GETTING BUY-IN AS AN HR LEADER

How to be an effective and persuasive communicator

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Question!

What’s the biggest challenge you face when it comes to pitching ideas and getting buy-in?

LEANNE LAGASSE

COACHING AND CONSULTING

LeAnne Lagasse, SHRM-SCP

I help HR & People Ops leaders improve employee engagement, retention, internal communication, and train their new people managers.

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Webinar Learning Outcomes

01 Avoid the most common mistakes HR leaders make when pitching their ideas to decision makers.

02 How to craft messages that build a business case and convey a strong ROI for your initiatives.

03 Learn strategies to help you overcome common objections raised by executive leadership.

There is no formula or script.

There *IS* a tried-and-true decision-making process.

Analyze Your Audience and the Situation

Analyzing the Situation

- **Understand the current landscape in your organization.**
  - What are our strategic priorities?
  - How are we performing?
  - What resources do we have?
  - What resources are we lacking?
- **Who can help me get more context? Who should I talk to?**

Analyzing Your Audience

- **Who are the decision makers?**
  - What are their priorities and motivations?
  - What keeps them up at night?
  - How is success defined in their role?
  - What do I know about this person that could be helpful?
  - What is their communication style?
- **How can I connect my idea/pitch to what I know about them?**

Craft Your Argument

First - Identify and Frame the Problem

- What is the concrete problem I'm solving for?
- What is my evidence that there is a problem?
- What would solving the problem help us achieve?
- What are the consequences of not solving the problem?

Next - Build a Robust Argument With Sound Reasoning

- What is the specific claim I'm making?
  - Claim of Fact
  - Claim of Value
  - Claim of Policy
- What evidence will I use to support my claim?

Rhetoric

“The faculty of observing in any given case the available means of persuasion.” (Aristotle)

