



# Role of Influencing Style in Negotiation

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# TWO ROUTES TO INFLUENCE : AN ORGANIZING MODEL

- Negotiators may also want to alter the other party's beliefs about the importance of his own objectives and convince him that his concessions are not as valuable as he first believed.
- All these efforts are designed to use information, as well as the qualities of the sender and receiver of that information, to adjust the other party's positions, perceptions, and opinions; we call these tactics influence.
- Everyone has the opportunity to improve persuasive skills
- Our aim in this chapter is to discuss a variety of influence tools that are available to the savvy negotiator. To set the stage, we begin with an organizing framework that defines influence seeking in two broad categories that correspond to two different social psychological avenues for achieving influence.

# TWO ROUTES TO INFLUENCE : AN ORGANIZING MODEL

- There are two general paths by which people are persuaded:
  1. The first path occurs consciously and involves integrating the message into the individual's previously existing cognitive structures (thoughts, intellectual frameworks, etc)
  2. The second route to persuasion, the peripheral route, is characterized by subtle cues and context, with less cognitive processing of the message.

Persuasion via peripheral route is thought to occur automatically. A simple example of peripheral route persuasion is the listener who is convinced by the impressive credentials of the speaker rather than by the arguments the speaker is actually presenting.

# THE CENTRAL-ROUTE TO INFLUENCE: THE MESSAGE AND ITS DELIVERY

- Facts and ideas are clearly important in changing, another person's opinions and perceptions, but the effectiveness of a persuasion effort depends on how the facts and ideas are selected.
  - A. Message content: the facts and topics that should be covered;
    - a) Make the offer attractive to the other party: identifying what aspects are likely to be attractive to the other party
    - b) Frame the message so the other party will say "yes"
    - c) Make the message normative
    - d) Suggest an "Agreement in principle"
  - A. Structure of the message: how the topics and facts should be arranged and organized
    - one and two-sided message; message components; repetition; conclusions
  - A. The deliver style: Active participation versus passive responding; use of vivid language and metaphors; use of threats to incite fears; violation of the receiver's expectations

# THE CENTRAL-ROUTE TO INFLUENCE: THE MESSAGE AND ITS DELIVERY

- Selection Summary
- **Peripheral route to influence:** Persuasion occurs through the peripheral route is less likely to bring about real attitude change, more likely to last a shorter time, and more vulnerable to counter-influence.
- **Aspects of messages that foster peripheral influence**
  1. the way in which the influence seeker chooses to order those arguments
  2. the format through which arguments are conveyed
  3. the use of distraction to interfere with the target's ability to think effort fully about the arguments in play
- **Message order:**..do not place the important point in the middle of the message...the negotiator should first state messages that are attractive to the receiver and the most critical point should be placed at the end of the message to take advantage of the recency effect the tendency for the last item presented to be the best remembered.

# SOURCE CHARACTERISTICS THAT FOSTER PERIPHERAL INFLUENCE

- Source credibility
  1. Personal reputation for integrity
  2. Benefit of the doubt first impression
  3. Intention to persuade
  4. Use or minimize status differences
  5. Appearance and self-presentation
  6. Associates
  7. Perceived expertise
  8. Persistence and tenacity

# ATTRIBUTES OF THE PERSUADER

- Personal attractiveness
- Friendliness
- Ingratiation
- Likeability
- Helping the other party
- Perceived similarity
- Emotion
- Authority



## Aspects of context that foster peripheral influence

- Reciprocity
- Commitment
- Social Proof
- Scarcity
- Use of reward and punishment

## • Summary of influencing style

1. Push Style
  - A. Persuasion
  - B. Assertion
2. Pull Style
  - A. Listening
  - B. Verbal
  - C. Non-verbal
  - D. Attraction

I fear not the man who has  
practiced 10,000 kicks once,  
but I fear the man who has  
practiced one kick 10,000  
times.



**Bruce Lee**

*Martial Artist and Actor*

(1940-1973)

*QuoteHD.com*

EMPTY YOUR MIND.

BE FORMLESS.  
SHAPELESS. **LIKE WATER.**

YOU PUT WATER INTO A CUP,  
IT BECOMES THE CUP.

YOU PUT WATER INTO A BOTTLE,  
IT BECOMES THE BOTTLE.

YOU PUT WATER INTO A TEAPOT,  
IT BECOMES THE TEAPOT.

WATER CAN  
**FLOW**  
OR IT CAN **CRASH.**

**BE WATER, MY FRIEND.**





不放下恐惧，不逼自己一把，不敢迈出第一步，你永远不会成为你想成为的那个人！