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psychology professor at The University of Texas at Austin, says both these points hold true.

“One of the first things you have to do to give someone permission to change their mind is to lower their defenses and prevent them from digging their heels in to the position they already staked out,” he says. “If I immediately start to tell you all the ways in which you’re wrong, there’s no incentive for you to co-operate. But if I start by saying, ‘Ah yeah, you made a couple of really good points here, I think these are important issues,’ now you’re giving the other party a reason to want to co-operate as part of the exchange. And that gives you a chance to give voice your own concerns about their position in a way that allows co-operation.”

Markman also supports Pascal’s second persuasive suggestion. “If I have an idea myself, I feel I can claim ownership over that idea, as opposed to having to take your idea, which means I have to explicitly say, ‘I’m going to defer to you as the authority on this.’ Not everybody wants to do that,” he adds.



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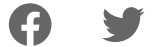
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