

Elicitation

The **Art** of Conversation

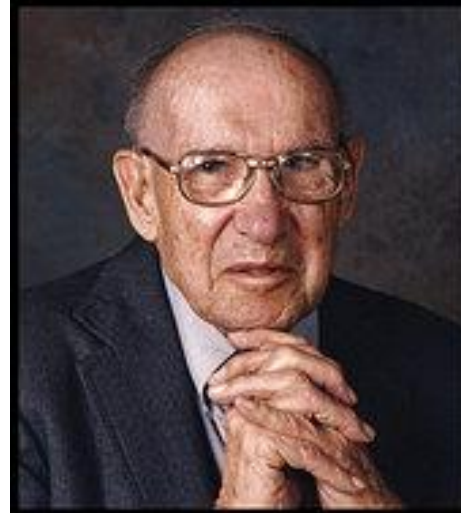


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“60% of all business problems stem from faulty communication.”



Peter Drucker

Author, management guru's Guru, Professor
1909 - 2005

It's better to keep your mouth closed and let
people think you're a fool than to open it
and remove all doubt.

Mark Twain

A smart person knows what to say.
A wise person knows whether to say it or not.

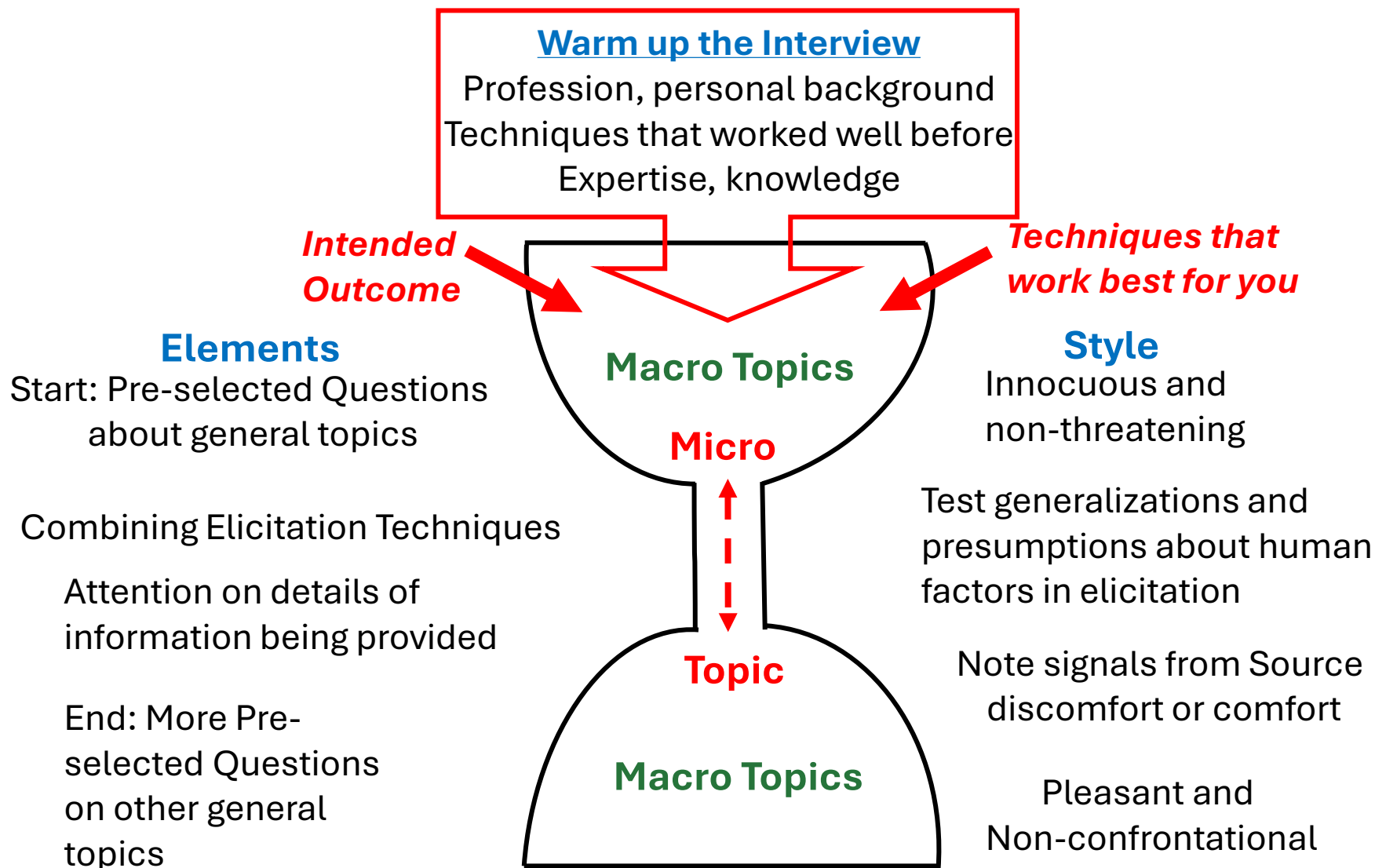
Frank M Garafola

Elicitation: Planned Conversation

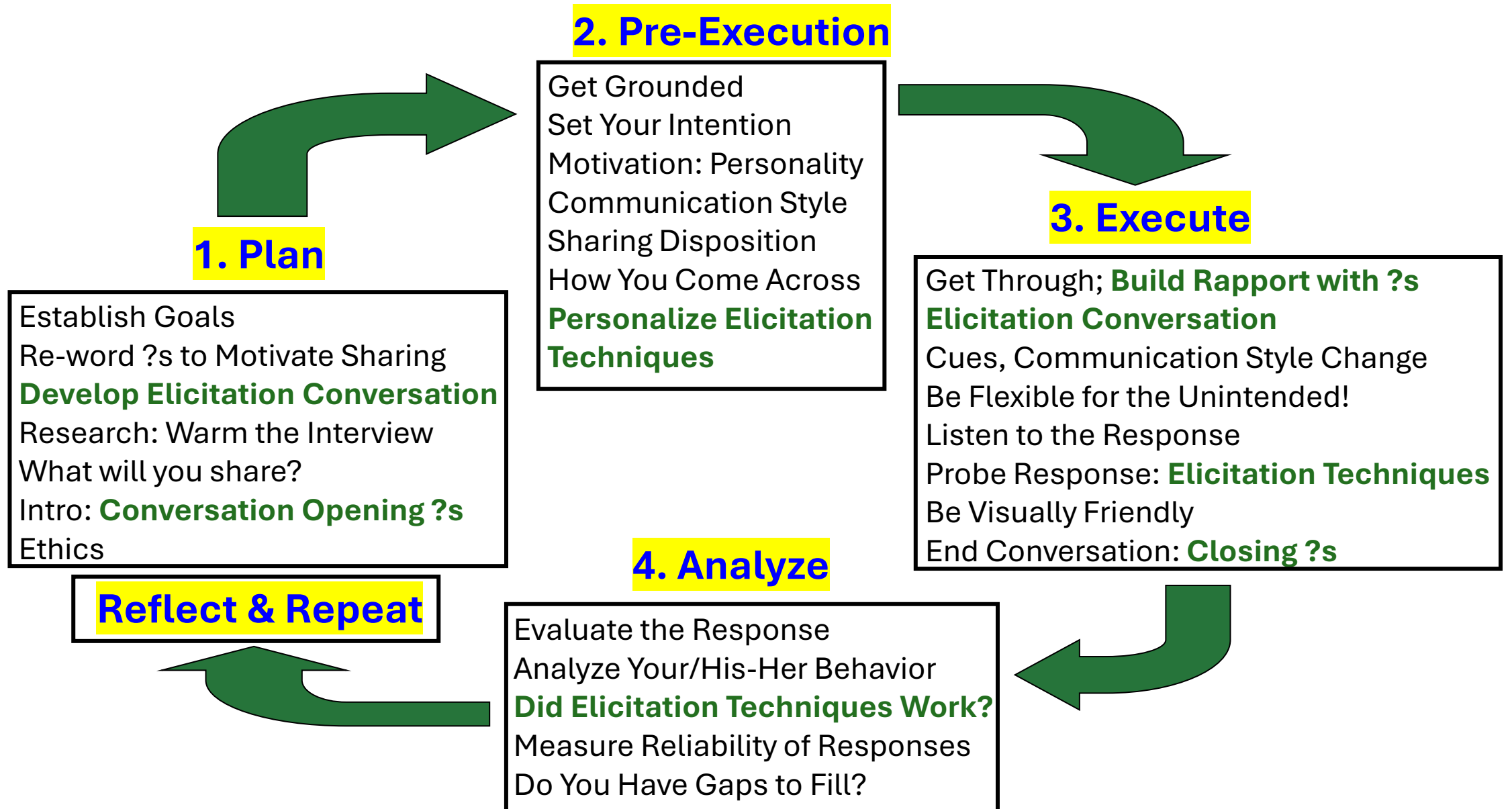
Conversation that compels people to voluntarily tell you things without you asking.



