

# *Massive Success Strategies*

Influence Psychology, Persuasion Science,  
and Neuromarketing

David Krueger MD





## **Seminar I. THE PSYCHOLOGY OF INFLUENCE**

*Your influence is determined by how abundantly  
you place other people's interests first.*

~ The Go-Giver, John David Mann and Bob Burg

### **Quiz# 1**

Wharton School of Business surveyed several thousand professionals to examine the major factor that determined whether someone engaged or declined services from the professional.

- Years of experience
- Reputation
- Amount of fee
- Degrees and certifications
- Stating recommendations and fee clearly and confidently
- State of the economy

### **Quiz# 2**

Carnegie Mellon University did a large study to determine the major factor for professionals earning the trust of others.

- Established, proven expert
- Confidence of the professional
- Demonstrated current expertise
- Reputation

*Influence: To move people to a desired outcome while helping them feel genuinely good about themselves and you.*

### **The 4 Primary Tools of Influence:**

#### **1. The Influential Story Pattern**

What?

How?

Why?

These three words explain why some organizations and some leaders are able to inspire and where others aren't. Most people know what they do. Many know how. Few know why.

Why is your purpose. What's your cause? What's your belief? Why does your organization exist? Why do you get out of bed in the morning? And why should anyone care?

The inspired leaders and the inspired organizations, regardless of their size, industry, or focus, all think, act, and communicate from the inside out.

People don't buy what you do, people why you do it.

The why is bold, captivating, inspirational, and incorporates a mission statement.

## **2. Defining Your Story**

Substance and meaning become the two most powerful aspects of an explanation. Facts give stories substance. Stories give facts meaning.

One of the valuable tools of explanation to make ideas easier to understand is to connect to what the listener already knows.

Some guidelines for simplification:

- Do not assume what people already know
- Connect basic ideas to ones that the listener already understands
- Use the most basic language possible
- Use the broadest perspective possible
- Dismiss details and exceptions to focus on big ideas
- Enhance understanding by clarity and simplicity

### ***Creating the Influential Story Pattern***

#### ***Use Your Own Voice***

Finding the thread that ties your story together involves two stories that must be in alignment to influence anyone: the story you tell yourself, and the story you tell others.

To create a clear and compelling story about your body of work, find a thread of connection with your audience as you craft specific messages from certain situations. It has to be in your voice—it has to sound like you're saying it to someone.

#### ***Craft a beginning***

Describe a situation as the audience knows it: What is.

After you establish the baseline of what is, introduce your vision: What could be. The gap between the two will activate the audience and their listening mode.

### ***Develop the middle***

Continue to capture and highlight the contrast between what is and what could be. Use perhaps several sequences of “what is” followed by “what could be.”

### ***Make the ending powerful***

A call to action that is inspiring so people will want to act. Focus on winning success strategies.

## **3. Your Body of Work**

To create a cohesive story about your body of work, you need to create a content map in clear, specific, simple language.

### **1. Knowledge**

How do you work through each stage of creating a business? What are the most effective ways to get things done? Who should I also involve?

### **2. Encouragement**

Validation of good choices and overcoming trepidations about leaving a comfort zone.

### **3. Community**

Who are the positive, supportive people you need to add to your network or include in your network?

### **4. Promotion**

How do you expand your network and exposure to create a successful business?

Develop and share the content that your clients or customers need.

- Share knowledge, provide encouragement, and promote the work of your clients.
- Create places online and in person where people can build community.

Create a personal content map.

- Define the specific needs of the people you want to influence with your body of work.
- Create content to help them solve their problems.
- Sprinkle products and services that your people need
- Organize your content map in a clear and compelling manner

Communicate simply and clearly. Use clear, simple, specific, descriptive language.

## 4. *The Mindset and the Message*

*We are all at the mercy of influences of which we are consciously unaware and over which we have no conscious control.*

*~ Robert Rosenthal, Pygmalion in the Classroom*

The focus needs to be on the person making the decision, not on the needs of the recipient—the presenter or seller.

