



I Said/They Said Guide to Getting Buy-In

NALP Annual Conference '21

#1 Takeaway



A. Buy-In Experiment – “How would you convince your reluctant boss to let you attend next year’s NALP Conference in New Orleans?”

B. Two Necessary Elements to Connect with People and Change Minds

1. Curiosity

2. Empathy

C. The Science Behind What Makes Relationships Work (professional and personal)

Our relationships are stronger when our partner/colleague *perceives* that they are understood, validated, and cared for. If they don’t get this from us, they will seek it elsewhere.

(Source: Harry T. Reis, University of Rochester)

D. The Four Motivators in the Workplace (Identify the driver of the person you're trying to persuade and give them what they want.)

1. **Achievement** – desire to excel and succeed; want to reach higher levels of their personal best, not necessarily to outdo others
2. **Affiliation** – appreciate harmonious relationships and teamwork; a sense of belonging and personal interaction are highly prized
3. **Power** – have a strong need to feel (and be) in control; not in a Napoleonic way; could prefer a better title over a financial raise
4. **Security** – value consistency, continuity, and stability; driven by guarantees; dislike change, especially abrupt change

E. The B.E.S.T.T. Way to Communicate to Get Buy-In

1. **Body Language** – make sure your nonverbal body language is congruent with the words you're saying; have confident posture and use open, reassuring gestures
2. **Empathy** – strive to continually *feel* what it's like to be in the other person's shoes (without judgment); remember that their position seems perfectly normal and right to them
3. **Short** – be appropriately descriptive, yet brief; not one extra syllable
4. **Tempo** – watch your speaking pace; give context and let the other person process; slow down; practice ahead of time; check out free speaking apps like Orai and Speeko
5. **Tailored** – customize your approach; make sure you speak *their* language; what's important to you may not be important to them

Recommended Reading: Buy-In by J. Kotter and Pre-suasion by R. Cialdini



About the Speakers:

Steve Hughes

Steve Hughes is President of *Hit Your Stride, LLC*, a communications consultancy that helps people look and sound smart when they talk. He's the author of *Captivate: Presentations That Engage and Inspire* and his work has been featured in *The Wall Street Journal*, *Businessweek*, and on *BBC World News*, *NPR*, and *CBS*. Steve is also the proud creator of "International Be Kind to Lawyers Day," which is celebrated annually on the second Tuesday in April. His clients include Am Law 200 firms, leading universities, Fortune 500 companies, and national associations. Prior to founding *Hit Your Stride*, Steve spent 14 years in advertising and was a co-owner of a 50-person ad agency where he made hundreds of presentations with millions of dollars on the line. He holds a BA in French Literature and European History from the University of Kansas and an MBA in Marketing from Washington University's Olin School of Business, where he was awarded the prestigious Olin Cup.

steve@hityourstride.com

314-401-0066

Jessica Buchsbaum

Jessica Buchsbaum has extensive experience, serving as Bilzin Sumberg's Chief Legal Talent Officer since 2002. Her responsibilities include the development and implementation of firm-wide recruiting strategies and initiatives. Jessica also creates and implements Bilzin Sumberg's professional development programs, including the selection of partner retreat topics, for the firm's attorneys, designing them to improve performance and retention. She was responsible for the design and implementation of an integrated competency approach to associate performance evaluation and compensation, professional development training and recruiting. Jessica works with the Firm's Culture Committee on its Diversity Initiative, participating in outreach events, hosting and preparing networking events for minority lawyers and speaking to at-risk high schools. She is responsible for Bilzin Sumberg's participation in the NALP/Streetl aw Pipeline Program since 2009.

jbuchsbaum@bilzin.com

305-788-2834