The Art and Science of Persuasion: Becoming more effective as an ISE at Creating Successful Change

Webinar Leaders

D. Scott Sink, ISE @ OSU

Bob Gold, CEO Gold Group Enterprises

21 March 2017
Bob Gold was our ‘featured’ guest speaker at the CISE Fall meeting at Georgia Tech. His focus was on how ISE Leaders in Organizations could enhance how ISE is positioned in their companies.

Much of his presentation is really focused on the Art and Science of Persuasion and in my view very salient to the Young Professional’s Development Process but also very relevant throughout one’s career.

Bob will share his insights and experience and my role is to connect Bob’s insights to the world of work of ISE’s for you.

Today’s Webinar builds off of our January 26th Webinar that focused on The Second Set of Seven Habits for Highly Successful Young Professionals.
Purpose, Objectives, Agenda

**Purpose:** Spark innovative thinking in people about how to position themselves and their work more effectively through the art and science of persuasion.

**Objectives:**
- Tee up the overall Framework
- Share the art and Science
- Discuss implications and applications
- Blend in Q&A as appropriate

**Key Points:**
- First we make our Habits and then our Habits make us….build on previous webinars
- There is an art and science of ‘persuasion’ that people often aren’t familiar with.
- If people learn this and practice this, they can become more powerful and effective
- You can input questions in GoToWebinar, we will see them and either during or after we will respond.
We would suggest that often our approach to changing things for the better is ‘off target’.

In the Art and Science of Persuasion (successful change and improvement), it’s not about what you did (not show and tell), not really about what you are selling as much as it is about you understanding who you are ‘selling’ to and what matters to them.
The Next 7 Habits of Highly Effective Young Professionals---Our Jan 26th Webinar

1. Manage your Brand
2. Develop Curiosity and T-Shaped Mastery
3. Pick and use great Mentors
4. Build Relationships
5. Toot your own horn
6. Establish Thought Leadership
7. Build and Sustain Trust

Adapted from Benjamin Loh’s Linkedin Post of 8 April, 2014. https://www.linkedin.com/pulse/20140408051527-47618221-5-great-habits-of-successful-young-professionals-that-you-need-to-develop
Last Webinar: The Next 7-Habits of Highly Effective Young Professionals—Today’s Webinar zooms in on Habits 1, 5, 6 & 7.

1. Take charge of your brand and an aggressive personal and profession plan for continued development—don’t stop learning and growing!! (Plan, Ship, Iterate—just like how start-ups do it) Reid Hoffman, The Start Up and You.

2. Develop Curiosity and T-Shaped Mastery

3. Seek Mentorship (seek to keep—finding and keeping the best mentors)

4. Build Relationships, get out there and network, Linkedin and also locally and socially.

5. Be Visible and Seen for your Merits and Value Contributions (see slide to follow)

6. Establish Thought Leadership, develop the ability to have a point of view

7. Build and Sustain Trust—learn how to tap into the Speed of Trust
The rules for success change dramatically. My habits that I was successful with in HS and College, many, didn’t work well in real world. I almost had to completely reengineer my habits.

In school we did things in pretty homogeneous peer teams. That never happens in real world, I have teams that are tremendously heterogeneous and managing all those relationships is challenging.

One of my professors kept talking about relationships and trust and I just heard blah, blah, blah. I just didn’t get that establishing credibility, learning how to get to know people, really know them, was so important to really getting things done. I thought a great solution will sell itself.

My professor kept talking about ‘use case’ for projects and meetings and I never got it. Now I do. I’ve learned I have to cater to the needs of my teams and the customer, I have to do more pull than push. I have to be more patient.

I’m a year out of school and I’m trying to change people who are 20 years into their career, very challenging.
Pre-Webinar Survey we sent out to some of you..

1. The extent to which you believe your ability to ‘sell’, persuade, motivate, position things, influence, use types of power, etc. will significantly impact the success of your career? 1-10 (10 is highest)

2. Your knowledge and skill level at the art and science of persuasion, change leadership/management? 1-10

3. The extent to which you believe your personal/professional ‘brand’ (and you managing that over time) will significantly impact the success of your career? 1-10

4. Your knowledge and skill level relative to developing your/a brand? 1-10

5. The quality of your Brand at this point (how much ‘power’ is it getting you to influence things in a positive way?) 1-10

6. The quality of the process by which you are growing/developing your Brand in service to what you want to create with your life’s energy and career? 1-10
So, the importance of Persuasion Skills and Brand is confirmed. Skill at Persuasion and Brand lower (and we sensed stage in career was a factor). Note the bimodal nature of assessment of Quality of Current Brand. Most felt they were ‘pretty good’ (6-7) at Improving Brand (of course we know that Pretty Good is the enemy of Great, right?)