Rather than beginning with the benefits of what you do, or the facts or features, begin with the issues of the recipient: the pain points, the needs, the challenges.

### **Brainfluence**

There is a compliment of influence based in brain science, and I want to show you how to do that.

Imagine the brain as three circles within each other.

The outer circle is our newest brain, our neocortex, responsible for all of our rational and analytic thought and language. This corresponds with the what level.

The middle circle is the mid brain, which processes perception and attaches meaning. This corresponds with the how.

The inner circle is the limbic brain, responsible for feelings, and initiating decision-making. This corresponds with the why.

In other words, when we communicate from the outside in, people can understand vast amounts of complicated information like features and benefits and facts and figures. But that doesn't drive behavior. When we communicate from the inside out, we're talking directly to the part of the brain that determines behavior—purchase decisions—and then we allow people to rationalize it with the tangible things we say and do.

*People buy what they identify with.*

The goal is not just to sell to people who need what you have; the goal is to sell people who believe what you believe. This resonates with their core identity: their why.

## ***An Overview of Influence Factors***

### *Your Why*

The most common difference between the best and everyone else is a compelling reason. Commitment. The Why.

No strategy replaces integrity and caring, that to make a difference by connecting with others. The most important difference between the best and everyone else: a compelling reason.

- Your WHY determines what you focus on and what you don't.
- 80% of success and influence is finding a big enough why—20% is figuring out how.

### *Your Story*

- Our brains are hard wired to want to be a member of a group.
- We buy something when it activates the part of our brains associated with our sense of self.
- A brand shares the same impact, as we become confident in the predictability and trustworthiness of a brand.
- Every brand is a story including history, expectations, promises, and emotions.
- Your brand is a story.
- Passion brands create passionate followers.

## **Seminar 2. THE NEUROSCIENCE OF PERSUASION**

*Whenever two people meet, the person with the greatest amount of confidence will influence the other.*

### **Quiz# 3**

Ohio State University studied several hundred undergraduates and asked them to rate how much they wanted and liked various pleasurable activities.

- Receiving a paycheck
- Seeing a best friend
- Engaging in sexual activity
- Receiving a compliment or getting a good grade
- Eating a favorite food

### **Quiz# 4**

The American Sociological Review studied the hiring practices of three elite industries: law, investment banking, and management consulting firms to discern the primary criteria for those qualified to make the final round of interviews.

- Intellectual prestige (where obtained degree)
- Grade point average
- Sharing similar experiences as the interviewer
- Expertise in area of position sought
- Recommendations for the position

*Persuasion:* The process of getting your prospect to clearly associate a most desired feeling or state with your product or service.

### **The Art and Science of Explanation**

- State your intentions early
- Don't bury the lead
- Solve a problem
- Keep it short
- Reduce noise
- Use visuals
- Embrace imperfection
- Slow down
- Be timeless



- Be accessible
- Have fun

### ***Six Principles of Persuasion***

Persuasion appeals to deeply rooted human responses of mind and brain. Social psychology and recently neuroscience studies have identified the basic principles.

#### **1. Liking**

When people like you and sense that you have something in common, they are more likely to say yes. It's the Law of Attraction in action.

*What are the factors that cause one person to like another person?*

- The “halo effect”
- Similarity
- Compliments
- Contact and cooperation

#### **2. Reciprocity**

People return favors. When we help people, they will want to help us.

Reciprocation: We try to repay, in kind, what another person has provided us. There is a sense of indebtedness that the recipient experiences and wants to discharge the obligation.

#### **3. Social proof**

People do things they see other people doing, especially if those people seem similar to them.

One means we use to determine what is correct, popular, or acceptable is to find out what other people think about it.

#### **4. Commitment and consistency**

People want to be consistent, or at least appear to be consistent. When a commitment is voluntary and made concrete — written or publicly — people are more likely to follow through.

We make our beliefs and perceptions consistent with what we have already decided. This principle of consistency is powerful enough to direct both our perception and our action. A desire for consistency is strong enough to be a central motivator and organizer of our behavior.

