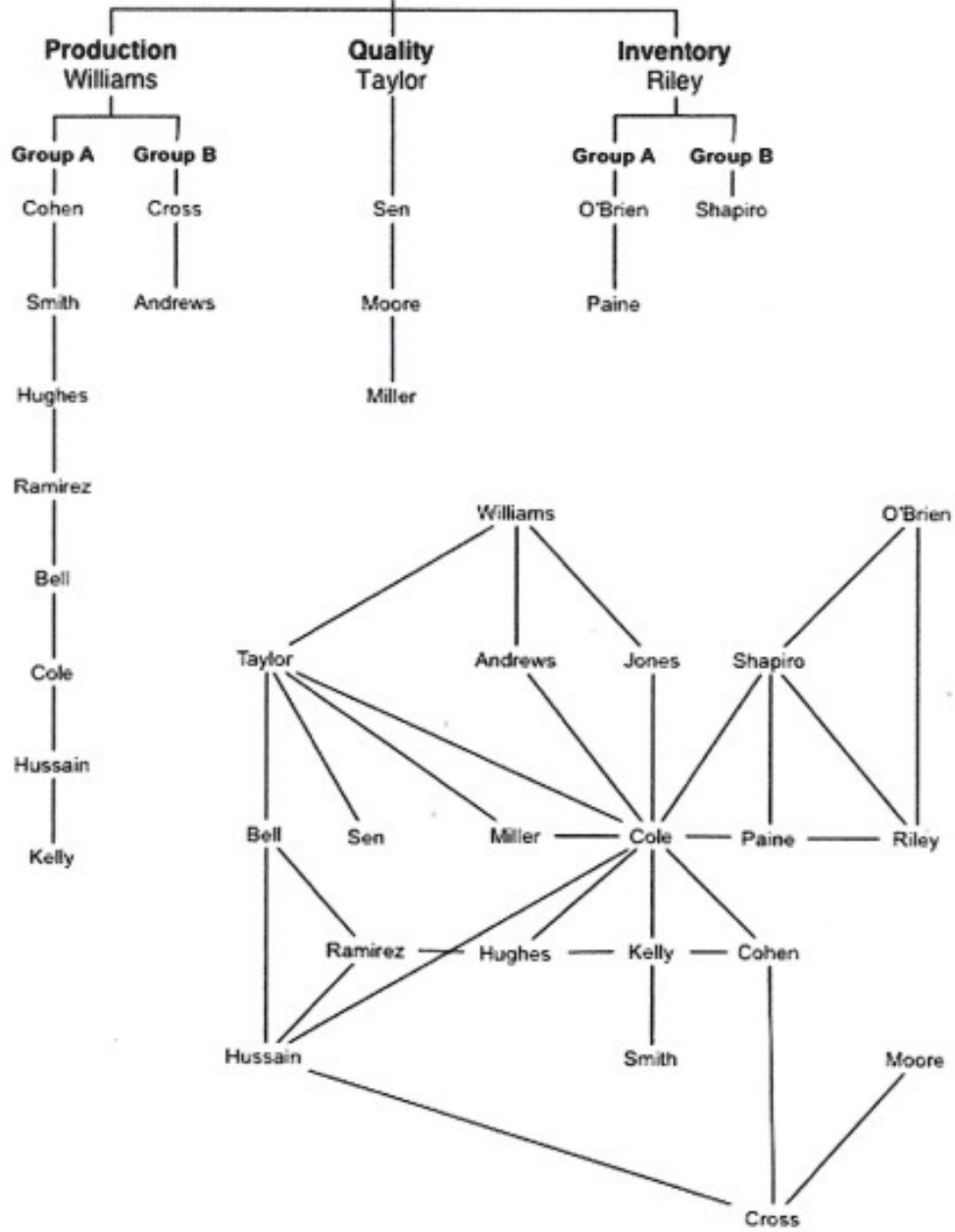


THE ART OF WOO:
USING STRATEGIC PERSUASION TO SELL YOUR IDEAS

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Appendix A

Six Channels Survey

Without giving the matter too much thought (and without revising your answers for any reason!), please select the statement in each pair below that **MOST ACCURATELY** describes what you do to exercise influence. Pick **ONE STATEMENT** in each pair of statements and record the letter associated with that statement in the "I select ____" space.

