



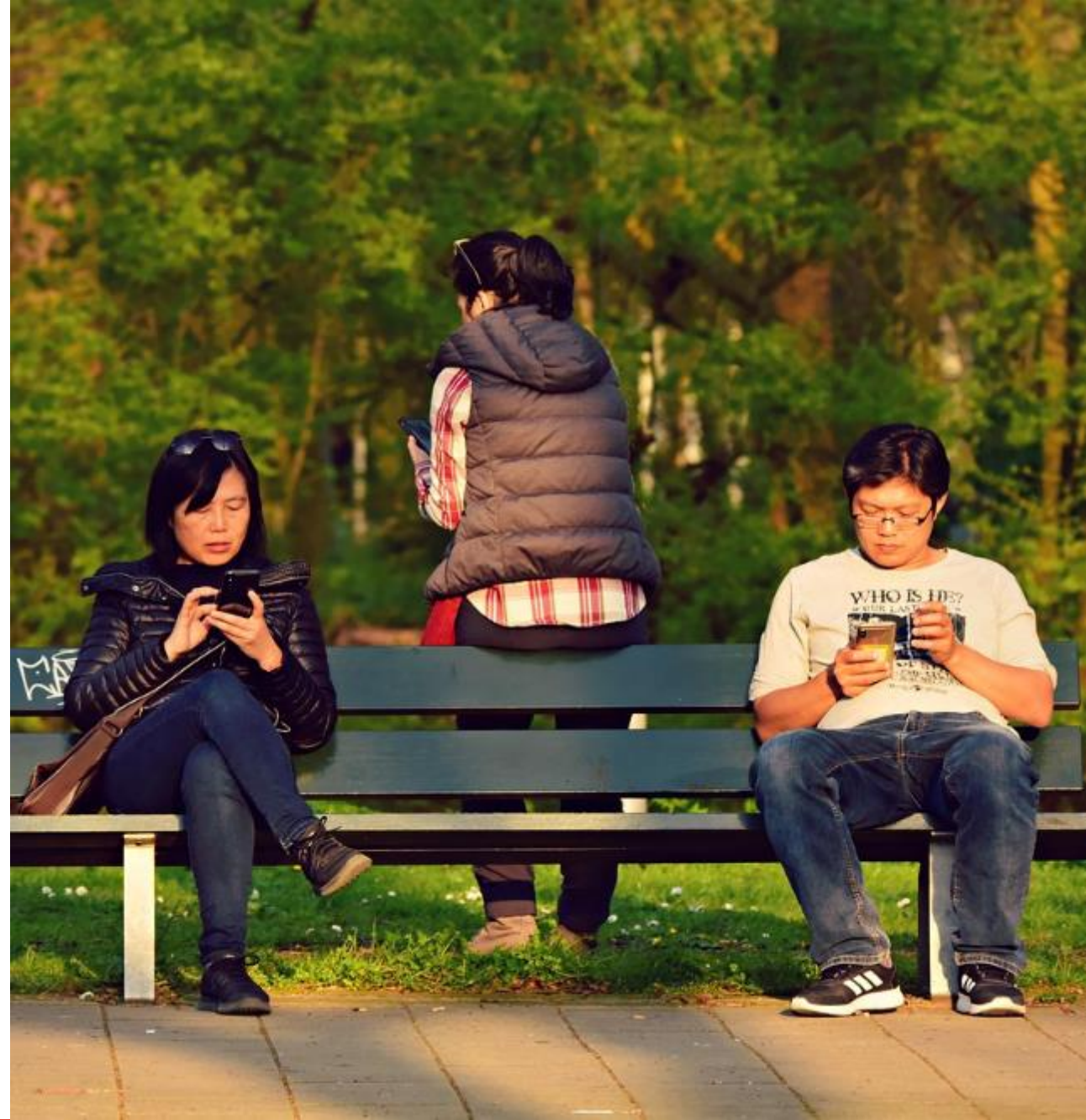
Maximum Influence

How to get it and how to use it

October 7, 2022

APMP Western Region Chapter Conference

**85% of your
success in life
depends on your
people skills**



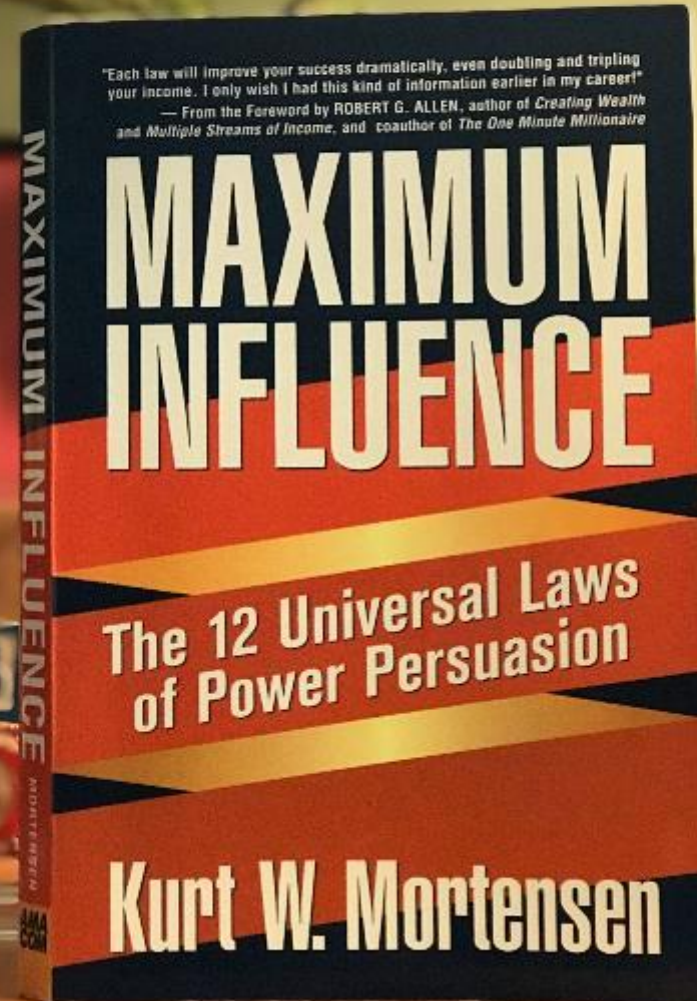
The Power of Persuasion

We are interconnected.

To get anywhere in life we must be able to work with other human beings.

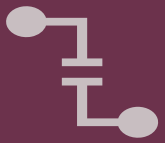
Everything we accomplish is achieved through the support and help of the people around us.

“The most important persuasion tool you have in your entire arsenal is **integrity**.” Zig Ziglar





Law of connectivity



Law of dissonance



Law of expectations



Law of involvement



Law of balance

5 laws of power persuasion



**“I went to see this therapist
and she said, *just do the
best you can do.***

**I was hoping for something
more specific.”**

Todd Snider

*One of the wittiest songwriters you’ve probably never heard of...
and an alright guy from Portland, OR.*



Let me introduce myself

- My name is Robin and I dig proposals
- I've been doing them for more than 20 years
- I launched my sales and proposal consulting firm, Metre, in 2009 to help healthcare companies articulate their unique value
- #ProudToBeAPMP – formed healthcare industry task force, chapter leader, international chapter board, frequent speaker, mentor, and Fellow (2011)
- I enjoy building a winning strategy, problem solving, writing, and teaching best practices
- I live in Nashville, TN—Music City USA and #1 destination for bachelorette parties
- I am an animal lover, life-long learner, and was built for having a ball!



But wait, there's more

My other business is a neighborhood pub focused on high-quality craft beer and food.



Y'all come see us!



And last, but not least...the kids.