Our intent is to give you insights to cause the arrows above to start to happen.
As ISE’s, when we get a project, an opportunity to capture, we have three ball’s we have to juggle:

1. Solve the Focal Problem, Get to DONE, Achieve the objectives and outcomes of the project (Quality of the Solution)
2. Program and Project Management (Resource Management over time)
3. Change Leadership and Management (Acceptance of the Solution—Implementation, Deployment, Sustainability)

With the Art and Science of Persuasion—you have a similar three ball challenge and we’ll use the next slide as our framework for the heart of our webinar presentation.
### Your FROM-TO Chart—Creation

**Skillful at the Three Ball Challenge**

### 1--Where you want to be
- Your ideal, full potential, brand (a 10)
- Your believability index makes you a ‘go to person’ (10)
- You are a Skilled Relationship Manager with all key Stakeholders (10)

### 2--Your Current ‘State’
- Your current brand (<10)
- Your current ‘believability’ index (trust x credibility) (<10)
- Your skill at persuasion with different stakeholders (< 10)

### 3--Your Plan of Study and Development
- 1--Brand Development
- 2--Developing your Believability Index
- 3--Creating Improved Persuasion Skills with different stakeholders
Your Personal Brand Development and Positioning
Brand Foundations—You MUST be great at these

These are examples of things that are ‘foundational’ to your personal brand. Expected to part of everybody’s ‘brand’.

The Kano Model suggests these 10 things are BASIC, MUST DO Expectations!!!

So, with this as ‘foundation’, let’s look at the things around Brand Development that build on top of these….
A brand is a bridge between a stakeholder’s expectations and a provider’s abilities.

A brand promises stability and uniformity, guarantees quality and safeguards the stakeholder’s interest.
Inside my head:

- I like bringing new things to everyday life
- I enjoy helping people
- I fight for the underdogs and the outcasts
- I love analyzing behaviors to accomplish difficult tasks
- I want to make the world a better place to live in
• Who are you?
• What do you stand for?
• What is your style?
• What is your vision, desire, and objective?
• What can people count on you for?
• What are your tendencies?

But also pragmatic things like body language, eye contact, listening skills, dress for success, likability, etc.
Once you get some consciousness around your brand, then

How do you understand differences between what you think your brand is and what others experience it as?

How do improve, tune or maybe even reengineer your brand?

How do you make your brand believable?
We’d encourage you to study this and think about how you might apply this as you ‘build your brand’. Thanks to Sara for her nice work on this!
With that brief intro to Personal Brand, let’s turn our attention to

Becoming Believable
What Do Top Entrepreneurs and Corporate CEO’s Do Well?

Entrepreneurs and CEO’s Transform Things

- Nothing to something
- Something to something better
- Something bad to something good
What Do Top ISE’s Do Well?

- Engineers Transform Things
  - Nothing to something
  - Something to something better
  - Something bad to something good
So What is The Issue?

Why is it that you/we/others, many ISE’s, have challenges in bringing innovation and improvement forward or driving transformative business strategies and initiatives?

Why do so many people struggle to achieve full potential career and life performance?

Learning how to create “Aha Moments” is part of the answer.
Stimulating an AHA Moment makes a person 3-5X more likely to take an immediate action.
The AHA Moment is actually a sudden comprehension that solves a problem, reinterprets a situation, explains a joke, or resolves an ambiguous percept.
Aha Moments in that often go uncaptured in ISE projects

Aha Moments on Improvement Projects often can occur, the opportunity for them to occur, in your milestone meetings with your core team.

1. the first simple example I see most often is with slide design, the use of data and facts (or lack thereof), what I’d call the difference between Feature Extraction and Knowledge Extraction, to spark an aha moment.

2. the second example is how ISE’s often run the meetings themselves, facilitate them.
Aha Moments occur when you are able to create Visualizations that spark insights and provoke decisions and actions.

This visual depicts the Operational Analytics Process that happens on your Improvement Projects.

