

# 004. Niro Sivanathan: The counterintuitive way to be more persuasive | TED

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Transcriber: Leslie Gauthier

Reviewer: Krystian Aparta

Imagine (v.) you' re on a shopping trip 购物之旅.

You' ve been looking for a luxury-line dinnerware 整套的餐具 set 碗碟套装 to add to your kitchen collection.

**As it turns out** 事实证明, your *local department store* has announced a sale on *the very (a.)* ( 特指人或事物 ) 正是的, 恰好的, 同一的 *set* you' ve been looking for, so you rush (v.) to the store to find a 24-piece set on sale.

结果, 你当地的百货公司宣布, 你一直在寻找的套装正在打折, 所以你冲到商店去寻找一套正在打折的24件的套装。

Eight dinner plates 餐盘, all in good condition 良好状态;  
eight soup and salad bowls, all in good condition;  
and eight dessert ( 正餐后的 ) 甜点 plates, all in good condition.

Now, consider for a moment  
how much you would be willing to pay for this dinnerware (n.)整套的餐具 set.

Now imagine (v.) an alternate scenario 设想, 可能发生的情况.

Not having seen this 24-piece luxury set, you rush to the store to find a 40-piece dinnerware set **on sale** 特价销售,打折出售.

Eight dinner plates, all in good condition;  
eight soup and salad bowls, all in good condition;  
eight dessert plates, all in good condition;  
eight cups, two of them are broken;  
eight saucers ( 放茶杯的 ) 浅碟, seven of them are broken.

Example 1. 案例  
saucer



Now consider for a moment  
how much you would be willing to pay for this 40-piece dinnerware set.

This is the premise 前提；假定 of a clever (a.)聪明的，机灵的；机敏的，巧妙的 experiment by Christopher Hsee from the University of Chicago.

It' s also the question that I' ve asked hundreds of students in my classroom.

What were their responses? On average, when afforded 买得起 the 24-piece luxury set, they were willing to spend 390 pounds for the set.

When afforded the 40-piece dinnerware set, on average, they were willing to spend a whopping 192 pounds for this dinnerware set.

Example 2. 案例

	the 24-piece luxury set	the 40-piece dinnerware set
	8餐盘, ok 8碗, ok 8甜点盘, ok	<ul style="list-style-type: none"><li>• 左边的一切</li><li>• 再加上: 8杯子, 坏2个 8茶托, 坏7个</li></ul>
被测试者的看法 →	390 pounds	192 pounds

Strictly speaking 严格来说, these are an irrational 非理性的，不合逻辑的，荒谬的；无理的 set of numbers.

You' ll notice *the 40-piece dinnerware set* includes all elements 要素；元素 you would get in the 24-piece set, plus (prep.)加；外加 six cups and one saucer.

And **not only** are you not willing to spend *what you will for the 24-piece set*, you' re only willing to spend roughly half of *what you will for that 24-piece set*.

你不仅不愿意花24件套的钱，而且你只愿意花24件套的一半钱。

What you' re witnessing (v.)目击 here 系 is what's **referred** (v.)提到；谈及；说起 to as *the dilution 稀释，冲淡 effect*.

你在这里看到的, 就是所谓的"稀释效应".

The broken items, if you will, dilute (v.)稀释，冲淡 our *overall perceived (a.)感知到的；感观的 value* of that entire set.

如果你接受破碎的物品的话，其会冲淡 我们对整套物品的整体感知价值。

**Turns out** 主 this *cognitive quirk* (n.)怪癖，怪异的性格（或行为） at the checkout counter 结账柜台

谓 has important implications 可能的影响（或作用、结果） for our ability **to be heard (v.) and listened to** when we speak up 大声说话；自由表达意见.

事实证明，这种在付款时的认知怪癖, 对我们说话时被倾听的能力, 有着重要的影响。

**Whether** you are **speaking up against** a failing strategy, **speaking against** the grain 纹理; 粗糙面, 皱面; 谷物; 谷粒 of a shared opinion among friends  
**or speaking** truth **to** power,  
this takes courage.

无论你是反对"失败的策略", 反对"朋友间的共同观点", 还是对权力说出真相, 这都需要勇气。

Often, 主 the points that are raised 系 are both legitimate 正当的, 合理的 **but also** shared by others.

通常, 提出的观点既合理, 也为其他人所认同。

But sadly, and far too often, we see people speak up  
**but** fail to influence (v.) others in the way that they had hoped for.

但不幸的是, 我们经常看到人们直言不讳, 却未能以他们希望的方式影响他人。

Put another way 换句话说, their message was sound (a.)明智的; 合理的; 正确的; 可靠的, but their delivery (n.)传送; 递送; 交付 proved (v.) faulty (a.)有故障的, 有缺陷的; (思维方法)有错误的.