Rhetorical Proofs/Persuasive Appeals: The ways of making a speech persuasive

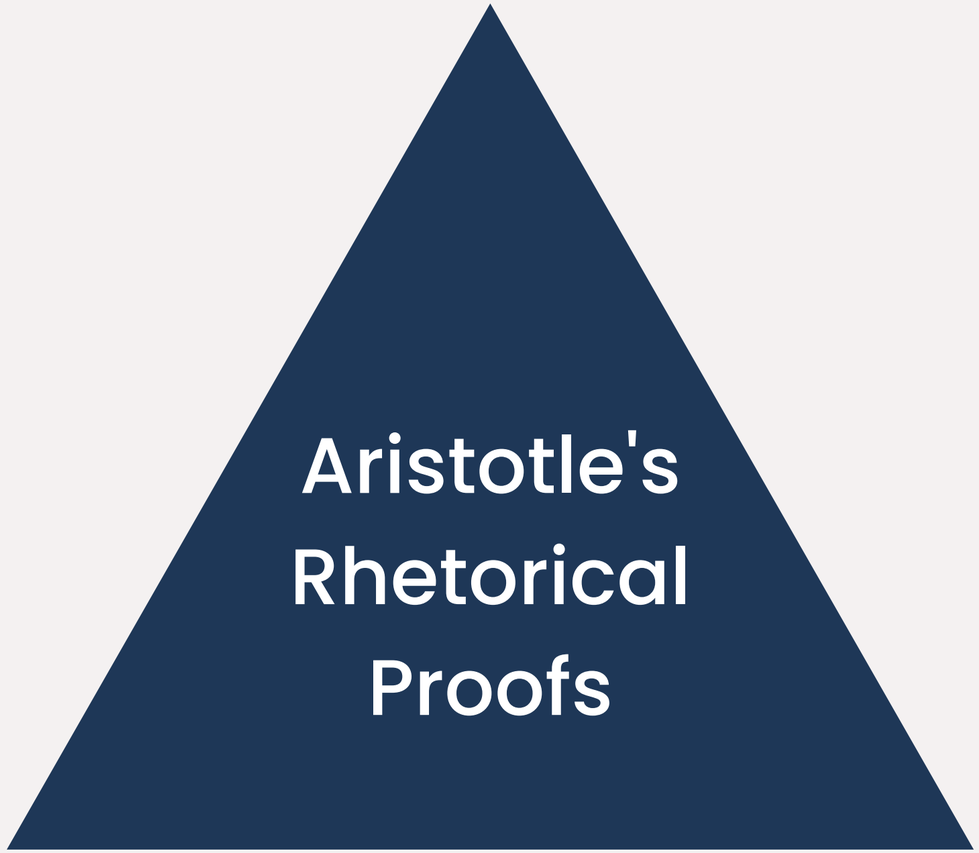
Establishing Ethos

3 Components of Ethos

- Speaker wisdom and intelligence; competence
- Speaker moral character and virtue of the argument; trustworthiness
- Goodwill established with the audience; empathy and understanding

Ethos:

Appeals to speaker credibility and trust

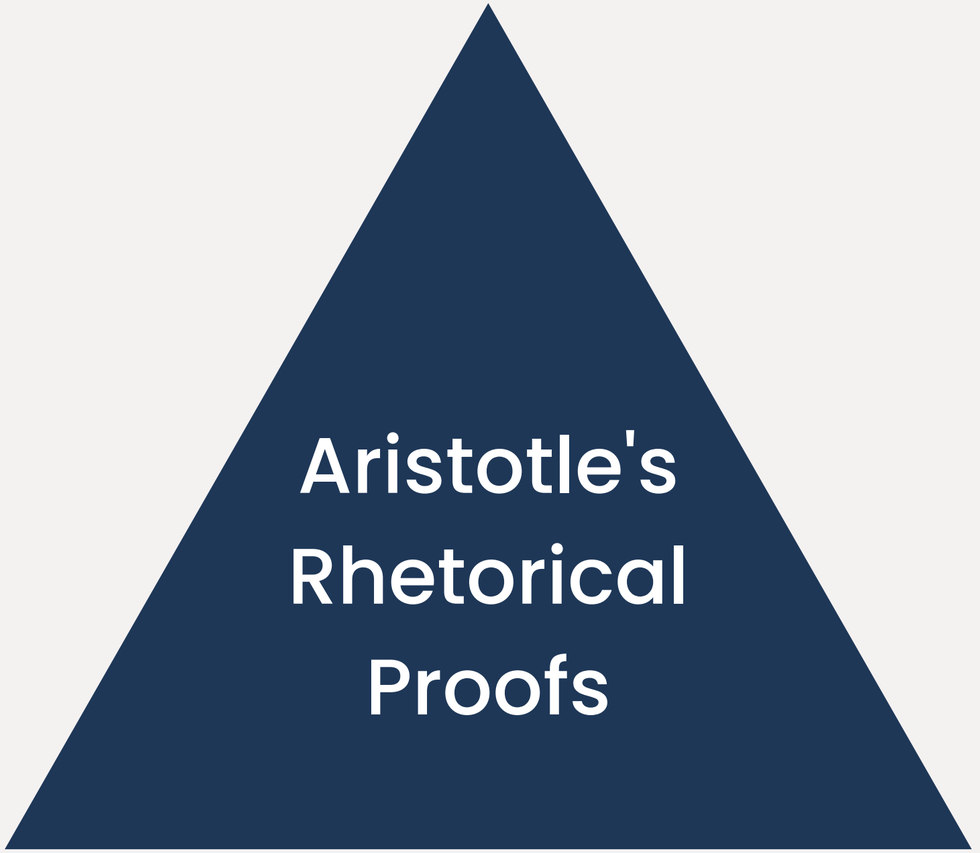


Establishing Logos

- Leverage Quantitative Data
  - Market research/data
  - Organizational data (surveys, financials, etc.)
  - Case Studies
  - Bottom line impact; ROI
- Use Qualitative Data
  - Employee feedback

Ethos:

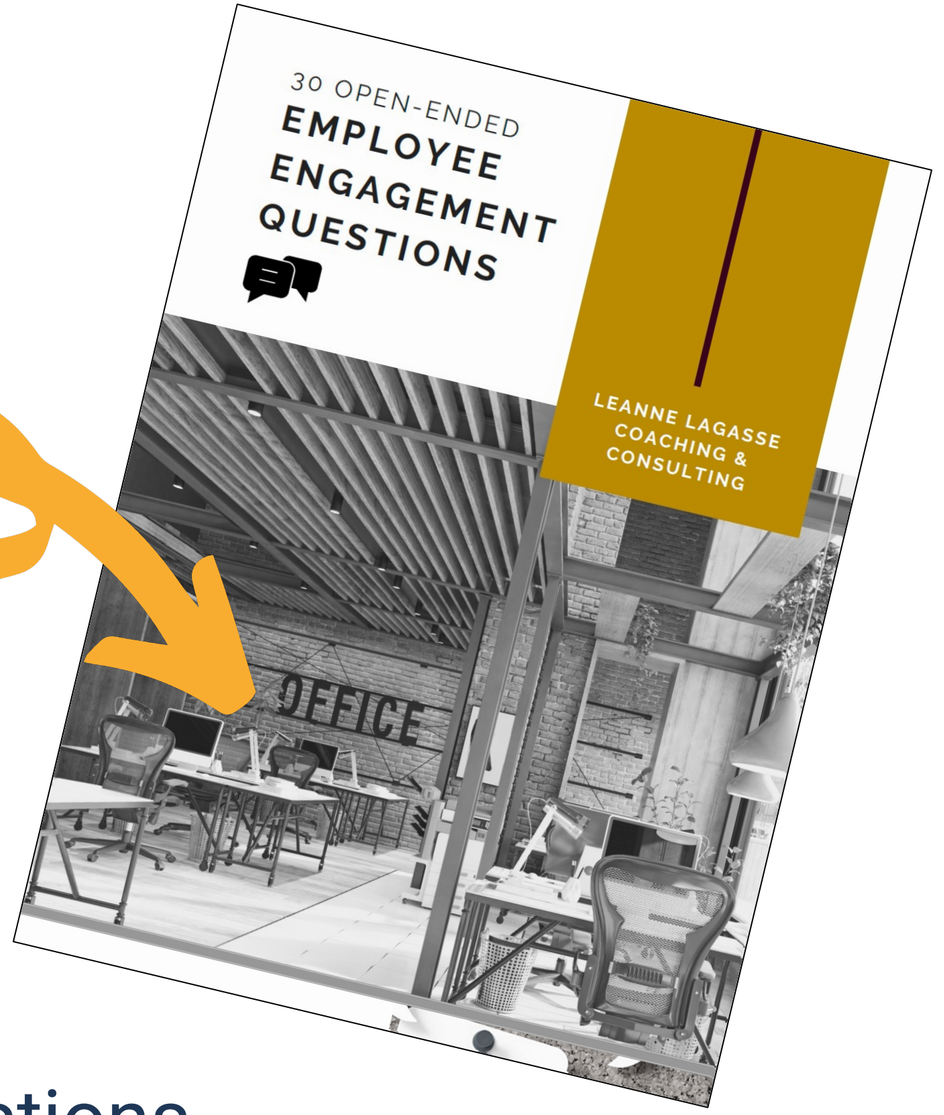
Appeals to speaker credibility and trust



Logos:

Appeals to logic and reason

My Favorite Qualitative Questions to Discover and Promote Buy-In



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Establishing Logos

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  - Bottom line impact; ROI
- Use Qualitative Data
  - Employee feedback
  - Internal advocates
- Refer to Organizational Strategy, Values, and Priorities

Ethos:

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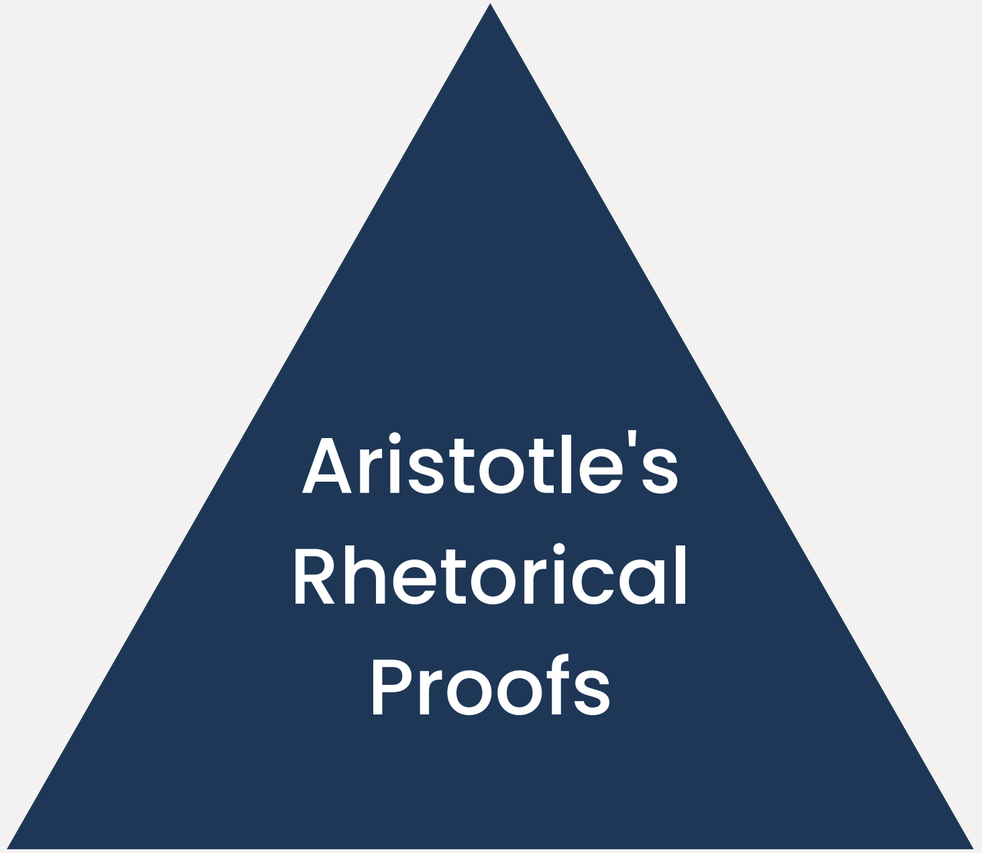


Logos:

