

REVISED EDITION

The Psychology **INFLUENCE** of Persuasion

"For marketers, this book is
among the most important books
written in the last ten years."

— *Journal of Marketing Research*

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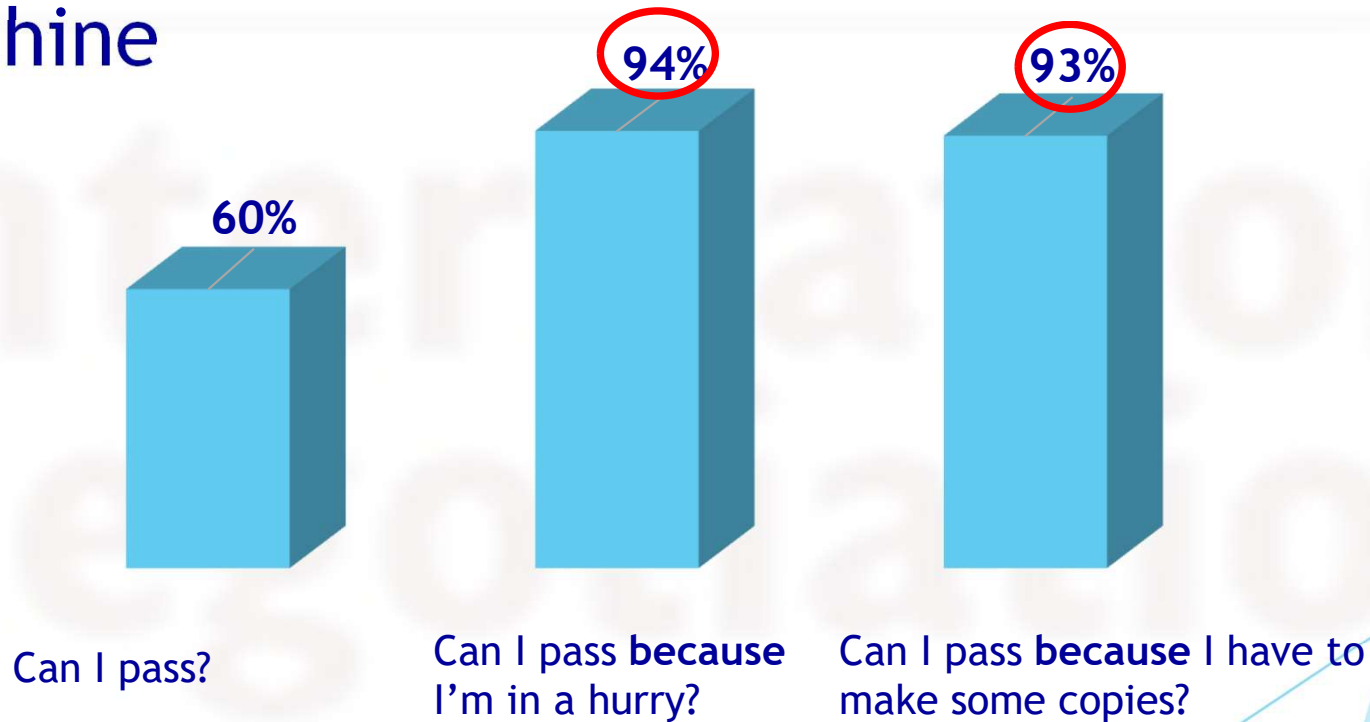
Motivation

- ▶ Influence is motivated by specific characteristics

Birds attack when they recognize a characteristic (e.g. feather color), even if it does not belong to a potential target!

The Langer experiment

- ▶ We need justifications for our actions
- ▶ ... or how to bypass the queue at the copy machine



- ▶ Automatic compliance!

Other stereotypes

- ▶ Price → Quality (expensive → good)
- ▶ Effective and necessary behavior
 - complex environment
 - practical rules
 - lack of time, energy, capacity
- ▶ ***Non-conscious compliance***

Automated reaction

- ▶ Discount coupons
- ▶ Coupons with discount (by mistake) have the same response rate as regular ones
- ▶ We save
 - money
 - time and energy
- ▶ When we know the process, we can trigger reaction!

The «deaf» salesman

- ▶ The salesman asks from the customer to speak «loudly»
- ▶ Pretends he «asks» the boss on the price
- ▶ «Hears» wrongly lower price
- ▶ Customer rushes to buy based on the rule «expensive = good» - with thinking about the price he heard!

‘Psychological’ jujitsu

- ▶ Forces like gravity and impulse exist beyond our control
- ▶ Use the power of the ‘opponent’ against him!
 - obedience without effort
 - manipulation that is not visible
 - natural-like outcome rather than planned

Contrast

❑ *Differences are overestimated if presented sequentially*

- ▶ Examples of mistaken assessment
 - lift light and then heavy object
 - talk to a handsome person and then to an ugly one
 - place our two hands in cold and hot water respectively, and then both in lukewarm
- ▶ Candidates for 'blind date' appear less attractive after having seen commercials

Advantages of contrast

► Influence is invisible

- Salesmen first present expensive clothes and then accessories (opposite tactic leads to disastrous outcomes)
- Brokers first present worse houses sold at high prices (which might serve only for that..)
- Car salesmen leave extra accessories (stereo etc.) for the end

Contrast in action

- ▶ How do alternatives affect our decisions when they are presented in a specific way
- ▶ Moms give two choices to a child that is not eating vegetables
 - A. Eat now and then play
 - B. Sit here till you eat them and then you can leave the table

Playing makes the first choice more attractive

At the end, whatever happens, the choice was ours -not hers...

Influence techniques

(...gifts excluded!)

➤ Reciprocation

- Commitment and Consistency
- Social Proof
- Liking
- Authority
- Scarcity

Rule #1: Reciprocation

- ▶ When something is offered to us, we feel '*obliged*'
- ▶ Human culture
 - holds across time in all societies
 - socialization process
 - 'I'm obliged' is a synonym for συνώνυμο του 'thank you' in several languages!

Reciprocity as cultural evolution

- ▶ Network of future obligations as an evolutionary mechanism
- ▶ adaptive mechanism of human beings
- ▶ allows division of labor
- ▶ exchange of diverse forms of goods and different services
- ▶ makes possible for experts to develop
- ▶ creates cluster of interdependencies that bind individuals together into highly efficient units

□ *An offer does not get «lost»*

Education

- ▶ Social penalties
- ▶ General distaste
 - biggest sin: ‘ungrateful’
- ▶ Can benefit individual waiting to exploit the pattern

Liking is irrelevant

- ▶ Experiment (Regan, 1970)

Coke as gift from an associate during «pseudo-experiment» triggered response to subsequent bigger request

- ▶ Response is not dependent on the «liking» of the associate
- ▶ Response is above any feelings to the person that makes the request
 - Undesirable individuals (boring people, salesmen etc.) *use reciprocity offering something that was never asked*

Politics and voting

❑ Elected officials

- mutual support
- exchange of favors ('logrolling')

❑ *Lyndon Johnson*

- favors before being elected as president
- passed many bills, even voted by opponents

❑ *Jimmy Carter*

- voted with 'outside Washington' identity
- difficulties in passing bills

Politics and elections

Local political organizations

*little personal favors
facilitating voters*

- ▶ *Lobbying (legislative and judicial officials)*
 - corporations and individuals offer support to *all* candidates
 - bypass legal constraints

Corporations

‘Free’ sample as information (e.g. supermarket)

- test small quantity
- create a favor

▶ *Amway*
package of products to potential customer,
at no cost or obligation, for few days

- unused rest «is left» to customer
- ‘trapped’ into the influence of the «free» gift

No invitation

- ▶ Unrequested favor from a third person
- ▶ The Rule enforces uninvited debts

Disabled American Veterans

Response to contribution



Response to contribution with
unsolicited low-value gift



** Considered returning a gift
rather than payment!*

Who chooses?

- ▶ Development of reciprocal relationships between individuals so that one person could initiate a relationship without the fear of loss
- ▶ Reduces the possibility of choice by the recipient
- ▶ We depend on the choices and actions of others
 - ▶ The donor has already spent money/resources (see Regan experiment)
 - ▶ «No» is not a choice!

Unfair exchange

- ▶ Small favor triggers bigger debt-canceling return
- ▶ Regan experiment: Coke cost amounted to just 20% of the favor asked
- ▶ unpleasant character of the *feeling* of indebtedness
 - social training
 - education
 - disliking by group

Psychological cost

- ▶ We don't ask favors out of fear for no return
 - more likely to ask help from persons of the same status
 - psychological cost exceed material damage
- ▶ Interpersonal relations
 - women feel 'obliged' after a gift, regardless of its value (e.g. drink)
 - socially acceptable

Reciprocal concessions

- ▶ *‘Any favourable action has to be returned’*
(general rule/technique \Rightarrow compliance)
- ▶ Not only concessions are returned, but also *retreats*
 - denying an (irrelevant) request implies increased possibility of accepting a smaller request
 - favor that was not returned
 - compromise without any exchanges

Social compromise

- ▶ Cooperation is important for common goals
- ▶ Initially unacceptable requests
- ▶ Setting incompatible desires aside
- ▶ Socially beneficial cooperation

Denial και compliance

1. Initial 'large' request → Rejection
2. Follow-up 'real' request
(concession/compromise of 'donor')
3. Reciprocity rule → Acceptance
(recipient')

In practice

► Scenario A

Request to students for voluntarily accompanying juvenile delinquents once → Acceptance 17%

► Scenario B

1. Initial request to students for voluntarily accompanying juvenile delinquents every week → Rejection

2. Follow up request to students for voluntarily accompanying once → Acceptance 50%

Rejection - then - Retreat

More practice

▶ Unions

- maximal demands
- retreat to some as 'concession'

▶ Censoring

- targeted extreme phrases placed deliberately

▶ Home sales

- request for purchase
- concession with list of friends

▶ Service sales

- long-run contract
- retreat to one-year

Politics in action

- ▶ Kissinger on invading Cyprus
 - ▶ meeting in Washington on August 27 1974 with Britain's Deputy Foreign Secretary Sir John Killick
 - ▶ disapproves the proposal by Turkish representative Ullman in London that «Turkey would be satisfied with 28% of the island's territory»
 - ▶ *«I think it was stupid by Ullman to make such a public statement at this moment <...> it would be better to start from 35% and then retreat»*

How large initial request?