There are two columns for recording your choices:

---Column 1 is for the statement that describes **what you feel you must do in your organization to be effective most of the time.**

---Column 2 is for the statement that describes **what you would feel more comfortable doing and would prefer to do if you had complete freedom to act as you would like.**

For both columns, select the statement you think is more accurate---even if you think neither statement is very accurate or both are very accurate. If you do not currently work for an organization, you can skip Column 1 and record your choices only in Column 2.

Please note that you can select the same statement for both columns if what you generally do at work to influence others is also what you prefer doing.

Warning: Do not pick the statement you "ought" to agree with-just pick the one your gut tells you is more accurate most of the time. In addition, some statements repeat, but you should not worry about answering consistently. Just keep going. All answers are equally "correct." Summarize your selections at the very end.?

Survey

	Column 1	Column 2
	What I must do to be Effective Within my Organization	What I would do to be be more comfortable doing if I could choose
1. A. I sometimes assert my control. B. I let the data do the talking.	I select ____.	I select ____.
2. C. I present the big picture. D. I reach out to be friends with the people I need to influence.	I select ____.	I select ____.
3. B. I use detailed information to support my points. D. I establish good relationships with others.	I select ____.	I select ____.
4. A. I use the authority I have to help me accomplish my goals. E. I negotiate so everyone wins.	I select ____.	I select ____.
5. B. I show people the logic of my proposal. E. I engage in a little give-and-take to get things done.	I select ____.	I select ____.
6. C. I try to inspire others. F. I assemble coalitions when necessary.	I select ____.	I select ____.
7. E. I negotiate to obtain others' support. C. I emphasize the broader goals of the organization.	I select ____.	I select ____.
8. A. I rely on whatever authority I have. D. I do favors to create good relationships.	I select ____.	I select ____.
9. B. I construct a tight case to argue for my ideas. F. I gather support by approaching key people.	I select ____.	I select ____.
10. D. I get to know people personally. F. I work hard to make sure "people who matter" support my idea.	I select ____.	I select ____.

Survey

	Column 1	Column 2
	What I must do to be Effective Within my Organization	What I would do to be be more comfortable doing if I could choose
11. A. I use the authority of my position. B. I present the data, point to the precedents, and argue the pros and cons..	I select ____.	I select ____.
12. D. I socialize with people I want to influence. C. I show where my idea fits into the overall scheme.	I select ____.	I select ____.
13. E. I find ways to negotiate so everyone wins. F. I establish a wide network of organizational contacts.	I select ____.	I select ____.
14. B. I make my case with data and evidence. F. I focus on people and groups who can sway opinion.	I select ____.	I select ____.
15. B. I use reasoned argument. D. I reach out to understand how other people feel.	I select ____.	I select ____.
16. A. I use my position to get things done. F. I work behind the scenes to get support.	I select ____.	I select ____.
17. D. I rely on relationships to accomplish my goals. E. I sometimes ask for a bit more than I expect to get.	I select ____.	I select ____.
18. A. I get things done efficiently by using my authority. C. I inspire others to feel as I do about the proposal.	I select ____.	I select ____.
19. B. I present objective information to convince others. C. I remind people of what the organization stands for.	I select ____.	I select ____.

Survey

	Column 1	Column 2
	What I must do to be Effective Within my Organization	What I would do to be be more comfortable doing if I could choose
20. D. I win friends and influence people. F. I target key decision makers.	I select ____.	I select ____.
21. A. I use whatever formal authority I have. E. I seek the middle ground when there are disagreements.	I select ____.	I select ____.
22. B. I base my arguments on objective information. E. I negotiate so everybody wins.	I select ____.	I select ____.
23. E. I provide incentives to gain support. F. I build momentum by winning over key individuals and groups.	I select ____.	I select ____.
24. A. I assert the authority that goes with my position. C. I get people excited about the future.	I select ____.	I select ____.
25. B. I use data and logic to make my case. C. I emphasize our common purpose.	I select ____.	I select ____.
26. C. I frame my ideas in terms of our organization's goals. F. I take time to consult key individuals.	I select ____.	I select ____.
27. A. I rely on my formal position to get things done. D. I make sure that others know I care about their needs.	I select ____.	I select ____.
28. E. I give concessions and expect others to do the same. C. I remind people that what we do matters.	I select ____.	I select ____.
29. A. I assert my authority. F. I anticipate the politics and work around them.	I select ____.	I select ____.
30. D. I establish rapport and pay attention to feelings. E. I make deals that work for both sides.	I select ____.	I select ____.