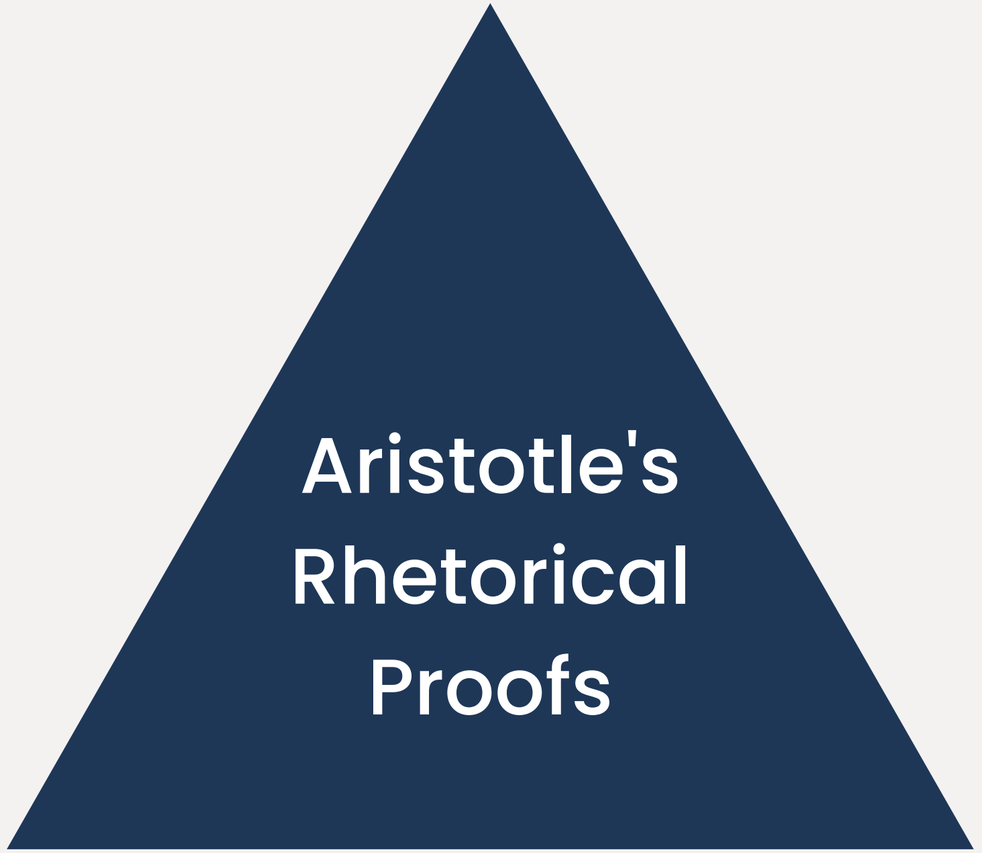
Appeals to logic and reason

Establishing Pathos

- Appeal to audience emotions and values
- Style your argument as an invitation into a transformation story; who will we become?
- Develop vivid examples and paint a picture of the audience on the other side of the problem.
- Use emotional language
- Use visual images

Ethos:

Appeals to speaker credibility and trust



Logos:

Appeals to logic and reason

Pathos:

Appeals to emotion

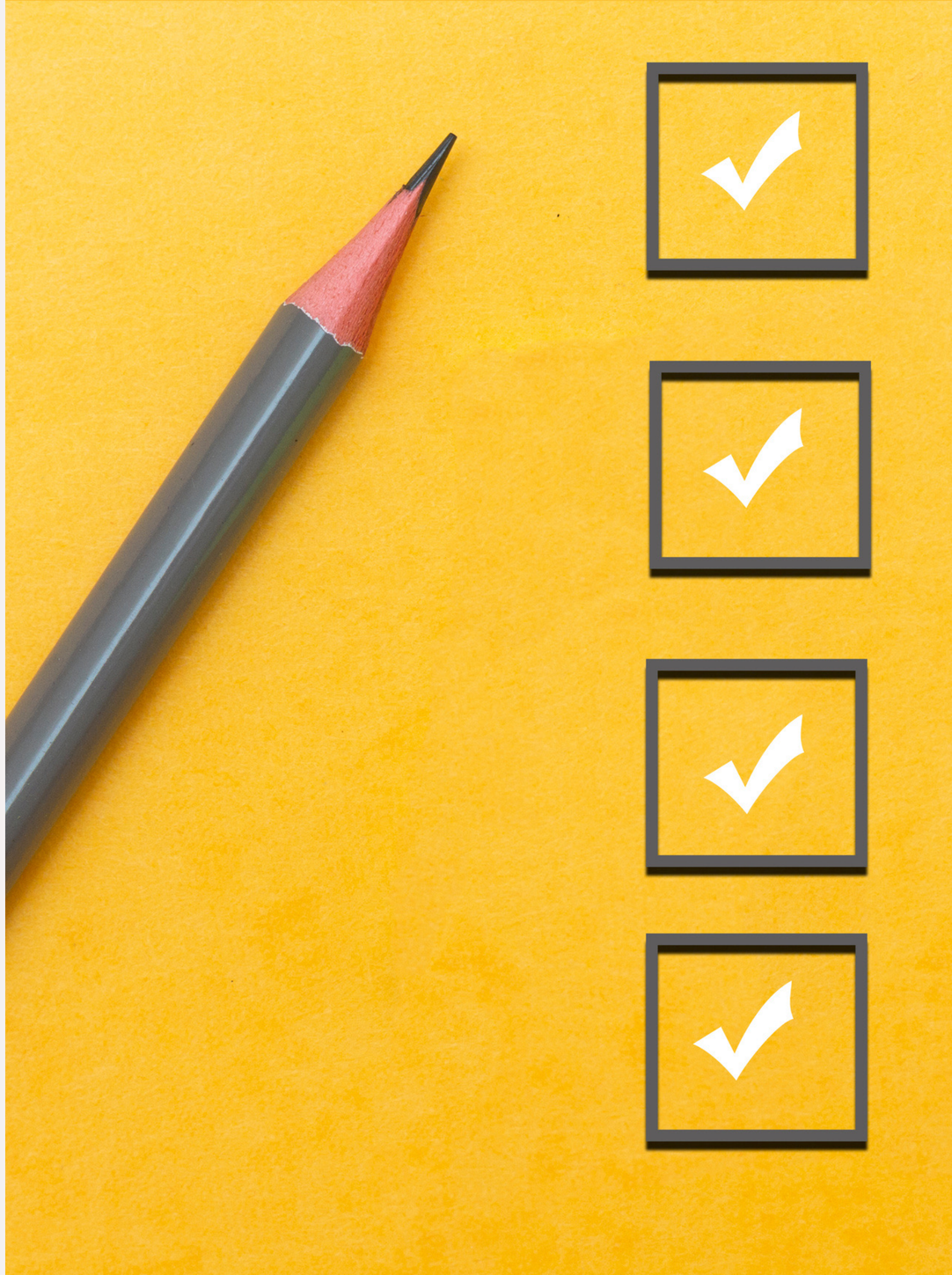
Finally - Identify Your Counterarguments

