Chapter 10 Outline

(I italicized and bolded words are key words)

I. **Interpersonal Influence** is the act of changing the attitudes or behaviors of others; the study of interpersonal influences focuses on power, persuasion, and assertiveness.

II. Power is present in all relationships, whether or not we are consciously aware of how power issues affect our relationships.
   A. **Power** is the potential that one person has to influence the attitudes, beliefs, and behaviors of others.
   B. There are five sources of power.
      1. **Coercive power** is the potential to influence based on the ability to physically or psychologically hurt another.
      2. **Reward power** is the potential to influence based on the ability to provide monetary, physical, or psychological benefits that others desire.
      3. **Legitimate power** is the potential to influence granted to a person who occupies a legal position of authority.
      4. **Expert power** is the potential to influence others based on the real or perceived command of a subject.
      5. **Referent power** is the potential to influence based on having the respect and admiration of others.
   C. There are a number of basic principles of power dynamics.
      1. Power is a perception, not a fact.
      2. Power exists within a relationship.
      3. Power is not inherently good or bad.
      4. The person with greater power in a relationship can make and break the rules for the relationship.
   D. **Persuasion** is using verbal messages designed to influence the attitudes and behaviors of others.
      1. The *elaboration likelihood model of persuasion (ELM)* is a theory that posits that people will use either heuristics-mental shortcuts- or more elaborate critical thinking skills when processing persuasive messages.
         a. The **peripheral route** is when we automatically process the persuasive message, using shortcut heuristics that save us time and mental energy.
         b. With the **central route**, we consciously process the persuasive message, critically evaluating the logic, credibility, and emotional appeals of the sender.
      2. There are ways to persuade automatic processors, who use these six heuristics to automatically process and respond to persuasive messages.
         a. Repay in kind—being influenced by a perceived debt or obligation to someone else is the **reciprocity heuristic**.
         b. Do what others do (follow the crowd)—being influenced by what others think or do is the **social proof heuristic**.
         c. Do what your friends do—being influenced to believe or do what people we like advocate is the **liking heuristic**.
         d. Do what the experts advise—being influenced by what knowledgeable professionals believe or advocate is the **authority heuristic**.
         e. Be consistent—being influenced by our past active, voluntary, and public commitments is the **consistency heuristic**.
f. Get what is in short supply—being influenced by the rarity or availability of something is the *scarcity heuristic*.

3. Extensive processors will take a central route to process the persuasive messages that they receive and evaluate the: quality of the reasoning, credibility of the speaker, and legitimacy of appeals to our emotions.

a. **Claims** are simple statements of belief or opinion.

b. **Reasons** are statements that provide valid explanations or justifications for a belief or action.

c. There are three considerations for making an effective reason.

1. Good reasons are relevant to the claim.
2. Good reasons are well supported by valid *evidence*, which are facts, expert opinions, and relevant personal narratives that support the truth of a reason.
3. Good reasons are meaningful to the person you’re trying to persuade.

4. **Credibility** is the extent to which the target believes in the speaker’s expertise; the three factors of credibility are competence, trustworthiness, and likeability.

   a. **Competence** is the perception that the speaker is well qualified to provide accurate and reliable information.

   b. **Trustworthiness** is the perception that the speaker is dependable, honest, and acting for the good of others.

   c. **Likability** is the perception that the speaker is congenial, friendly, and warm.

5. The effectiveness of *emotional appeals*, persuasive messages that influence others by evoking strong feelings in support of what the speaker is advocating, depends on the mood and attitude of the person you are persuading and the persuading language itself.

III. There are multiple approaches for asserting rights and expectations.

A. The **passive approach** is concealing your feelings rather than voicing your rights and expectations to others.

B. The aggressive approach employs *verbal aggression*, which is sending messages that attack another person’s self-esteem or express personal hostility for perceived violations of rights or expectations.

   1. **Flaming** is hostile interaction between Internet users.

   2. Verbal aggression is different from *argumentativeness*, defending our own ideas or attacking the reasoning of others while according them respect.

   3. **Passive-aggressive behavior** is behavior in which one exhibits aggressive behavior, but in a passive manner.

C. The assertive approach is characterized by *assertiveness*, which is the skill of sending messages that declare and defend personal rights and expectations in a clear, direct, and honest manner while at the same time respecting the preferences and rights of others.

   1. **Owning**—making “I” statements: this allows one to own and represent one’s thoughts and feelings.

   2. **Describing** behaviors and feelings.

   3. **Doing** positive and negative facework.

   4. Using appropriate nonverbal behaviors.

   5. You will be more successful if you ask for a *minimal effective response*, which is what you need to feel that your rights and expectations are respected, not everything you might want.
D. When making a complaint, or message telling someone that you find what is or has occurred unacceptable because it has violated your rights or expectations, some guidelines should be followed.
   1. Begin by doing facework.
   2. Describe what has happened that you believe violates your rights or expectations.
   3. Explain why what has happened violates your rights or expectations.
   4. Describe how you feel about what has happened.
   5. Invite the person to comment on or paraphrase what you have said.
E. Change requests are messages that direct others how to respect our rights or meet our expectations in particular situations. Some guidelines to follow are:
   1. Politely but directly describe what you want the other person to do.
   2. Do facework.
   3. Describe how the behavior violates your rights or expectations.
   4. When possible, offer an alternative to your partners’ unacceptable behavior that meets their needs while not violating your rights and expectations.
   5. Assume that your partners will comply with the personal request and thank them.
F. When refusing a request, there are some guidelines that can be followed.
   1. If appropriate, thank people for what they are asking you to do.
   2. Directly own that you are not willing to agree to the request.
   3. State a generalized reason for your refusal, but don't feel obligated to disclose something that you want to remain private.
   4. When possible, offer an alternative to which you can agree.
G. Assertiveness is valued by some cultures more than others; and when practicing assertiveness, be aware that no single standard of behavior ensures the achievement of goals.

IV. We communicate to influence others online as well as offline.
   A. Some scholars use the term masspersonal to describe media that disseminate personal communication to a large audience in this way.
   B. Research indicates that businesses benefit from this electronic word of mouth (eWOM), or electronically distributed information, opinion, and advice about organizations’ products or services.