- ▶ Non viable initial position

- considered irrational
- not taken as a concession
- no return

Combination

- ▶ Combining two principles

- ▶ ***Reciprocity***

Creating an obligation

- ▶ ***Contrast***

Second request seems smaller!

Watergate

WATERGATE SCANDAL

► The Watergate scandal

- proposed by non-serious person
- expensive (\$250K)
- highly risky with participation and discretion by 10 persons
- no useful information delivered
- unnecessary (Nixon likely to win)

Haldeman

Dean

Ehrlichman

Gray

Magruder



How did Watergate take place

- ▶ Initial proposal \$1 mn
 - outrageous ideas like surveillance by planes and kidnapping
- ▶ Second proposal \$550 ths
- ▶ Final plan would never have been accepted as an initial plan!
 - less foolish than previous ones
 - those that did not attend the first meeting, did not accept it

Sequential sales

- ▶ Sales always start from expensive item
 - Billiard tables with prices ranging from \$329 to \$3000
 - from cheapest to most expensive: average selling price \$500
 - from most expensive to cheapest: average selling price \$1000

Negotiate first

- ▶ Benton et al. 1972 (UCLA)
- ▶ Reward only after successful negotiation with (hidden) partner
- ▶ Partner's strategy
 - Strategy A: extreme request, no negotiation
 - Strategy B: moderate request, no negotiation
 - Strategy C: extreme request, negotiation
- ▶ Strategy C delivered the best outcome (expected)

Side benefits

► Responsibility

- Subjects participating in Strategy C thought that *they* had successfully influenced the opponent to take less for himself
- higher probability of carrying out the deal

► Satisfaction

- Subjects participating in Strategy C paid more, yet *felt more satisfied*
- higher probability of future agreements

How to say 'No'

- ▶ Understand the nature of the other part
 - ▶ the real opponent is the rule, not individuals
- ▶ Invariably rejecting offers leads to mutual loss from compromising
- ▶ We accept only when we recognize reciprocity as a legitimate behavior

How to say no to a 'free' offer

- ▶ Home visits to sell services
 - free visit and information
 - majority buys the services
 - list of interested people is requested to the rest
- ▶ Identify the mechanism
 - ⇒ deny the favor

**Favors are to be met with favors;
not tricks with favors!**

Influence techniques

(...gifts excluded!)

➤ Reciprocation

➤ Commitment / Consistency

➤ Social Proof

➤ Liking

➤ Authority

➤ Scarcity

Rule #2:

Consistency and Commitment

- ▶ «What you see is what you get!»
Near-persistent tendency to be and look consistent with our choices
- ▶ Examples
 - horse races (Knox και Inkster, 1968)
 - lottery (Rosenfeld, Kennedy & Giacalone, 1986)

**Our choice appears more certain
after it has been made**

Consistency as a motive

- ▶ Weapon of social influence
 - ▶ determines human behavior
- ▶ Mostly, desirable
 - indicates personal and intellectual strength
 - is at the core of logic, rationality, stability, honesty
- ▶ Sometimes, destructive
 - Automatic response
 - ‘Stubborn’ consistency leads away from true interests

The Moriarty Experiment

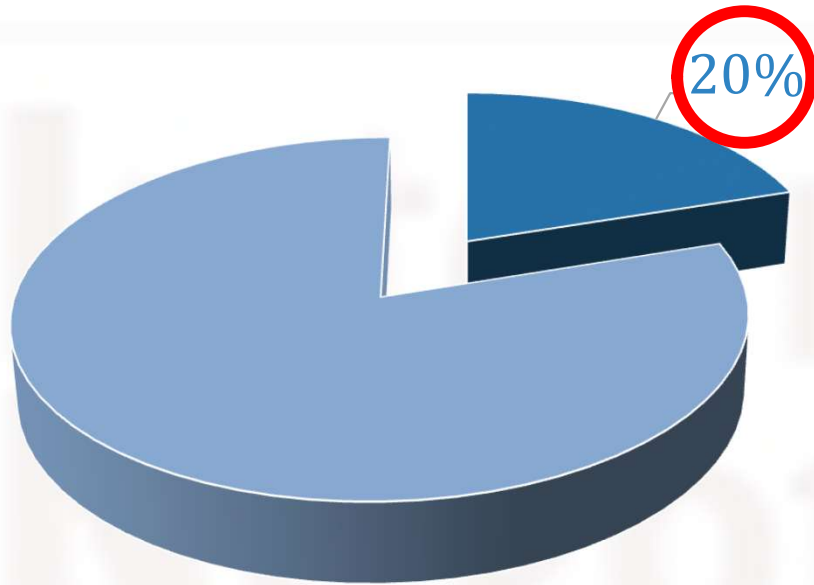


HeroicImaginationTV (2011, September 26). *The Moriarty Study*
<https://www.youtube.com/watch?v=DXQx2AnDb2M&t=176s>

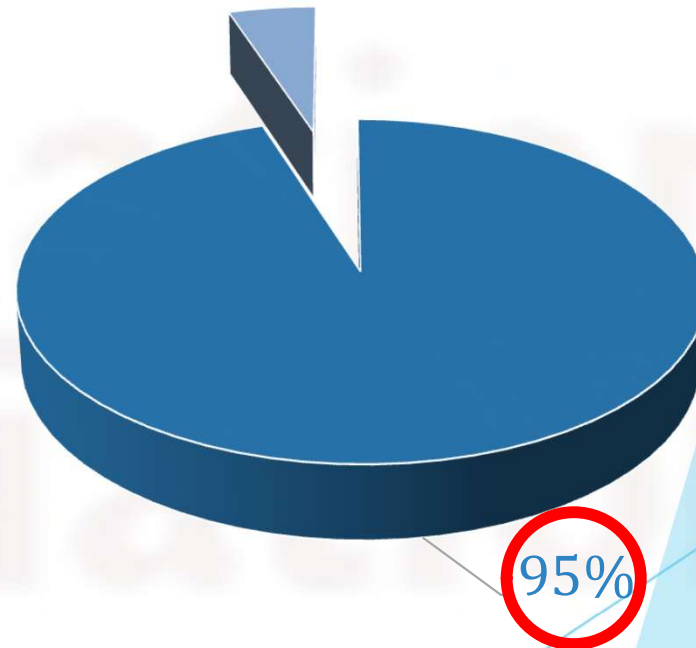
Commitment = Consistency?

► Results of experiment (Moriarty, 1972)

Non commitment



Commitment



*Under non commitment only 20% took action,
but with commitment this rose to 95%*

Consistency is desirable

- ▶ inconsistent person = cannot decide
two-faced
mad
- ▶ Consistent person = rational
stable
honors his word
- ▶ Deduction is made automatically to save time and effort

Marketing lessons

- ▶ Toy industry increases sales every December (Christmas holidays)
- ▶ The surge is followed by a drop in January - February

How can the loss be minimized?

‘You promised!’

December

Restricted availability of
advertised toys, but many
substitutes

Holidays - sales increase
anyhow

January

Play ads of same toys

Drop in sales is much
smaller

November

Play attractive
ads of toys

Kids ask
↓
Parents promise

Kids receive equally
valued toys

Kids request keeping the
promise
↓
Parents do not want to be
inconsistent and buy toys

How are you today?

- ▶ Commitment is often associated with consistency - in a bad sense
- ▶ 'Foot-in-the-Door' strategy
 - small commitments, like «How are you today?», lead to larger acceptance (33% vs 18%)
- ▶ affects (α) future behavior
(β) self-image

Findings by studies confirm the pattern

- Schein (1956): war prisoners → enemy collaborators
- Freedman & Fraser (1966): civilians → public security supporters

Do it as the Chinese

Schein (1956), Korean war (1950-1953)

American prisoners → Collaborators of the Chinese

The efficiency of Chinese interrogators

- a) Initially, mild anti-American or pro-communist statements by prisoner
- b) Gradually, the prisoner turned into a ‘collaborator’
- c) Finally, the prisoner would change his image of himself to be consistent with the deed and with the new “collaborator” label

Actions speak louder than words

- ▶ «Start small and build»
 - ▶ Believe what we see, not what we hear
 - ▶ Prisoners were encouraged to write (even by copying!) “innocent” statements
 - e.g. *in America there is unemployment*
- Scripta Manent/ Dual purpose (even by copying)
- (a) proof to me
 - (b) proof to others

No rewards

- ▶ Prisoner views were publicly and internationally circulated
- ▶ Even repeated in private correspondence with their family
- ▶ Since there was no pressure, prisoner adopted them ex post
- ▶ No big rewards
- ▶ Non-monetary incentives can be more effective

You are what you state you are

- ▶ Public statements were part of the Chinese strategy
 - Public exposure generates an incentive for commitment due to consistency:
We do not want to invalidate ourselves
- ▶ The importance of being consistent
 - Synonymous of rationality, stability, safety, credibility



** The more public one's statement,
the more reluctant he/she is to change it. **

Be part of the corporation

- ▶ Firms recognize the power of written commitment

- *for the employee*

Individually written targets raise sales

- *for the customer*

when the contract is filled out by customer, cancellations are reduced

Participating in contests (“Why do I like XYZ”) as a promotion trick

Examples

- ▶ Deutsch & Gerard experiment (1955)
Students that have *publicly* expressed their assessment on the length of a line, alter their view less frequently
- ▶ Experimental study
Decision making on dubious matters is more effective under a secret balloting rather than with visible show of hands
- ▶ Weight-reduction clinics
Encourage public commitment of patients

The Hell Week practice

- ▶ Common practice as initiation ceremony of school fraternities, despite its potentially dangerous or humiliating character
- ▶ Its resilient nature does not cover mental illness
 - ▶ society member are slightly healthier in their psychological adjustment
- ▶ Cruelty is higher right before acceptance

Why?

