

SCHOOL *of* PUBLIC AFFAIRS

KEY EXECUTIVE LEADERSHIP
PROGRAMS

Influencing Others: Role of Ethics, Persuasion, Manipulation & Deception

AU Key Webinar Wednesdays

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What is the goal?

- Influence those around us (and be influenced) to produce goals of organization without force/authority/sanction in an ethical manner
- Influence ethically to produce a goal without the use of force, authority or sanction

To be successful at this you need a few things

- An ethical core/integrity
- A reputation for being ethical/integrity
- Recognize manipulation and deception
- Ability to persuade

- Sometimes called political savvy

You need to have integrity to successfully influence others

So what is integrity?

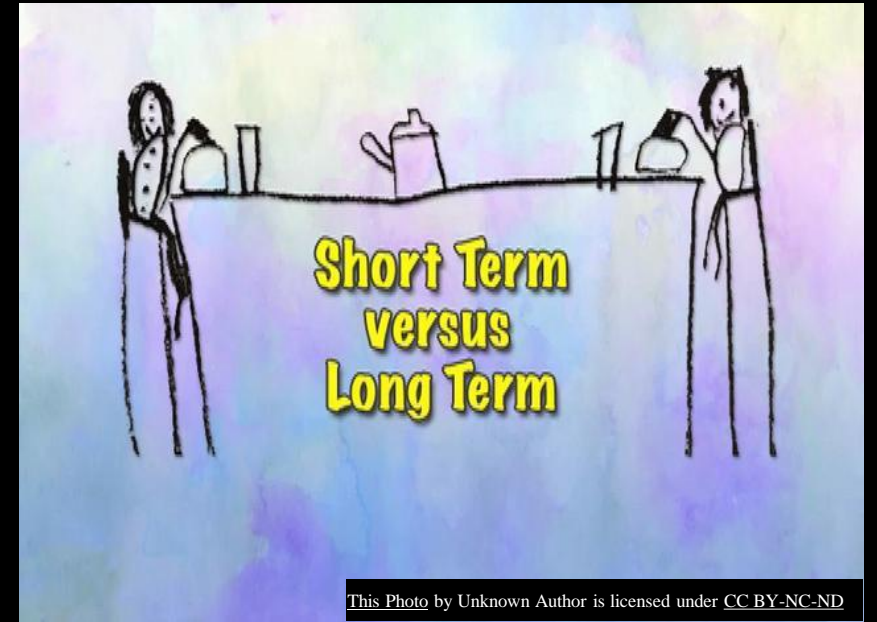
Someone who consistently abides by their own ethical code and those of the particular organization or profession

Why do ethics matter when it comes to influence?

If people do not view you as an ethical person, their ability to trust you is seriously diminished

Clash of Core Values

- Truth vs. Loyalty
- Individual vs. Community
- Short Term vs. Long Term
- Justice vs. Mercy



Ethical Person

- Leaders are associated with certain traits, behaviors and decisions

Ethical Traits: Substantive ethical core

- Honest
 - Caring
 - Trustworthy
 - Sincere
 - Factual/Accurate
- But ...
- Must be authentic

Ethical Behaviors

- Open/transparent
- Be communicative
- Clarity in communications
- Show concern
- Provide safe environment
- Act in accordance with ethical principles

Ethical Decisions

- Objective
- Fair
- Broad perspective
- Clear, repeatable decision-making process

Do you have a
reputation for
...

- Being ethical?
- Following through?
- Following rules?
- Delivering what you promise?
- Giving credit and taking blame?

How do you
develop this
reputation?
How do
people know?

