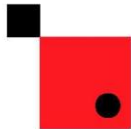


Converse to Gain Real-Time Intelligence



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Interviewing

“The next best thing to knowing all about your own business is to know all about the other fellow’s business.”

John D. Rockefeller

Cooperative Attitude





“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

Who ... are you?



Who is s/he?

- Cold Call?
- Attitude about information sharing?
- What have they shared before?
- Where comfortable sharing?
- Why share more?
- What will you share?

Practical Motivators

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

Dominant



Influencer



Steady/Amicable



Conscientious



Interviewing



Do the research first!

Warm up the Call

Be organized!

Prepare YOU



Planning

- Formulate Relevant Questions
- What's Your Relationship with the Person?
- Re-word Questions to Motivate Sharing

Re-word Questions to Motivate

Minimize Ego Threat

- Start with broad/open ended questions
- Hypothetical questions
- Indirect questions/statements
- Narrow questions

Listen for the Hints or Cues



- Be patient, alert
- Judge target's emotional state

Lay Aside Pre-Conceived Notions



- Failure to Listen
 - Biased expectations
 - Desire for self-expression

Elicitation: Definition

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

Remember Questions Better

- Who is s/he?
- Why are they asking?
- How will s/he use what I say?
- How much should I share?
- Or should I share at all?

Elicitor Skills

- Natural gift for making friends
- Good listener
- Establish rapport well
- Practical psychological insight
- Broad general knowledge
- Good memory
- Two level listener

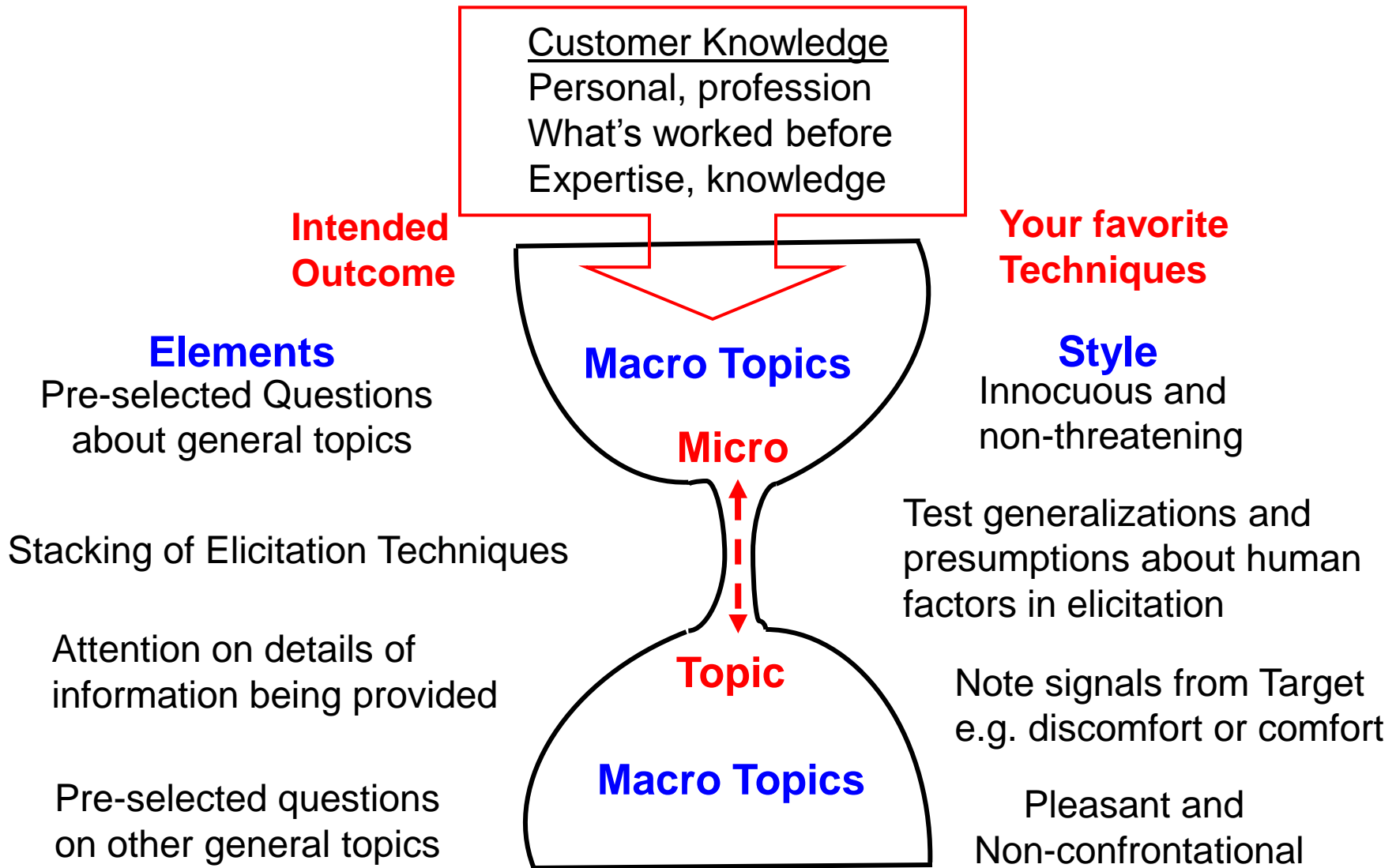
Elicitation: “Planned Conversation”

- Your personality
- Your target’s personality
- Desired outcomes?
- What steps to take?
- Builds on what you know
- The right conversational points: timely
- Conversation is interesting to target
- Builds on human tendencies

Human Characteristics in Elicitation

- Desire to be recognized, appreciated
- Curiosity, Gossip, Complain
- Show off/share confidences w/other professionals
- Occupational hazards: advising, teaching, correcting challenging
- Self-effacement – downplay accomplishments
- Habit to correct others
- Prove someone else wrong
- Over-talking when overly emotional

The Conversational Hourglass



Expression of Mutual Interest

- Often lowers defenses, and opens up conversation



Provocative Statement

- Used to engender a question in response, and usually sets up another elicitation technique



Simple Flattery

Often coaxes a person into conversation



Naïve Mentality

- Causes knowledgeable people to instruct



Opposing Stand

- Purposely take the opposite stand



Unbelieving Attitude

Denial of the obvious leads to enlightenment!



Quid pro Quo

- I'll share if you'll share
- Gesture of good faith and openness



Purposefully Erroneous Statement

- Deliberate false statements cause the knowledgeable person to correct you



Oblique References

- Comments made indirectly, in either a positive or negative light, which generate either defense or criticism



Exploit the Instinct to Complain

- Indirectly criticize an individual or an institution or industry expert



Bracketing Techniques

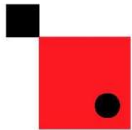
- Start broader, and get narrower



Silence



Ready Set Go



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