- **Two sided messages:**
  - Mention and refute opposing points of view or objections
  - Are typically perceived as more persuasive than one-sided messages
  - Should be stated in a way that your audience/opponent would agree with.

Organize and Style Your Argument

Organization Basics

- **Use a problem/solution organizational pattern**
  - What's the problem?
  - What's your evidence?
  - What's your solution?
  - What's your proposed plan?
  - What's your backup plan?
  - How will we assess and measure progress?



About Your Language, Keep in Mind...

01

When delivering a presentation, write your pitch for the ear, not the eye.

02

Use words and phrases that mean something to your audience.

03

If you're not speaking with conviction, your pitch will fall flat.

Exceptional communication is all about focused audience analysis and strategic decision making.

And the people we serve are worth it.

Thank you!
I'd love to connect!

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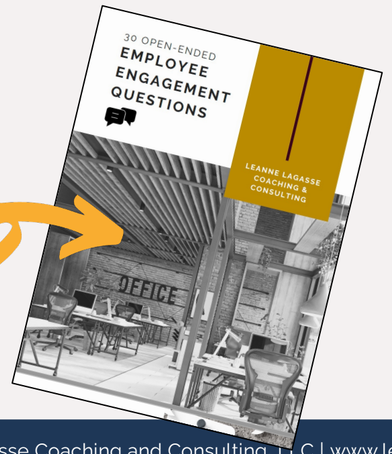
LeAnne Lagasse

People Ops Problems



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LEANNE LAGASSE
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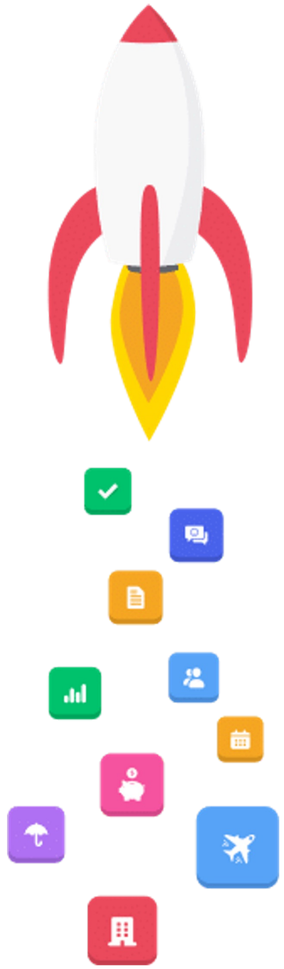
Helping HR and Business Leaders engage, retain, and develop their employees.

SHRM SENIOR CERTIFIED SHRM-SCP PROFESSIONAL

GALLUP CERTIFIED Strengths Coach



About GoCo

GoCo's mission is to empower SMBs and their HR, so they can focus on growing happier, healthier, and more productive teams

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