- Automatic responding offers a shortcut through the confusion and enormity of information of daily life.
- We avoid a lot of work by the continuity of consistency.

For marketing, the consistency principle results in the following strategy: to obtain a large purchase by starting with a small one.

### 5. Authority

People defer to experts and those in position of authority. This is the idea behind book blurbs or endorsements from respected authorities.

### 6. Scarcity

*The way to love anything is to realize that it might be lost. ~ GK Chesterton*

People value things more when they perceive them to be scarce.

Our neuron system contributes to this contagion of desire. The more valued the person, the more attention we pay to that mirroring process.

The scarcity principle is that opportunities and objects seem more valuable to us when their availability is limited.

This scarcity principle involves a secondary source of power: As opportunities become less available, we lose freedom and choice, and we hate to lose the freedom and choice we already have, and we desire to preserve our established prerogatives.

The scarcity principle works for messages, communications, and knowledge, in that we value limited or exclusive information.

## The Science of Persuasion: Why We Buy

People will buy your product or service when they feel pressure. There are two kinds of pressure:

- External pressure – from the outside, such as through television or a sales person.
- Internal pressure – created from inside by an innate desire.

Of the two, internal pressure and internal rewards are much more powerful, since people buy for their own reasons. People buy wants first, needs later.

The twin forces of motivation – that drive all human behavior:

- Desire to avoid pain.
- Desire to seek pleasure.

A master formula of persuasion: To associate buying with getting pleasure and not buying with pain.

People will do more to avoid pain than to seek pleasure (risk aversion). Therefore, we must sell consequences.

Three Steps:

1. Find the problem/pain/challenge.
2. Disturb them. An undisturbed prospect will not buy.
3. Show them how to solve their challenge.

*People do not buy products, they buy states.*

People buy for emotional reasons and justify by logic.

### **The Four Primary Tools of Persuasion**

1. *Relatedness.* For a long-term impact, you must care about people and find a way to communicate that feeling of caring — the bilateral emotional investment and alignment.

Empathy is the ability to resonate with someone else's experience, including feelings, perspective, and ways of constructing meaning.

2. *Autonomy.* Having control over your environment; a sense of having choices. Asking questions is our most powerful tool to persuade someone. We determine someone's focus by the questions we ask. And the way we ask the question frames the answer.

- Find out beliefs
- Discover motivations
- Show you care – induces rapport/reciprocation
- Determine focus and state

3. *Certainty.* A tool of persuasion comes from feeling certain about what you're saying. The person that feels most certain is the greatest influencer.
4. *State management.* Manage your emotions and states of mind. Reset after every play.

To be effective: Have to be able to answer these three questions (from POV of client):

1. What's in it for me?
2. What is it?
3. Can you prove it?

Then you have to answer (also from POV of client):

1. Will it give me what I want and need?
2. Will it be worth it?
3. Will I be able to justify it?
4. Do I need it now?

### ***Your Unique Position***

- What do you do uniquely well, better than anyone else?
- What skills do you have that people find interesting and ask you about?
- When people refer business to you, what do they tell others about you?
- Why do your clients continually return to you, to your products or services?
- What are the specific needs of your clients that your product or services will fill for them?

### ***Avatars, Ecosystems, Watering Holes***

*Avatars: ideal collaborators*

Avatars may be defined by demographics:

- Profession
- Geographic Area
- Psychological Characteristics
- Age
- Gender
- Ethnicity
- Interests
- Age group

Client Avatars can be special interest:

- Mother of small children

- Loves technology
- Entrepreneur
- Heavy social media user

*Ecosystems:* the broad networks of Avatar affiliations. Ecosystems can be defined as the specific areas, businesses, or markets frequented, products used, or websites utilized.

Ecosystems can be identified by specific categories:

- Nature of business or organization
- Size of company
- Type of business
- Geographic area

*Watering Holes:* The specific locations where a large number of Avatars hang out. Where you cross paths literally or figuratively with potential clients.