Survey

Results

Now add up all your "A", "B," "C," "D," "E," and "F" answers above and put those totals below:

Column 1

What I need to do to be effective within my organization:

A's= ____
B's= ____
C's= ____
D's= ____
E's= ____
F's= ____

____ TOTAL (should equal 30)

Column 2

What I would be more comfortable doing if I could choose:

A's= ____
B's= ____
C's= ____
D's= ____
E's= ____
F's= ____

____ TOTAL (should equal 30)

Decoding Your Results

Your scores for the six letters represent your tendency to use each of the six important channels of influence inside organizations: authority (A); rationality (B); vision (C); relationships (D); interests (E); and politics (F). If you can determine which of these six come to you most naturally, which require the most effort, and which you can improve most readily, you will be well on the way to understanding your style. Below, we introduce each channel.

A---Authority.

Your "A" scores denote your tendency to use influence moves based on authority---both your authoritative, formal position in your organization and your reliance on authoritative rules, regulations, and standards. Research tells us that, predictions of its demise notwithstanding, the Authority channel is the one most commonly used in organizations and has been since scholars began investigating organizational behavior. If you scored high (7 or above) for this role under Column 1 (what your job requires you to do), you probably occupy a position that requires you to give directions or orders---whether as the leader of a unit or as the designated enforcer of some set of rules. If you also scored high in this category under Column 2 for your personally preferred style, then we would say that you are probably comfortable using your authority as an influence mode and your job "fits" you well. If you prefer this role but your job does not offer you a chance to play it, you may feel frustrated by your lack of positional power. And if you do not prefer this role but are called upon to play it at work, you may feel some stress and conflict at having to issue blunt directives when you would prefer to use some other, perhaps more inspiring or consensus-based, method to gain others' cooperation.

B---Rationality.

Your "B" scores represent your tendency to rely on data-oriented reasons to persuade, the second (along with authority) of the two most common persuasion styles used in organizations. Research suggests that this persuasion mode is most often invoked in "bottom-up" or "peer-to-peer" situations, when people try to influence others over whom they have no formal authority. Once again, the two different columns give you a comparative sense of how much your job requires this mode of influence and how much you prefer it irrespective of what your job demands.

C---Vision.

Your "C" scores indicate your use of what we call the "visionary" channel. This mode is perhaps the most overtly emotional of the six. When you persuade others based on shared purposes, hopes, fears, and dreams, you are squarely in this role. If you are working in an organization that values Visionary persuasion, it helps to be enthusiastic about your initiatives. Otherwise, people may not take you seriously.

D---Relationships.

Your "D" scores relate to the Relationship channel. People who have a strong personal preference for this mode enjoy establishing genuine one-on-one connections with others and like to call them "friends" as well as "coworkers." A relationship builder leverages the fact that people are much more inclined to say "yes" to others they know and like. Moreover, part of friendship is doing small favors in the name of the relationship. These favors tend to trigger feelings of gratitude and obligation on the part of people receiving them. Mutual obligation then forms the foundation for persuasive influence and helps explain why working relationships are the lubricants that make the gears of so many organizations turn more smoothly. People with high Column 2 scores in this category don't mind going to office social occasions, are likely to reach out to new employees on their own to make them feel welcome, and seem, more often than others, to be genuinely willing to help colleagues with extra work. People with low scores in this mode (0, 1, 2, or 3) are the opposite. They are more likely to see the social side of work as an obligation and need to be asked to do things others might volunteer to do in the name of good relationships. In an organization that places a premium on blending social life with working life, people who score low in this category will find corporate socializing tiresome and may acquire a reputation for being somewhat aloof.