Karen Renee

Enjoying retirement



Elvis

Scaredy Cat



Priscilla

Curious Cat & BFF



Olive Marie

Sweet kid in a dog suit



Irma Jo

100% badass





Law of Connectivity

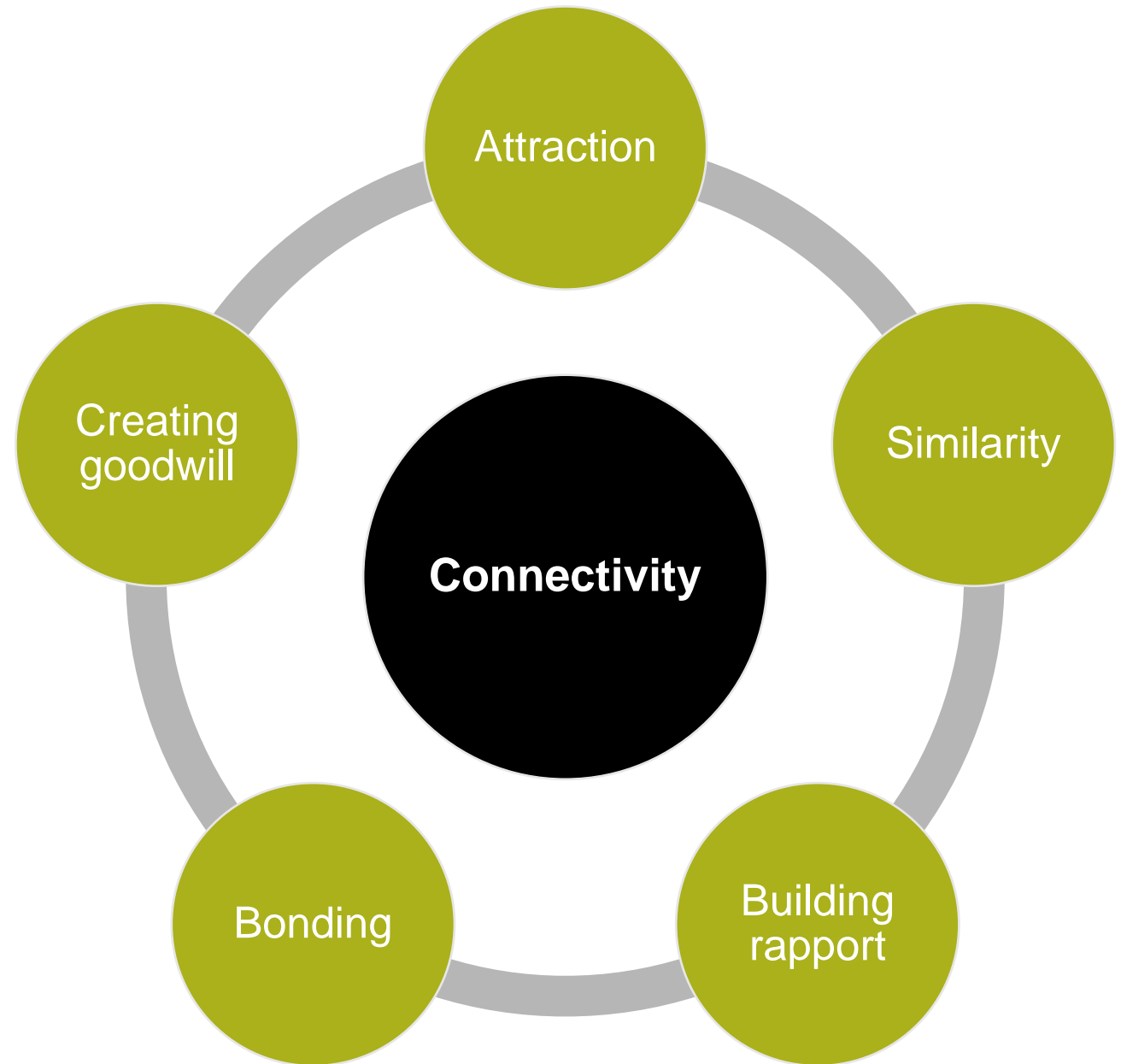
Contagious cooperation

1

“The most important single ingredient in the formula of success is knowing how to get along with people.” ~Theodore Roosevelt