- Need to be a role model for following ethics rules
- Weigh in on ethics questions in meetings
- Be careful of jokes/sarcasm related to ethics
- Share stories of ethics violations and consequences

Ethical Manager

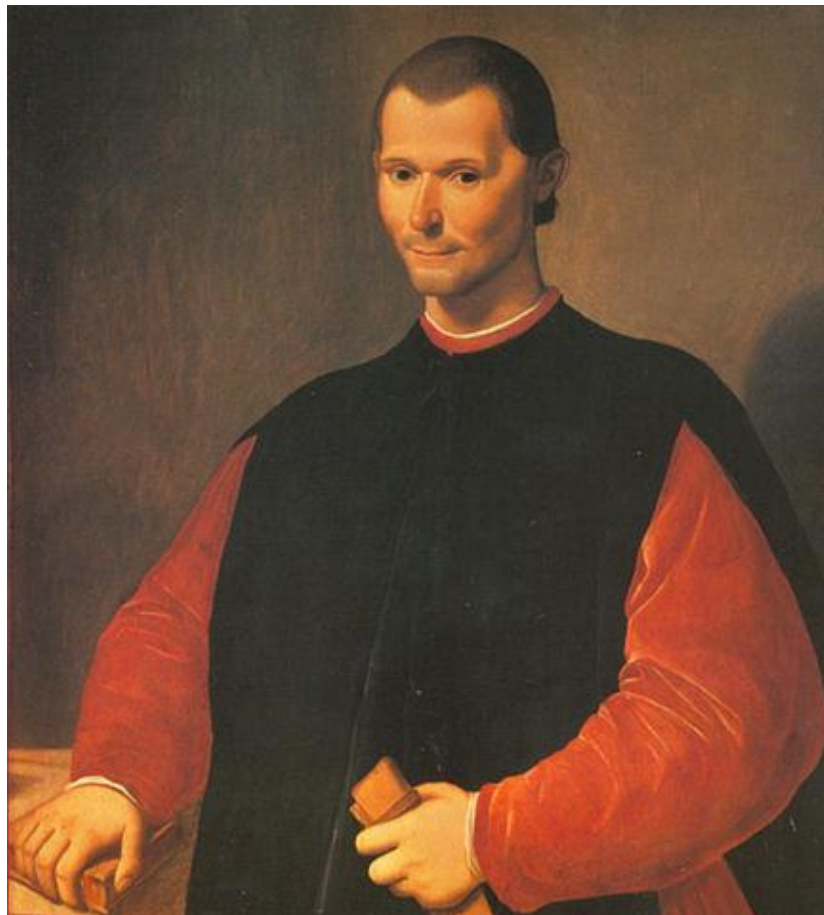
How can you help to create a culture of ethical behavior and decision making and a reputation for such?

- Role modeling through visible action
- Communicating and sharing the importance of ethics to you
- Reward/Discipline

Ok, so you're an ethical leader and you have a reputation for being ethical, now what?

Need to be able to detect those who would manipulate and deceive you

Who is this?



Niccolò Machiavelli

- Born May 3, 1469. Died June 21, 1527, Florence, Italy
- Italian Renaissance political philosopher and statesman, secretary of the Florentine republic.
- Most famous work, *The Prince (Il Principe)*
- Earned reputation as an atheist and an immoral cynic.
- “Ends justify the means”

Detecting manipulators

- Seeks power not to help others but for power sake
- Seeks the promotion as a goal rather than the result of savvy, ethical work
- Takes credit
- Manipulates
- Creates losers
- Self-promotion
- Deflecting blame
- Whispers to higher-ups
- Boss/supervisor likes them more than peers or subordinates

Manipulator vs. Savvy

Manipulator

- Manipulates
- Creates losers
- Power for own sake
- Hidden agendas
- Takes credit
- Spreads/deflects blame

Savvy

- Influences
- Creates winners
- Power to get things done
- Open/transparent agendas
- Spreads credit
- Accepts blame

Who are manipulators?

- Bosses
- Peers
- Subordinates

Ways to handle manipulators...

- Do not confront head on
- Not important to prove they are manipulators
- Know their agendas & be creative about channeling their drive/energy/force into a result that is good for the organization
- “Shed light” – open the decision-making process
- Create opportunities for the manipulator to reveal themselves – grabbing credit

Deception

Leaders will be and are deceived

Deception works

Why are leaders the target of deception?

They have all the power – how could they be deceived?