Conversational Hourglass



Interview-Conversation-Elicitation



Planning



- Establish Your Goals/Questions
- Reword to Motivate Sharing (WIIFM)
- Research: Warm up the Interview
- Prepare Your Introduction
- Prepare for Unlikely Contingencies
- What are You Willing to Share?

Warm Up the Interview

- Find the Right People or Person
- Small Talk: Find a Common Thread
 - ..Know me before we talk
 - Industry issue, article
 - School
 - Challenge
 - Success
 - Friend in Common
 - Hometown
 - Employer
 - Hobby
 - Travels
 - Current Events



photo by [Alexis Madlang](#)

Get to Know the Individual: 5Ps

- Profession
- Politics
- Personal Issues
- Personal
- Predisposition
 - DISC
- Emotional Intelligence

D.i.S.C. Behavior Styles

Dominant/Driver—18%

Fast & Aggressive

Motivation Bottom line results

How much? How quick? Let's get going...

Fear Losing control, wasting time

Behavior Self-assured, direct, forceful, impatient

Be Cut to the chase. Focus: results. Instant feedback

Task Oriented

Compliant/Conscientious/Thinker—14%

Motivation Accuracy and details

Fear Conflict, criticism, being wrong

Behavior Serious, analytical, observant. Questioning and skeptical. Cautious and reflective. Enjoys independence

Be Expect many questions. Details, details, details. Supporting evidence. Silence works: let them think

Steady & Cautious

Influencer/Socializer—28%

Motivation Flattery, optimism, more emotional

Fear Rejection

Behavior Animated, talkative, open, charming, persuasive, Show emotions.

Be Give positive reinforcement. Smile. Make it fun. Tell story->emotion

People Oriented

Steady/Relater—40%

Motivation Cooperative. Sincere. Need to like you to work with you. Others' needs 1st

Fear Change (not early adopters)

Behavior Careful, slow, calm, patient/relaxed, humble. Don't like to be rushed. Dependable

Be Take a genuine interest in them. Map out each step. Be empathetic. Be likeable

Source: Adapted from Eric Barron's Presentation:
"Understand Your Clients Better Using the DiSC Personality Styles"

What Is Unique???



Prepare Your Introduction

What's in it for them to share?

What do you think will be their attitude about sharing?

In turn, what will you share?

Is confidentiality an issue?

Ethical considerations

Smile, ***really*** You're OK

Don't take yourself too seriously

Pre-Execution



Get Grounded

Set Your Intention

Motivation/Personality

- Yours
- Theirs

Communication Style

- Yours
- Theirs



Get Grounded



Gain Confidence: Power Pose



Dr. Weil's 4-7-8
Breathing Technique

<https://bit.ly/3tCx5qL>

Set Your **Intention!**



Positive and Negative Conversational Behaviors

Oxytocin Producing

- Concern for Others
- Truthful about What's on Mind
- Curiosity: Stimulate Discussion
- Paint Picture of Mutual Success
- Open to Difficult Conversations

Cortisol Producing

- Don't Trust Others' Intentions
- Focused on Convincing Others
- Others Are not Understood
- Pretend to be Listening
- Emotions Detract from Listening

Know Human Nature!

Recognition

Show off

Curiosity

Gossip

Complain

Correcting

Defend

Emotional hazards

What secrets?

Aw shucks...

Insecurity

Easy to discuss...what's not their concern

Execute



- Get to the Person
- **Build Rapport**
- Listen for Hints or Cues
- **Be Flexible**
- Question or Comment
- **Listen to the Response**
- **Be Visually Observant**
- Evaluate the Response
- Probe the Response
- End on a Positive Note

Build Rapport



- Build off your Introduction (from Planning)
- Observe them visually (video/in-person)
- Observe their speech, accent, speed, tone
- Get them to talk about themselves, good start
- Establish a quick, personal connection.
- Observe their communication disposition
- Introverted or Extroverted?
- Sharing disposition
- Adapt your style accordingly, but don't fake it
- Share but don't dominate

Observe His Sharing Disposition

Egocentric	Deeply Intelligent	Nerd	Helper
Motor Mouth	Intellectual	Clam	Evasive Deceptive