Effort is important

- ▶ Aronson και Mills (1959) Hypothesis

Persons who go through a great deal of trouble or pain to attain something tend to value it more highly than persons who attain the same thing with a minimum of effort

- ▶ The more electric shock a woman received as part of the initiation ceremony, the more she later persuaded herself that her new group and its activities were interesting, intelligent, and desirable

Military training

- ▶ *«There is no ex-Marine who does not view the training as a crucible out of which he emerged in some way more resilient, simply braver and better for the wear.»*
- ▶ Cadets request themselves such demanding initiation activities

Effective commitment

- Active
- Public
- Painful

But mainly

- **Results in inner choice**

We accept an action or behavior as an inner choice if we believe that it is our choice and not the result of external pressure (e.g. monetary reward or threat)

Inner Choice

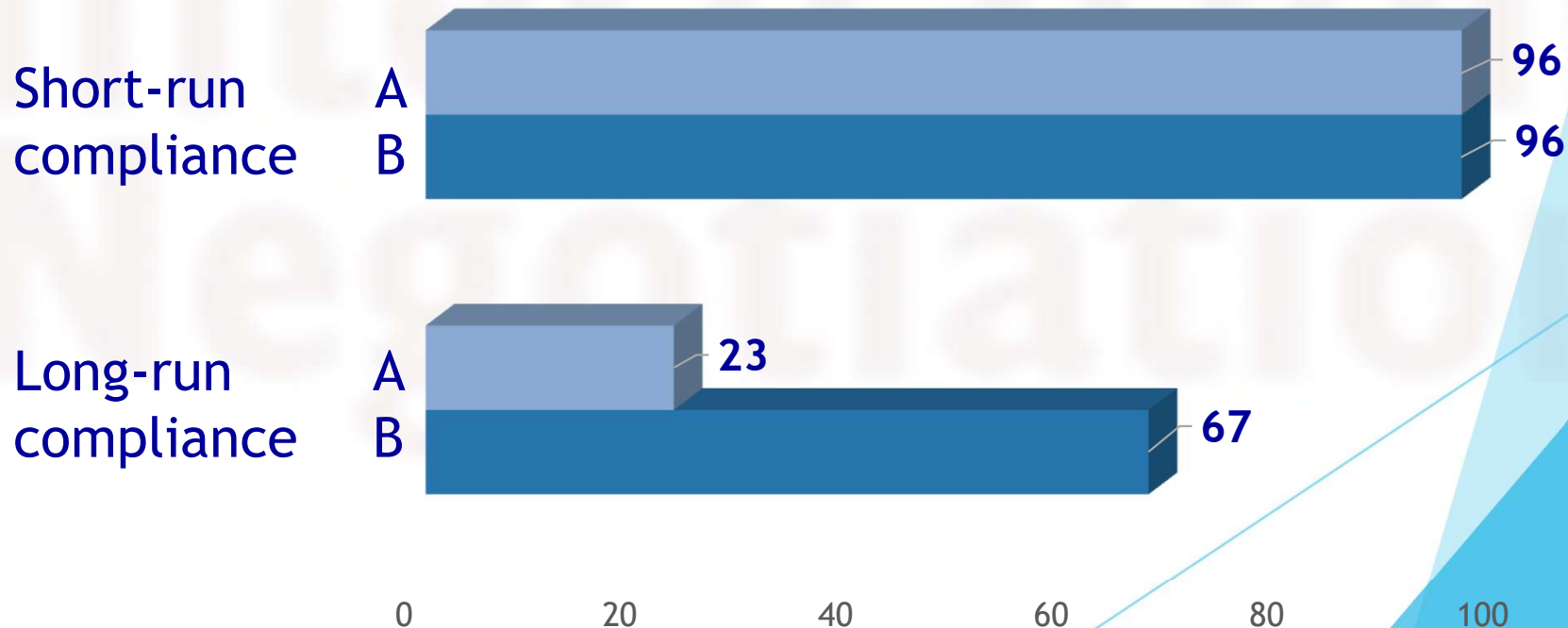
- i. Fraternities refuse to allow public-service activities to be part of their initiation ceremonies
- ii. Chinese did not use big rewards to increase the number of essay writers
 - specifically chose to employ smaller (few extra cigarettes or a little fresh fruit) rather than larger, more motivating rewards (warm clothing, mail privileges, freedom of movement in camp)
- iii. Parents should never heavily bribe or threaten children to do the things they want them truly to believe in

Freedman experiment (1966)

prevent 2nd- to 4th-grade boys from playing with a toy,
just because it was said that “it is wrong to do so”

Group A: warn with consequences

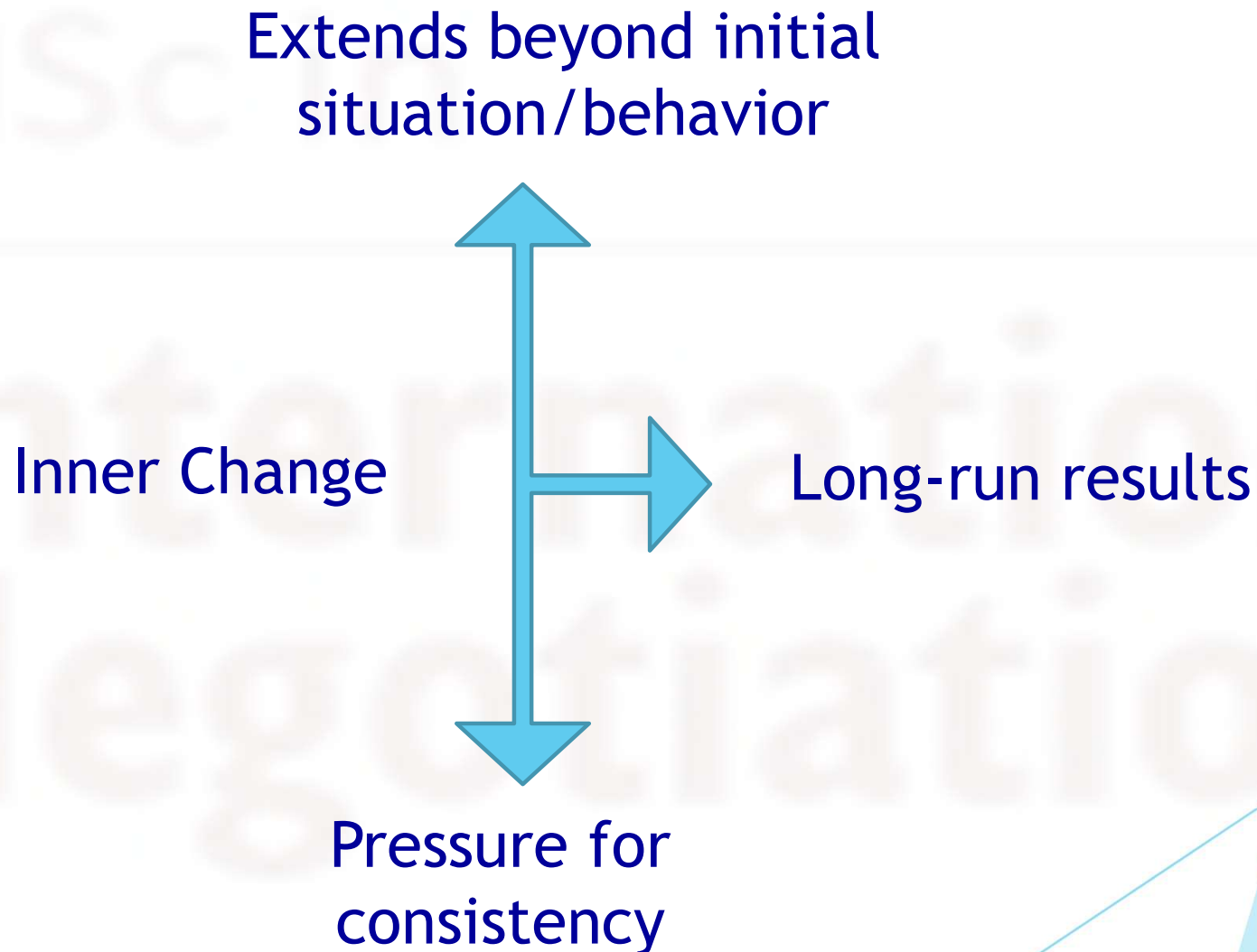
Group B: warn without consequences



Lessons for parents

- ▶ An intense, clear threat is effective only temporarily
- ▶ The less detectable the threat, the better it works
- ▶ Long-run compliance
 - ▶ comes from delicate effort
 - ▶ can only be achieved without external pressure

