

# THE P.E.R.S.U.A.D.E. MODEL

*"It takes time to persuade men to do even what is for their own good."* -Thomas Jefferson

## **P** — PRIVATE

Whatever you do don't confront them in front of your peers, his/her peers, your team. You get the picture. Take it offline.

## **E** — EMOTION

Let your passion inspire your argument, but don't emote. Stay calm. Appeal to their heart and mind, but don't wear your heart on your sleeve. It might help to tell a story, but think it through first. Overly emotional appeals will weaken your argument.

## **R** — RESEARCH

Do your homework. Prepare for questions. Do the math. Do more math. Do the math their way. Poke holes. If they don't like math, collect stories. Do more math, just in case.

## **S** — SUPPORT

Share your concern frankly. Speak your truth. Share why you are concerned for the business. Have several supporting points.

## **U** — UNDERSTAND

Listen CAREFULLY. They've got broader perspective and more context. Learn as much as you can. Hear them out completely and suspend judgement. Listen some more.

## **A** — ACKNOWLEDGE

Appreciate their point of view. He/she is likely not a jerk. They've got pressures too. Understand them. Learn all you can. Consider, deeply.

## **D** — DATA

If you're still convinced, bring on the data. Build graphs. Show correlations. Draw pictures. Find stories. Benchmark with the best.

## **E** — ENGAGE

Engage your supporting team. For me, this usually means the finance gal. She's fantastic. Yours can be too. In my last gig it was the finance guy. These folks are more reasonable than you think. Convince others to care about your point of view. Get a light murmur of whispers headed to support your cause in their own words.