Conveying Your Message Effectively

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Enhancing the Clarity of Your Messages

Organize Your Message for Impact

A. Know your goal and purpose
B. Drop what is unimportant
C. Chunk what remains
D. Structure your information for
   - Primacy/recency
   - When each works

![Graph showing percentage of words recalled over serial position]
Enhancing the Clarity of Your Messages

Be Redundant

A. Defining redundancy
   - repetition is not redundancy

C. Redundancy makes you more interesting

B. Redundancy improves
   - always offer two examples of a concept
   - beware of seductive details
   - offer visual and concrete concepts
   - follow the tell-show-do-respond method
What matters to employees?

A. Humor
B. Leaders
C. Salary
D. Hours
E. Communication
It’s All in What You Compare Things To
It’s All in What You Compare Things To
It’s All in What You Compare Things To
It’s All in What You Compare Things To

Sun  Sirius  Pollux  Arcturus

- Jupiter is about 1 pixel in size
- Earth is invisible at this scale
Antares is the 15th brightest star in the sky. It is more than 1000 light years away.
**Tell** – Explain the Concept
- Elevator Speech

**Show** – Demonstrate
- Prototypes

**Do** – Leader Applies Concept
- Seek Examples from Decision-makers

**Respond** – Reinforce/Redirect
- Show the Value

*The closer these steps are to one another, the better the learning*

Not:  T-------------->S---------
------>D-------------->R

But:  T---->S---->D---->R;--
-->T---->S---->D---->R

Elevator Speech
Prototypes
Seek Examples from Decision-makers
Show the Value
People Retain More Information When They Are Engaged

- What we read: 10%
- What we hear: 20%
- What we see: 30%
- What we see & hear: 50%
- What we say: 75%
- What we learn when talking and interacting: 90%

Source: Johnson & Johnson Retention Study cited by Dell Global Training
Enhancing the Clarity of Your Messages

Focus on Your Listener’s Schema

A schema is a category system people have for organizing information

Schemas help people remember information
The Elevator Problem

The manager of a large office building has been receiving an increasing number of complaints about the building’s elevator service, particularly during rush hours. Several of the long term tenants in the building have threatened to move out unless the service is improved. In response, the manager recently inquired into the possibility of adding one or two elevators to the building. Although it would be feasible, the only elevator company in the area has a six month backlog of orders. As an assistant to the manager, you were asked to come up with a plan to get two new elevators installed within three months. You must present the plan at the next staff meeting.

Please circle one problem statement

1. To get two elevators within three months
2. To improve elevator service in the building
3. To get more people out of the building faster
4. To keep the tenants in the building happy
5. To keep upset tenants from moving
6. To keep the offices fully rented
7. To keep the manager happy with me
8. To keep my job

List several possible solutions for the problem statement you’ve chosen

1. ____________________________________________________________
2. ____________________________________________________________

this exercise was devised by CRA
What causes crime?
Enhancing the Clarity of Your Messages

Schemas aid people in understanding

- The problem statement you choose shapes the solutions you generate
  - *always make sure there is agreement about what the problem is*
  - *when no solution seems to work, change the statement of the problem*

*fight to define the problem*—*whoever wins the problem, determines the solutions*
Enhancing the Clarity of Your Messages

Use schemas to enhance your effectiveness

1. You can adapt your message to your listener’s schema
2. You can create a new schema for your listener
Enhancing the Clarity of Your Messages

Create Demand

You always have a choice: push vs. pull

push: you convince them they need it
pull: they believe they need it so they seek it out

What do the booksellers of the 1920s, the grocery business of the 1930’s and Arm & Hammer baking soda have in common?
Enhancing the Clarity of Your Messages

Meanings are in people, not in words or behavior

Words don’t mean, people do

- Cross-cultural misunderstandings happen because people assume words have meaning
Enhancing the Clarity of Your Messages

• The Dairy Association’s huge success with the campaign “Got Milk?” prompted them to expand advertising into Mexico. It was soon brought to their attention the Spanish translation read “Are you lactating?”