换句话说, 他们的表达是有道理的, 但他们的方式被证明是错的。

If we could understand (v.) this cognitive bias (n.)偏见, 成见,  
it holds important implications 具有重要的含义 for how we could craft (v.) (尤指用手工)精心制作 and mold (v.) 浇铸, 塑造; 用模子制作 our messages  
to have (v.) the impact we all desire 渴望, 想望 ...

如果我们能够理解这种认知偏见, 这将对我们如何精心设计和塑造我们的信息, 有着重大意义, 从而产生我们所有人都希望的影响

to be more influential as a communicator.

成为更具影响力的沟通者。

Let's exit (v.) the aisles 走道, 过道 of the shopping center  
and enter (v.) a context in which we practice (v.) almost automatically every day: the judgment 判断, 看法 of others.

让我们不提购物中心的事情了, 而进入一个我们几乎每天都会自然而然在实践的背景中: 评价他人。

Let me **introduce** you **to** two individuals.

Tim studies (v.) 31 hours a week  
outside of class.

Tom, like Tim, also spends 31 hours *outside of class studying*.

He has a brother and two sisters, he visits his grandparents, he once **went on** 参加, 去进行 a *blind date* 事先一无所知的相亲, plays (v.) pool 台球 every two months.

他常去看望他的祖父母, 他曾相过亲, 并且每两个月打一次台球。

When participants are asked to evaluate (v.) the cognitive aptitude 天资; 天生的才能; 天赋 of these individuals, or more importantly, their scholastic (a.) (成就或能力) 学业的, 学术的

achievement, on average, people rate (v.) Tim to have a significantly higher GPA 各科成绩的平均积分点 (全写为grade point average) than that of Tom.

当参与者被要求评估这些人的认知能力, 或更重要的, 他们的学业成绩时, 人们平均认为, 蒂姆的绩点, 显著高于汤姆。

Example 3. 案例  
aptitude

→ aptitude = apt (有...倾向的、适合) + i (连接成分) + tude (名词后缀) → 自然倾向, 天生适合  
→ 天资

Table 1. 实验

	Tim	Tom
	<ul style="list-style-type: none"><li>每周课外学习 31 小时</li></ul>	<ul style="list-style-type: none"><li>每周课外学习 31 小时</li><li>常去看望他的祖父母, 他曾相过亲, 并且每两个月打一次台球。</li></ul>
被测试者的看法 →	Tim 的成绩 > Tom	

But why? After all, both of them spend (v.) 31 hours a week outside of class.

**Turns out** in these contexts, when we' re presented (v.) such information, our minds utilize (v.)利用, 使用 two categories 类别, 范畴 of information: diagnostic (a.)诊断的; 判断的 and nondiagnostic (a.)非诊断性的.

事实证明, 在这种情况下, 当我们看到这样的信息时, 我们的大脑会利用两类信息: 诊断性信息, 和非诊断性信息。

*Diagnostic information* is **information of relevance** (n.)(相关性, 实用性, 意义) **相关信息** to *the valuation* (n.)评价, 估价; 计算 *后定 that is being made* 正在做出的评价.

Nondiagnostic is information 后定 that is irrelevant (a.)不相关的, 不相干的 or inconsequential (a.)不重要的; 微不足道的; 细琐的 to that valuation (n.)评价, 估价; 计算.

诊断性信息, 是与"被评价目标"具有直接相关性的信息。  
非诊断性信息, 是指与那些"评估目标"不直接相关, 或完全不重要的信息。

And when *both categories* (人或事物的) 类别, 种类 of *information* are mixed (v.), dilution 稀释, 冲淡 occurs (v.).

当这两类信息混合在一起时, 就会发生稀释效应。

主 *The very* (a.) (特指人或事物) 正是的, 恰好的, 同一的 *fact* that Tom has a brother and two sisters /or plays (v.) pool every two months  
谓 dilutes (v.) *the diagnostic information*, or more importantly, dilutes (v.) the value and weight of that *diagnostic information*, namely that he studies (v.) 31 hours a week outside of class.

汤姆有一个兄弟和两个姐妹, 或者每两个月打一次台球, 这些不相关的事实, 稀释了最核心的"诊断性信息", 或者更重要的是, 稀释了"诊断性信息"的价值和分量, 该最重要的"诊断性信息"即 — 他每周在课外学习31个小时。

The most robust psychological explanation for this 系 is one of averaging 求平均值.

对此, 最有力的心理学解释之一, 是平均值法。  
(众多心理学解释中的一个, 是 “平均效应理论” 。)

In this model, we **take in** information, and those information **are afforded** (v.)提供, 给予 a **weighted score** 加权分数.

And our minds do not add (v.) those pieces of information, **but rather** average (v.) those pieces of information.