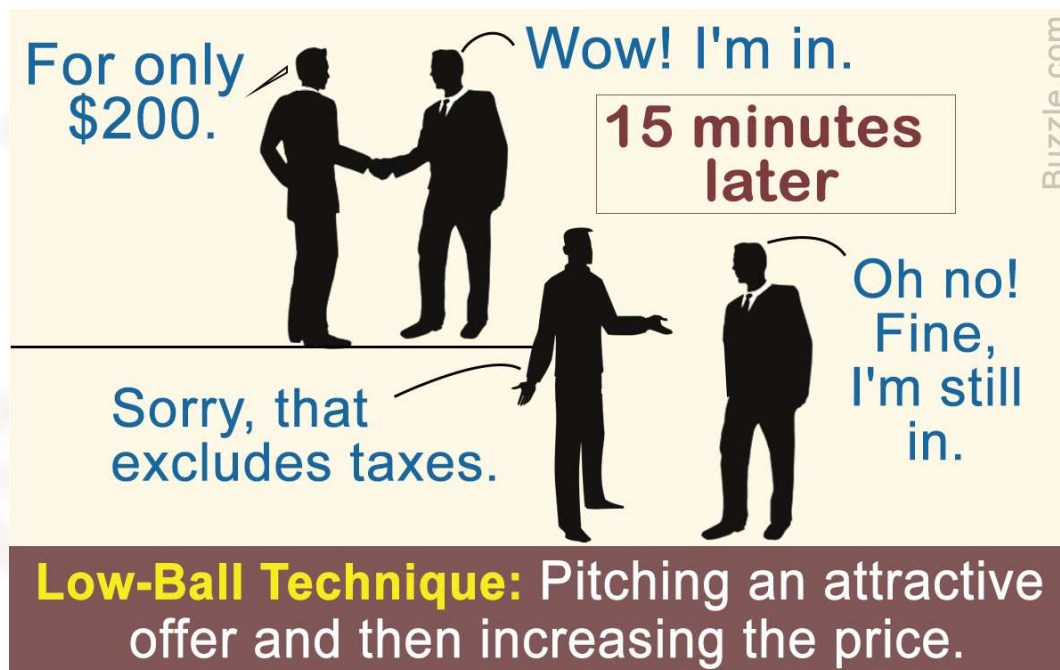
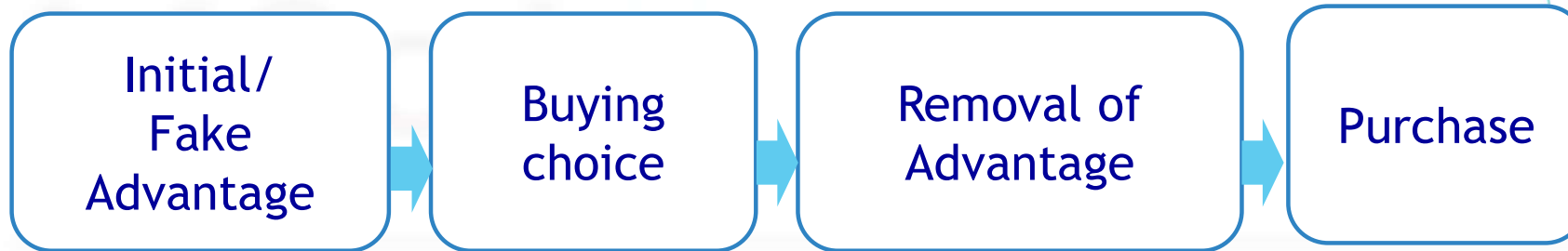
Motives for inner change



The bait

- ▶ *Attractive price* (e.g. car sales)
 - Not the real deal...
 - Encourages personal commitment by customers (forms to be filled out, arrangement of extensive financing terms, test drive)
 - Before the purchase an ‘error’ in the price comes up, usually by third party (bank, supervisor)
- ▶ *“This is the car you chose, right?”*

Low-ball technique



- *The customer feels happy with the bad choice! **

Pressure for consciousness

▶ *Conscious Citizen*

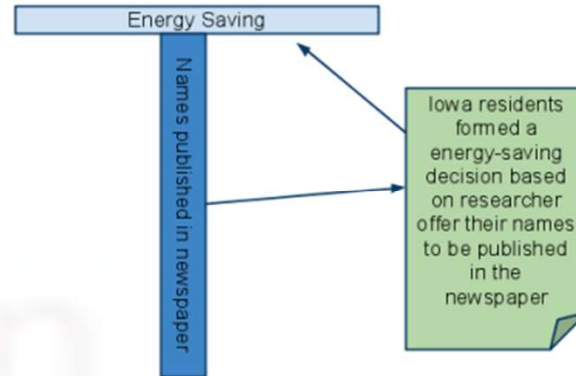
- ▶ Initial commitment
- ▶ Different perspective
- ▶ Change of habits
- ▶ Allocating time
- ▶ New reasons to support the choice, even if the motivation is eliminated

Good intentions

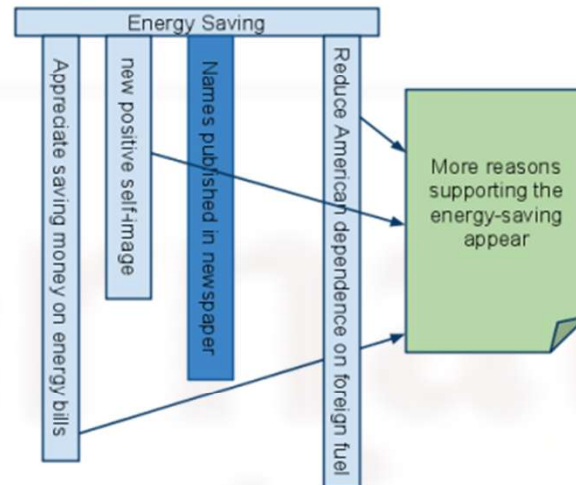
- ▶ Saving natural gas in Iowa (Pallak, 1980)
 - ▶ Homeowners were asked to save \Rightarrow very low outcome
 - ▶ Promise for publicity in the press \Rightarrow saving 12.2%
 - ▶ Promise and reneging \Rightarrow saving 15.5%
- ▶ Commitment of homeowners remained, even after the reason for their decision was eliminated
- ▶ New self-image led to saving!

LOW-BALL TECHNIQUE: IOWA SAVES ENERGY

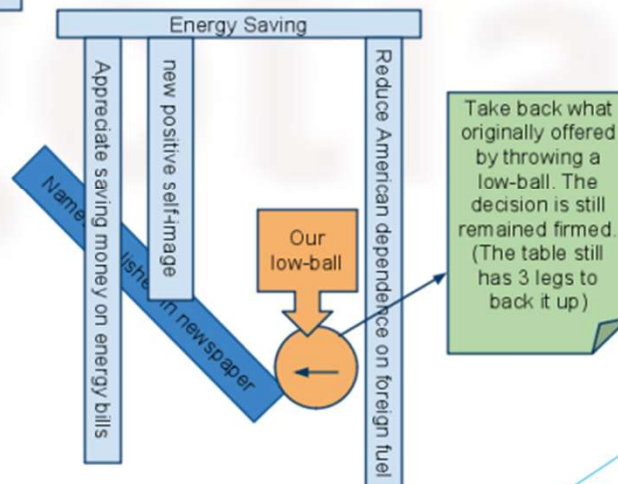
STEP 1:



STEP 2:



STEP 3:



TACTIC

FIRST STEP

SECOND STEP

Low-Ball

**Get an
Agreement to a
Specific
Arrangement**

**Change The
Terms of The
Arrangement**

**Get Customer
to Agree to Buy
a New Car for
\$15,000**

**“Oh, you
wanted tires
and seats?
Then that’ll
be \$15,999.”**

Commitment and Consistency: Low-Ball Technique

● EXAMPLE: Cialdini (1978)

● Initial request

- Participate in experiment on cognitive processes?

● Additional hidden costs:

- Start at 7:00am, will you still come?

● Experimental group:

- Initial agreement + full cost

● Control group:

- Full cost right up front

Percent compliance



How to deal with it

- ▶ *‘Consistency is the hobgoblin of little minds’*
- ▶ Impossible to accurately and continuously weigh all pros and cons
- ▶ Mechanical consistency is often necessary: we save time
- ▶ Yet it’s critical to recognize possible associated bad choices

How to say 'No'

- ▶ Recognize exploitation by other based on the principle of consistency
 - reply sincerely and directly
- ▶ 'Knowing what I now know, if I could go back in time, would I make the same choice?'
 - feelings are sensed faster than cognitive processes by ~1 second
 - self-education can distinguish the impact of pure feeling

Influence techniques

(...gifts excluded!)

- Reciprocation
- Commitment and Consistency

- **Social Proof**

- Liking
- Authority
- Scarcity

Rule #3: Social Proof

The Principle of Social Proof

- ▶ «*What many people do, must be right*»

Social Proof is both powerful and a trap

We view a behavior as appropriate, when others have it too

- ▶ ‘*right for others = right for us (?)*’

Social Validation

- National Public Radio fund drives



- Amazon.com shows you list of books others with similar interests have purchased



- “Salting” the tip jar



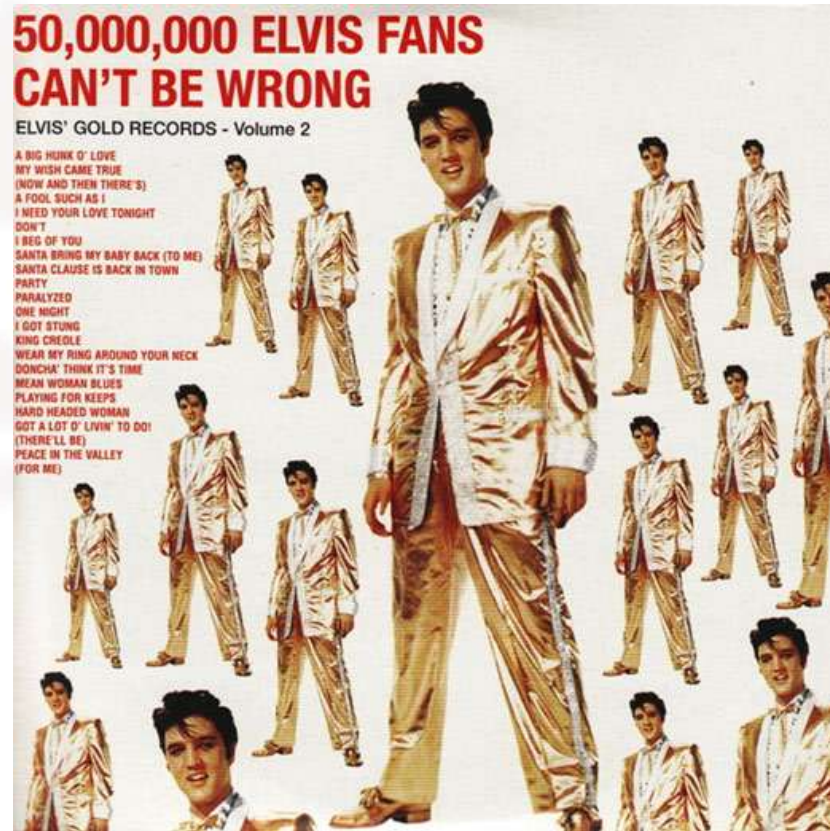
- Canned laughter

The others

- ▶ We laugh when others laugh
Canned laughter triggers our laughter, even if it's visibly fake
- ▶ We tip when others tip
Employees in bars and coffee shops place banknotes in jars to motivate customers
- ▶ Charity telemarathons
“Look at all the people who have decided to give. It must be the correct thing to do.”
- ▶ We enter stores when they are crowded
Queues outside even when empty inside

