



## The Art of Persuasion and Building Consensus

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Municipal Association of South Carolina  
2014 Annual Meeting

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## Introductions

Who's here this afternoon?

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## Is consensus necessary?



*"Then we are agreed nine to one that we will say our previous vote was unanimous!"*

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"Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has."



— Margaret Mead

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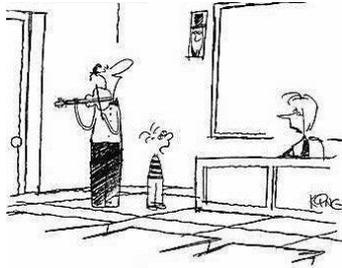
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Is persuasion  
valuable?  
Appropriate?



"I've hired this musician to play a sad melody while I give you a sob story why I didn't do my homework. It's actually quite effective."

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"Don't raise your voice,  
improve your argument."



— Archbishop Desmond Tutu

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What does the community want from its elected leaders?



Wier

"We're looking for bold, innovative strategies to pretty much maintain the status quo."

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"What people want, mainly, is to be told by some plausible authority that what they are already doing is right. I don't know of a quicker way to become unpopular than to disagree."



— John Brunner, *The Jagged Orbit*

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### Understanding Resistance



People's reactions to change generally are not logical from an outsider's point of view.

— THE WILD ONE —

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First rule of leading change:



Expect Resistance

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What could I gain?



What could I lose?

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The key to moving people through the change cycle:



Meet them where they are.

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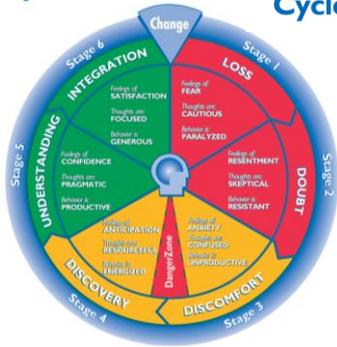
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What could I gain?



What could I lose?

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"We must learn to regard people less in the light of what they do or omit to do, and more in the light of what they suffer."



— Dietrich Bonhoeffer, *Letters and Papers from Prison*

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On what topic do you most need to practice the art of persuasion and consensus building?

Select a specific idea that you want to champion in your community. You'll spend the rest of the session creating a plan to make your idea a reality.

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## Your Vision



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## Identify Stakeholders



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## Identify Stakeholders

- Who are the various groups who will be **affected** by this change?
- Who will have to implement it correctly?
- Who's going to want it?  
Who has the most to gain?
- Who's going to oppose it?  
Who has the most to lose?
- Who's got power to **decide**?  
To **influence**?  
To block or slow it down?

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“Don’t let a loud few determine the nature of the sound. It makes for poor harmony and diminishes the song.”



— Vera Nazarian,  
*The Perpetual Calendar of Inspiration*

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### Examples of Stakeholders

- Colleagues
- Community Leaders
- Community Groups
- Individuals:
  - Voters
  - Parents
  - Breadwinners
  - Taxpayers, etc.
- Business
  - Small
  - Large
- Labor
- Nonprofits
- Religious
  - Leaders
  - Groups
- Experts
- Staff
- Academics
- Media
- Other Governments

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### The ADKAR Change Model



Created by Prosci, Inc.

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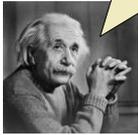
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## Awareness

“If you can't explain it to a six year old, you don't understand it yourself.”



— Albert Einstein

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## Awareness

### Understanding of:

- Nature of change
- Why change is being made
- Risk of not changing
- What's in it for me.

### Factors Influencing Awareness:

- A person's view of the current state
- How a person perceives problems
- Credibility of the message sender
- Circulation of misinformation/rumors
- Contestability of the reasons for change

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## Awareness

On a scale of 1 to 5, how much awareness is there about the need for your idea among the stakeholders in your community?

- |             |   |   |   |           |
|-------------|---|---|---|-----------|
| 1           | 2 | 3 | 4 | 5         |
| Very Little |   |   |   | Very Much |

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## Awareness

### Tactics for Building Awareness:

- Effective communication (How? Who?)
- Executive/community sponsorship
- Coaching by opinion leaders
- Ready access to information

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## Desire

“Commitment is an act,  
not a word.”



— Jean-Paul Sartre

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## Desire

**Personal choice:**  
**Willingness to support and engage in change.**

Factors Influencing Desire:

- Nature of the change (what the change is and how it will impact them)
- Environmental context for the change (their perception of the environment)
- Individual’s personal situation
- What motivates them (intrinsic motivators unique to an individual)

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## Desire

On a scale of 1 to 5, how much desire is there for your idea among your stakeholders?