Be Flexible



- Your assumptions about the other person might be wrong
 - Their state of mind
 - How they might respond
- Your speech or action might have unintended or unhelpful effects
- Maybe they're unexpectedly stressed
- Something distracts you or them during your conversation
 - They're multitasking
 - Noise in the environment
- Oops, you lacked some crucial information
- You responded awkwardly



Improve Your Listening

- Know thyself.
- How good a listener do you think you are? Why?
- What are some of the ways you let others know you're listening?
- Ask some colleagues how good a listener they think you are.
- Why do they feel this way about your listening? Evidence?
 - What do you do well as a listener?
 - Where could you improve?
 - What stands out?
- Do you appear to be listening and you're not?
- Ask several people, not just those who know you very well.

Visual Elicitation

Encourage Sharing Visually



Smile



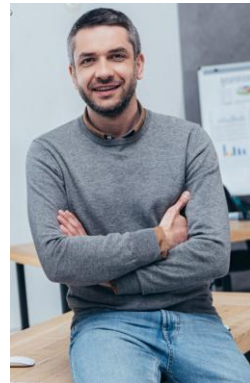
Mimic



Take an Angle



Encourage



Problem Solver



Use Hands

Verbal Elicitation Techniques



Confidential Bait



Unbelieving Attitude



Naïve Mentality



Opposing Stand



Silence



Erroneous Statement

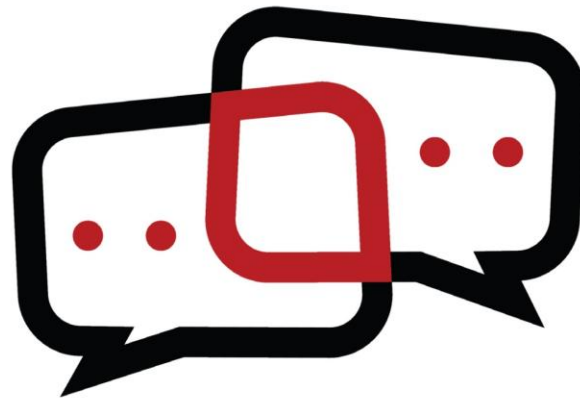
Evaluate The Response



Relevance Completeness Validity

Share Responses with Team

Loosen their Lips



How to Capture the Information
You Seek During a Conversation

Ellen Naylor

Author of **Win/Loss Analysis**

Available in paperback
<http://bit.ly/45PcMdh>

Want to Review it?
<http://bit.ly/40ipRbw>

Available Kindle Unlimited
bit.ly/4lSb2oz

Audiobook on
Amazon Audible

Resources

- [*A Practical Guide to Competitive Intelligence*](#) edited by Zena Applebaum, Philip Britton and Alysse Nockels
- [*Basic Interviewing Skills*](#) by Raymond L. Gorden. This is the best interviewing structure I have read anywhere, also includes tips on reading the body.
- [*Conference and Trade Show Intelligence*](#), edited by Jonathan Calof and Bonnie Hohhof, Competitive Intelligence Foundation
- [*Confidential: Business Secrets – Getting Theirs, Keeping Yours*](#) by [John Nolan](#). Develop elicitation skills and protect your company's secrets.
- [*Conversational Intelligence: How Great Leaders Build Trust and Get Extraordinary Results*](#) by Judith Glaser
- [*Gaining Market Insights from Events: A Lifetime Journey*](#) by Jonathan Calof
- [*Loosen Their Lips: How to Capture What You Seek During a Conversation*](#) by Ellen Naylor
- [*Reclaiming Conversation: The Power of Talk in a Digital Age*](#) by Sherry Turkle, MIT Professor
- [*Super Searchers Go to the Source: The Interviewing and Hands-On Information Strategies of Top Primary Researchers-Online, on the Phone and In Person*](#) by Risa Sacks. (Includes an interview with John Nolan.)
- [*The Definitive Book of Body Language*](#), Allan and Barbara Pease
- [*The Truth Detector: An Ex-FBI Agent's Guide for Getting People to Reveal the Truth*](#) by Jack Schafer and Marvin Karlins
- [*What Every Body is Saying: An Ex-FBI Agent's Guide to Speed-Reading People*](#) by Joe Navarro, a professional reader of body language



“I've learned that people will
forget what you said,
people will forget what you did,
but people will never forget
how you made them feel.”

Dr. Maya Angelou

Thank You



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