- Below the blue line is the foundational data role and above the blue line is the Analyst role.

Aha Moments happen when you are able to migrate from ‘feature extraction’ to ‘knowledge extraction’ and then the aha moment occurs (or not) with your ultimate visualization.

Simple examples are on the following slides.

When you consciously plan for aha moments in your meetings and presentations you automatically get connections to people you would not have had otherwise.

You get energy management and you increase the likelihood that people will buy what you are selling and support change and improvement.

When you don’t get your visuals designed right, that potential Aha Moment just never happens!

It’s called Cognitive Engineering and The Science of Analytics which is ISE stuff!!
### Member Growth and Retention Based Management

<table>
<thead>
<tr>
<th>Growth</th>
<th>Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Member-get-member Reward System</td>
<td>• Membership extension reminder for expiring members</td>
</tr>
<tr>
<td>• Membership Virtual Meeting</td>
<td>• Dropped member re-invitation</td>
</tr>
<tr>
<td>• 999 Members Conversion</td>
<td>• Membership Virtual Meeting</td>
</tr>
<tr>
<td>• Students Recruitment Campaign</td>
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</tbody>
</table>

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No Aha Moments on this slide at all
The Eastern Ohio Chapter of IISE has almost doubled membership since March! Way to go Team!!

It’s working!! Our biggest innovation was to extend the half price conversion member rate to any OSU ISE Student that has graduated since 2010! And to migrate Cleveland Chapter Members who are unserved due to the Chapter folding to our Eastern Ohio Chapter.

Growth

- Member-get-member Reward System
- Membership Virtual Meeting
- 999 Members Conversion
- Students Recruitment Campaign

Subtle and simple yet the proper use of “Visualizations” of data and facts sparks a ‘wow’ (AM) for the team doing this work.
The Eastern Ohio Chapter has doubled its members in one year! Want to know HOW??

It’s working!! Our biggest innovation was to extend the half price conversion member rate to any OSU ISE Student that has graduated since 2010! And to migrate Cleveland Chapter Members who are unserved to our Eastern Ohio Chapter.

Growth

- Member-get-member Reward System
- Membership Virtual Meeting
- 999 Members Conversion
- Students Recruitment Campaign

Student Chapter Conversion rate is 10% (400 of the 4000 ISE Grads a year). All we have to do is Double that and We have a huge impact on IISE and Chapter Growth!!!
Aha Moments—provoke decisions and actions that you need

1. Aha Moments happen when you put good ideas, simple pragmatic solutions juxtaposition with data and facts (examples of ‘if this, then this’).

2. You help people make connections between things they could do that they aren’t that would make a difference.

3. They see and get the vision, know what’s in it for them to achieve that, call for it, pull for it, and you have shown them a pragmatic way to achieve that, you facilitate (ease the passage of) the path to that vision.
And once you create Aha Moments you have to expand upon them

Once you have created that first aha moment, how to you leverage that into decisions and actions that make things better. You can’t stop with we’ve done a Pilot and it works!!
To Capstone…

- one relatively simple thing you can do to create believability is to systematically, consciously, plan for and create Aha Moments in your ‘presentations’ and meetings.

- Most people get so caught up in the show and tell aspect of their meetings that they, once again, forget that it’s about the audience, are they getting it, are they connecting to what you are saying and suggesting?

- We all can create Aha Moments, it’s not really that hard.

- Often it just requires the more conscious design and use of ‘visualizations’ and often the quality of those visualizations will either spark or not spark.

- Often visualizations are half baked, people get lazy with them. Use of them can make or break your getting what you want.

- More on Believability Quotient….
Believability Quotient (BQ)

Trust

Credibility

Building Credibility

- Credibility (Earned by communicating)
- Respect (Earned through action)
- Trust (An innate characteristic? + Ethics)
Your BQ is going to be based on your ability to ‘pick the right song’ and then sing it well…..

Ultimately it’s about Results. Do you create what you say you will create. In short, the metaphor of ‘singing your song’ is actually a good one.

Watch You Tube and pick video’s where Simon stops them, either gives them or has them pick a different song, they do it and they go from left to right!! That’s the pick the right song. Metaphor is Pick the right strategy to get to DONE on your project.

Then Do you Get to DONE? Are you a Bias for Results Person?

