



The Science of Influence

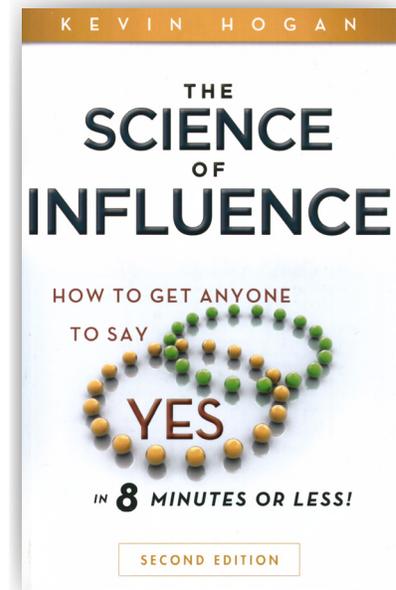
How to Get Anyone to Say Yes in 8 Minutes or Less!

Kevin Hogan

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INTRODUCTION

In **The Science of Influence**, author Kevin Hogan provides detailed instruction on the topic of persuasion. He takes the latest findings in behavioral research, tests them under real-world conditions, and describes what works best in both business and personal relationships. The book is about getting people to change a behavior, an attitude, a product, a service, or a relationship. According to Hogan, the process of causing change, getting people to question the status quo, and implementing change in another person's brain requires skill and insight.

INFLUENCING OTHERS TO CHANGE

Short-term decisions of yes or no are much easier to achieve than long-term change. Permanent change is difficult because the human brain is wired by previous behavior to do exactly what it has done in the past. However, new wiring can come about through

repetition of new behaviors and thoughts. That which is familiar is the path of least resistance. The person who wants to change a behavior probably will not succeed, regardless of the motivational device, unless the changed behavior is consciously and intentionally repeated time after time and day after day for months, at which point it can compete to be the pathway more likely to be followed.

Each person has a conscious and a nonconscious mind. Even through hypnosis, it is impossible to have two-way communication with the nonconscious mind, but it is possible to communicate with the conscious mind. The conscious and nonconscious minds appear to have significantly different personality characteristics, attitudes, and motivations. The conscious mind is able to compute, calculate, compare, contrast, and perform many cognitive functions. The nonconscious mind makes rapid-fire choices under

stress, which are more often right than wrong. It does not think *per se*; it simply directs the body to act. Its force is usually strong and difficult to change in the short term. Generally, the nonconscious mind acts in a way that would be consistent with past behaviors in similar situations.

While the nonconscious mind deals with the present, the conscious mind deals with the future. The nonconscious mind is rigid while the conscious mind is flexible. The nonconscious mind is sensitive to negative information while the conscious mind is sensitive to positive information. Since the brain develops these two substantially distinct minds, it is important to realize that both minds have typical behaviors, and those behaviors are often at odds with each other. Internal conflict in most people is very real and very normal. A person may have a conscious goal, such as losing weight or changing jobs. However, the nonconscious mind learned early on to fear the unknown, making the very idea of these changes feel bad. The conscious, rational self knows that change should take place, but committing to a plan to overcome the status quo is daunting and seemingly counterintuitive.

People typically seek to make sense of themselves and the world around them. When they surprise themselves by what they say and do, they must construct a narrative that makes sense of those behaviors. For example, all individuals carry painfully distorted memories that have been stored, re-stored, interpreted, and reinterpreted. These memories ultimately become false memories, which are so common that almost every conversation of any length includes references to at least one memory that never happened. By recognizing these two defective elements of the human experience, suspect memory and the dual nature of personalities, one can understand the arguments that take place in relationships and communication between people who have lived through the same events and remembered and interpreted them differently.

The best option for creating necessary changes is to project into the future and speculate on what events and experiences might take place. It is possible to gain foresight by specifically seeing oneself in future situations and determining what course of action will lead to the desired outcome. The road to changing the self

KEY CONCEPTS

Kevin Hogan's **The Science of Influence** presents the best new ideas and strategies for gaining influence in the marketplace, including these tips:

- Each person has a conscious and a non-conscious mind which appear to have significantly different personality characteristics, attitudes, and motivations. To influence a person, one must understand both.
- After the first impression has been made, strategies for persuasion, influence, and selling are absolutely vital.
- Credibility is the common denominator of success and influence. A person must *be* the expert, and must also be *perceived* as the expert.
- The way in which a question is framed can have a dramatic effect on people's thinking.
- Persuading most of the people in a large group is far easier than persuading one individual in a one-on-one setting.
- Because women are involved in over 80 percent of all buying decisions in most homes, influencing women is now the core factor in marketing and sales success for almost all products and services.



