

Resistance

		TRIGGER	ANTIDOTE
Status	Autonomy	How might they perceive that their autonomy is being threatened?	How could I manage their perception of diminished autonomy? What might I say or do?
	Role	What negative role might I be giving the influencee? What role may they be inferring from this situation?	What would be a better role that I could (authentically) give them? What might I say or do?
	Identity	What aspects of their identity might feel under attack in this situation (e.g., competence, knowledge, trustworthiness, likability, etc.)?	What could I do to assist them in rebalancing their identity? What might I say or do?
Affiliation	Belonging	How might the influencee feel excluded as a result of this proposal?	How could I include the influencee or manage their sense of exclusion? What might I say or do?
	Loyalty	What relationships (commitments) might be threatened by my proposal?	What relationships could be strengthened? Or what networks could I tap into to enhance their perception of me? What might I say or do?
	Fairness	In what ways might this situation feel unfair to the influencee?	What criteria could I use to (authentically) demonstrate that they are being treated the same as others? What might I say or do?
Fear	External	What external consequences might they fear?	What could I do to mitigate the impact of any negative consequences (e.g., offer a guarantee, etc.)? What might I say or do?
	Internal	What internal fears or concerns might be causing resistance (discomfort with change, general anxiety, etc.)?	What could I do to alleviate those fears? What might I say or do?

Persuasion

READY: Interview to understand their Reasoning, Interests and Relationships

Questions to ask to understand their **Reasoning**? What are their "headlines"? What information is important to them?

1

Questions to ask to understand their **interests**? What questions can you ask to dig under their positions to get at their underlying interests? What interests do you share? What are competing interests? Differing?

Relationship: What **Role** do they cast you in? What is their current level of trust of you?

Relationship: Who are they key players for the influencer? To whom do they feel loyal? adversarial?

Relationship: What are their preferred communication styles?

AIM: Based on your interview(s), strategize what arguments might make sense to them? How best to present your view?

Based on their **Reasoning**, what logic would make sense to them? What would be a way to present your reasoning that won't trigger reactance?

2

What options meet their substantive interests? Relationship interests? Process interests?

Ways to make their walk-away less appealing?

What are some strategies to increase trust? How to create a more positive role for me and/or for them?

How can I build social capital in their world? Common friends, causes ... etc.?

FIRE: Influence them (while listening for Resistance)

What is the **influence-goal**: agreement? they move from a solid *no* to *maybe*? they agree to consider your information before making a decision?

3

Based on their reactions, what is (are) the source(s) of resistance?

Influence campaign: Next steps? What about their **Reasoning** and **Interests** do I still need to understand?

4

Identify specific, actionable opportunities to improve the relationship.