INFLUENCE TACTICS

Elizabeth Umphress
Professor of Management & Organizations

(she/her)
AGENDA

Integrative Strategies Review
Generating a Point Schedule
Influence Tactics
Session Framework

Introduction to Negotiations

Single Issue Negotiations

Multiple Issues

Influence
During the Negotiation...

- Develop Trust
  - Develop positive consequences for good behavior
  - Exhibit trustworthy behavior
  - Highlight Identification
- Share your interests (what you want)
- Ask questions about interests
- Make Strategic Tradeoffs
  - GIVE on issue that are less important to GAIN on those that are more important
- Contingency Contracts
Once a deal has been reached, both parties agree to invest more time at the table.

GOAL: Can we improve either one of our outcomes without hurting the other?

About 75% of negotiations see improved outcomes after PSS.

Leads to Increased Information Sharing, Trust, and Collaboration
Creating a Points Schedule

• List all of the issues included in an outcome
  • e.g., everything included in a job
• Order the list according to what’s most and least important
  • Remove anything you don’t care about at all
• Assign percentage values to each issue based on your interests
  • Location (30%), type of work (20%), salary (15%)...
• Allocate points based on those percentages
## Sample Points Schedule

<table>
<thead>
<tr>
<th>Issue</th>
<th>Points Possible</th>
<th>Texas A&amp;M Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>City</td>
<td>300</td>
<td>250</td>
</tr>
<tr>
<td>Colleagues</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Commute</td>
<td>170</td>
<td>0</td>
</tr>
<tr>
<td>Research Support</td>
<td>150</td>
<td>150</td>
</tr>
<tr>
<td>Distance from Family</td>
<td>100</td>
<td>80</td>
</tr>
<tr>
<td>Salary</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td>Target = 1000</td>
<td>Target = 1000</td>
<td>Reservation Point = 760</td>
</tr>
</tbody>
</table>
QUESTIONS?
Cialdini’s Influence Tactics

- SCARCITY
- RECIPROCITY
- CONSISTENCY
- SOCIAL PROOF
- AUTHORITY
- LIKING
Cialdini’s Influence Tactics

We want to have things that no one else has.

SCARCITY

“I have a unique mix of expertise, education & experience.”
Cialdini’s Influence Tactics

We always want to repay favors.

How much do people value a favor immediately and one month after it was performed?

“I can come down on salary if you can increase my bonus?”

Foster School of Business
Reciprocity – How to thwart it?

Which method is a more effective means of thwarting the reciprocity tactic?

(1) Accepting favors and telling yourself to discount them because the other person is using reciprocity on you, or

(2) Not accepting the gifts, but politely refusing them instead.

Refusal is always easier – you probably believe you can avoid feelings of indebtedness, but it's a lot tougher than you think.
Cialdini’s Influence Tactics

We feel pressured to keep our word—so small promises lead to big ones.

“You’ve given me a 2% bonus, why not make it 4%?”
QUESTIONS?
We want to fit in; we want to do what everyone else is doing.

“I’ve had 3 promising offers, but I want to work for your company.”

Cialdini’s Influence Tactics

Influence

SOCIAL PROOF
Cialdini’s Influence Tactics

We listen to people with status or expertise, even if their arguments are not strong.

What are surprising, superficial markers of authority?
A deep, assertive voice
Graying hair
Eyeglasses
Dress (Suit or uniform)
Height

Wear your best suit to the interview!
Cialdini’s Influence Tactics

We do things for people we like.

We like people who:

- Are attractive
- Are similar to us
- Like us

“I like you/ this company because....”

LIKING

Influence

[Images of smiling faces, mirror, and hand shaking]

[Logo: FOSTER SCHOOL OF BUSINESS]
Liking and interview success

MBA students who demonstrated a high, compared to low, level of ingratiatory behavior during their on-campus, on-site, and follow-up interviews received, on average:

- 1.45 more offers
- $1,650 more in their starting salaries

Surprisingly, this effect was linear, not curvilinear, and the interviewers were told in advance to watch out for and discount ingratiatory behavior!

…but beware of the “slime effect” (Extreme levels of ingratiatory behavior in repeated interactions may elicit negative attributions).
QUESTIONS?
THANK YOU
OFFICE HOURS ARE NEXT...