

Strategies to Influence Others

Takeaways from the book [*Influence: the Psychology of Persuasion*](#) by Robert B. Cialdini

	Research-based principle	Examples
Fixed action patterns	Contrast principle - We notice difference between things more than absolute measures; the way we judge pretty much anything is in comparison to something else	- If families are touring schools in the community, suggest that they visit their local public school options first before visiting Summit. The contrast will be all the more apparent. - When asking for volunteers or donors, present a higher ask first; then follow up with a lower ask, which will come across as more palatable than if it were presented on its own - When recruiting new teachers, tell them about Summit's 50 days of PD compared to what teachers in traditional districts get.
	When people ask for a favor, they'll be more successful if they provide a reason	If you ask students, parents, or faculty to do something, explain why; you'll get a higher response
Reciprocation	People tend to repay, in kind, what another person has provided to them	Before asking for a favor from someone, do something for them first
	Rejection then retreat - after a larger request is turned down, a smaller second offer comes across as a concession, which is likely to be returned in kind	In negotiations, begin with exaggerated, but not outlandish, demands that you do not actually expect to win, but which allow for a series of reciprocal concessions that yields a desirable final offer
Commitment and consistency	Taking a stand or making a commitment generate both personal	Have mentees write goals down and share them publicly

	and interpersonal pressures to remain consistent with the stand or commitment Public commitments tend to be lasting commitments	- Encourage teachers to create and share action plans - Write your own goals down and share them publicly
	- Commitments that produce changes in self-image are likely to apply to range of related situations in the future - Commitments are most effective in changing a person's self-image and future behavior when they are active, public, and effortful	- Encourage teachers to participate in Instructional Fellows and Leadership Fellows, so they start thinking of themselves as leaders; in the future they may be more likely to take on leadership roles - Help donors see themselves as agents of change, philanthropists or educational advocates; make their support public and potentially require active effort, like volunteering
	People who go through trouble or pain to attain something value it more highly than people who attain the same thing with min effort	- Consider creating an application process to a program rather than an open enrollment - Consider the effort required to earn a reward, credential, or a badge; people will tend to value it more if they had to work for it
Social proof	- People use the actions of others to decide on proper behavior, especially when those others are similar to them - The greater the number of people who find an idea correct, the more the idea will seem correct	- Find role models who are similar to those you want to influence, e.g. have students model a desired behavior for other students; have teachers lead a workshop for other teachers - Share successes of teachers or schools publicly - When recruiting, let people know how many applications have already been received (if the numbers look good) - When planning an event, publicize how many others have already committed to participating or attending.
Liking	People prefer requests from someone	Discover and bond over similarities you have with others, e.g.

	they know and like • People like people who are similar to them in terms of opinions, personality, traits, background, lifestyle • People are suckers for flattery	college, people you know, hobbies, places you've lived. • Compliment people
	• Efforts toward common goals bridge rifts	• When planning activities for adults or students, create opportunities for shared vs. competitive goals • Seek or create opportunities to work with people on our beyond your team on shared goals.
	• People feel more favorable toward things they have contact with or are familiar with	• For blue side members, have a regular presence at school sites, so you become a familiar face.
	• Positive associations (e.g. food, success, winning team, personal identify) increase likeability	• Feed people! • Present proposals to people while they are eating.
	• Establish trust by being willing to make a sacrifice for others' interest • Arguing against one's own self-interest can build trust	• Acknowledge minor shortcomings to stakeholders; it can build credibility and trust
Authority	• The perception of power and status can impact a person's decision making. • Clothing communicates professionalism, authority, status, position, titles	• What you choose to wear to work, a meeting, or an event impacts your authority and influence.

	• Information from an authority can provide a valuable shortcut for deciding how to act in a situation • Authority can be perceived as threatening and people can feel forced into compliance	• Cite research or a credible, authoritative source • Consider inviting a medical professional to deliver messages about health issues • Consider inviting a police officer in uniform to convey messages related to public and school safety
Scarcity	• Opportunities seem more valuable when their availability is limited • The feeling of competition for a scarce resource makes it more desirable and motivating	• When enrolling or recruiting people for a program, publicize that there is a limited number of spaces and/or give them a deadline for signing up; consider letting people know how many others are interested in it as well
	• People are more motivated by losing something than gaining something • The loss of established rights makes them more desirable • Psychological reactance theory - whenever free choice is limited or threatened, the need to retain freedoms makes people desire them more than previously	• When granting new privileges to students, realize that taking back those privileges can be wrought with challenges