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is about creating behavioral change first, which will usually lead to attitudinal change.

Changing the environment is uniquely powerful in changing behavior; there is no greater single influence. An interesting element in changing the environment is that it tends to change the individual's behavior first, rather than attitude. When a person is moved from one environment to another, especially when one is unfamiliar with the new environment, the brain has to change by entering into a state of flux and becoming more suggestible. The further people are removed from their norm, the easier it becomes to gain their compliance.

THE FIRST FOUR SECONDS

First impressions have great importance; when a person first sees someone new, a lot happens in the nonconscious mind. The brain instantly tries to categorize the person into a certain type, making judgments and evaluations within the first four seconds. One way the brain categorizes is to make a judgment about whether the person is of high or low status within the group. Humans are wired to be attracted to the more powerful and higher-status individuals. The brain also notes the person's chosen emblems and adornments, such as clothing, jewelry, or glasses, and their level of physical attractiveness. All of this infor-

mation is observed, filtered, and categorized almost instantly by various parts of the brain leading to an intensely powerful yes-or-no reaction. While there is nothing fair, politically correct, or reasonable about this process, it is almost always permanent and rarely given a conscious thought. Additionally, overcoming these initial and instant impressions take an enormous conscious effort.

Short-term decisions of yes or no are much easier than achieving long-term change. Permanent change is difficult. Period.

A person's perceived level of attractiveness will be a significant benefit or detriment to their career, their relationships, and throughout all aspects of their life. The physical attractiveness factor is important in relationships, culture, and the survival of the species. The author states that most researchers agree that nonverbal communication and physical appearance make up between 50 and 80 percent of the impact of a communication, and cites many examples of this in human society. These examples include:

- Professors who are considered physically attractive by students are perceived to be better teachers.
- Attractive females receive significantly higher grades than male students or relatively unattractive females.
- Attractive females are far more convincing than females perceived as unattractive.
- Most of the wealth acquired by women in the world today is acquired by the most attractive women.
- Taller men make more money than their shorter counterparts.

In business settings, the author advises employing significant preparatory efforts to improve the likelihood of drawing a positive response:

- Dress about 10 percent better than the client is expected to dress.
- Emulate, or at least be aware of, the client's values and beliefs.
- Mirror the client's speaking and listening pace.

ABOUT THE AUTHOR

Kevin Hogan is the author of 19 books, including the international best sellers *The Psychology of Persuasion: How to Persuade Other to Your Way of Thinking*, *Covert Persuasion*, and *Irresistible Attraction: Secrets of Personal Magnetism*. He has acted as a body-language expert for *Cosmopolitan*, *Selling Power*, *Women's World*, *First for Women*, *In Touch*, *Star*, *Mademoiselle*, *Playboy*, *Success!*, the *New York Post*, the *Los Angeles Times*, and many other publications. Kevin is a dynamic and informative speaker who gives audiences all around the globe skills and information they never thought they would have.

- Show an honest and caring interest in the client.

THE DELTA MODEL OF INFLUENCE

After the first impression has been made, strategies for persuasion, influence, and selling come into play. To succeed, it is first necessary to establish and maintain rapport with the client or audience. There are seven keys to achieving this:

1. Synchronize with the customer using modeling, mirroring, pacing, and matching.
2. Show true, genuine, and sincere interest in clients and customers.
3. Confirm that rapport has been established.
4. Find out what is most important to the client or customer.
5. Ask questions to discover the rules that define the customer's values.
6. Ask questions to identify needs.
7. Ask questions to discover the rules that define the customer's needs.

Rapport can be defined as being in sync with another person. Generally people are more likely to be in rapport with someone else if they like that person.

Rapport is established in both verbal and non-verbal ways, and is the first step in the "21 Point Delta Model of Influence" as a way to structure effective presentations. The author uses the term *delta* to mean small, incremental, and subtle. The 21 steps are:

1. **Establishing and maintaining rapport.** Be in synch with the other person.
2. **Using content to build rapport.** Discover what people's interests are and encourage them to talk about those interests.
3. **Using processes to build rapport.** Develop skills to make people comfortable.
4. **Pacing.** Match the customer's pacing and breathing.
5. **Using the voice.** Speak in the same rate and pitch of voice as the customer.

