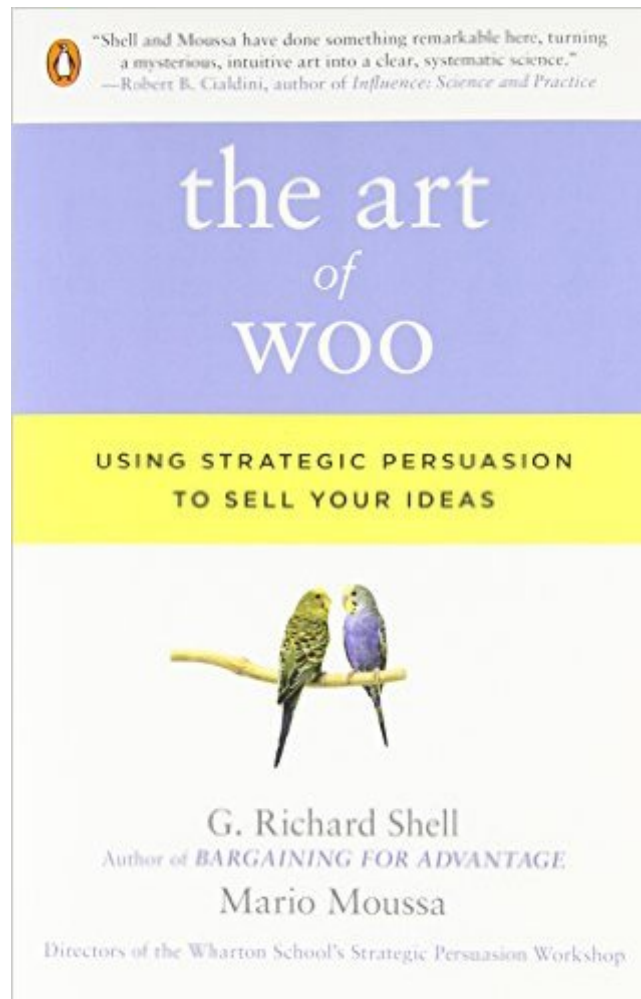


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# The Art Of Woo: Using Strategic Persuasion To Sell Your Ideas



## Synopsis

G. Richard Shell and Mario Moussa know what it takes to drive new ideas through complex organizations. They have advised thousands of executives from companies such as Google, Microsoft, and General Electric to organizations like the World Bank and even the FBI's hostage rescue training program. In *The Art of Woo*, they present their systematic, four-step process for winning over even the toughest bosses and most skeptical colleagues. Beginning with two powerful self-assessments to help readers find their "Woo IQ," they show how relationship-based persuasion works to open hearts and minds.

## Book Information

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## Customer Reviews

Two things attracted me to this splendid little book. First, when I saw it in a bookstore, the clever title seemed to be a play on words - *The Art of War* - with a cover of one bird trying to persuade - woo - another. Second was a brief but enticing review in *Time* magazine. I am delighted that these two factors lead me both to buy and read the book. The authors are both on the Faculty of the Wharton Business School in Philadelphia, and by "Woo" they do indeed mean the art of the relationship, by which they mean the ability to win over colleagues and co-workers, clients and customers. We all have different motivations for doing the things that we do, and a half-century of research has shown that they cannot simply be reduced to pain and pleasure. Things are often a lot more complex than that. So the ability to influence has to be similarly multifaceted. Many great leaders have had this remarkable ability to bring people on board by using emotionally intelligent persuasion in place of

coercion. It is no surprise that the authors use Napoleon Bonaparte and Abraham Lincoln as two examples of people who were masters of the art of "woo," before also describing a number of famous people from the business world. Since a viable interpersonal relationship requires more than one person, the book examines "woo" for people throughout an organization. So you can certainly sell yourself and your product, but it is best to do the selling after learning about your own strengths and weaknesses, so that you develop a style based on a dynamic self-awareness. The authors use a model based on five styles, to describe different approaches to persuasion: Driver (e.g. Andy Grove of Intel fame) Commander (e.g. J.P. Morgan) Promoter (e.g.

Almost 2,500 years ago, one or more of Aristotle's students assembled notes they had taken during his lectures and compiled them in a single volume now known as "The Rhetoric." To the best of my knowledge, that is the earliest text on the general subject of persuasion. In essence, Aristotle suggests that there are four levels of discourse: exposition that explains with information, description that makes vivid with compelling details, narration that tells a story or explains a sequence, and finally, argumentation that convinces with logic and/or evidence. In their book, G. Richard Shell and Mario Moussa develop in a modern context many of Aristotle's ideas about principled as well as effective persuasion. The objective of Woo is to win others over to mutual advantage. That is, Woo "is relationship-based persuasion, a strategic process for getting people's attention, pitching your ideas, and obtaining approval for your plans and projects. It is, in short, one of the most important skills in the repertoire of any entrepreneur, employee, or professional manager whose work requires them to rely on influence and persuasion rather than coercion and force." Shell and Moussa recommend a four-step process to achieve influence goals and then thoroughly explain how to complete each. More specifically, First, survey the given situation by forging and polishing the idea, map the decision process by understanding the social networks within the organization, determining which persuasion style will be most effective, and summoning whatever passion and conviction may be necessary to achieve the desired objective.

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