在这个模型中, 我们接收信息, 这些信息被赋予一个加权分数。我们的大脑不会将这些信息相加, 而是对这些信息进行平均。

So when you introduce (v.) irrelevant or even weak arguments, those weak arguments, if you will, reduce the weight of your overall argument.

所以当你引入不相关, 或者甚至是薄弱的论点时, 这些较弱的论点, 如果你不介意我这么说的话, 将会拉低你整个论点的权重。

A few years ago, I landed (v.) ( 乘飞机或船 ) 着陆 in Philadelphia 费城 one August evening for a conference ( 大型、正式的 ) 会议, 研讨会.

Having just gotten off 下车 a transatlantic (a.)横渡大西洋的; 横越大西洋的 flight, I **checked into** 登记入住 ( 旅馆或私立医院 ) my hotel room, **put my feet up** 架起双脚; 休息, 放松身体 and decided to distract (v.)使分心, 使转移注意力 my **jet lag** 时差反应 with some TV.

An ad caught (v.) my attention.

The ad was an ad for a pharmaceutical (a.)制药的 drug 毒品; 药物.

几年前, 在八月的某个晚上, 我抵达费城参加一个会议。刚从一架横跨大西洋的航班上下来, 我入住酒店房间后, 翘起双脚, 决定看会儿电视来倒时差。这时一则广告引起了我的注意。这是一则药品广告。

#### Example 4. 案例

jet

喷气式飞机

lag

[ V ] ~ (behind sb/sth)~ (behind) to move or develop slowly or more slowly than other people, organizations, etc. 缓慢移动; 发展缓慢; 滞后; 落后于

• The little boy lagged behind his parents.那小男孩落在了父母的后面。

(n.) ( 两件事的 ) 时间间隔

Now if you' re **the select few** who' ve not had (v.) the pleasure 高兴; 快乐; 愉快; 欣慰; 满意 of witnessing (v.)目击 these ads, the typical architecture 体系结构; ( 总体、层次 ) 结构; 建筑学 of these ads is you might see a happy couple 一对夫妇, 一对情侣 prancing (v.)腾跃; 腾跳 through their garden, **reveling** (v.)陶醉于; 着迷于; 纵情于 in the joy that they got a full night' s sleep **with the aid of** the sleep drug.

如果你是少数还没有有幸观看过这些广告的人, 这些广告的典型结构是, 你可能会看到一对幸福的夫妇, 在他们的花园里神气活现地走来走去, 陶醉于他们在安眠药的帮助下睡了一整晚的喜悦中。

Because of FDA regulations, the last few seconds of this *one-minute ad* needs (v.) **to be devoted (v.)**把...用于;献身;致力;专心 to the *side effects* of that drug.

And what you' ll typically hear 系 is a hurried voice-over (n.)画外音; (电影或电视)旁白 that **blurts (v.) out**脱口而出 "Side effects include (v.) heart attack 心脏病发作, stroke, blah, blah, blah," and will end (v.) with something like "itchy (a.)发痒的 feet."

(Laughter)

由于FDA有规定,因此这一分钟广告的最后几秒钟,需要专门说明该药物的副作用。通常你都会听到一段突然说出“副作用包括心脏病发作、中风,诸如此类,”的急促旁白,最后会以“足部瘙痒”之类的症状结束。

Guess (v.) **what "itchy feet" does (v.) to** *people' s risk assessment* (n.)评估,评价 of "heart attack" and "stroke"? It dilutes (v.)稀释,使变淡 it.

猜猜,加入“足部瘙痒”后,人们对“心脏病发作”和“中风”的风险评估,有什么影响?答案是,其稀释了风险评估。

Imagine (v.) [for a moment] an alternate commercial (n.)电视广告 that says (v.) "This drug cures (v.) your sleep problems, side effects are *heart attack* and stroke." Stop.

Now **all of a sudden**突然地,出乎意料地 you' re thinking, "I don' t mind *staying up* 熬夜 all night."

(Laughter)

想象一下,另一个广告上写着:“这种药物可以治愈你的睡眠障碍,而副作用是心脏病发作和中风。”那还是算了吧。这样你会突然想说,“我不介意熬夜了。”

**Turns out** *going to sleep* is important, but **so** is waking up.

(Laughter)

事实证明,睡眠很重要,但醒来也很重要。

Let me give you a sample from our research.

So 主 this ad that I witnessed (v.)目击,亲眼看到 谓 essentially 本质上,根本上;大体上,基本上 triggered (v.)引发,触发 a research project with my PhD student, Hemant, over the next two years.

And in one of these studies, we presented 展示,提供 participants an actual (a.)真实的;实际的 *print ad* that appeared in a magazine.

*Soothing (a.)安慰的,使人平静的;舒缓的,镇痛的 rest* (n.) for mind and body.

