

The Convincer Meta Program: How Someone Becomes Convinced You're Good At Your Job

As you learned in Chapter 7, Meta Programs are powerful ways to understand a person's Map of the World. They help us to glean their belief and identity structure and "step in" to what it's like to be them. The Convincer is an additional meta program we did not cover in Power Your Tribe simply due to lack of space. So here it is now! You'll find it tremendously helpful in marketing, business development, sales scenarios of all types.

- **Convincer: Channel.** How do you know someone else has done a good job? Do you see evidence, hear about it, read a report about it, or actually work with them to know?
- **Convincer: Frequency.** How many times does someone have to do a good job before you are convinced? Are you "sold" by the number of examples, one example and you'll give them the benefit of the doubt, never really convinced/need to be proven each time, or proven over a period of time?

Convincer: Channel

	See	Hear	Read	Do
Description/ motivations	Have to see some evidence—"I would need to see them working."	Will listen or hear what someone will say—"When I hear them speak, I'll know."	Need to read something and it has to make sense, reports, etc.—"I read their reports."	Have to work with someone to know – "I have to work with them to get a feel for how they work."
Advantages	Relies on his or her own judgement, rather than on others'	Sensitive to the quality of voices, and can listen for what is "not said" in	Good attention to detail and data (e.g. show them	Values teamwork, collaboration, relationships, and direct



	assessments. (e.g. let them see your product or service in action)	communication. (e.g. tell them what they need to hear.)	the scientific proof behind your product)	experiences (e.g. touching the product you sell them)
Disadvantages	Misperceived as distrusting of people's opinions.	Can be easily persuaded by gossip and here-say.	Can spend too much time analyzing and theorizing.	Can be biased towards those they trust and like.
Influential words	"Take a look at it," "Once you see it", "Watch what happens ..."	"Hear me out now", "Is there anything else I haven't said that is of importance?"	"Here's the proof in writing", "This is what the data tells us"	"Here, try it out now", "Get a good feel for it."
Often found in	Operations, product development, and quality control.	Speaking, presenting, face to face roles such as sales & marketing.	Engineering, market analysis, and finance.	Recruitment, leadership, management,
Possible conflicts	Micromanage, overly skeptical, generates mistrust from team members.	Rely too much on what people say, and take it as truth.	Get lost in data, and perceived to value information over people.	Spends too much time interacting with people, taking away from their focus.

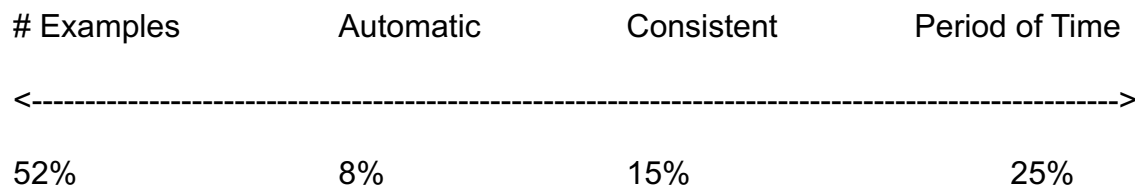


Decoder Question: To find out someone's convincer channel, ask, "How do you know if someone else is good at their job?" Knowing their convincer channel is great for sales and marketing, because you can decide how to best present information so they can make their decision.

Convincer: Frequency

	# of Examples	Automatic	Consistent	Period of Time
Description/ motivations	Will state a specific number of times. "Two or three times."	One example or assume people are good. They will give the benefit of the doubt, "I can tell right away."	Never really convinced. Must judge each time, "I must judge each piece of work."	Will talk about a duration or period of time they need. For example, "Over a couple of months."
Advantages	With enough counter-examples, they can be easily convinced.	They are generally trusting and easy to work with from the "get go."	Every time you meet them, is an opportunity to work together on a clean slate.	Opportunity to explore working with them over a trial period of time. This allows both parties to observe what needs are met, what is not, and what can be adjusted going forward.
Disadvantages	Can get exhausting to work with, since you may be expected to reproduce multiple examples which seem to	Can be impulsive, and end up overlooking potential conflicts which may occur down the line, resulting in	Can generate mistrust since none of the other person's past contributions are considered.	Can require a bigger commitment on behalf of both parties than what is wanted.

	be the same thing.	pre-mature decision making.		
Influential words	"Let's try this out a few times, and then we will know."	"I like to see the good in everyone."	"We're only as good as our next move. Let me show you"	"Let's try this out for a period of [insert time], then we will know."
Often found in	Leadership, management, recruitment.	Brand ambassadors, public relations,	Innovation, product development, engineering.	Leadership, management.
Possible conflicts	see disadvantages	see disadvantages	see disadvantages	see disadvantages



Decoder Question: To find out someone's convincer frequency, ask, "How many times do they have to demonstrate this before you're convinced?" Knowing their convincer frequency lets you know how many times you must replicate their convincer channel, before they make a decision (e.g. let them touch and get a feel for your product 3 times).

Try out this meta program and let us know your results! Do bear in mind for B2B marketing many find that 8-12 meaningful interactions are essential to begin the Know-Like-Trust process. And people only buy when they reach Trust.