- Fear
- Of what?
- Being wrong
- Being seen as indecisive
- Legacy
- Losing money
- Being criticized
- Greed
- Not wanting to take on certain players

Why are leaders the target of deception?

- Stems from self-deception
- Susceptible to false flattery
- Out of touch with reality – too many “yes” people
- Pressure
- Temptation
- They trust too much in the good of others (U.S. Grant)

Handling deception ...

- Take action against those who deceive
- Shedding light/group meetings
- Innocent distortion of information vs. deliberate deception

Deception typically comes in form of information ... so be critical

- Motives
- Track record/history – fair, precise, agenda-focused, shading the truth; is she considered a mentor or coach by others
- Concerned about how she appears to others/the boss; take a holistic approach, does she always side with the leader
- Depth of the information
- Is she really fully listening, or simply agreeing/disagreeing immediately
- Communication style – direct, open, guarded, vague

Handling deception ...

- Ask for opinions before revealing your thoughts
- Don't let the bad-mouthing continue
- Ask for examples. Captures liars and those with sloppy language.
- Shows that you are paying attention to (and critical of) what they are saying.
- Thank people publicly for pointing out mistakes you've made, or provide bad news or the "Devil's advocate"

Ok, so we're ethical, we have a reputation for being ethical, we know who the schemers and deceivers are, now what

Before we persuade, we have to
understand whether people are
willing to be persuaded

Persuasion

- Instinct for offering facts/figures supporting our view and contradicting others
- Why doesn't that always work?
- Once people have committed to a decision, difficult to persuade them to adopt a different one
- It is particularly difficult when people have firmly held beliefs
- We may then ignore evidence suggesting that we might be wrong
- Being confronted with evidence that seems to contradict strongly held views makes you feel uncomfortable, people will resolve that feeling by rationalizing away the conflicting information

Persuasion

- Information is evaluated relative to preestablished beliefs
- How to address this?
 - Do not try to change a belief but instead try to install a new belief
 - Do not try to prove others wrong – focus on common ground and common motivations

Persuasion

- Negotiating & learning process through which a persuader leads individuals to a problem's shared solution.
- Not involve begging, forcing, threatening, etc.
- You want to get someone or some group from point A to point B.
- How can you persuade them to do that?

Persuasion Phases

- Discovery
- Preparation
- Dialogue

Persuasion

- Before negotiating or trying to persuade, ask yourself:
- Do I have enough information to start?
- Am I willing to hear and understand the other side and other/different information?
- Am I open minded?

Persuasion ...

4 steps to successful persuasion:

1. Credibility
2. Common ground
3. Evidence
4. Emotional connection

Persuasion: Credibility

2 aspects of credibility

- Expertise/subject matter
 - Prove self knowledgeable about the subject
 - History of prior successes
- Relationships
 - Over time demonstrated they can be trusted, honest, reliable
 - Robust relationships
 - Given benefit of doubt
- May have both, or only one

Persuasion Credibility

How to address area of weakness?

- Expertise/subject matter
- Education – formal (classes) or informal (conversations with experts)
- Employ someone with expertise credibility
- Use reputable outside sources – reports, studies, etc.

Persuasion ...

Relationships

- Meet one on one with key individuals
- Involve colleagues who have strong relationship credibility
- Difficult to address if your reputation or credibility is in question

Persuasion ...

Common ground/motivation

- Identifying shared benefits
- Need to have a solid understanding of audience
- Study the issues that have been important to those trying to influence
- Learn from listening and informal networking with that person and others who know that person

Persuasion ...

Evidence

- Facts that demonstrate your idea works or is in best interests of organization
- Provide the evidence in an easily digestible format
- Easily repeatable format
- Stories work well at times
- Make sure your facts add up - literally

Persuasion ...

Emotional connection

- Know where your audience is emotionally on an issue
- What is the mood, pulse of your audience?

Persuasion ...

4 common pitfalls to persuasion:

- Attempt to make case with up front hard sell
- Resist compromise
- Assume secret of persuasion lies in presenting great arguments
- Assume persuasion is a one-shot effort

Thank you!

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