The others

“the principle of social proof is more effective, when proof is offered by many individuals’



Conditionally vulnerable

uncertainty

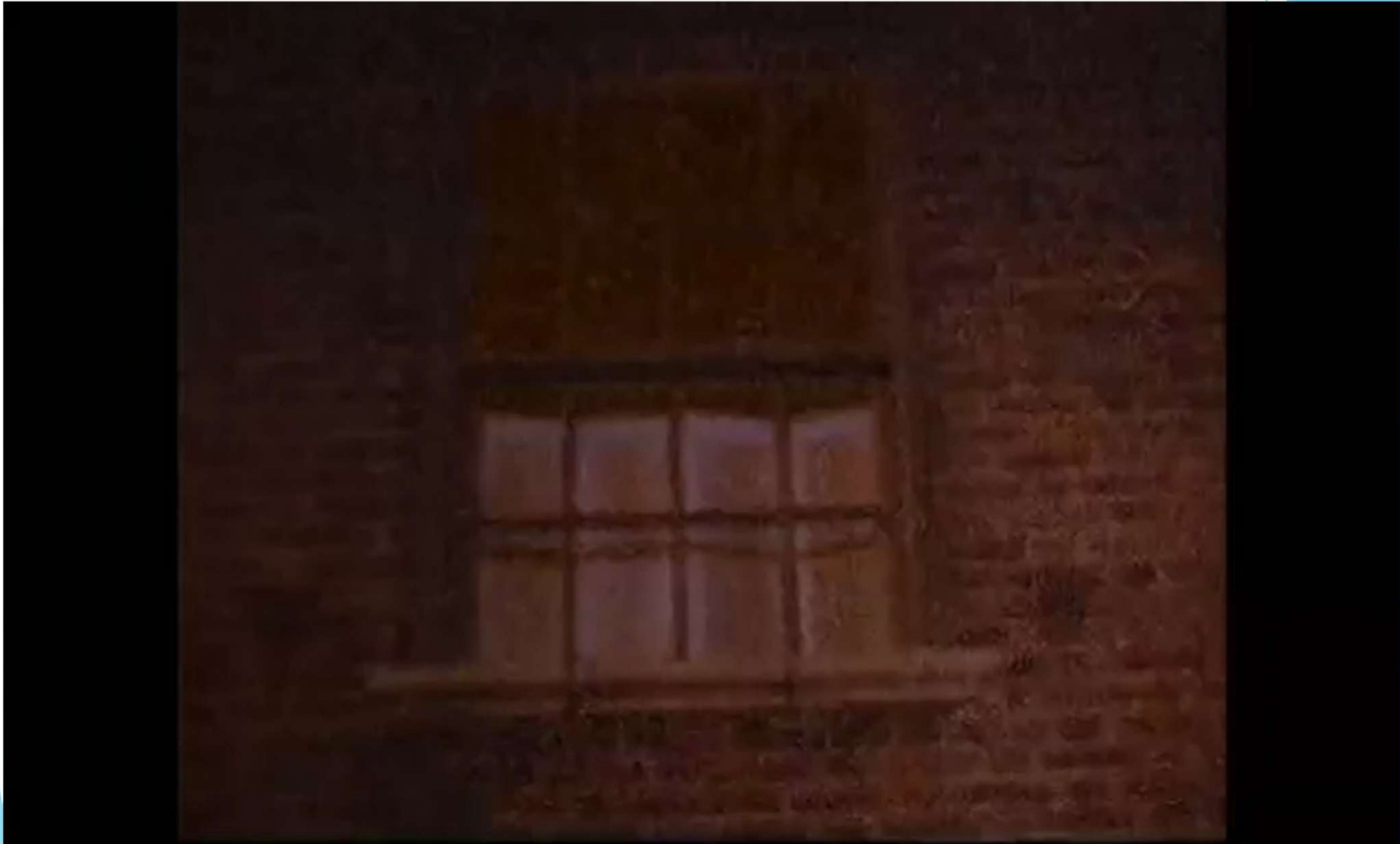
- ▶ We tend to trust others, when a situation is uncertain or dubious, or when we are uncertain
- ▶ We make *less mistakes*
- ▶ Yet others act similarly, seeking for *social proof*



- ▶ *pluralistic ignorance*

“Each person decides that since nobody is concerned, nothing is wrong. Meanwhile, the danger may be mounting to the point where a single individual, uninfluenced by the seeming calm of others, would react.”

The Genovese case and the Latané-Darley experiment



HeroicImaginationTV (2012, May 13). The Bystander Effect: The Death of Kitty
Genovese <https://www.youtube.com/watch?v=BdpdUbW8vbw&t=68s>

Why don't bystanders intervene?

*Witnesses of emergencies
rarely offer help...Why?*

many
observers

uncertainty

'somebody will do it
/must have done it'

'might not be an
emergency after all'

reduces personal responsibility

When do bystanders offer help?

- ▶ Bystanders are unsure rather than unkind
- ▶ People offer help when they are convinced that there is real need
- ▶ Among unknowns, the victim is more likely to get help when there is a single bystander rather than many

Probability for help is small in metropolitan areas...

- **Uncertainty**

difficult to be certain of the nature of the events

- **Alienation**

city dwellers know a much smaller percentage of fellow residents than do people who live in small towns

- **Urban environments are more populous**

Uncertainty is resolved by clarity

1. Do not allow bystanders to define your situation as a nonemergency

«Help!»



2. isolate **one** individual from the crowd

«You with the blue jacket...»



3. Do not allow bystanders to come to their own conclusions, but delegate specific tasks

«...Call an ambulance!»

On the negotiation table

- ▶ In practice, coordinators in a discussion/negotiation are required to
 - allocate roles
 - assign tasks
- ▶ Without coordination, uncertainty cancels/delays results
- ▶ Everybody thinks that someone will do the job instead of him/her \Rightarrow no one acts!

Vulnerability continued

similarity

Apart from uncertainty,
social proof is also triggered by similarity



we are more inclined to follow the lead of a
similar individual than a dissimilar one!

e.g. a kid mimicks other kids

The wallet

- ▶ Experiment (Columbia): 'lost' wallet in Manhattan
- ▶ Note with address
 - Bad english: 33% return
 - Good english: 70% return

Actions of others will be used to decide on our proper behavior, especially when we view those others as *similar to ourselves*

Suicides

- ▶ According to studies by D. Phillips, following the publication of a suicide in press
 - ▶ 58 more people commit suicide compared to normal times
 - ▶ suicides increase dramatically
 - ▶ the wider the publicity given the first suicide
 - ▶ only in those regions where the suicide has been highly publicized
 - ▶ same pattern for car accidents, airplane crashes
 - ▶ imitative suicides
 - ▶ when younger (older) people commit suicide, the victims are also younger (older)

Likely explanations

The correlation in suicides might be due to

- ❑ social circumstances (?)

No, because they occur only in regions where there was high coverage

- ❑ grief (?)

Newspaper stories reporting on suicide victims who died alone produce an increase in the frequency of single-fatality wrecks only, whereas stories reporting on suicide-plus-murder incidents produce an increase in multiple-fatality wrecks only

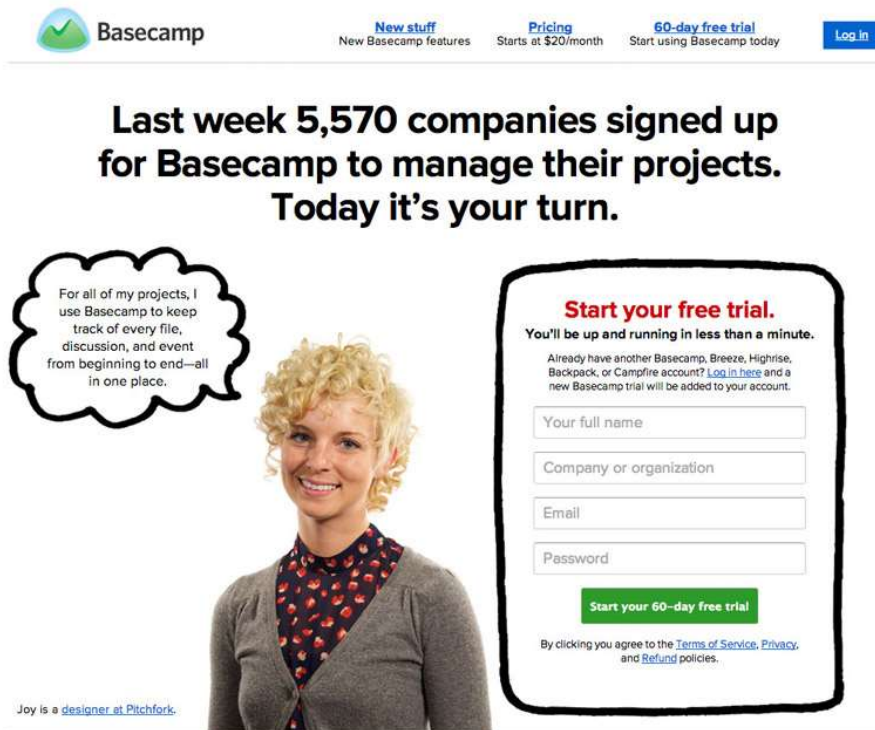
- ❑ the *Werther* effect(?)

The Werther effect

- ▶ Johann von Goethe published a novel entitled Die Leiden des jungen Werthers (The Sorrows of Young Werther)
 - ▶ the hero, named Werther commits suicide
 - ▶ wave of suicides across Europe
 - ▶ authorities in several countries banned the novel!
- ▶ Werther in modern times
 - Phillips: certain troubled people read of another's self-inflicted death and kill themselves in imitation
 - Social Proof initiates '*imitative suicides*'
 - although the Werther effect might be secretly applied, similarity of incidents indicate the importance of *social proof*

Auto pilot

Social Proof is valuable because it provides quick answers



The screenshot shows the Basecamp website header with links for 'New stuff', 'Pricing', '60-day free trial', and 'Log in'. The main content area features a testimonial from Joy, a designer at Pitchfork, who states: 'For all of my projects, I use Basecamp to keep track of every file, discussion, and event from beginning to end—all in one place.' Below the testimonial is a portrait of Joy. To the right is a sign-up form titled 'Start your free trial.' with fields for 'Your full name', 'Company or organization', 'Email', and 'Password'. A green button labeled 'Start your 60-day free trial' is at the bottom of the form. Below the form, it says 'By clicking you agree to the Terms of Service, Privacy, and Refund policies.'