So, to me, the biggest part of Brand, for all of us, and BQ too, is whether I become known as some one who picks the Right DONE, get’s teams to buy into DONE and then get to DONE. That’s the big one for me.
Stakeholder Management—

knowing who they are and what they want/need in order to influence their support for you and your work
Stakeholders are the ‘actors’ in the systems and processes you are working to improve.

Have to know your Stakeholders to Sell
At Project Level you’ve got core teams and all the ‘players’ have unique needs

<table>
<thead>
<tr>
<th>Process Owner (PO)</th>
<th>Upstream PO’s</th>
<th>MBB/BBB</th>
<th>“Byte” Belt</th>
<th>Money Belt</th>
<th>Employees, supervisors</th>
</tr>
</thead>
<tbody>
<tr>
<td>defensive</td>
<td>defensive</td>
<td>Follow the process</td>
<td>Get your act together</td>
<td>Who taught you how to build a BC?</td>
<td>Make the pain go away</td>
</tr>
<tr>
<td>Make the pain go away</td>
<td>Not my fault</td>
<td>Don’t get ahead of yourself</td>
<td>Quit bugging me</td>
<td>Get real!!!</td>
<td>Don’t make me look bad</td>
</tr>
<tr>
<td>I need to fix this quick</td>
<td>I wasn’t aware</td>
<td>Get your IMP and IMS done!!</td>
<td>Make up your mind</td>
<td>Where’s the real value?</td>
<td>I’m too busy for this</td>
</tr>
<tr>
<td>Finally somebody is going to fix this for me</td>
<td></td>
<td>Practice what you learned</td>
<td>Stand in line buddy</td>
<td>Show me the money!</td>
<td>Ain’t my problem</td>
</tr>
<tr>
<td>The root causes are upstream</td>
<td></td>
<td></td>
<td>Why don’t you remember anything?</td>
<td>It’s as good as it’s going to get</td>
<td>Size of prize!!</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Ain’t my fault</td>
</tr>
</tbody>
</table>
If you’re selling up, then you have different stakeholders and you have to understand c-suite needs

<table>
<thead>
<tr>
<th>CEO</th>
<th>COO</th>
<th>CFO</th>
<th>CIO</th>
<th>CMO</th>
<th>SVP Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stock price</td>
<td>Gross margin</td>
<td>Net profit</td>
<td>Business Agility</td>
<td>Brand</td>
<td>Revenue</td>
</tr>
<tr>
<td>Revenue and margin growth</td>
<td>Quality</td>
<td>Risk management</td>
<td>Efficiency</td>
<td>Loyalty</td>
<td>Client satisfaction</td>
</tr>
<tr>
<td>Public face</td>
<td>Compliance</td>
<td>Compliance</td>
<td>Community</td>
<td>Forecasting</td>
<td></td>
</tr>
<tr>
<td>Lobbying</td>
<td>Process</td>
<td>Transparency</td>
<td>Portfolio Mgmt</td>
<td>Public Relations</td>
<td></td>
</tr>
<tr>
<td>Client facing</td>
<td>S/T Demand</td>
<td>M&amp;A</td>
<td>Partner to business units</td>
<td>Bundling of products/services</td>
<td>Channel partners</td>
</tr>
<tr>
<td>Bus. Dev.</td>
<td>Efficiency</td>
<td></td>
<td></td>
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</tbody>
</table>

CEO: Chief Executive Officer
COO: Chief Operating Officer
CFO: Chief Financial Officer
CIO: Chief Information Officer
CMO: Chief Marketing Officer
SVP: Senior Vice President

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### Your Action Plan for Building your Persuasion Skills

<table>
<thead>
<tr>
<th>The Way it Is</th>
<th>Your Plan of Study and Development</th>
<th>The Way you want it to be</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Your current brand</td>
<td><img src="https://example.com" alt="Image" /> 1--Brand Development</td>
<td>• Your ideal brand</td>
</tr>
<tr>
<td>• your current ‘believability’ index (trust x credibility)</td>
<td><img src="https://example.com" alt="Image" /> 2--Developing your Believability Index</td>
<td>• your believability index makes you a ‘go to person’</td>
</tr>
<tr>
<td>• your current skill at persuasion with different stakeholders</td>
<td><img src="https://example.com" alt="Image" /> 3--Creating Improved Persuasion Skills with different stakeholders</td>
<td>• your full potential skill at persuasion with different stakeholders</td>
</tr>
</tbody>
</table>

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If you can get your ‘team’ to see, understand, want DONE, then you’re work becomes a pull from them not a push on them and things will naturally become Believable (Same is true for you!)