我的博士生赫曼特(Hemant)在之后两年里的那个研究项目,基本上要归功于我看到的这则广告。在其中的一项研究中,我们向参与者展示了一则刊登在杂志上的平面广告。[对身心的放松。]

You' ll notice (v.) 主 the last line 谓 **is devoted 把...用于 to** the side effects of this drug.

For half of the participants, we showed the ad in its entirety 全部,整体, which included **both** major side effects **as well as** minor 较小的,次要的,轻微的 side effects.

To the other half of the participants, we showed the same ad with one small modification  
修改的行为（过程）；修改，更改: we **extracted** (v.)提取；提炼；选取；摘录；选录；（用力）取出，拔出 just four words **out of** the sea of text.

Specifically, we extracted the minor side effects.

And then both sets of participants rated (v.) that drug.

可以看到最后一行是关于这种药物的副作用。对于一半的参与者，我们展示了整个广告，包括主要副作用和次要副作用；而对于另一半的参与者，我们展示了同一个广告，但做了一个小改动：我们只是从这大量的文字中抽走了四个单词，具体来说，我们取走了其次要的副作用。然后两组参与者都对该药物进行了评价。

What we find is that

主 individuals who were exposed to **both** the major side effects **as well as** the minor side effects

谓 **rated** (v.) the drug' s *overall severity* (n.)严重，严重性 **to be** significantly lower **than** those who were only exposed to the major side effects.

Furthermore, they also showed greater attraction 吸引力；（尤指两性间的）爱慕，吸引 towards consuming (v.)吃，喝；消耗 this drug.

我们发现，同时看到“主要副作用”和“次要副作用”的个体，对该药物的总体严重程度的评价，明显低于仅看到“主要副作用”的个体。而且他们对服用这种药物，也表现出更大的兴趣。

In a follow-up (a.)后续的；定期复查的 study, we even find that individuals are willing to pay (v.) more to buy **the drug** which they were exposed to **that** had both *major side effects* as well as *minor side effects*, **compared to** just *major side effects* alone.

So it **turns out**

pharmaceutical 制药的 ads, by listing (v.) **both** major side effects **as well as** minor side effects,

paradoxically 自相矛盾地；似是而非地；反常地 dilute (v.) participants' and potential consumers' *overall risk assessment* (n.) of that drug.

在后续的一项研究中，我们甚至发现，与仅有主要副作用的药物相比，个体愿意花更多的钱购买他们接触到的既有主要副作用又有次要副作用的药物。因此，药品广告通过列出主要副作用和次要副作用，自相矛盾地稀释了研究参与者和潜在消费者对该药物的总体风险评估。

Going beyond 超出 shopping expeditions 远征；探险；考察；（短途的）旅行，出行, going beyond the evaluation 评价，评估 of the scholastic aptitude 学术能力 of others, and beyond evaluating (v.) risk in our environment,

主 what this body of research tells us

系 is that in the world of *communicating (v.) for the purposes of influence*, quality 质量，品质 trumps (v.)出王牌赢（牌）；出王牌压掉（他人的牌） quantity 数量。

By increasing the number of arguments, you do not strengthen (v.) your case （在审判、讨论等中支持一方的）论据，理由，辩词, but rather you actively 积极地；活跃地，有活力地 weaken (v.) it.

Put another way 换句话说, you cannot increase the quality of an argument by simply increasing the quantity of your argument.

除了"出行购物", "评估他人的学术能力", 以及"评估环境中的风险"之外, 这项研究还告诉我们, 在以影响力为目的的沟通情境中, 质量胜过数量。通过增加论据数量, 并不会强化你的论点, 反而是主动削弱了它。换句话说, 你不能只靠增加论据的数量, 来提高论点的质量。

The next time you want to speak up 大声说话 in a meeting, speak **in favor of** 支持; 赞同; 偏向于 a government legislation 支持; 赞同; 偏向于 that you' re deeply passionate (a.)热诚的; 狂热的 about, or simply want to help a friend **see** (v.) the world **through** a different lens 透镜, 镜片, it is important to note (v.)留意, 注意 that the delivery 递送, 投递 of your message 系 is **every bit** 在每个方面; 完全地 **as important as** its content.

Stick (v.)粘贴; 粘住 to your strong arguments, because your arguments don' t **add up** 加起来 in the minds of the receiver 接收者, they **average (v.) out** 计算出...的平均数.

Thank you.

(Applause)

下次在会议上发言、支持一项非常热衷的政府立法, 或者只是想帮朋友多一个角度看世界时, 最值得注意的是, 你传递信息的方式与信息内容同等重要。记得只专注于那些强有力的论点, 因为你的多个论点在接收者的脑中不会叠加起来, 它们而是会被彼此对冲平均掉 (犹如热水加冷水, 就只会变成温水)。谢谢。

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