Basecamp

New stuff
New Basecamp features

Pricing
Starts at \$20/month

60-day free trial
Start using Basecamp today

Log in

Last week **5,570** companies signed up for Basecamp to manage their projects. Today it's your turn.

For all of my projects, I use Basecamp to keep track of every file, discussion, and event from beginning to end—all in one place.

Joy is a [designer at Pitchfork](#).

Start your free trial.
You'll be up and running in less than a minute.

Already have another Basecamp, Breeze, Highrise, Backpack, or Campfire account? [Log in here](#) and a new Basecamp trial will be added to your account.

Your full name

Company or organization

Email

Password

Start your 60-day free trial

By clicking you agree to the [Terms of Service](#), [Privacy](#), and [Refund](#) policies.

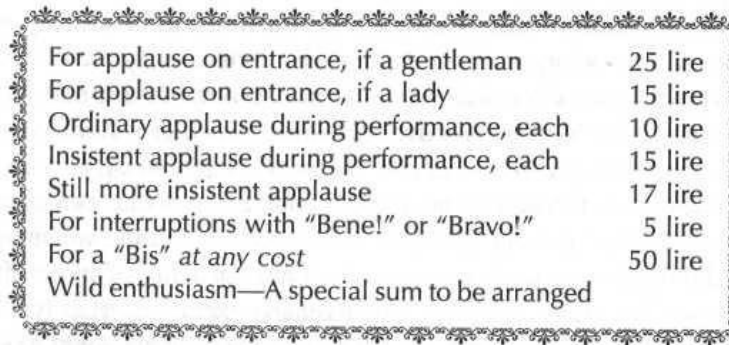
YET
might lead to wrong
decisions!

97% of customers recommend Basecamp.
[Find out why →](#)

Our auto-pilot guides us towards wrong decisions when social proof is fake!

- ▶ Examples of fake social proof
 - horse race bets
 - ads
 - opera claque

Deliberately
providing
false info



For applause on entrance, if a gentleman	25 lire
For applause on entrance, if a lady	15 lire
Ordinary applause during performance, each	10 lire
Insistent applause during performance, each	15 lire
Still more insistent applause	17 lire
For interruptions with "Bene!" or "Bravo!"	5 lire
For a "Bis" at any cost	50 lire
Wild enthusiasm—A special sum to be arranged	

FIGURE 4.3 Advertised Rates of the Italian Claque

From "ordinary applause" to "wild enthusiasm," *claqueurs* offered their services in an audaciously public fashion—in this case, in a newspaper read by many of the audience members they fully expected to influence. *Claque, whirr.*

- ▶ Our response
 - recognize the (mostly obvious) social proof
 - reject it consciously

False info

automatic-pilot may also guide us towards wrong decisions taken by random errors!

► Example of random error

in the highway, a pair of cars, one behind the other, simultaneously begin signaling an intention to get out of the lane

drivers think that something —a stalled car or a construction barrier—is blocking the lane ahead

► Precaution

avoid one-sided trust by carefully examining the facts

The leader as a role model

Leaders with strong influence known how to form conditions, so as to have the rule of Social Proof work form them



Nobody can convince all members of a group



A powerful leader can convince a *critical number of members*-
this can lead the rest to get convinced
as well

Summarizing Social Proof

- The influence of Social Proof
 - Do what others do
- Why do we follow others?
 - A common action is also functional and correct
- Caution is enough...
 - ... for cases of intentionally distorting reality to attain profits

Influence techniques

(...gifts excluded!)

- Reciprocation
- Commitment and Consistency
- Social Proof
- Liking
- Authority
- Scarcity

Rule #4: Liking

- ▶ We most prefer to say ‘yes’ to the requests of someone we know and like
- ▶ Simple rule used by total strangers to get us to comply with *their* requests

Tupperware Home Parties

Friend

party hostess calls friends for demonstration at home
everyone knows that she makes a profit from pieces sold

Guests

buy because they like the hostess



The power of friendship

recommendation by friends:
extremely effective



rejection of purchase =
rejection of friend



rule of liking triggers compliance



feel obliged and finally buy

Why do we like someone?

*Compliance professionals
have a quite direct strategy:
they first get us to like them... How?*

- ▶ physical attractiveness
- ▶ similarity
- ▶ compliments
- ▶ contact and cooperation
- ▶ conditioning and association

i) Physical attractiveness

- ▶ We underestimate the advantage of beauty
- ▶ We tend to accept requests by physically attractive individuals
- ▶ Research has shown that we automatically assign to good-looking individuals such favorable traits as
 - kindness
 - intelligence
 - talent
 - honesty



Liking: Attractiveness



● Attractiveness

- Physical beauty engenders a **halo effect**
 - to favorable impressions of other traits such as talent, kindness, and intelligence

● Study of the 1974 elections in Canada:

- Attractive candidates received more than 2.5 times the votes of unattractive candidates.

● Simulated employment interview

- Good grooming of applicants accounted for more favorable decisions than job qualifications

● Good looking people likely to receive highly favorable treatment in the legal system.

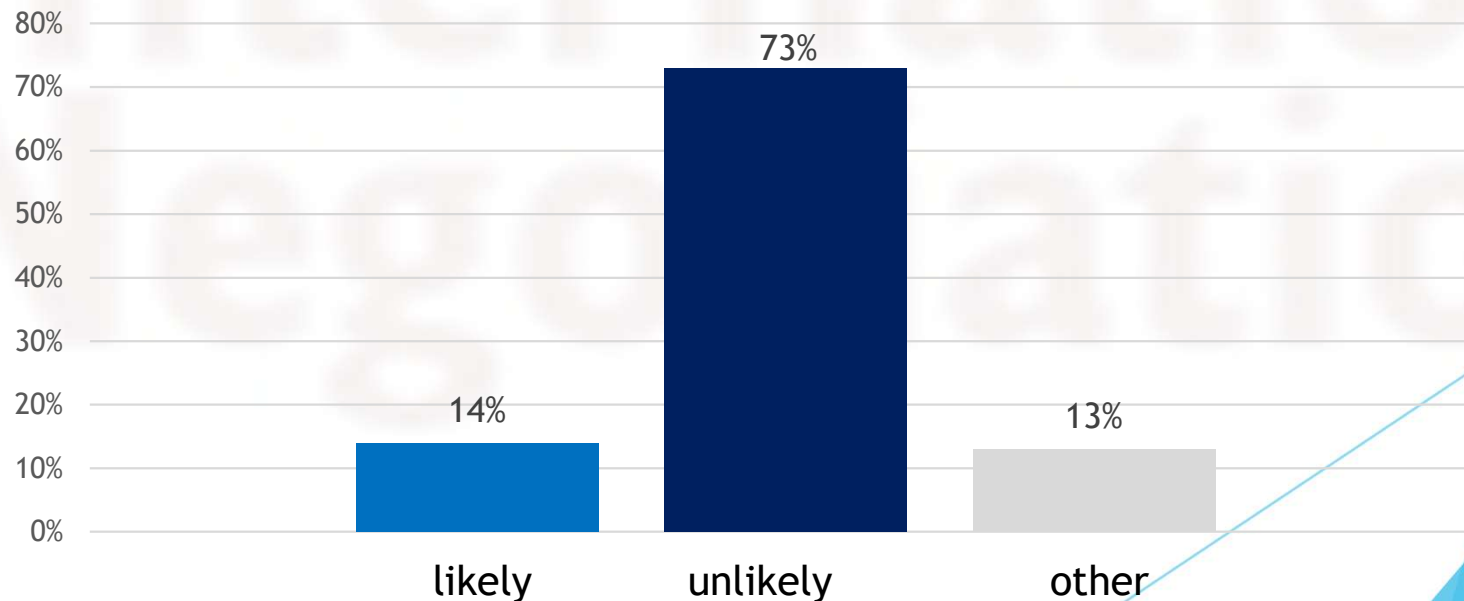
- Handsome men received lighter sentences
- Attractive defendants 2x as likely to avoid jail than unattractive people

i) Physical attractiveness - Examples

Political system

- physically attractive candidates got more votes in Canadian federal elections
- attractive candidates received more than two and a half times as many votes as unattractive candidates

How likely do you consider that your vote was influenced by physical appearance?



i) Physical attractiveness - Examples

Judicial system

- In a Pennsylvania study, attractive defendants were twice as likely to avoid jail as the unattractive ones
- In a study on the damages awarded in a staged negligence trial—a defendant who was better looking than his victim was assessed an average amount of \$5,623; but when the victim was more attractive the average compensation was \$10,051
- both male and female jurors exhibited the attractiveness-based favoritism

i) Physical attractiveness - Examples

- Attractive people in need are more likely to obtain help
- Research on elementary-school children
 - adults view aggressive acts as less naughty when performed by an attractive child
 - teachers presume good-looking children to be more intelligent than their less-attractive classmates

ii) Similarity

- ▶ We like people who are similar to us
- ▶ Some might look for common elements so that we like him/her
 - views
 - personality
 - background
 - lifestyle

ii) Similarity - Examples

► Dress

Several studies have demonstrated that we are more likely to help those who dress like us

► Background and interests

Salesmen look for similarities with customers (where are you from, hobbies etc)

Liking: Similarity



- Example: Emswiller, Deaux, and Willits (1971)
- Experimenters donned hippie or strait attire
- Asked hippie or strait college students for a dime to make a phone call.
- Results
 - When dressed the same:
 - Request was granted 2/3 of the time
 - When dressed dissimilarly:
 - They gave the dime less than 50% of the time.

Marchers in an antiwar demonstration were found to be not only more likely to sign the petition of a similarly dressed requester, but also to do so, without bothering to read it first

How much are we alike?