Decoding Your Results

Your scores for the six letters represent your tendency to use each of the six important channels of influence inside organizations: authority (A); rationality (B); vision (C); relationships (D); interests (E); and politics (F). If you can determine which of these six come to you most naturally, which require the most effort, and which you can improve most readily, you will be well on the way to understanding your style. Below, we introduce each channel.

E---Interests.

Your "E" scores denote how much you refer explicitly to interests, needs, and incentives as a mode for getting things done. Some organizations with highly decentralized structures depend on daily horse trading within and between business units to advance their goals; others rely on processes that require relatively little bargaining. But virtually everyone who works will, at one time or another, need to negotiate to resolve some resource allocation problem or conflict involving salary, head count, work assignments, hours, or technology. If your Column 2 score for this mode is low, these bargaining moments may be sources of anxiety. As we noted in the introduction, nearly 50 percent of executives who come to Wharton workshops to sharpen their negotiation skills are struggling with inside-the-organization issues.

F---Politics.

Organizations are, by their nature, political. There is only so much power to go around, so an inevitable amount of winning and losing comes with political battles. Your "F" scores indicate the amount of politics you see in your organization (Column 1) and your comfort level with maneuvering within your group to manage this aspect of organizational life (Column 2).

An inclination toward this form of influence may not be all that important in an organizational culture free of power games and turf wars, but research shows that this is more the exception than the rule. In an average corporate culture where politics forms at least a modest part of the background of everyday life, some willingness to use this channel may be necessary for success. And in highly politicized organizations, this is a survival skill.

People with high scores in this category tend to pay attention to the social networks that channel power and influence, know how to form coalitions within those networks, and realize the importance of gaining access to key decision makers. They also work harder to receive credit when it is due and push their priorities so they get on the right agendas. You should understand that brokering power is neither inherently good nor evil as an organizational activity. It is just one of the ways organizations operate.

The Psychological Foundations for the Six Channels: Research Note

For those curious to know how we derived our six-channels framework, the following paragraphs provide a research path.

Different scholars have listed a variety of different influence taxonomies, all of which form the foundations for our six channels. One influential study of different persuasion moves identified sixteen distinct influence tactics: promise, threat, positive expertise, negative expertise, liking, pregiving, aversive stimulation, debt, moral appeal, positive self-feeling, negative self-feeling, positive altercasting, negative altercasting, altruism, positive esteem, and negative esteem. See G. Marwell and D. R. Schmidt, "Dimensions of Compliance-gaining Behavior: An Empirical Analysis," *Sociometry*, Vol. 30 (1967), pp. 350-364.

Perhaps the most widely cited study of influence moves started with 370 moves and, through subsequent analysis, reduced this list to eight: assertiveness, ingratiation, rationality, sanctions, exchange of benefits, upward appeal, blocking, and coalitions---a set they later classified into three groups: hard tactics, soft tactics, and rational tactics. See D. Kipnis, S. M. Schmidt, and I. Wilkinson, "Intraorganizational Influence Tactics: Explorations in Getting One's Way," *Journal of Applied Psychology*, Vol. 65 (1980), pp. 440-452; D. Kipnis and S. M. Schmidt, "The Language of Persuasion," *Psychology Today* (April 1985), pp. 40-46.

In 1982, Kipnis and Schmidt developed a profiler measuring six "upward influence" tactics called the "Profile of Organizational Influence Strategies," which surveyed rationality, ingratiation, coalition behavior, bargaining, appeals to higher authority, and assertiveness. The first five of these correlate, in a rough way, with our Rationality, Relationship, Politics, Authority, and Interest channels.

Professors Yukle and Falbe later reconceptualized Kipnis's work and added two dimensions we consider important: inspiration appeals (our "Vision" channel) and consultation (included mainly in our "Politics" channel). See G. Yukle and C. M. Falbe, "Influence Tactics and Objectives in Upward, Downward, and Lateral Influence Attempts," *Journal of Applied Psychology*, Vol. 75 (1990), pp. 132-140. We owe a substantial debt to all of these scholars and their empirical work, which provided the basis for our pragmatic list of six channels.