The law of **connectivity**

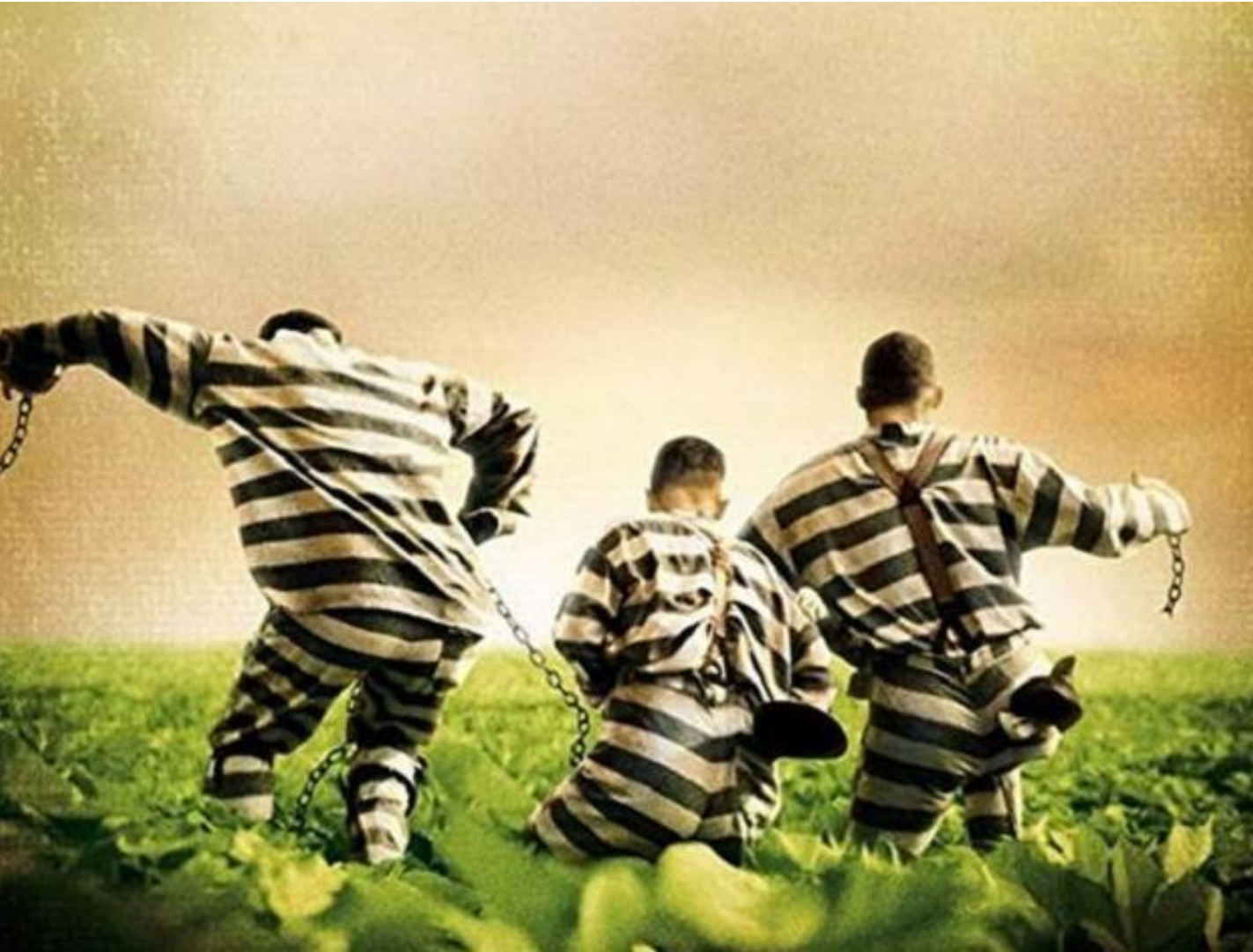
that the more we feel connected to, part of, liked by, or attracted to someone, the more persuasive they become.



1

Connectivity





Similar is familiar

People gravitate towards people who seem to be similar to themselves.

Master persuaders are always looking for similarities or common beliefs to form the basis of common foundations.

1 Connectivity





Sharpening our people skills

Building rapport

Creating goodwill

Bonding

1 Connectivity



Building rapport

Rapport is equivalent to being on the same wavelength with someone.

- Body language – 93% of your message’s impact depends on nonverbal elements
 - Facial expressions, eye contact, body movement, tone of voice
 - Hands tell what you’re thinking or feeling
 - Nodding shows understanding or agreement
 - Fidgeting shows boredom or disinterest
- Mirroring and matching
 - Mirror language, mood, and energy level to show you are in sync
 - Match vocal tone, speed, and posture makes them feel like you are similar



1

Connectivity



Bonding

- Use and remember names
 - If you use a person's first name in conversation ***your chance of persuasion increases.***
- Interact with colleagues ***outside*** of a proposal project
 - Meet for coffee, lunch, or happy hour.
 - Conduct SME appreciation sessions.
 - Share market insights.
- Share stuff about ***yourself***
 - “*Staying vulnerable is a risk we have to take if we want to experience connection*” (Brene` Brown)



1 Connectivity



Creating goodwill

Goodwill is being friendly or concerned with another person's best interest.

- Show **interest** in something(s) they care about.
 - Find out what they are passionate about – make small talk.
 - Know their sales/performance goals.
 - Learn how they best like to interact.
- Listen more, **talk less**.
 - Listening with *genuine* curiosity when people tell you their problems makes people think you are **wise** and understanding.
- How others feel about you is influenced by **how you make them feel** about themselves.
 - Being a person who makes other people feel good goes a long way to increasing your likeability.