- ▶ Car salesmen, for example, are trained to look for evidence of such things while examining the customer's trade-in (trunk, plates etc.)
- ▶ Customers were more likely to buy insurance when the salesperson was like them in such areas as age, religion, politics, and cigarette-smoking habits
- ▶ Many sales training programs urge trainees to “mirror and match” the customer's body posture, mood, and verbal style

iii) Compliments

- ▶ automatically positive reaction to compliments that we can fall victim to someone who uses them, *even in an obvious attempt to win our favor*
- ▶ Effective trick generates liking and consent

We like people who make positive comments for us, even if we know that they are untrue!

Flattery does not have to be real in order to work!

Liking: Compliments

- Flattery gets you everywhere...
- Example: Drachman, deCarufel, & Insko (1978)
 - Ss (men) receive comments from someone who needed something
 - 3 conditions: positive comments, negative comments, or both
 - People who gave only positive comments were liked the best
 - Even when the Ss knew that the flattery was motivated to gain something
 - Even when the flattery untrue

iv) Contact and Cooperation

- ▶ We like things that are familiar to us
- ▶ Two versions of our photo: normal and reverse
- ▶ Friends will prefer the true print, but we will prefer the reverse image
 - ▶ we are both responding favorably to the more familiar face
 - ▶ friends respond to the one they see
 - ▶ we respond to the transposed one, which we see in the mirror every day!

iv) Contact and Cooperation - Examples

-providing individuals of different ethnic background with more exposure to one another as equals, will they naturally come to like each other better; -Not necessarily!

- ▶ School desegregation → more likely to increase prejudice between blacks and whites than decrease it
 - Contact does not generate liking in a competitive environment
 - Cooperative learning contributes to decreasing prejudice (e.g. groups where each member instructs the rest about info required to pass a test)

iv) Contact and Cooperation- Examples



iv) Contact and Cooperation Summary

▶ Contact → Familiarity
→ *Liking**

if the contact carries
distasteful experiences →
disliking

▶ The importance of
cooperation in generating
liking

- mutual benefit for group members
- used extensively by compliance professionals (e.g. boss and salesman with customer)

v) *Conditioning and Association*

- ▶ response that people have to things they perceive as merely connected to one another
 - ▶ weathermen connected with the weather
- ▶ Compliance professionals connect us to what we like
 - ▶ linking celebrities (athletes etc) to products
 - ▶ politicians
 - rush to announce good news, even if they haven't done anything about it
 - use celebrity endorsements

v) Conditioning and Association - Examples

▶ Pavlov's dog

- ▶ an animal's typical response to food (salivation) could be directed toward something irrelevant to food (a bell) merely by connecting the two things in the animal's mind


▶ Fans associated with teams

- ▶ wins are a personal success, losses the failure of others
- ▶ the self is at stake

“Bad news infect the teller”

- ▶ Natural human tendency to dislike a person who brings us unpleasant information, even when that person did not cause the bad news
- ▶ In an experiment students conveyed the information very differently, depending on its quality
 - ▶ *positive* news: “You just got a phone call with great news. Better see the experimenter for the details.”
 - ▶ *unfavorable* news: “You just got a phone call. Better see the experimenter for the details.”
- ▶ Responsibility on the news is irrelevant

How to say No

- ▶ Connection limits our defenses
 - ▶ yet too many routes to be blocked effectively with such a one-on-one strategy
 - ▶ concentrate our attention on the effect rather than the causes
- 
- ▶ focus on the feeling that we have come to like the practitioner more quickly or more deeply than we would have expected

The stronger the force, the more conspicuous it becomes
and the more subject to our alerted defenses

Influence techniques

(...gifts excluded!)

- Reciprocation
- Commitment and Consistency
- Social Proof
- Liking
- Authority
- Scarcity

The experiment

► «*Does punishment affect learning and memory?*»

- the process as an experiment on memory
- two roles allocated by the Researcher: Teacher και Student (actor)
- random selection

Duties

- α) memorize pairs of words from a long list
- β) check the Student's memory and punish him with electric shocks (painful but not permanently harmful), extreme if necessary

Rule #5: Authority

► The Obedience Experiment (Milgram, 1962)



BigHistoryNL (2013, March 19). Milgram Experiment - Big History NL, threshold 6, <https://www.youtube.com/watch?v=xOYLCy5PVgM>

Sarantis Kalyvitis, AUEB

‘Continue, Teacher!’

- ▶ Obedience to Researcher - Expert
 - ▶ Most of participants (65%) *obey* the instructions by the Researcher, although they don't like it and they don't agree
 - ▶ Teacher's gender is irrelevant
 - ▶ female Teachers were just as likely to do so as the males in Milgram's initial study
 - ▶ Predictions by expert psychologists were that only 0,1% would continue with the experiment

Aggressive Teachers?

Did the Teacher's motivations involve some form of sadism or neurotic aggressiveness?

- Variant A
The Researcher asks from the Teacher to stop, but the Student insists bravely that the Teacher continues → the Teacher stops
- Variant B
Two Researchers with contradictory orders → the Teacher tries to determine who is the bigger boss

Educating kids...

- ▶ We learn from young age that...
 - ▶ some people know more than us (parents, teachers etc)
 - ▶ obeying the appropriate expert is correct, whereas disobeying is a big mistake
 - ▶ alternative is anarchy

...and the role models of adults

- After-childhood forms of expertise
 - citizens should obey the government
 - religion (Adam and Eve)
 - obey at work seniors (doctors - nurses)

No need to think

Automatic obedience

- *When legal authority gives an order, subordinates stop thinking and just follow it*

Convenient, efficient, but also questionable strategy

- ❑ We save time, but...
- ❑ What happens when experts are wrong?



What you see, is what I am

Symbols that trigger obedience without real expertise are subject to fake → exploitation

- *Titles*

authority status affects perceptions of size!

Wilson (1968)

- *man introduced as a visitor from Cambridge to Australian college students*
- *different status at Cambridge in each class*
- *students were asked to estimate his height*
- *the same man was seen as the “professor” two and a half inches taller than as the “student”*

Automatic decisions

- ▶ judging the size of coins, children most overestimate the size of the more valuable coins
- ▶ evolutionary necessity
 - ▶ in nature the biggest guy has the advantage
 - ▶ college students drew same-size cards with monetary values printed on them; those that had the more extreme values—positive or negative—were seen as physically larger
 - ▶ since 1900 US presidency is won by the tallest candidate 4 out of 5 times

Is what you see what I am?

- **Authority clothes**

- *many more people obeyed request by a man in the guard costume than simple clothes*
- *Actors in white clothes are more convincing*

- **Accessories**

- *motorists would wait significantly longer before honking their horns at a new, luxury car stopped in front of a green traffic light than at an older, economy model (San Francisco Bay, 1968)*



Symbols



● Titles

● Example: Hofling et al. (1966)

- Nurses were called, caller claimed to be a doctor, instructed nurse to administer a drug to a patient
- Nurses should not have obeyed:
 - 1—phone prescriptions not allowed
 - 2—medication was unauthorized
 - 3—prescribed dosage was too high
 - 4—nurse didn't know the "doctor"
- Results:
 - 95% of the nurses complied

● Clothing

● Example: Brickman (1974)

- Stopped people on the street and asked them to comply with a small request
- IV:
 - Dressed either in street clothes or dressed as a security guard
- Results:
 - Many more people obeyed the man in the guard costume

➤ Compliance to authority is grossly underestimated

- obedience to security suit 92%
- estimate that this would take place 63%

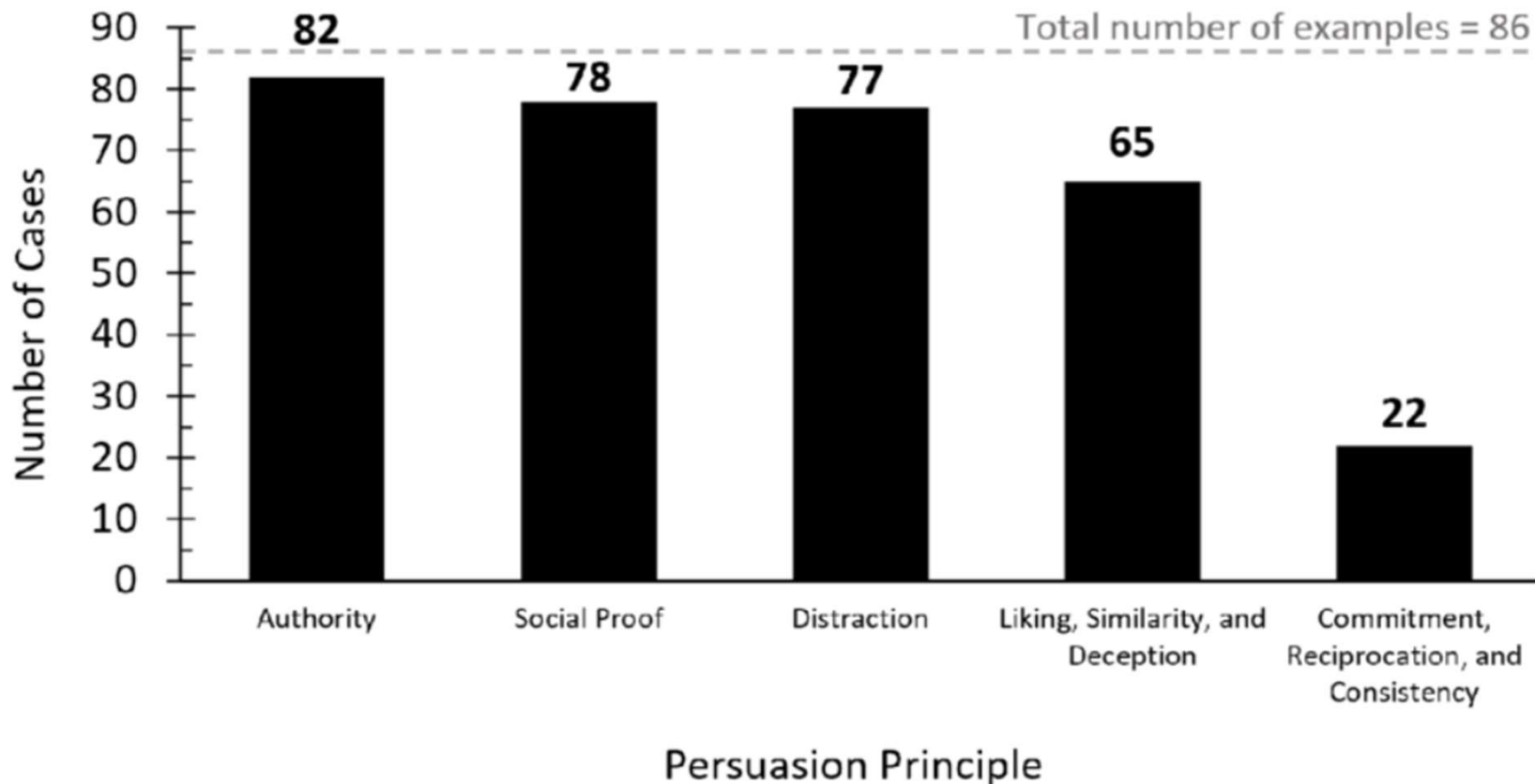
The 'reliable' waiter

Compliance professionals, in order to appear sincere, take positions against their interests

