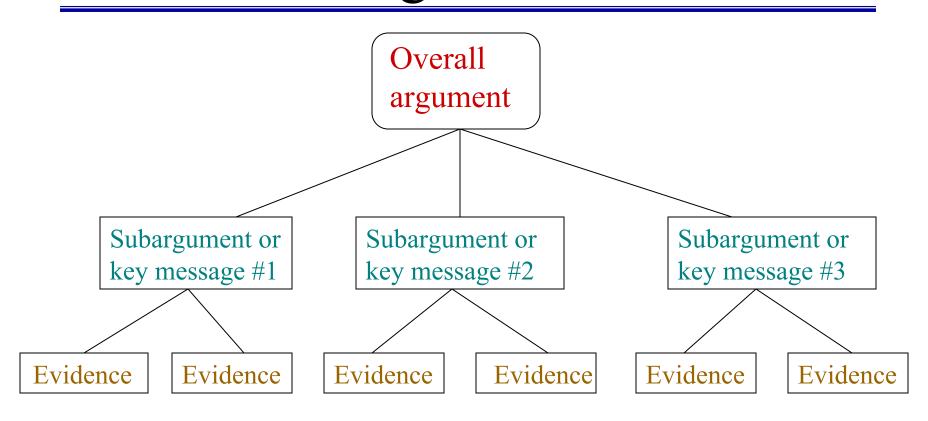
### Testing the Evidence

- What is the source of the evidence? Is the source valid and credible?
- Is the evidence accurate, current and relevant?
- Have the statistics been evaluated properly?
- Are facts distinguished from inferences or opinions?

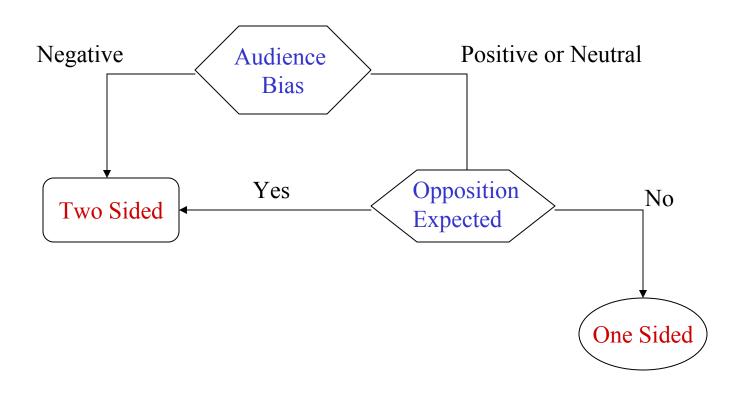
## Testing Reasoning

- Is the evidence cited sufficient to produce a valid conclusion?
- Are the instances used as evidence typical?
- Are negative instances accounted for?
- Are causes and effects adequately linked?

# Building Evidence into Arguments



## Presenting the Argument: One or Two Sided?



Communication for Managers

### Techniques of Persuasion

- Building common ground
- Getting a "foot in the door"
- Establishing reciprocity
- "Band-wagoning"
- Liking
- Creating obedience to authority