarce resources

- Things that are difficult to get are considered better than those that are easy to get
  - Competition feeds this frenzy
- Also applies to opportunities and information
  - Opportunities seem more valuable to us when they are less available
  - Information seems more persuasive if it is exclusive
- Be aware of the scarcity principle and remind yourself that a thing is not more valuable simply because of limited availability

## Consistency: The need to maintain a consistent private and public image

- By manipulating a person's self-image, you can get that person to comply with requests consistent with this new self-view
- After making a public stance, people are driven to maintain that stance in order to look consistent
  - Especially if they felt they took that stance voluntarily
- Consistency is generally good, but avoid rigidity

## Liking: The need for belonging

- Liking is based on:
  - Physical attractiveness
  - Similarity
  - Compliments
  - Familiarity and cooperation
- Be aware of this tactic and notice if you like someone more than you should under the circumstances

## Reciprocation: A feeling of obligation to repay in kind

- We feel obligated to repay in kind what another person has provided us
  - All human societies subscribe to this rule
  - Includes making concessions in return for concessions
- Certain requests tap into this feeling of obligation
  - A surprising request makes people unsure and more likely to comply
  - A “rejection-then-retreat” tactic looks like a concession
- Be aware of this rule of reciprocation so you do not return a trick with a favour
  - Exploitation attempts should be exploited

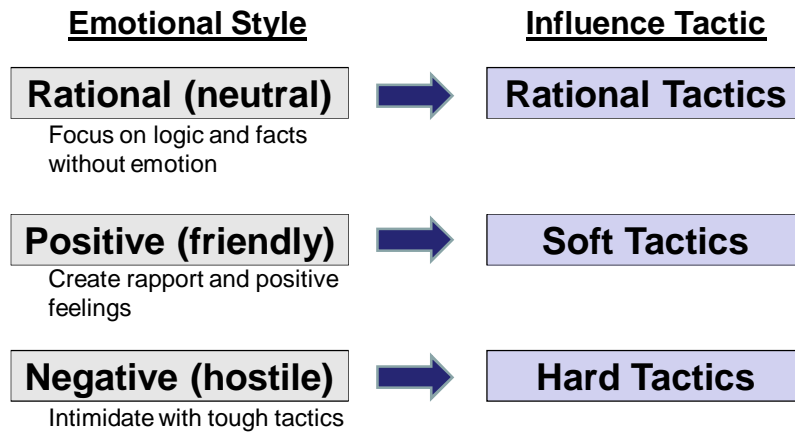
## Authority: A feeling of obligation to defer to authority

- We are trained from birth to believe that obedience to proper authority is right and disobedience is wrong
  - The appearance of authority is enough
- To defend against this tendency, ask two questions:
  - Is this authority truly an expert?
  - How truthful can we expect this expert to be? (What will they gain from our compliance?)

## Choose from a wide range of techniques to influence and persuade

	Rational	Soft	Hard
Influence Tactics	<ul style="list-style-type: none"> <li>• Rational persuasion</li> <li>• Exchange</li> </ul>	<ul style="list-style-type: none"> <li>• Ingratiation</li> <li>• Consultation</li> <li>• Personal appeal</li> </ul>	<ul style="list-style-type: none"> <li>• Legitimizing</li> <li>• Pressure</li> </ul>
Principles of Persuasion	<ul style="list-style-type: none"> <li>• Social proof</li> <li>• Scarcity</li> <li>• Consistency</li> </ul>	<ul style="list-style-type: none"> <li>• Liking</li> <li>• Reciprocity</li> </ul>	<ul style="list-style-type: none"> <li>• Authority</li> </ul>

## Your emotional style may determine the techniques you find most appealing



## Agenda

**Power and Influence**

**Principles of Persuasion**

**Negotiation Exercise**

## Power and influence in negotiation

- **Learning goals:** Practice handling power and influence in negotiations
  - Customers practice defending against pushy negotiators
  - Sales managers practice using the influence techniques from this session
- **The situation:** Buying a car in London
  - The customer has just finished test driving the car and is sitting down with the sales manager in the showroom office to negotiate a price

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## Electric Dreams: Buying a car in London



### Mitsubishi i-MiEV electric car

- Retail price £28,000 (with Govt. subsidy £23,000)
- 5 year battery warranty and 3 year vehicle warranty
- Costs £270 to charge for 12,000 miles (19,200 km) driving. For same price, petrol car would get 1800 miles (2880 km)\*
- Exempt from road tax (£200-300/yr) and London congestion charge (£10/weekday)
- Top speed 81 mph (130 kph), acceleration 0-60 mph (96 kph) in 16 seconds
- Maximum range: 93 miles (149 kilometres)

\*Assumptions: Petrol costs £6/gallon (£1.34/litre x 4.5) and car gets 40 miles/gallon

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## Debrief

- Buyers: What did you learn about defending against pushy negotiators?
- Sellers: What did you learn about using these influence techniques?

## Key Points

- **Power comes from your position (BATNA) and personal qualities**
  - Being respected and liked are sources of personal power
- **Nonverbal demeanour is an important source of power**
  - Confident demeanour makes you more convincing
  - Warm demeanour makes you more likable
    - But must maintain sincerity and strength
- **Choose from a wide range of rational, soft, and hard influence techniques**
  - Rational and soft are most likely to result in commitment
  - An individual's emotional style may determine the techniques they find most appealing