- 1
  - 2
  - 3
  - 4
  - 5
- Very Little



Very Much

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## Desire

### Tactics for Creating Desire:

- Inspiring imagery about the “why”
- Equip opinion leaders to be change leaders
- Assess risks and anticipate resistance
- Engage stakeholders in the change process
- Align incentives

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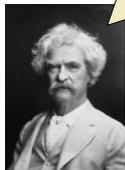
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## Knowledge

“I was gratified to be able to answer promptly, and I did. I said I didn’t know.”



— Mark Twain

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### Ability

“Try not.  
Do or do not,  
there is no try.”



— Jedi Grand Master Yoda

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### Ability

**Turning knowledge into action.**

**The realization of the change.**

- Factors Influencing Ability:
- Psychological blocks
  - Physical abilities
  - Intellectual capability
  - Time available to develop the needed skills
  - Availability of resources to support the development of new abilities

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### Ability

On a scale of 1 to 5, how much ability to apply their knowledge and successfully make your idea a reality is there among your stakeholders?

- |             |   |   |   |           |
|-------------|---|---|---|-----------|
| 1           | 2 | 3 | 4 | 5         |
| Very Little |   |   |   | Very Much |

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## Ability

### Tactics for Fostering Ability:

- Regular involvement of champions
- Access to information and/or subject matter experts
- Peer-to-peer support
- Performance monitoring

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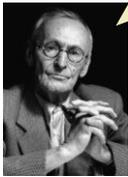
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## Reinforcement

“No permanence is ours, we are a wave that flows to fit whatever form it finds.”



— Hermann Hesse

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## Reinforcement

### Factors that sustain change.

- External rewards & recognition.
- Internal satisfaction.

### Factors Influencing Reinforcement:

- Meaningful reinforcements
  - Applies to the person being recognized
  - Comes from respected source
  - Reward is relevant/valuable to person
- Association of reinforcement with accomplishment
- Absence of negative consequences
- Accountability systems are in place

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## Reinforcement

On a scale of 1 to 5, how much reinforcement is already there among your stakeholders to sustain your idea?

- |             |   |   |   |           |
|-------------|---|---|---|-----------|
| 1           | 2 | 3 | 4 | 5         |
| Very Little |   |   |   | Very Much |

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## Reinforcement

### Tactics for Building Reinforcement:

- Celebrations & Recognition
- Rewards
- Feedback from stakeholders
- Audits & performance measure systems
- Accountability systems

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## ADKAR at a Glance

- **Awareness:**
  - Communicate WHY, what's in it for them (gain vs. lose)
- **Desire:**
  - Persuasive sponsors, stakeholder management
- **Knowledge:**
  - Explain HOW, Keep it simple, make it easy
- **Ability:**
  - Help 'em out! Training wheels, follow up
- **Reinforcement:**
  - Share the credit, celebrate wins, reward successes

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## The ADKAR Change Model



Sequential and Cumulative.

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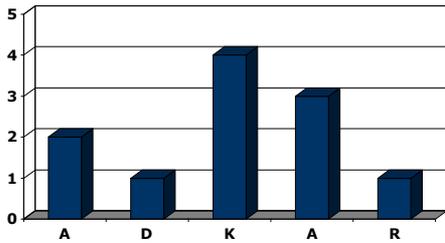
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## ADKAR Profile




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## Estimate the ADKAR Profile for your change




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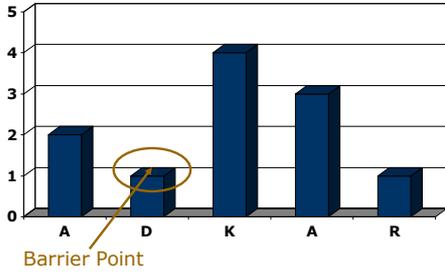
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### ADKAR Profile




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### Art of Persuasion

Six Sources of Influence	Awareness Desire (Want To)	Knowledge Ability (Can)
Self (Intrinsic)	1	2
Other People (Social)	3	4
Things (Systems/Structures)	5	6

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## Don't Forget



- Expect resistance
- Meet them where they are




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## Resources

***“The Change Cycle: How People Can Survive and Thrive in Organizational Change”***  
 by Ann Salerno and Lillie Brock  
[www.ChangeCycle.com](http://www.ChangeCycle.com)

***“Influencer: The Power to Change Anything”***  
 by Kerry Patterson, et al.  
[www.VitalSmarts.com](http://www.VitalSmarts.com)

***“ADKAR: a Model for Change in Business, Government and our Community”*** by Jeff Hiatt  
[www.change-management.com](http://www.change-management.com)

**Questions / Comments for Michelle:**  
 Email: [Michelle@CityonaHillConsulting.com](mailto:Michelle@CityonaHillConsulting.com)  
[www.CityonaHillConsulting.com](http://www.CityonaHillConsulting.com)

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