

**Persuading Others Café Overview**

The Persuading Others Café is a short blended learning experience oriented around the concepts and skills found in the Harvard ManageMentor Persuading Others topic. The Persuading Others topic will help managers:

*Build their credibility by earning trust and establishing their expertise*

*Assess those whom they need to persuade*

*Persuade people by appealing to reason*

*Connect with people by appealing to their emotions*

*Overcome resistance to their ideas*

*Activate persuasion “triggers” to affect people’s unconscious response to their ideas*

The learning experience has three components:

*60 to 90 minutes 60 minutes Ongoing*

Part 1: Pre-work (self-paced, individual)

Before the live Café session, participants are expected to complete the following assignments:

* Review the following online lessons from the Harvard ManageMentor Persuading Others topic:
  + Understand Persuasion
  + Build Your Credibility
  + Understand Your Audience
  + Win Minds
  + Win Hearts
  + Overcome Resistance
  + Activate Persuasion Triggers
* Complete the online comprehension test “Where You Stand” from the Harvard ManageMentor Persuading Others topic
* Complete the tool “Worksheet for Understanding Your Audience” from the Harvard ManageMentor Persuading Others topic
* Complete the practice activity “Apply the Triggers” from the Harvard ManageMentor Persuading Others topic

Part 2: Café session (live, group)

The Café session represents the core element of the learning experience. The session provides an opportunity for managers to:

* Exchange ideas and questions with others
* Discuss the context of how concepts and skills apply in the workplace
* Practice and begin application of those concepts and skills
* Build momentum and support for applying the concepts and skills in the workplace

The Café session focuses specifically on the following concepts and tasks from the Persuading Others topic:

* Categories of receptivity
* Decision-making styles
* The right structure
* Appeal to emotions
* Eight persuasion triggers

Facilitating the Café session as outlined should take approximately 60 minutes. If the facilitator prefers a shorter session or wishes to spend more time on a specific concept or activity, he or she may want to cover only those concepts and activities that are most relevant to the group.

| SECTION | ACTIVITY | TIME |
| --- | --- | --- |
| **Introduction** | Show icebreaker question while participants are arriving to the session (*Let’s have a companywide meditation session at noon every day.* Are you in favor of this idea? Chat in: Yes, no, not sure)  Introduce facilitators.  Review tips for using technology during the session.  Debrief icebreaker question.  Set context: Every day, as managers, you are faced with situations that require you to persuade others. It may be something relatively simple such as convincing your boss to approve your request to telecommute one day per week, or a more complex situation that requires you to convince multiple stakeholders to approve funding for a much-needed resource. These require you to exercise *persuasion,* a critical skill that all managers should master.  Review session objectives. | 9 minutes |
| **Skill focus: Understand your audience** | Facilitate practice activity: Help learners identify how receptive they are to an idea and discuss what can be done to increase their receptivity.  Debrief tool: “Worksheet for Understanding Your Audience” (Parts 1 and 2 only) from online Harvard ManageMentor Persuading Others topic. Participants discuss:   * + What was easy about this activity?   + What was challenging?   + How can you overcome these challenges going forward? | 16 minutes |
| **Skill focus: Win minds and hearts** | Facilitate practice activity: Complete a ”What would you do?” practice scenario on winning minds and hearts. Participants:   * + Explain how they would structure a presentation to appeal to reason   + Discuss how they could appeal to emotion   Debrief tool: “Worksheet for Understanding Your Audience” (Part 3: Plan Your Approach) from the online Harvard ManageMentor Persuading Others topic. Participants discuss:   * + How will you adapt your approach?   + How is this different from what you initially envisioned? | 20 minutes |
| **Skill focus: Activate persuasion triggers** | Facilitate practice activity: Complete a fictional scenario on activating persuasion triggers. Participants:   * Discuss challenges related to convincing a senior leader team to engage in a work/life balance discussion at an offsite * Identify which persuasion triggers they could use in the next month to persuade the team to engage * Debrief practice activity: “Apply Persuasion Triggers” from the online Persuading Others topic. Participants:   + Reflect on which triggers they currently use   + Which triggers they can start activating more and what they will do to activate them | 12 minutes |
| **Applying what you’ve learned** | * Review session objectives and skill areas discussed. * Review directions for completing the On-the-Job section of the online Harvard ManageMentor topic, including the action plan. * Close the session. | 3 minutes |

Part 3: Application (self-paced, individual)

After the live Café session, participants are expected to complete the following assignments:

* + Complete the online On-the-Job section in the Harvard ManageMentor Persuading Others topic. The section provides learners with an opportunity to choose a skill to focus on and create an action plan for applying and developing the skill. *Note:* If your organization does not include the On-the-Job section in your configuration of Harvard ManageMentor, ask participants to think of two things they can do over the next 90 days to further apply and develop their skills in this area.
* Execute their action plan over a specified time frame (e.g., 60 or 90 days).
* After the specified time frame (e.g., 60 or 90 days), access the online On-the-Job section in the Harvard ManageMentor Persuading Others topic to update the action plan and reflect on the experience.