

Leading Change Effectively

By Nancy MacKay, PhD
Founder and CEO of MacKay CEO Forums

Persuasion is about getting people to say yes. Persuasion is a vital leadership activity to enable you to achieve your full potential and accelerate business results.

- 1 STEP OUT OF YOUR SHOES**
Spend time anticipating what another will say and how you will respond to his/her objections instead of rehearsing your own story.
- 2 ACCOMMODATE OTHER PERSONALITY TYPES**
Develop self-awareness of your own personality type and adapt your communication style to another's personality type.
- 3 ESTABLISH PEER LEVEL COMMUNICATION**
Avoid over-use of position power. Treat another as an equal. His or her time is just as important as yours. Learn about what's important to him or her.
- 4 USE PEER PRESSURE**
Be specific about the peer group. Get the evidence.
- 5 LISTEN MORE THAN YOU SPEAK (80-20 RULE)**
Ask questions. Listen for objections, perspectives and ideal outcomes.
- 6 STOP TELLING PEOPLE WHAT TO DO.**
Ask questions. Provide feedback. Delegate.
- 7 NARROW THE RESISTANCE**
Clarify the objections and discuss potential next steps.
- 8 AGREE WITH OBJECTIONS AND FOCUS ON BENEFITS**
Don't defend against resistance.

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- 9 APPEAL TO ANOTHER'S SELF-INTEREST**
Logic makes people think. Emotion makes people act.
- 10 SHIFT ANOTHER'S PERSPECTIVE**
Ask another, "Just for a moment, what if we looked at the situation from my shoes? Or from Joe's shoes?"
- 11 ASK FOR PERMISSION**
Use phrases like "May I ask you?" "Would you be willing to?" "May I play devil's advocate?"
- 12 MINIMIZE EGO-TALK AND AVOID**
 - Being judgmental.
 - Looking good.
 - Being right and making others wrong.
 - Control freak and/or avoiding control.
 - Blame game. Defensiveness. Stonewall. Contempt/Sarcasm
- 13 MASTER YOUR EMOTIONS**
Be aware of positive and negative emotions. Move your body and shift your perspective. Ask "What else could this mean?"
- 14 DEMONSTRATE CREDIBILITY**
Be an Exemplar. Share experiences and walk the talk.
- 15 BE EXTERNALLY FOCUSED**
Identify your top 20 list. Build relationships of trust and candour. Create a sense of urgency.

Adapted from the book: *The Talent Advantage: How to Attract and Retain the Best and the Brightest* by coauthors Dr. Alan Weiss and Dr. Nancy MacKay, published by Wiley.