• Coors put its slogan “Turn it loose” into Spanish, where it was read as “Suffer from diarrhea.”

• Scandinavian vacuum manufacturer Electrolux used the following in an American campaign: “Nothing sucks like an Electrolux.”

• Pepsi’s “Come alive with the Pepsi generation” translated into “Pepsi brings your ancestors back from the grave,” in Chinese.

• Frank Perdue’s chicken slogan, “It takes a strong man to make a tender chicken” was translated into Spanish as: “It takes an aroused man to make a chicken affectionate.”
Enhancing the Clarity of Your Messages

Even within a culture misunderstandings arise because people assume words have meaning

- Mrs. Jones is an older woman. *How old is she?*
- Jack smokes too many cigarettes. *How many does he smoke each day?*
- Court collects records. *How many records does he have?*
- Mary makes a lot of money each month. *How much does she make?*
Enhancing the Clarity of Your Messages

What shapes meaning?

- need for inclusion
- need for control
- need for affection
- need for efficacy

*When a need isn’t met, everything you say gets interpreted in terms of that unmet need*
<table>
<thead>
<tr>
<th>Person 1</th>
<th>Inclusion</th>
<th>Control</th>
<th>Affection</th>
<th>Efficacy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Person 2</td>
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<td>Person 3</td>
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<td>Person 4</td>
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<td>Person 5</td>
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Enhancing the Clarity of Your Messages

Be strategic in communicating your messages

A. People prefer face-to-face communication
   - and when possible, do it one-to-one; sell ideas “retail”
B. People want timely messages
D. People want relevant messages
E. People want honest messages, even when there are no guarantees
F. People want consistent messages
Managing Rumors

There is a multiplicative relationship among the four. Control one and rumors dissipate.

Anxiety × Ambiguity × Information Importance × Credibility Of Sources = Rumors
Building Advocacy Skills

Effective Advocates Forge Partnerships

Building Close Relationships Through Stories

- Our lives revolve around stories
  - We think narratively
  - We learn many of our values via stories
  - We create and share bonds through stories
Building Advocacy Skills

Effective Advocates Forge Partnerships

Building Close Relationships Through Stories

- Stories are an especially effective way of communicating your ideas
  - People often “get it” through stories
The grammar of a story

Successful Narrative

Setting

Main Characters

Characters’ Goals

Obstacles Encountered

Resolution

Lesson Learned

interesting and fun; what do they look like, what do they sound like

Event-Action-Suspense-Resolution

Lesson that matches values
**Keys for effective narrative:**

- Has a point; What do you want your listener to feel, believe, and remember from your story?
- Told quickly
- People need to sense you care about it
- Inclusive—others need to grasp idea and feelings
- Vivid details matter
- Validate basic values
- Is personal
Questions to asks to discover a story

- What are some principles that matter to you? Why? Where did you learn them and their importance?
- What really bothers you—people, events, ideas.
- Think, “...for example....” ---ground them in specifics
- What are some scenes from your past that were important pivotal events for you? Describe them in detail, including circumstances and characters.
- How have your views of those scenes changed? How do the scenes still affect your life?
If you cannot tell stories, collect interesting “factoids”
SWOT

**Strengths**: What are our strengths that make it possible to pitch this idea? What makes this idea especially good?

**Weaknesses**: What weaknesses exist in our environment that mandate this idea?

**Opportunities**: What opportunities exist, right now, that make this the right time to pitch this idea?

**Threats**: What is wrong with the status quo? What external threats mandate we adopt this idea? What are our vulnerabilities? Why now?

