

# Persuasion

The process of generating interest in your  
business idea

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# Some Practical Advice and Some Theory

- How to Pitch a Brilliant Idea
- The necessary Art of Persuasion
- Persuasion: Theory and Research
- My experience with business idea

# HOW TO PITCH A BRILLIANT IDEA: OVERVIEW

- Classic "Idea Pitch" has a *pitcher* and a *catcher*
- Fast stereotyping and mental categorization is the typical outcome of this exchange
- Pitcher goal - recognize and embrace stereotypes, including patterning after the positive types
- Catcher goal - looking beyond the pitcher to validity of the idea being presented

# HOW TO PITCH A BRILLIANT IDEA: STEREOTYPING

- Stereotypes typically formed in a few seconds - lasting character impressions made in as little as 30 minutes
- Ideas often judged versus pitcher's image - leads to fast rejection of ideas if there is any doubt about presenter
- Humans don't like the unknown, so instinct is to associate traits with easily definable types
- Typically fall into three positive categories and four negative categories (negative stereotypes carry far more weight than positive ones)

# HOW TO PITCH A BRILLIANT IDEA: POSITIVE TYPES

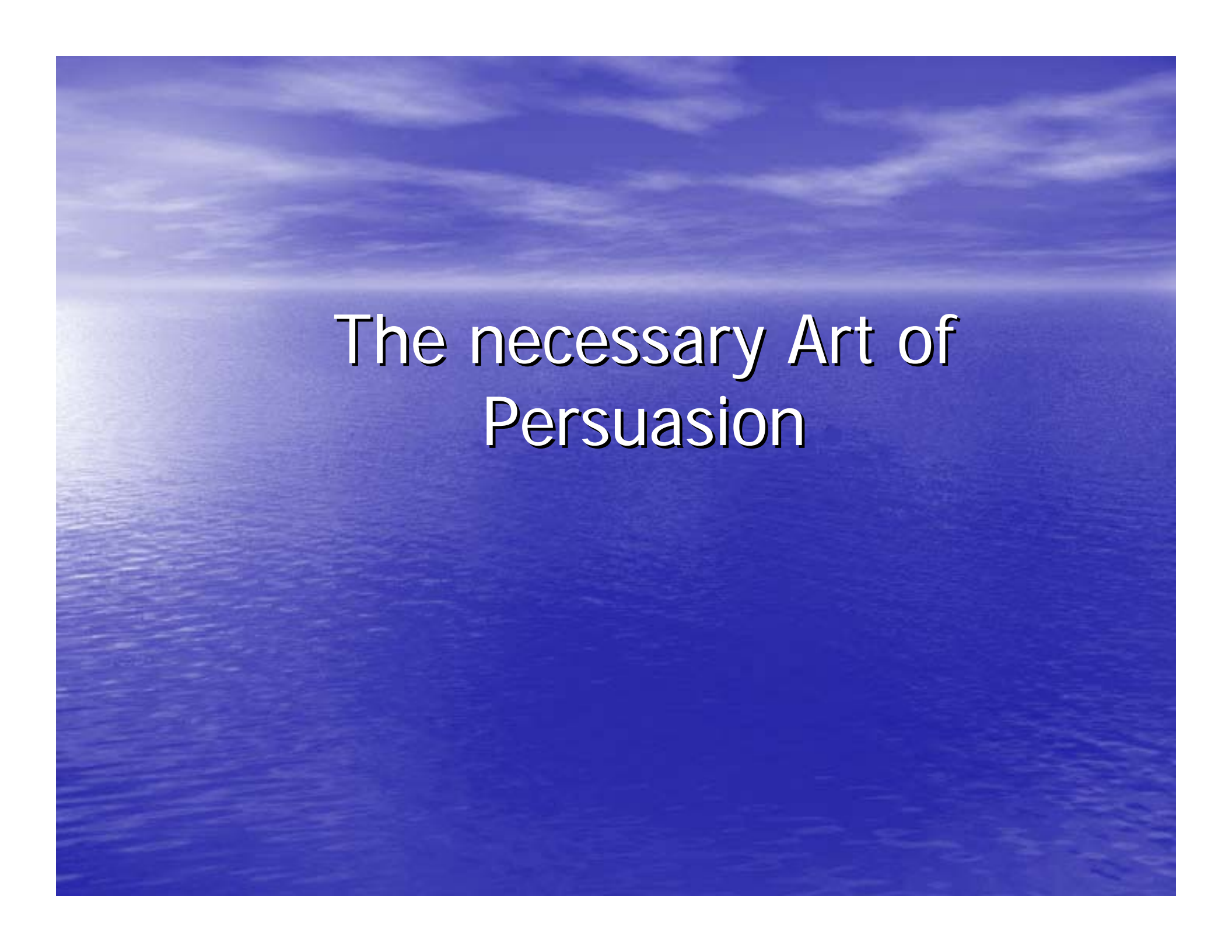
- **SHOWRUNNER** – These ‘professional’ pitch artists combine creative inspiration and product know-how into the ‘ultimate’ presentation
- **ARTIST** – Quirky and unpolished, these pitchers display single-minded passion and enthusiasm about their ideas
- **NEOPHYTE** – Young, inexperienced and naïve (at least appear to be), they excel at ‘drawing in’ catchers

