The Art of Persuasion and Building Consensus

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Introductions

Who's here this afternoon?

Is consensus necessary?

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

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.”

— Archbishop Desmond Tutu

“Don't raise your voice, improve your argument.”

— Archbishop Desmond Tutu
What does the community want from its elected leaders?

“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*

*Understanding Resistance*

People’s reactions to change generally are not logical from an outsider’s point of view.
First rule of leading change:

Expect Resistance

What could I gain?

What could I lose?

The key to moving people through the change cycle:

Meet them where they are.
What could I lose?

What could I gain?

“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

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.
Your Vision

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?
“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

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

The ADKAR Change Model

Created by Prosci, Inc.
“If you can't explain it to a six year old, you don't understand it yourself.” — Albert Einstein

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

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 Very Little
2
3
4 Very Much
5
Awareness

Tactics for Building Awareness:
• Effective communication (How? Who?)
• Executive/community sponsorship
• Coaching by opinion leaders
• Ready access to information

Desire

“Commitment is an act, not a word.”
— Jean-Paul Sartre

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)
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

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

Knowledge

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

— Mark Twain
Knowledge

Factors Influencing Knowledge:
• Current knowledge base of the individual
• Capacity/capability of this person to gain additional knowledge
• Resources available for education / training / information dissemination
• Access to, or existence of, the required knowledge

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

1    2    3    4    5
Very Little

Tactics for Developing Knowledge:
• Effective information dissemination
• Keep it simple
• One-on-one coaching by leaders
• Stakeholder groups and forums
“Try not. Do or do not, there is no try.”

― Jedi Grand Master Yoda

Ability

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

Turning knowledge into action.
The realization of the change.

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
Ability

Tactics for Fostering Ability:
• Regular involvement of champions
• Access to information and/or subject matter experts
• Peer-to-peer support
• Performance monitoring

Reinforcement

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

— Hermann Hesse

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
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   Very
Little  Much

Reinforcement

Tactics for Building Reinforcement:
• Celebrations & Recognition
• Rewards
• Feedback from stakeholders
• Audits & performance measure systems
• Accountability systems

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
The ADKAR Change Model

Sequential and Cumulative.

ADKAR Profile

Estimate the ADKAR Profile for your change
ADKAR Profile

![ADKAR Profile Diagram]

Barrier Point

Six Sources of Influence

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<th>Awareness</th>
<th>Desire</th>
<th>Knowledge</th>
<th>Ability</th>
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<td>Self (Intrinsic)</td>
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<td>2</td>
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<td>Other People (Social)</td>
<td>3</td>
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<tr>
<td>Things (Systems/Structures)</td>
<td>5</td>
<td>6</td>
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Don’t Forget

• Expect resistance
• Meet them where they are

Resources

“The Change Cycle: How People Can Survive and Thrive in Organizational Change”
by Ann Salerno and Lillie Brock
www.ChangeCycle.com

“Influencer: The Power to Change Anything”
by Kerry Patterson, et al.
www.VitalSmarts.com

“ADKAR: a Model for Change in Business, Government and our Community”
by Jeff Hiatt
www.change-management.com

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