*What are the advantages of the idea? What does this idea do well?*

*What could be improved? What is done poorly?*

*What are the positive changes facing us? What are the favorable trends?*

*What factors are threatening us? What could “kill” us?*
Create A Need

Have A Plan

Show Benefits

What Happens If We Don’t Adopt
Building Advocacy Skills

Effective Advocates Seek a Competitive Advantage

*Know the answer to WIIFT*

<table>
<thead>
<tr>
<th>Person</th>
<th>“What’s in it for them?”</th>
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# Preparing to Persuade

**What Are The Likely Objections?**

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<th>Objection</th>
<th>Response</th>
<th>Objection</th>
<th>Response</th>
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<tbody>
<tr>
<td>“We lack the resources”</td>
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<td>“I have a better idea”</td>
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<td>“It will be too hard to do”</td>
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<td>“I don’t like you”</td>
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<td>“I don’t like you”</td>
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<td>“We lack the resources”</td>
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Building Advocacy Skills

Effective Advocates Seek a Competitive Advantage

Labeling is a key skill

- Labels become the shorthand for your idea
- Get people to use your label
- Understand what you label brings to mind
- Use labels to quash ideas
Create an Image

• Let people imagine the future with your idea implemented
• We infer quality from observable features (exterior of car; restaurant parking lot)
Welcome to breathtaking Tokyo Water Park where you can wash away the pressure and stress of the overcrowded city and relax with your friends in the soothing enjoyment of sun, fun and splashing

Tokyo Water Park
LABOUR ISN’T WORKING.

UNEMPLOYMENT OFFICE

BRITAIN’S BETTER OFF WITH THE CONSERVATIVES.
Features are different from benefits

*Because of ______ you can ______ which means ________*

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<th>Feature</th>
<th>Function</th>
<th>Benefit</th>
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Building Advocacy Skills

Effective Advocates Understand Biases

The availability heuristic

- People emphasize vivid, most available information

The anchoring bias

- People reference anchors they have for information
Bakery sweets join movie popcorn, Chinese food on killjoys’ no-no list

BY JEAN P. FISHER
Chicago Tribune

Fat tooth

A study found that many popular pastries pack as much fat per serving as a high-fat meal. A sample of sweets and their fat equivalents:

Cinnabon
Calories: 670 Fat: 34 grams
Equivalent to:
McDonald’s Big Mac
plus Hot Fudge Sundae

Source: Center for Science in the Public Interest; research by Brenna Sink.
Bakery sweets join movie popcorn, Chinese food on killjoys’ no-no list

By Jean P. Fisher
Chicago Tribune

Fat tooth
A study found that many popular pastries pack as much fat per serving as a high-fat meal. A sample of sweets and their fat equivalents:

Mrs. Fields Double Fudge Brownie
Calories: 420  Fat: 25 grams
Equivalent to:
Two slices of Domino’s Extra Cheese & Pepperoni Pizza plus two pats of butter

Source: Center for Science in the Public Interest; research by Brenna Sink.
Bakery sweets join movie popcorn, Chinese food on killjoys’ no-no list

BY JEAN P. FISHER
Chicago Tribune

Fat tooth
A study found that many popular pastries pack as much fat per serving as a high-fat meal. A sample of sweets and their fat equivalents:

- Cheesecake Factory’s Original Cheesecake
  Calories: 710 Fat: 49 grams
  Equivalent to:
  Pizza Hut Personal Pan Pepperoni
  Pizza plus two Dairy Queen Banana Splits

Source: Center for Science in the Public Interest; research by Brenna Sink.
“Harris Interactive recently polled 23,000 U.S. residents employed full-time within key industries and in key functional areas. Consider a few of their most stunning findings:

- Only 37% said they have a clear understanding of what their organization is trying to achieve and why.
- Only one in five was enthusiastic about their team’s and organization’s goals.
- Only one in five said they have a clear “line of sight” between their tasks and their team’s and organization’s goals.
- Only 15% felt that their organization fully enables them to execute key goals.
- Only 20% fully trusted the organization they worked for.

If, say, a soccer team had these same scores, only four of the 11 players on the field would know which goal is theirs. Only two of the 11 would care. Only two of the 11 would know what position they play and know exactly what they are suppose to do. And all but two players would, in some way, be competing against their own team members rather than the opponent.”