“Becoming interested in other people will get them to like you faster than if you spent all day trying to get them interested in you.” ~Dale Carnegie



Job-related example

Make statements that show you have your audience's best interest in mind.

“I know you have a day job.”

“I won't waste your time.”

“Here's what I need and when I'm going to need it.”

“This is your role in the project and here's my role.”

“Here's what I expect of you.”

“Here's what you can expect of me.”

1

Connectivity



Job-related example

Be caring and kind;
sensitive and thoughtful;
considerate and polite.

“Do you have any barriers we need to address?”

“What does your vacation schedule look like?”

“Who can I call when you’re unavailable?”

“How can I best help you get your assignments done?”

1

Connectivity





Law of Dissonance

Internal pressure is the secret

2

“There is only one way to get anybody to do anything. And that is by making the other person want to do it.” ~Dale Carnegie

Cognitive dissonance is...

Any situation involving **beliefs, attitudes or behavior where tension and unbalance occurs** inconsistently in a person's thoughts.

When we behave in a manner that is **inconsistent** with our cognitions, we find ourselves in a state of discomfort.

And we will do whatever it takes to **regain harmony** in our lives, even if that means doing something we don't want to do.

2 Dissonance



Me: "I want to lose a few pounds"

Also me:



me: don't look too deep into it

also me:



Me: I'm not possessive.

Also me:



2 Dissonance



Keeping your word

Most people try to follow through when they promise they will do something, ***especially if it's in writing or if they have publicly committed to it.***



2

Dissonance



Using dissonance to our advantage

Get commitment to deadlines in writing. Ask SMEs to acknowledge your email and accept the deadline set for them.

Get **public commitment** in kick-off meetings or review meetings with your SMEs. Ask the SME if they can meet the deadline, point blank.

Call them out (privately) when they don't keep their commitments (creating dissonance). "But you said you would."

PRO TIP! As a master persuader, whenever you create dissonance, you always need to **offer a way out**. Help them think through how they can get the work done.



2 Dissonance





Law of expectations

The impact of suggestion

3

“In order to get what you need, you need to tell people what you want – specifically and many times in different ways.” ~Robin Davis

Communicate your expectations

- Share your **whole** proposal process
- **Explain** roles and responsibilities
- Provide **examples** of the elements you need for each response – feature, benefit, discriminator, proof
- **Align on your understanding** of what's being asked **and** how you're going to respond
- Set **multiple check-ins and deadlines** throughout the project
- Repeat, **repeat**, repeat