6. **Pace breathing.** Matching the same breathing pace results in two people regarding each other more favorably.
7. **Physiology and posture.** Match the posture and general body position of the client.
8. **Leading.** Test for rapport by trying to get the client to mirror behaviors.
9. **Leading with the voice.** Try to get the client to respond to a change in voice tone, rate, or pitch.
10. **Leading with physiology, posture, and movement.** When rapport has been established, the client will often mirror the simplest movements.
11. **Inducing reciprocity.** Give a gift or favor that will be appreciated.
12. **Sharing.** Offer to help the client.
13. **The common enemy.** Align with the customer's viewpoint and be an ally.
14. **Tell a short story about someone like them.**
 15. **Sincerely show respect for the person by giving a compliment.**
 16. **Knock their socks off.** Make an astonishing claim, share an amazing fact, or tell them something few would know.
17. **Always give more than was promised.**
18. **Use the power of understatement.**
19. **Be precise.**
20. **Get it done faster, easier, and better.** Deliver on promises and exceed what the competition can do.
21. **Be on the edge of your seat.** Show intense excitement about the customer.

The author also reveals a series of "secrets" for optimizing persuasive messages, including:

- **Primacy and listing order:** There is a huge advantage to being listed first.
- **Knowing when enough is enough:** Avoid giving too little or too much information.

- **Repetition:** Restating key thoughts, ideas, and concepts can be effective.
- **Self-referencing:** Encourage clients to see themselves using the product or service.
- **Authority:** A person who is considered a credible source is more likely to make the sale.

CREDIBILITY: THE PIVOT POINT OF PERSUASION

Credibility is the common denominator of success and influence. The perception of a person's credibility is critical to their being recognized as a person of influence. Credibility is an emergence of six factors of which the first is most crucial to success in persuasion. These factors are:

1. Competence
2. Trustworthiness
3. Expertise
4. Likability
5. Composure
6. Sociability

Building a true competence level and building a perception of competence are two separate projects: a person must actually *be* the expert in addition to being *perceived* as the expert. There are several strategies which can increase the perception of competence, such as stressing one's education, position, and experience, being a fluid communicator, citing evidence, and inoculating the audience to the opposite point of view.

THE NEW PRINCIPLES OF INFLUENCE

Over the years, several new principles of influence have been tested with significant results. The first states that the way in which a question is framed can have a dramatic effect on people's thinking. Another is that the majority of people will do far more to avoid losing something they already have than they will to get something they do not have. This proves that the fear of loss is a much greater motivator than the possibility of gain. A third principle involves freedom of choice. Research indicates that when faced with too

many choices, most people can become too paralyzed to do anything at all. People who feel overwhelmed simply drop everything, and many find it much easier to choose when given only a few options.

Other principles of influence include these:

- People want what others already have.
- People overestimate the value of what they already possess.
- Once people own their actions or own something, their behavior and attitudes both begin to change.
- Once a person possesses something, they value it more highly than they did when it was in the store.

Humankind has a powerful compulsion to care for the larger groups that they are a part of, so salespeople should attempt to appeal to a greater cause rather than to one client. To motivate a person, it can be helpful to widen the context to include the company, the family, or society. This allows emotional reasoning to engage.

Competition between individuals and groups is what naturally selects winners and losers in society. The author suggests that when asking a customer to purchase a product, the seller should appeal subtly to the fact that owning the product will offer an advantage in society, within the group, or against competitors.

Credibility matters. Credibility is the pivot point in influence. Unfortunately, it doesn't initially matter whether you have credibility (or are credible); it matters whether you are perceived that way.

Persuading most of the people in a large group is far easier than persuading one individual in a one-on-one setting. *Groupthink* takes over, encouraging people to follow the vocal proponents of a proposition. For example, the more people there are in a group, the more likely that the vast majority will comply with whatever the leader is proposing.

Another important principle is the inherent need for humans to feel wanted. Physical, psychological, and emotional growth are all influenced by a person's perception of being wanted. In selling, the salesperson

needs to make it clear to the customer that they are wanted and important in order to gain their trust, and their business.

Other recommended sales tactics include implying that the purchase will result in good outcomes for the buyer's group, and suggesting that the purchase will prevent the buyer from losing something that they already own. Also, having the prospect take notes during the conversation will create more effective engagement.

Always remember: What people say and think they will do bears little relationship to their actual actions. It's not that people are ill willed or have bad intentions; people simply are lousy predictors of their future actions.

