Practicing Strategic Persuasion

Gain Support for Your Winning Ideas
Guest Speaker

Mario Moussa

Best Selling Author
• The Art of Woo: Using Strategic Persuasion to Sell Your Ideas
• Committed Teams: Three Steps to Inspiring Passion and Performance

Educator - Duke Corporate Education and The Wharton School

President – Moussa Consulting

Host

Alan Todd

Founder and CEO, Corp/U
In today’s world, characterized by flatter organizations, faster innovation, and the explosion of the Internet…

we often have to rely on dozens, hundreds, perhaps thousands of individuals and organizations over whom we exercise no direct control.

Source: Fisher, Roger; Ury, William L.; Patton, Bruce. Getting to Yes: Negotiating Agreement Without Giving In
Employees collaborate with 10 people who don’t report to them to get their job done.

It’s Required of a Leader

- RESISTANCE
  - Coercion/Pressure
  - Power/Authority

- COMPLIANCE
  - Coalition
  - Personal Appeal
  - Ingratiation

- COMMITMENT
  - Persuasion
  - Inspiration
  - Consultation
  - Collaboration

Level of Force You Are Exerting (How Forceful You Are)

Level of Involvement (Buy-in) of The Person You are Trying to Influence
Leaders Shape the Environment

DIALOGUE - dia-logos – “shared meaning, flowing through a group”

Increased Clarity, Enthusiasm, and Commitment rub off on others

Leads to Clarity, Enthusiasm, and Commitment

Peter Senge, 1991, Named “Strategist of the Century”
Leaders Shape the Environment

Safe Environment
An environment where critical debate, permission to speak freely, permission to admit mistakes, and permission to be vulnerable are the behavioral norms and not penalized

Abraham Maslow – an individual engages in learning

“to the extent that he is not crippled by fear and to the extent he feels safe enough to dare”
Leaders Shape the Environment

Motivation

• **Autonomy**
  “Meaningful Control over my Work”

• **Competence**
  “Meaningful Work”

• **Relatedness**
  “Meaningful Relationships”

Self-Determination Theory proposes that the degree to which any of these three psychological needs is unsupported or thwarted within a social context will have a robust detrimental impact on wellness in that setting.
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Misalignment pressures will grow in the New World of Work.

- Work relationships are becoming:
  - Flatter: The “Holacratization” of organizations
  - Looser: Flexible labor = 20% of the US workforce by 2020; more project-based work, Hollywood-style
  - Wider: 48% of US managers spend half of week working remotely
  - Faster: 24/7 technology-driven communication
- Harder to keep people aligned
The evidence: It’s hard to align people with a goal.

- 30% of global managers are involved with five or more change initiatives.
- 66% of companies failed to achieve their strategic objectives.
- Over 50% of mergers and acquisitions fail to accomplish their goals.
- 60% of joint ventures fail.
- Teams underperform.
- 50% of all corporate initiatives get bogged down because people stop paying attention to them.

$AP = PP - PL$
Why do people disagree?
Process matters.

Consider
Connect
Communicate
Commit
Where are others coming from?

“People make their decisions based on **what the facts mean to them**, not on the facts themselves.”
Tell a story with a simple point and support it with the right reasons.
Now you do it.

- Make a simple point: PCAN
- Tell a story: Beginning, Middle, End
- Support your point with the right reasons: Authority, Data, Vision, Relationships, Interests, Politics.

Tell a story with a simple point and support it with the right reasons.
Questions?
Upcoming CorpU Events

The Art of Strategic Persuasion
Expert Faculty: Mario Moussa
October 29- November 2

To Register: www.corpu.com/corpu-open/
Upcoming CorpU Events

Defining Leadership Analytics That Matter

*Panel Discussion with Merck and J&J*

November 15, 2018 at 11am ET
Thank you