Expectations

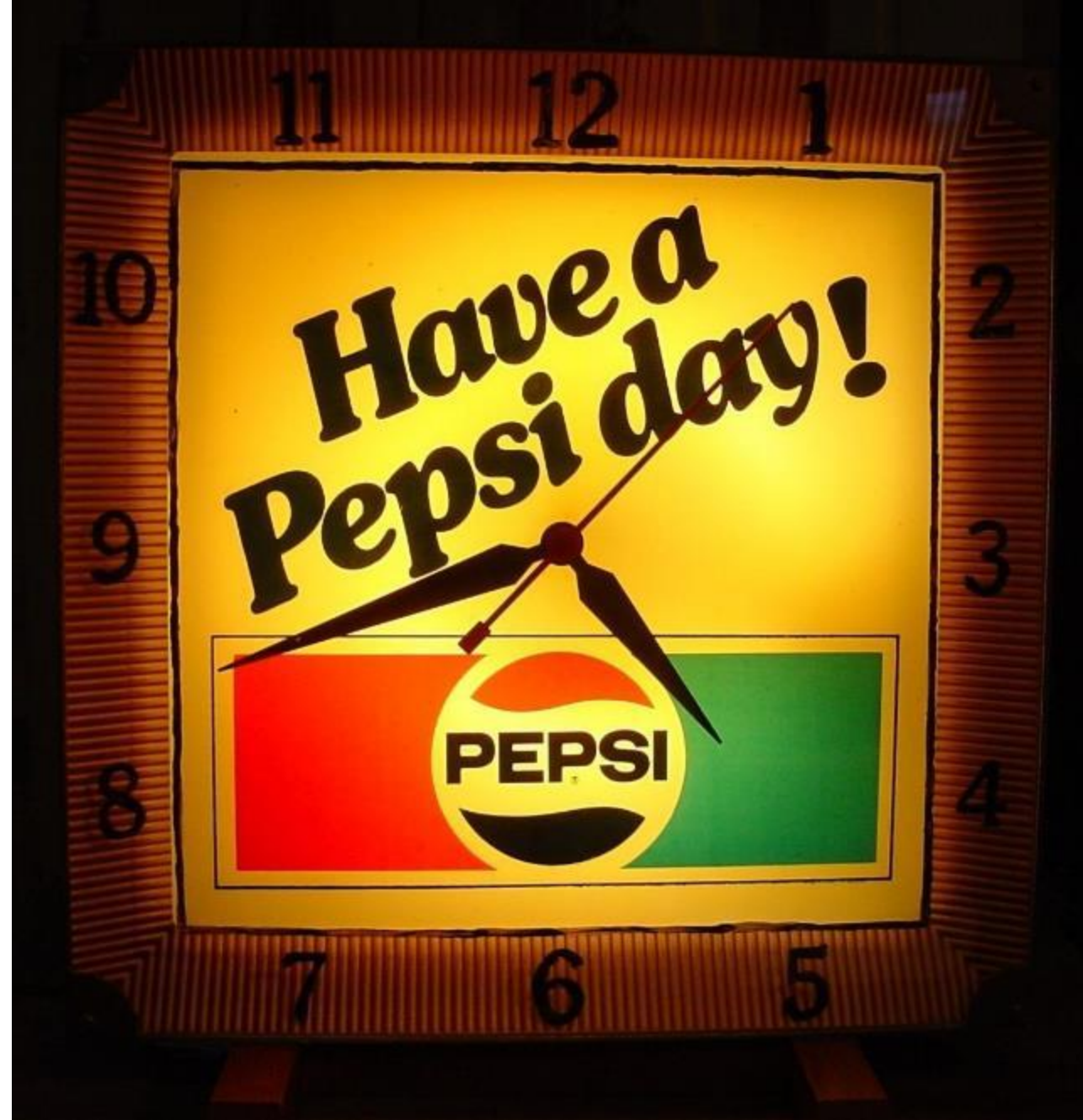


Use embedded commands

Embedded commands is a technique used to send messages to the subconscious mind.

They are subtle and perhaps hidden within written or spoken language.

3 Expectations



In proposals that might look like...

Key message icons



Financial
Value



Simplified
Experience



Trusted
Partner

3

Expectations





Law of Involvement

Create and awaken curiosity

4

“Without involvement, there is no commitment. Mark it down, asterisk it, circle it, underline it. No involvement, no commitment.” ~Stephen Covey

Engage mentally and physically

The more you engage someone mentally and physically, the more effective and persuasive you'll be.

As master persuaders, we need to decrease the distance someone has to go to reach our objective.



Involvement



Increase participation

- Make your problem their problem
 - Help me help you (salesperson)
 - You have the knowledge I need (SMEs)
 - I need you to define it to ensure we can deliver it (SMEs)
- Conduct solution and strategy development sessions
 - Actively building it increases engagement and sense of ownership
 - Facilitates active collaboration and knowledge sharing
 - Typically results in better content
- Formalize your kick-off meeting
 - Template slide deck, sales owns and co-leads
 - Make it mandatory—if you can't join, send somebody to represent you