INTRODUCTION TO OMEGA STRATEGIES

An *omega strategy* is a strategy specifically designed to reduce resistance to a sales message without adding value to the offer, and it is another vital tactic used to increase influence. A polarity response, or reactance, occurs when a person does exactly the opposite of a recommended action. There are two kinds of resistance: the first is caused by reactance (a knee-jerk deflection of anything that infringes on personal choice or freedom), and the second is caused by anticipated regret of complying, or failing to comply, with a request. People tend to behave in a way that they believe is consistent with their past statements and behaviors. It is important not to allow a negative reaction to take place because once people have taken a public stand on an issue, it is increasingly more difficult to get them to change their minds. Generally, people would like to comply if they can see a way to do so since they simply do not want to have regrets, so it is best to evaluate the possible outcome of both compliance and non-compliance. This exercise of looking at both sides increases the chance of compliance dramatically.

FRAMING PRINCIPLES, PERSUASION, TECHNIQUES, AND INFLUENTIAL STRATEGIES

The way options and choices are framed is incredibly important to the outcome of a situation. Research about frames and choices indicates the following:

- People do not necessarily decide what is best for

them; they decide what presentation of fact, or framing, is more attractive.

- Because people succumb to the presentation of facts and not to reality itself, it is important to look at important decisions from all points of view.
- People will lock in a sure gain in favor of any risk in the future, but they will let their losses continue to accumulate.

The *foot in the door* technique involves getting the client to say yes to a simple and small request immediately before asking for a big yes. The larger the first request that is agreed to, the more likely the person or company will say yes to the second and more important request.

The brain tends to remember what happens first and last in sequences, events, and life in general. When considering the choice of going first or last, the key determining factor for positioning is the elapsed time between the events. The shorter the elapsed time, the better it is to go first. The longer the elapsed time, the better it is to go last. Things in the middle are harder to remember.

When making decisions, people are likely to behave in the following ways:

- They rationalize their emotional decisions instead of making rational decisions.
- They make decisions emotionally when the answer to a question or proposition is not obvious.
- They make decisions impulsively, and then stand by their impulses as if the decisions were made rationally.
- They make decisions on their own instead of seeking the counsel of others.

People tend to dramatically overestimate their decision-making skills. They remember their good decisions and think they are good at decision making. They also tend to overrate expert advice.

APPLYING THE LAWS OF INFLUENCE

Gaining the cooperation and compliance of others is critical to the process of persuasion. The author iden-

tifies ten *Laws of Influence* that should be followed in gaining compliance from others:

1. **Law of Reciprocity:** When a person is given something of perceived value, they immediately want to give something back.
2. **Law of Time:** Changing someone's time perspective helps them to make different decisions.
3. **Law of Contrast:** When two things that are relatively different are placed near each other in time, space, or thought, they are seen as more different and it is easier to distinguish which is more desirable.
4. **Law of Friends:** When a person is asked to do something by a person they perceive to have their best interest in mind, they are strongly motivated to fulfill the request.
5. **Law of Expectancy:** When a person is asked to perform a task by someone they respect, they will tend to fulfill this person's expectation, whether positive or negative.
6. **Law of Consistency:** When an individual announces in writing that they are taking a position on an issue or point of view, they will strongly tend to defend that position, regardless of its accuracy, even in the face of overwhelming evidence to the contrary.
7. **Law of Association:** People tend to like the products, services, and ideas that are endorsed by individuals they like and respect.
8. **Law of Scarcity:** When a person believes that something desirable is limited in quantity, they will perceive the value of that thing to be greater than if it were available in abundance.
9. **Law of Conformity:** Most people tend to agree to proposals, products, or services that will be perceived as acceptable by the majority of other people.
10. **Law of Power:** People have power over others to the degree that they are perceived as having greater authority, strength, or expertise.

The ethical use of influence is never more necessary than when you have good intelligence about your client and customer. Knowledge is potential power, and that power can just as easily be used for good as it can be for bad.

THE INFLUENTIAL SECRET OF OSCILLATION

Hogan asserts that oscillating beliefs and values are important in successfully understanding and persuading others. Almost all decisions that require conscious thought find people oscillating back and forth about what to do, especially before the decision point. Once someone has been persuaded, there is a very good chance they will go through oscillations of regret, sometimes so great that they will change their mind. This reaction can be avoided by allowing the person to anticipate their regret prior to the decision point so that they will be expecting the regret and react in a less intense fashion. People oscillate when something is important and entails tangible risks both in the change and in the status quo.

MIND READING: HOW TO KNOW WHAT THEY ARE THINKING

Most people experience fear when it comes to communication in almost any context. They feel uncomfortable putting their feelings and thoughts on the table for fear that they will be hurt in some way. When people hide their thoughts and feelings, it makes communication difficult. Honesty becomes compromised and the outcome is poor for everyone. When a person does not express what they are thinking or feeling, it is possible to determine those thoughts and feelings by using body language, psychographics, evolutionary psychology, psychobiology, cultural beliefs, religious beliefs, peer pressures, psychological profiles, and expectancies. The more that is known about an individual or group, the easier it is to uncover their thoughts and feelings to gain their compliance.