Appendix B

Persuasion Styles Assessment

Step 1: Mark Each Statement Below as Follows:

- 0= Rarely true for me
1= Sometimes true for me
2= Equally true and not true for me
3= Usually true for me
4= Always true for me

- ☐ E. Other people often comment on how balanced I am.
☐ A. I am known for saying exactly what is on my mind.
☐ B. I am an enthusiastic, assertive person.
☐ E. I seek compromises when opinions are sharply divided.
☐ C. I have insights into others' feelings and needs that often surprise them.
☐ E. I am equally assertive or restrained as the situation requires.
☐ D. I let others do the talking at meetings.
☐ A. I express my point of view, even if it means upsetting people.
☐ C. I cultivate a wide network of contacts and relationships.
☐ E. I am equally skilled at being candid and circumspect depending on the situation.
☐ B. I am told I am very assertive.
☐ D. I am quietly effective.
☐ E. If need be, I can just as easily be blunt or diplomatic.
☐ B. I like to be out front, leading the charge.
☐ A. I devote more time to understanding ideas than to understanding people.
☐ E. I am equally likely to be assertive or reserved.
☐ D. I prefer a quiet conversation to interacting with big groups.
☐ C. I excel at understanding other people's feelings.
☐ E. I am good at both managing relationships and being forceful.
☐ B. I have an outgoing personality.
☐ A. I get right to the point without a lot of small talk.
☐ C. I can easily sense the other person's mood.
☐ D. People tell me I am reserved.
☐ E. I press my point of view but not to the point of endangering relationships.
☐ A. I concentrate on my message more than on the audience.
☐ B. I am outspoken and expressive.
☐ E. I give equal weight to what I think and what others think.
☐ C. I read other people's feelings accurately.
☐ D. When I speak, I do so forcefully but quietly.
☐ E. I can easily adapt my style to be assertive or restrained.

Appendix B

Persuasion Styles Assessment

Step 2: Add Up Your Scores

Now add up the total of the numbers you put next to the letter "A" statements. Then do the same thing for the letters "B" through "E". Your total scores for letters "A" through "D" should fall between 0 and 20. Your score for the letter "E" should fall between 0 and 40.

A=___ (out of 20) This is a measure of your focus on your own point of view.

B=___ (out of 20) This is your social assertiveness score.

C=___ (out of 20) This is a measure of your focus on your audience's feelings.

D=___ (out of 20) This is your socially reserved score.

E=___ (out of 40) This is your Advocate score.

Step 3: Discover Your Persuasion Styles

Add your letter scores from Step 2 using the system below to translate your scores into styles.

STYLE	LETTER SCORES	TOTAL	RANK
		(top score = #1)	
DRIVER	___ A + ___ B =	___	___
COMMANDER	___ A + ___ D =	___	___
CHESS PLAYER	___ C + ___ D =	___	___
PROMOTER	___ B + ___ C =	___	___
ADVOCATE	___ E =	___	___

Step 4: Note the Rank Order of Your Preferred Styles

Finally, rank your five styles in order from highest score (rank #1) to lowest (rank #5). The style with the highest total score is your most preferred. The style with the lowest score is your least preferred.

With your preferred styles in mind, return to chapter 2 and read the examples given there of the Driver (Andy Grove), Commander (J. P. Morgan), Promoter (Andrew Carnegie), Chess Player (John D. Rockefeller), and Advocate (Sam Walton).

The Psychological Foundations for Persuasion Styles: Research Note

In defining these five persuasion roles, we drew on several streams of personality psychology. For those who wish to know more about the origins of our thinking, the following note explains our research path.

In making the distinction between "self-oriented" (the "A" statements) versus "other-oriented" (the "C" statements) personality-based perspectives, we drew on two related fields of research: self-monitoring and interpersonal orientation. Self-monitoring measures the degree to which people adapt their behavior to their social environment. High self-monitors are very adaptive and tend to "perform" to meet others' expectations. They walk into a room of strangers and ask themselves, "Who do these people want me to be?" Low self-monitors, by contrast, are less socially adaptive and more inwardly tuned. When they walk into a room of strangers, they ask "How can I communicate to these people who I am?" See Oliver P. John, Jonathan M. Cheek, and Eva C. Kohnen, "On the Nature of Self-Monitoring: Construct Explication with Q-Sort Ratings," *Journal of Personality and Social Psychology*, Vol. 71 (1996), pp. 763-776; Mark Snyder, *Public Appearances, Private Realities: The Psychology of Self-Monitoring* (New York: Freeman, 1987).

