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How do you convince them?

By Joe Murphy, CCEP

Joe Murphy (joemurphyccep@gmail.com) is a Senior Advisor at Compliance Strategists, SCCE's Director of Public Policy, and Editor-in-Chief of CEP Magazine.

I have often heard people complain about the difficulty of reaching management, or the board, or any other group. How do you convince them to buy in to the compliance program, or support a key initiative, or do anything else you need?

Here is a suggestion: Just for now, stop thinking in the collective. Think about each individual in the group. Where is each one coming from? Which one is most likely to agree with you? Which one has a particular worry he or she is dealing with that has their attention? What can you do that will help them? How does what you are proposing possibly help particular individuals in the group?

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