I'LL THINK ABOUT IT

Choice reduction is another tool that has the power to influence people's thinking. The more choices a person has, the less appealing each of those choices appears. Therefore, a person, product, or service that is differentiated from others will appear to be more

valuable and important. In addition, people who are given few choices are happier with their decision later on.

HOW THEIR BRAIN BUYS... YOU!

People anticipate purchasing their usual brand prior to even arriving at the store. They believe they spend time weighing their decisions in stores, but this is not true. Their decision was already made on an unconscious level. People make many buying decisions based on trust, so it is important to build trust into a company name or brand. People typically do not think about what they are going to do; they simply do it and then communicate a reason that best fits the circumstances.

There is a six-step process that businesses can use to influence a client to purchase a particular product or service:

The power of suggestion combined with tangential evidence is enough to cause someone to believe something ridiculous or even bizarre, something you wouldn't have thought possible. The brain is completely malleable as far as memory is concerned.

1. Get their attention
2. Hold their attention
3. Have a bold promise
4. Detach any previous commitment
5. Over-deliver on the promise
6. Get them so excited that they will tell others

"I WILL DO THE WORK FOR YOU": MAGIC WORDS THAT UNLOCK MINDS

Learning how stories can weave into information can help to generate the feelings and emotions that move people. Businesses and relationships revolve around fixing problems and bringing one's life as close as possible to those things that are desired. The concept of "business versus personal" does not exist in the human mind, making the creation of both business and culture arbitrary constructs. To the human mind, it is all personal, so using words to form images that the prospect can relate to on a personal level is an overarching principle of influence.

THE POWER OF THINKING WITHOUT THINKING

Despite the quality of a product, people make choices about what to buy based mostly on the words, design, and appearance of the product label. The perception a person has about a product causes them to do things that logic or reality never would because it defines their identity. Often times, consumers abandon products that fail to differentiate them from others.

INFLUENCE IN SALES AND MARKETING ONLINE AND IN THE REAL WORLD

In the end, there are seven major reasons why people choose to buy a certain product or service:

1. The influence of emotions, such as fear and passion
2. The influence of perceived value based on quantity or quality
3. The influence of expectation of results
4. The influence of referrals from trusted friends, family, or business associates
5. The influence of recognition
6. The influence of necessity
7. The principle of presentation

THE PROBLEM AND OPPORTUNITY OF MEMORY IN INFLUENCE

One problem that continually disrupts a person's opinions of a product is the creation of false memories. By simply telling a story that *could have* happened to a client, and supporting it with a piece of tangible evidence such as a photograph, a false memory and opinion can be created. This can be both hurtful, since competitors can present false memories about one another to customers, and helpful, since it is possible to rectify the situation by creating new memories.

WOMEN: INFLUENCING WOMEN TO BUY

Since women are involved in over 80 percent of all buying decisions in the home, influencing women is now the core factor in marketing and sales success for almost all products and services. Additionally, millions of women are in charge of purchasing for divisions, departments, offices, and entire companies.

To successfully influence the female market, a sales representative must care about her and get to know about her and her life. It is critical to understand her needs to be able to offer exceptional solutions. There are four keys to selling to women:

1. Women are busy people, so they need products and services that make their lives easier, smoother, and better.
2. They do not have time to spend researching and analyzing everything they buy.
3. They value the opinions of those they feel they can trust.
4. They want good buys, easy shopping, a relationship with the seller, and honesty.

Because a woman's life often revolves around others, the seller should explain how the purchase will benefit her family, loved ones, friends, and business associates. Women buy with other women in mind, and with the opinions of other women in mind. Also, women are multitasking achievers who are always seeking new ways to complete all that they have to do with ease and at a record pace. The seller who helps them find ways to do this will earn their trust and their business.



FEATURES OF THE BOOK

Reading Time: 5 hours, 286 Pages

In **The Science of Influence**, author Kevin Hogan presents new ideas and strategies for mastering the art of persuasion. The book is written in a nontechnical and highly readable style, and often seems like the transcript from one of the author's popular workshops. Hogan's advice would be of greatest value to anyone who wishes to increase their ability to influence others, particularly in the area of sales. Self-assessment exercises and tests are provided throughout the book to help readers measure their skills and knowledge. There are also special techniques referred to as "\$10,000 Keys" and "Golden Keys" offered throughout the book that can be easily applied to a variety of life occurrences and sales situations.

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