Interpersonal orientation (IO) comes from the field of negotiation studies. People with high IO tendencies---like high self-monitors---are "interested in, and reactive to, variations in the other's behavior." People with low IO scores are not so tuned to their social environment. See Walter C. Swap and Jeffrey Z. Rubin, "Measurement of Interpersonal Orientation," *Journal of Personality and Social Psychology*, Vol. 44 (1983), pp. 208-219. People with C scores closer to twenty (and A scores closer to zero) would tend to be, respectively, high self-monitors with high interpersonal orientation. By contrast, people with higher "A" scores (and "C" scores closer to zero) would tend to be low self-monitors with a lower interpersonal orientation.

For the "volume" dimension of the Persuasion Styles Assessment, we relied on two of the so-called Big 5 personality traits---extraversion and agreeableness (the other three traits in the Big 5 inventory are emotional stability, conscientiousness, and openness to new experience). For more on these five factors of personality and where they come from, see any standard textbook on personality psychology. For example, Sarah Hampson, *Advances in Personality Psychology* (Philadelphia: Psychology Press, 2000).

Extraversion measures a person's degree of social expressiveness, gregariousness, and assertiveness. Extraversion has been found to be associated with success in both sales and transformational leadership. See Timothy A. Judge and Joyce E. Bono, "Five-Factor Model of Personality and Transformational Leadership," *Journal of Applied Psychology*, Vol. 85 (2000), pp. 751-765. Promoters tend to be more highly extraverted and would have higher "B" scores and lower "D" scores. Commanders and Chess Players with "quieter" volumes tend to be less extraverted with higher "D" scores and lower "B" scores. Advocates are somewhere between these two.

We use the "agreeableness" dimension of the Big 5, along with the assertiveness dimension of extraversion, to help define the Driver. Agreeableness measures people's tendencies to be "easy to get along with," that is, to support others' opinions, accommodate, and cooperate. Drivers score low on agreeableness and high on assertiveness. Promoters would tend to score higher on both agreeableness and extraversion. Again, Advocates would fall between the extremes. See Dave Bartram, "The Great Eight Competencies: A Criterion-centric Approach to Validation," *Journal of Applied Psychology*, Vol. 90 (2005), pp. 1185-1203.

Readers interested in getting more nuanced information about their persuasion styles are encouraged to seek out the detailed psychological measurement devices associated with self-monitoring, interpersonal orientation, extraversion, and agreeableness. The latter two constructs, as noted above, form part of any Big 5 personality inventory.

Appendix C

The Woo Worksheet

Step 1. Survey Your Situation

The Idea

- What problem does my idea solve?
- What are the causes of this problem?
- What makes my idea better than the alternatives?

Your Stepping-stones

- Who is the ultimate decision maker?
- Where does the person I am approaching fit into my stepping-stone strategy?
- What are my specific goals for this encounter (gain input, access, positive attitude, authorization, endorsement, decision, resources, implementation)?
- What medium (face-to-face, phone, e-mail, etcetera) should I use?

Step 2: Confront the Five Barriers

- What characterizes my relationship to the person I am trying to influence? Can I improve that relationship?
- What is the basis for my credibility with this person? Can I emphasize this?
- Communication: What channels should I use (authority, rationality, vision, relationships, interests, politics)? Do I need to adjust my style?
- What beliefs and values does this person hold that could block or support my case?
- What are the other party's interests and how can I address them?

Appendix C

The Woo Worksheet

Step 3: Make Your Pitch

Using information from Steps 1 and 2, frame the idea for maximum appeal.

- What is the five-minute PCAN pitch based on the problem as my audience sees it?
- What evidence will best resonate with the other person?
- How can I personalize the pitch and make it memorable?
- Link the pitch to key organizational goals and values.
- Address any potentially conflicting interests.

Step 4: Secure Your Commitments

- What public actions can I request to obtain an individual commitment?
- What political objections may arise related to turf, resources, credit, or careers?
- How can I create momentum to generate a snowball effect?
- What alliances and coalitions should I develop to secure implementation?