- ▶ Ads: «We are not the cheapest ones»
- ▶ The 'sincere' waiter
 - ▶ differentiates his attitude depending on number of customers, age etc
 - ▶ recommends cheaper choices initially → wins confidence, affects future choices, maximizes *tips and bill*

The evidence

- ▶ Jones et al. (2021):
vishing (over the phone) attacks and principles of persuasion



Overall PPSE prevalence across vishing examples. The dashed line represents the total number of examples (86).

How do we protect?

- ▶ We should listen to experts
 - ▶ they have typically gained their positions because of superior knowledge and judgment
- ▶ We are not surprised when the picture does not conform with the essence
- ▶ Realize the power of power
- ▶ Recognize that authority symbols can be faked
- ▶ Two important questions
 - Am I seeing a *real* expert?
 - How reliable is the expert *here*?

Influence techniques

(...gifts excluded!)

- Reciprocation
- Commitment and Consistency
- Social Proof
- Liking
- Authority
- Scarcity

Rule #6: Scarcity

More valuable opportunities

We interrupt an interesting face-to-face conversation to answer the ring of an unknown caller

Potential loss

We are motivated by potential loss rather than potential benefit

Expensive mistakes

Objects with deficiencies are more scarce and often more valuable

Losses

- ▶ Extra house works are more likely to take place if homeowners are informed about the costs of their *lack*
- ▶ Health exams are more likely if we learn what happens if we *miss* it, rather than knowing that it takes a few minutes
- ▶ Scarce badly printed stamps are more expensive

Limited number creates value

Law of Scarcity

the more scarce an item becomes, the more the item increases in value, and the greater the urge to own it is, for fear of missing out on an opportunity

Playstation 3 Console HDD Size

- ☐ Under 80 GB
- ☐ 80 GB
- ☐ 120 GB
- ☐ 160 GB
- ☐ 250 GB
- ☐ 320 GB
- ☐ 500 GB & Above

Brand


- ☐ Sony
- ☐ Playstation
- ☐ Warner Bros
- ☐ Activision
- ☐ AmazonBasics
- ☐ eForCity
- ☐ ps3 500gb
- ☐ Rockstar Games
- ☐ Electronic Arts
- ☐ Ubisoft
- ☐ Sega
- ☐ 258Stickers®
- ☐ SPEC COMPUTER
- ☐ Deal PS3
- ☐ Intec

+ See more


Discount

10% Off or More (6,691)

25% Off or More (4,769)



Playstation 3

\$219.99 ~~\$249.99~~ 

Get it by **Friday, May 1**

More Buying Choices

\$150.00 used & new (116 offers)

★★★★★ 480


#1 Best Seller in PlayStation 3 Consoles

Trade in this video game item for an Amazon.com Gift Card

Product Description

... shows with the PlayStation 3 500GB System With a catalogue of ...


Trade in this item for up to: **\$100.99** for PlayStation 3



Sony Computer Entertainment Playstation 3 12GB System PlayStation 3

ESRB Rating: Everyone by Sony

PS3 12GB System

\$177.69 ~~\$199.99~~ 

Only 3 left in stock - order soon.

More Buying Choices


\$75.00 used & new (119 offers)

See newer version

★★★★★ 312

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Trade in this item for up to: **\$68.78** for PlayStation 3



PlayStation 3 Slim 120GB (Black) PlayStation 3 by Sony

PlayStation 3

\$119.99 used & new (114 offers)

See newer version

★★★★★ 926

Trade in this video game item for an Amazon.com Gift Card

Product Description

... at the same 60+nm speed as previous PS3 versions, uses less energy. ...

Trade in this item for up to:

[illegible]

**Limited
Time
Offer!**



Compliance to scarcity

Persuasion experts use *two tactics*



i) 'limited number'

Intention

convince about scarcity of the object →
its value rises in the eyes of potential
buyers

Target: commit to buy

Compliance to scarcity

Persuasion experts use *two tactics*



ii) limited time

official deadline to buy

Intention

several variants that ‘force’ potential buyers to buy the object

Target: buy now

Power of scarcity

► Practical rule of action

things that are difficult to possess are typically better than those that are easy to possess (availability = efficiency)

⇒ we can often use an item's availability to help us quickly and correctly decide on its quality

Psychological resistance

- ▶ We hate to lose
 - as opportunities become less available, we lose freedoms
 - we hate to lose the freedoms we already have
- ▶ *Resistance theory* (Brehm)
 - the need to retain our freedoms makes us desire them (as well as the associated goods and services)
 - increased rarity hinders access we previously had
 - we react by trying more to get it again

Two-year old kids

- ▶ Child psychologists have traced the tendency back to the start of the third year of life
- ▶ This age is identified as a problem by parents - widely known to them as “the terrible twos”
- ▶ kids at the age of two realize their independent existence
 - they are not an extension of the environment any longer, but uniquely identifiable beings
 - questions of will, rights and control
 - fight for autonomy and freedom

How high is the fence?

Experiment on two-year old kids
Two toys at equal distance - three cases



Case A

Low fence

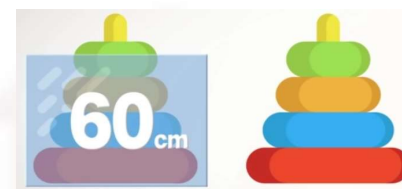
No preference for a specific toy



Case B

High fence

Kids prefer the toy behind the fence



Case C

High fence

From two *same* toys, kids prefer the toy behind the fence

Teenagers

- ▶ emergence is from the role of child, with all its attendant parental control, and toward the role of adult, with all its attendant rights and duties
 - focus less on the duties than on the rights

Parental pressure and teenagers

- young couples feel closer bonding and desire to marriage when parents intervene (*'Romeo and Juliet effect'*)
- less parental pressure will often lead to weakening of feelings

Limitations to information

Similar reactions are triggered by
censoring information



We react to information restriction by
valuing the banned information more
than ever

*Prohibiting public expression of views is
often exploited by radical political groups*

Types of «official censoring»

Censoring might involve

- ▶ sexual education in schools
- ▶ age restrictions
- ▶ urging jurors not to take into account specific testimony or information
- ▶ «exclusive» information

We assign higher value

The bias of jurors

Thirty bodies of juror attend the trial of a woman injured by a car accident and decide on the amount of compensation

First case

A) Driver reports that he is insured: \$37.000

B) Driver reports that he is not insured: \$33.000

+\$4.000

Second case

Driver reports that he is insured, but the judge urges the jury to ignore it: \$46.000

+\$13.000

The most delicious cookie

- ▶ *When does the principle of scarcity work better?*
- ▶ The Worchel experiment

‘Rate this cookie’



The most delicious cookie

$\frac{1}{2}$ participants



one from jar with
two cookies



$\frac{1}{2}$ participants



one from jar with
many cookies



When the cookie is one of two, it is rated as

- more desirable to eat in the future
- more attractive as a consumer item
- more costly than the identical cookie in abundant supply!

Rare or gradually scarce?

Variant of the experiment

- ▶ Participants were first given a jar of ten cookies that was then replaced by a jar of two cookies
- ▶ Do we value more those things that have recently become less available to us, or those things that have always been scarce
 - ▶ Political turmoil and violence are more likely to take place when prosperity ends

“A change from abundance to scarcity will generate more intense effects compared to constant deprivation”

From cookies to politics

- Realizing reduced availability also applies in socio-political issues

Oppressed people rarely revolt as they consider their situation as permanent

When the economic and social improvements of 'privileged' people suddenly become less available, they desire them more than ever and often rise up violently to secure them

Lessons for parents and politicians

When freedoms and privileges are at stake, partial censoring is much more dangerous than a total one!

It's better to keep freedom permanently deprived, rather than giving it and taking it away afterwards

Why;

Worchel experiment: an item is more desirable when it becomes scarcer, compared to when it has always been scarce!

Another variant

- ▶ Cookies that become scarce are rated better than those that have been scarce initially

YET

- ▶ Findings show that, not only do we wish to possess something scarce, but also when we compete for it
- ▶ *cookies that became scarce through the process of social demand are liked significantly more than those cookies that became scarce by mistake!*
 - *ads with queues in shops*
 - *brokers arrange simultaneous appointments*

“Like a tuna flapping on a deck with only a bare hook”

- ▶ Salespeople are taught to play the same game with indecisive customers
- ▶ competition for scarce resources has powerfully motivating properties
- ▶ potential buyers/competitors trigger scarcity
- ▶ *Winner's curse*

Value from possessing or using something?

Cognitive processes are suppressed by our emotional reaction to scarcity!

- ▶ What do I want from an item?
Am I getting pleasure simply through its possession or does it cover some real need/use?
- ▶ Learn to flag the experience of heightening arousal in a compliance situation
An item isn't more useful because of its scarcity
- ▶ Scarce cookies don't taste better