# HOW TO PITCH A BRILLIANT IDEA: NEGATIVE TYPES

- **PUSHOVER** – Too willing to delete / change aspects of an idea, gives impression they do not care enough
- **ROBOT** – Too rigid in their presentation, present with little feeling or emotion as if everything were memorized
- **USED-CAR SALESMAN** – Obnoxious & argumentative, they overpower and intimidate rather than collaborate
- **CHARITY CASE** – Too eager to beg or plead at the first hint of being rejected, extremely needy

# HOW TO PITCH A BRILLIANT IDEA: BREAKING FREE

- Humans have an inherent internal stereotyping system
  - (+) points for 'fitting' stereotypes
  - (-) points for not fitting within these parameters
- Stereotyping makes catchers feel safe and comfortable with their decision regarding the idea, when they are really deciding about the pitcher
- Catchers must pay close attention to the merits of an idea rather than focusing on the pitcher
- Only by exploring deep during a pitch can a catcher feel safe regarding their decision of the validity of a new idea



# The necessary Art of Persuasion

# Why persuasion is more important now than ever ?

- Cross functional teams of peers
- Baby-boomers and generation-X offspring
  - A little tolerance for unquestionable authority
- Electronic Communications and Globalization
  - Erosion of traditional authority

**“People Don’t just ask, What should I do? But Why should I do it ?”**

# Recipe for success ?

- First: Strongly state your position
- Second: Make your supporting arguments
- Follow it with an assertive data-based exposition
- Finally, clinch the deal by working on a "close"

# Four ways NOT to persuade

- Attempt to make your case with hard up-front sell
- Resisting compromise
- Believing that great arguments are enough
- Believing that persuasion is one-shot effort

# Four Essential Steps to Effective Persuasion

- Establish Credibility
- State goals in terms of common ground
- Vivid language and compelling evidence
- Connect with audience emotionally



# Persuasion: Theory and Research

# A fuzzy definition

*A successful intentional effort at influencing another's mental state through communication in a circumstance in which the person being persuaded has some measure of freedom*

# Two Facets of Persuasion

- The Messenger
  - Source
- The Message
  - Structure
  - Content

# Factors affecting Persuasion: Source

- **Credibility**
- **Likeability**
  - Similarity
  - Physical Attractiveness

# Factors affecting Persuasion: Message Sequential-Request strategies

**Foot-in-the-Door**

**Make a Small Request First, Then Make a Larger One Later.**

**First request: Large, No incentive, Public good and completed**

**Low-Ball Technique**

**Person is Asked for a Small Favor That Turns Out to Be Costly.**

**Door-in-the-Face**

**Make an Extreme Request First, Then a Reasonable Request Later.**

**Do it Quick !**

# Factors affecting Persuasion: Message

- Structure
  - Climax Vs Anti-Climax
  - Explicit Conclusions or not
- Content
  - One-Sided Vs Two-sided arguments
  - Discrepancy
  - Fear Appeals
  - Examples Vs Statistical Summary



# Bibliography

- Persuasion: Theory and Research, Daniel J. O'Keefe, Sage Publications, 1990
- The necessary Art of Persuasion, Jay A. Conger, Harvard Business Review, 1999, 84-95
- How to Pitch a Brilliant Idea, Kimberly D. Elsbach, Harvard Business Review, September 2003, 117-123
- Selling issues to top management, Dutton and Ashford, Academy of Management Review, 1983, Vol. 18. No 3, 397-428

# My Experience: Genesis

- Idea
- Class work
- Business Plan Competition
  - Moot Corp
- Patent

# My Experience: Exposure

- Contacts and networking
  - Everybody and everywhere
- Selling
  - VCs
  - Corporate VCs
  - Angels
  - Friends

# My Experience : Status

- Intel Capitol
- Intel New Business Initiatives