Stephen Covey, The 8th Habit
Using Evidence as an Influence Tactic

- Evidence must be seen as relevant
- Evidence needs to be believable
- New evidence is the best evidence
- Evidence should be comprehensible
- Best used when:
  - you think you may be seen as low credible
  - you think you may be seen as having vested interests
  - you use multiple sources
  - strategically cite sources of evidence
Building Advocacy Skills

Effective Advocates Influence Opinions

Balance Theory

- People prefer consistency among their beliefs
- When people believe there are inconsistencies among their beliefs they will try to restore consistency by making a change
Effective Advocates Influence Opinions

“Lite” Beer

John + Famous Athletes

?
“Do you have any idea how much fat is in this creamy, chocolatey pudding?

None.”

Introducing Fat Free Jell-O Pudding.

Dessert is back! (And it’s fat free.)
Effective Advocates Influence Opinions

“God” Term

Your Listener  ?  Your Idea
Using “God” terms persuasively
Understanding Your “Brand” Name

What are some famous brands in the world?

Why do firms worry so much about their brands?
Understanding Your “Brand” Name

You are a “brand” in your organization

A major task of leaders is to build and protect the brand name of their organization.
Rejection

Non-Recognition

Association/Recognition

Preference

Insistence

Levels of Brand Familiarity
Beware Of Insistence When It Comes To Technical Tasks

<table>
<thead>
<tr>
<th>Preference</th>
<th>Technical Tasks</th>
<th>Leadership, People, Advocacy Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Green</td>
<td>Red</td>
</tr>
<tr>
<td>Insistence</td>
<td>Red</td>
<td>Green</td>
</tr>
</tbody>
</table>
Enhancing Your “Brand” Name

*Principle of Resources*: The individual who has more resources has greater impact.

What resources do you offer your firm?

___________________________________________
___________________________________________
___________________________________________
___________________________________________
The only resources that “matter” are those that are valued within your firm.

**Principle of Scarcity**: Resources that are particularly scarce are very valued

**Bottom Line**: Develop resources that are both valued and scarce within your firm. What might these be?
Move to your Competitive Advantage

- **Value**
  - high
  - low

- **Scarcity (uniqueness)**
  - not at all
  - very

**Your competitive advantage**
Creating and Maintaining Trust

- **Reliability (consistency)**
- **Honesty (keep promises)**
- **Faith (Good will)**
- **Vulnerability (Open)**
- **Competency (Knows)**

**Trust**

- Consistency in messages & standards
- No Lies or false feedback
- Engaging in behaviors desired by other but not by self; no misplaced benevolence; trusting others
- Consistent business performance; Dealing effectively with problems
Building Competency Perceptions

- Always cite sources.
- Cite your own competence (e.g., knowledge, background, occupation)...you or introduction.. Record of accomplishment
- Appear knowledgeable; be prepared more than others; details matter
- Even turkeys fly in hurricanes...how do you perform in the tough time
- Seek out crises
- Be know for multiple competencies
- Big picture thinking
- Keep competent company
- Work from your strengths....but...what is your greater strength is often also your greatest weakness (Fast runners fall harder)
- Effortful-effortless principle
Building Affinity

Stay Attentive and Responsive

A. Act Attentive

B. Show Responsiveness

- we prefer understanding to agreements
- grasp “secret tests”
Engage in perspective taking: Different people may see the same event or issue differently. People don’t say things they know to be wrong.
Developing Perspective Taking Skills

Seek out “interests” that underlie “positions”

<table>
<thead>
<tr>
<th>Position</th>
<th>Possible Interests</th>
</tr>
</thead>
<tbody>
<tr>
<td>“I want a raise”</td>
<td></td>
</tr>
<tr>
<td>“You are absolutely wrong”</td>
<td></td>
</tr>
<tr>
<td>“Why don’t you listen to me?”</td>
<td></td>
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</tbody>
</table>
Building Affinity

Build Loyalty through Rewards

<table>
<thead>
<tr>
<th></th>
<th>Extrinsic</th>
<th>Intrinsic</th>
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</thead>
<tbody>
<tr>
<td>Spontaneous</td>
<td></td>
<td></td>
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<tr>
<td>Calculated</td>
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</table>

Never offer an extrinsic for something that should be an intrinsic

Effort or ability?
- Notice small things about people that matter to them
- Make yourself important to the people most important to them
- Recognize people in unexpected places
- “Thank you”—publicly and frequently
- Thank people you don’t even know
- Invite everyone
- Give them get credit for successes
- Celebrate successes (theirs, yours, and others) with them
- Recognize their attempts to please
- Show up for things that matter to them
- Remember people’s names
- Make people feel important
- Presume you have a relationship with everyone (walk into a reception and acknowledge everyone)
- Don’t be negative. It takes everything away
- Offer some personal information (similar to theirs)
Perceived Confidence

Perceived Competence
Language intensity: The degree to which your language choices vary from neutrality.