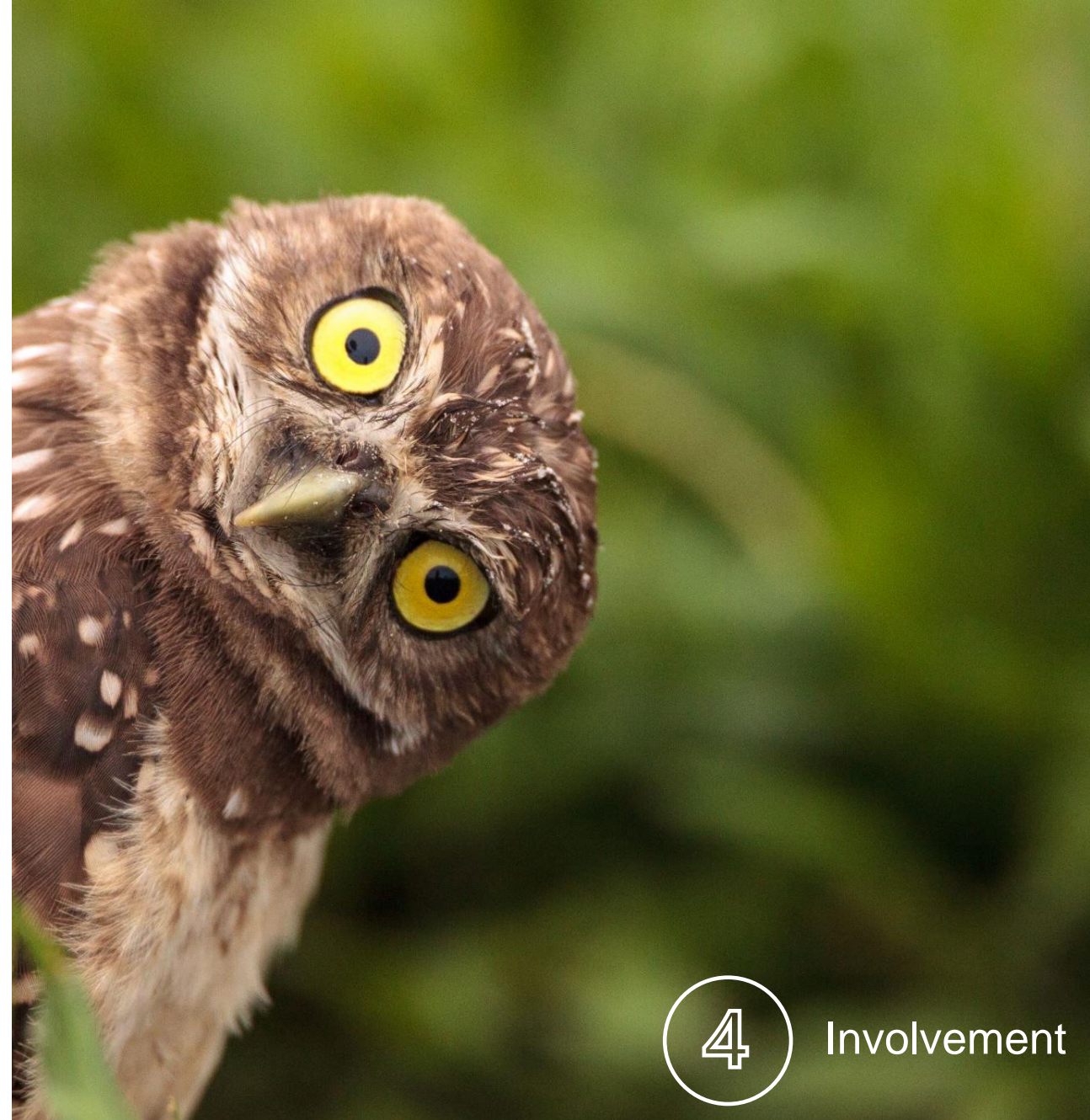
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Involvement



The art of questioning

- Get your SMEs to go deeper
 - How does that work?
 - Why is that important?
 - Who cares or so what?
 - What else?
- Identify gaps, issues, and risks
 - What do you think about....
 - Have you ever thought about...
 - What did you find when....
- Submitting good questions to the client/prospect
 - Site the section and question number
 - Write it in a way that you get the response that you want
 - Instead of open-ended questions, make them yes or no answers (just the opposite of when you are interviewing SMEs)



