

Making Compelling Recommendations Toolkit

October 2022

Push vs Pull style



Push is more about moving (or sometimes forcing) someone to a change rather than motivating them to want to make the change.

Push styles tend to involve logical reasoning or offering rewards or incentives. They seek to increase the rationale for change.

They can often be referred to as the 'stick and carrot' approach. Push styles can be effective in achieving compliance but may not achieve commitment.



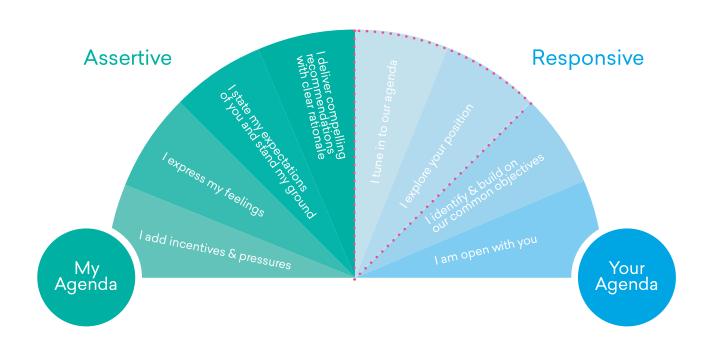


Pull is generally about motivating the individual to want to change.

They tend to involve personal disclosure, involvement and showing the possibilities that will result from change.

They tend to work on decreasing the rationale against change.

Pull styles can be effective in gaining commitment and high quality. But they may be slower in achieving results.



What are the ingredients for doing it well?





Clear rationale & thinking

Delivery with conviction

A genuine
intention to move
things forward
(rather than being
perceived as pushing
your own agenda)

Here's a simple formula



State your intention

"I have a recommendation I want to share with you"



Make the recommendation in one concise sentence

"I strongly recommend we postpone the research by 2 weeks"



Follow up with 1-3 reasons why

"I have 2 reasons for this:
First, the quality of stimulus is unacceptable and will negatively impact results.
Second, the design agency are struggling and will value and benefit from a reiteration of the brief and more time to get the stimulus right."



Repeat the recommendation

"This is why I'm strongly recommending we postpone the research by 2 weeks"



Stop speaking

Tips for speaking in meetings and presentations



It's important to have conviction and confidence when speaking, particularly when making a recommendation. Often, we end up using words that may unknowingly undercut what we intend to say.

"Guess/estimate" may convey tentativeness.

Ex. "Our best guess/estimate is that our profit for year's end will be marginally better than last year's."

Instead try:

"We expect our profit for the year to be ahead of last year's."

"Hope" may suggest that the speaker has little control over the outcome.

Ex. "I hope we'll get that draft by XX."

Instead try:

"I am confident our team will give it their all."

"Suppose" may suggest a person is not really engaged in what's being talked about.

Ex. "Yeah, I suppose that might happen."

Instead try:

"I **believe** X will happen, but we will know for sure on Wednesday"

"Think" doesn't sound definitive.

Ex. "I think we have the research on that..."

Instead try:

"I believe we have the research on that, we will double check and get back to you" to show you're on it and will provide an answer.

"I don't know" Even if you don't know, saying this can make people lose confidence in you.

Ex. "That's a really interesting question, I'd like to dig into that further."

Instead try:

"We started to explore that but decided to prioritise X. But now that you've mentioned I think it's worth us looking into further. We will get back to you at the end of the week."

"Suggest" is subtle, polite but not overly confident.

Instead try:

"I recommend," "I propose," "I believe the best approach is X"



How to increase your presence

Words (content)

- Word choice
- Expression
- Use of jargon
- Precision, conciseness
- Clarity, direction

"I want you to..."
"I need you to..."
"I expect you to..."
"If you do, I will..."
"If you don't, I will..."

Music (voice)

- Pressure, emphasis
- Pace, flow
- Power, volume
- Pitch, tone, rhythm, inflection
- Muses, timing, silences

Determined Firm Clear Concise

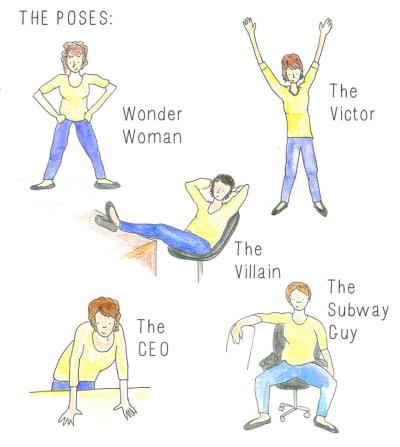
Dance (body actions)

- Eye contact
- Gestures, touch
- Strong posture
- Facial expressions
- Use of space and movement

Feet firm on the ground Stand straight Strong eye contact Firm hand gestures

Body language for success

In Amy Cuddy's TED talk, "Your body language shapes who you are", we learn that **standing in a posture of confidence, even when we don't feel confident** — can boost feelings of confidence, and might have an impact on our chances for success



Thank you

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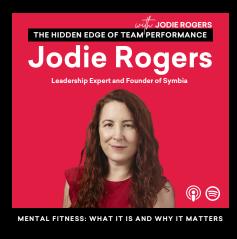
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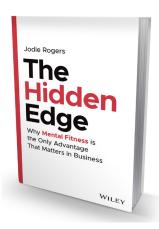
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