Perceptions of confidence are associated with greater language intensity.

My idea is: Okay Good Great

<table>
<thead>
<tr>
<th>Issue</th>
<th>Low</th>
<th>Moderate</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>The new project has ________ potential</td>
<td></td>
<td>Lots of</td>
<td></td>
</tr>
<tr>
<td>His skills are ________</td>
<td>Adequate</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Too much Confidence

Judgment

Range of opportunity

Where most of us are

Too much

Confidence
**Strong qualifiers**: Qualifiers can weaken or strengthen your statements

A marker of confidence is the use of strong qualifiers

“I think this idea might be one we maybe should consider.”

The new plan is one I think we might explore. It has some features that could possibly make it somewhat successful. Apparently, there are a few features that could, under some circumstances, be helpful. But, it will depend upon how much it costs. It isn’t really that expensive so we should probably adopt it.
**Lexical diversity:** The amount of variation in your word choice

Perceptions of confidence are associated with greater lexical diversity

*Firm -- Organization -- Company -- Business*

*Plan -- Proposal -- Idea -- Concept*

<table>
<thead>
<tr>
<th>Problem</th>
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<tbody>
<tr>
<td>Talkative</td>
<td></td>
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<tr>
<td>Clear</td>
<td></td>
</tr>
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</table>
Vivid details: How vividly and detailed your statements are when describing an event, idea, person, or product

Confidence is associated with more vivid details

- The car drove past the stop sign.
- The red car drove past the stop sign.
- The red sports car drove past the stop sign.

- The car drove past the stop sign.
- The red sports car sped past the stop sign.
Vivid Language Affects People’s Judgments

Loftus & Palmer, 1974 - Reconstruction of Automobile Destruction

Loftus & Palmer, 1974, Vivid Language Affects People’s Judgments
**Make Declarations**: The degree to which your language is direct, clear, unambiguous; no jargon

Martin Luther King: “I have a dream” vs. “I have a strategic plan that will enhance our competitive opportunities” Thomas Jefferson wrote the “Declaration of Independence” not a Colonial “white paper”

“We need to modify our logistical supply chain to bolster the velocity of our delivery systems to our markets”

“His performance on the team project far exceeded the parameters of expected quality”
Use powerful metaphors, analogies: People often “get it” with a strong metaphor or analogy

- "We have gone from boom to bust faster than anytime since the oil shock," said Stephen S. Roach, the chief economist of Morgan Stanley, a New York investment bank. "When you screech to a halt like that, it feels like getting thrown through the windshield."

- The experience of going through an in-depth audit by the IRS is “an autopsy without the benefit of death.”

We're spending too much money

There is a great deal of demand for our product
Sound organized: When you sound organized, people believe you are more confident and competent

- use orienting and summarizing statements
- naming points (but beware of announcing the count ahead of time)
- highlight organization on visuals

We need to talk about the shift changes, the recent hires, the benefits plan, and the consultant’s report.
Prime people unconsciously: When you use words that imply what you are seeking people will be more open to the influence

- is kind agree she very
- dinner Jack ate comply his
- drove oblige home he fast
- off television turn the conform
- watched movie he the is
- to Michelle bed influenced went
- the off computer convinced was
- she car accept cleaned the
- Marcus sick very was red
- plane the off took concurred
- persuaded Jeff yesterday Paula red
- she tired was brought very

Source: Epley & Gilovich, JESP, 1999
Primming Matters

Percentage of people who interrupted after being primed to be polite or rude

Source: Bargh, JPSP, 1996, 71, 235