Involvement





Law of Balance

Logical mind vs emotional heart

5

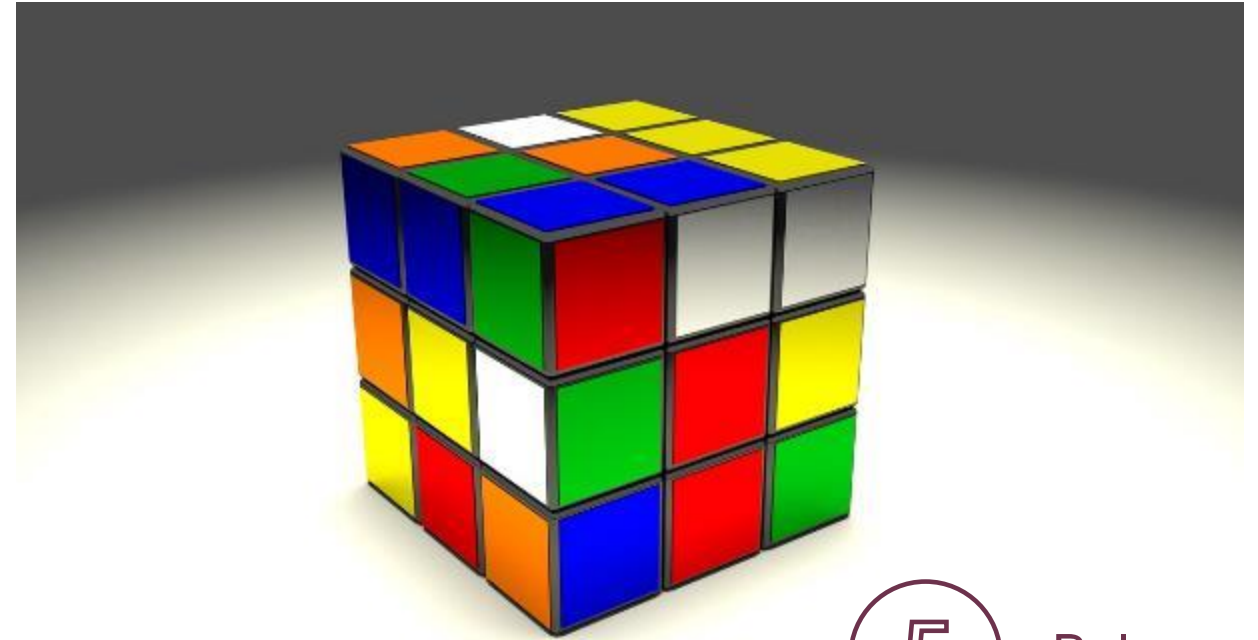
**“When dealing with people, remember you are not dealing with creatures of logic, but with creatures of emotion, creatures bristling with prejudice and motivated by pride and vanity.”
~Dale Carnegie**

Persuasion requires both emotion and logic

Emotion *drives* the action



Logic *justifies* the action

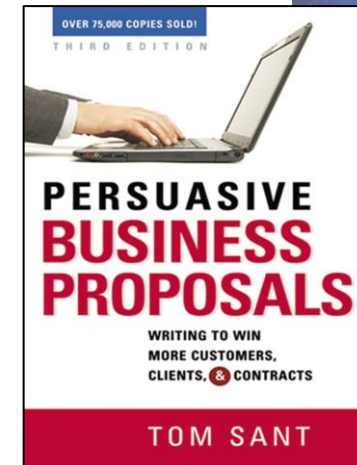


Balance



Buyers want to know 3 things

1. Are we getting what we need?
2. Is it worth doing?
3. Can they really do it?



Balance



Attention Grabbing Title

The [employer] is seeking a partner who can deliver a solution that aligns with the mission and priorities established by the [dude that makes the decision]. The [employer] requires a local and experienced partner that will help reduce complexity, improve contract value, provide certainty, ensure financial stability, and preserve benefits.

Our proposal outlines how we will effectively and efficiently take your program to the next level and deliver **savings of over \$2 billion** over the next five years. As your current partner, [our company] is in the best position to help the [employer] reach its goals. You will benefit from leveraging our extensive knowledge of your program and processes, thought-leading expertise in delivering health care to [group] for more than 80 years, and our comprehensive and integrated program offerings.

Trusted Partner

An important benefit of continuing your relationship with [our company] is simple—we know you and your members, we know [the group], we know health care, and we are dedicated to our shared vision of changing the way health care is delivered in the state.

[Detail about the solution goes here]

We routinely collaborate with the [employer] to identify opportunities to decrease medical expense, improve quality, and realize gains in efficiencies through medical management programs. For example, total savings from utilization management activities for calendar year 2015 were over \$55M, a 10% increase in savings compared to 2014. Pre- and post-operative phone calls to members undergoing surgery related to total arthroplasties of hips or knees and coronary artery bypass surgery, resulted in a reduced readmission rate of 0.07% for those members, far exceeding the target of 2.5%.

N

Demonstrate an understanding of the customer's key business **Needs** or issues. Establishes relevance.

O

Identify meaningful **Outcomes** or results from meeting those needs. Creates motivation.

S

Recommend a specific **Solution**. I like to structure this under the key messages.

E

Build credibility by providing substantiating details—**Evidence**. Provides rationale for choosing you.

Final thought

Understanding the theories of **persuasion, motivation, and influence** will put you in life's driver's seat.

Because **everything you want** in life comes from these three concepts.



Get in touch

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