What I Have

- What I have and want?
- What’s working
- What am I naturally ‘great’ at?
- What I tend to be naturally passionate about?
- How I create value and what others think that is worth?
- Feedback I got in asking 10 of my closest colleagues, friends
- Tendencies that serve me?
- Tendencies that don’t serve me?
- What needs work?

What I Want

- what I have
- what’s working
- what I am great at
- I can bring passion to what I put in front of me
- I can create greater value and serve my vision
- Tendencies I have that serve me and the higher good

Tension Seeks Resolution
6. Build strong connection to the future

7. Be perceived as building bridges with LOB

8. Build awareness and trust among their user community

9. Use information as persuasive selling tool

10. Build believability among trusted advisors
Top 10 Strategies

1. Message to their lifestyle
2. Pay attention to their portfolio strategy
3. Help them sell up
4. Market outcomes
5. Tell life stories after
Upcoming Lunch and Learn Webinars from Columbus Chapter/Ohio Eastern Mini-Region

- **26 April** — best in class Integrated Lean Sigma Certification Project Case Studies (see next slide)

- **14 June** — Repeat of our 26 Jan Webinar for Young Professionals— *The Second 7 Great Habits Successful Young Professionals Need to Develop*. (and how IISE can help you acquire these faster)

- **20-23 May** — Don’t forget our Annual Conference in Pittsburgh!! Downtown!!
Each year, in April, the Eastern Ohio Chapter of IISE brings you a Webinar that shares best in class Case Studies of LeanSigma Certification Projects in the Central Ohio area.

1—Michael Beardsley completed a Strategic Outsourcing Project for Peerless Saw. He developed a Make/Buy Model for outsourcing the ‘circles’ to their steel supplier. The President/Owner of Peerless says, “this is a game breaker for us”. Benefits are COGS reduction, ESOP improvements, and employee pain point reduction.

2—Katie Monaghan completed an Employee Turnover Reduction Project for Interim Healthcare. She employed the Employee Value Exchange Optimization Model/Method and created a ‘points program’ that is now being tested and will be deployed across the organization. The CEO of Interim says’, “Katie, where have you been, we’ve need this for so long.” $7M in uncaptured revenue is the size of the prize.

3—Daniel Low-Pitroff completed a Yield Loss Reduction Project for Kroger Bakery. He has created a data model that utilizes VBA to link/integrate data capture to data organization to Minitab Analytics and will create the ability for Kroger to move to Level 5 Process Maturity on this ‘band/line’. The real benefit is that this models how Kroger can become more effective with Operational Analytics.
The Second 7 Great Habits Successful Young Professionals Need to Develop’. (and how IISE can help you acquire these faster)

PANEL MEMBERS

D. Scott Sink, Team Lead Columbus Mini-Region Chapter, and Director ILSS ISE @ OSU

Elizabeth Schweizer, Industry Advisory Board, IISE, and Engineering Services, Disney

Jared Dunlap, President IISE Young Professionals, and Management Consultant, Accenture

Jared Frederici, Young Professionals Segment Owner, Columbus Chapter, and Senior Consultant, The Poirier Group

Developed and Offered through IISE by the Columbus Mini-Region of IISE
Work on all continuing to Build you Believability Index by attending the IISE Conference in Pittsburgh!!
Shared Vision/Creation Skillful

- **Creation Skillful/ Shared Vision**—extent to which you have been creation skillful, creating a tangible real future state that people are being pulled to rather than it feeling like it's just problem solving. Ability to operationally define and portray DONE so that people choose for it and want to work with you to get it.

> “You always attract into your life the people, ideas, and resources in harmony with your dominant thoughts.” —Brian Tracy

Until one is committed there is hesitancy, the chance to draw back, always ineffectiveness. Concerning all acts of initiative (and creation) there is one elementary truth, the ignorance of which kills countless ideas and splendid plans: that the moment one definitely commits oneself, then Providence moves too. All sorts of things occur to help one succeed that would never otherwise have occurred. A whole stream of events issue from the decision, raising in one’s favour all manner of unforeseen incidents and meetings and material assistance, which no person could have dreamed would have come their way.
But it’s also an Art