Watering holes include:

- Blogs
- Forums
- Conferences
- Events
- Stores

Your lowest hanging fruit: Your existing contacts, referral sources, gatekeepers

The Science of Persuasion applied to Avatars, Ecosystems, and Watering Holes:

- Get clear about your definition of success, and how you can use it to grow your body of work.
- Define the specific characteristic of an idea, and the connection to an Avatar.
- Identify the Ecosystem that surrounds your ideal connection Avatar.
- Determine the Watering Holes where your ideal connections hang out.
- Practice the basics daily, especially after you're successful. True masters never stop practicing the basics.

### **Seminar 3. MASTERY MINDSET DEVELOPMENT**

*Self-control is the very essence of character. To be able to look a man straight in the eye, calmly and deliberately, without the slightest ruffle of temper under extreme provocation, gives a sense of power, which nothing else can give. To feel that you are always, not sometimes, master of yourself, gives a dignity and strength to character, buttresses it, supports it on every side, as nothing else can. This is the culmination of thought mastery.*

~ Orison Swett Marden, Peace, Power and Plenty (1909)

#### **MASTERY MINDSET**

The Difference Between Success and Failure

The two most important determinants of success:

- Beliefs
- State management

##### **1. Beliefs**

Beliefs are the most important element to determine what we will or won't do.

Belief is a state of mind. Belief determines the meaning attached to a stimulus, and the meaning attached determines the behavior.

You are not ready for something until you believe you can acquire it.

Two types of beliefs:

- Global beliefs "Life is..." "People are..." "I am..." Each affect the way we look at and interpret things and their meaning
- Rules – Cause and Affect "If, then" "If this, then that"

Selling is a transference of emotion. You must feel certain to make someone believe. The # 1 way you convince someone else is if you are convinced. You will transfer whatever state of mind you are in: doubt or confidence.

##### **2. State Management**

*An Everyday Application: Recognize and Understand Emotional Couplings*

Regardless of how logical you think you are, your first register of a new stimulus is emotional. Any new input goes directly to the amygdala (in the midbrain), then the hippocampus (still in the midbrain) attaches meaning, then it goes to the forebrain to process consciously and intellectually—to make logical sense.

The emotional activation registers before cognitive areas of the brain come into play to assess options. Neuroscientists demonstrated that we make decisions—especially “buy” decisions up to ten seconds before we’re even consciously aware.

Three reasons people fail:

1. Not enough compelling reasons.
2. Limiting belief systems.
3. Inability to consistently manage state of mind.

Your state of mind—the particular software program you use—determines the meaning you attach to a stimulus. The meaning you attach then determines your behavior.

There are two primary ways to regulate your state of mind:

1. Physiology
2. Focus

*Physiology:* How you use your body—to change your body—your biochemistry—to change your state of mind. 3 Primary Tools: Relaxation, deep breathing, meditation.

*Focus:* What and how you focus on. The questions we ask determine what we focus on. Your brain follows your focus, whether that is positive or negative.

### ***Optimum Performance State of Mind***

The difference between a professional and amateur—between massive success or less—is the ability to manage your state. To achieve and sustain a peak performance state.

Selling is transferring emotion. Manage your state because it induces a state in others.

Selling is a transference of emotion:

- You associate your state to your product or service.
- People associate your state to your product or service.

People buy a state. State change is activating—it stimulates the error detection mechanism.

- State is what you are selling more than a product or service.
- Selling is influencing the client's focus: value, benefits, avoiding pain.
- Questions control what we focus on and the state we are in.
- Patience is a mindset to develop thoughtfulness, depth, and wisdom.

### **Peak State**

Match the optimum state to each particular endeavor.

Anchor yourself for success. Peak performance comes from being in a peak state. The quickest way to change your state is to change the way you're using your body.

### **Confidence Is A State of Mind**

- Confident is a state of mind.
- More important than past accuracy or demonstrated expertise in earning trust
- People naturally associate confidence with expertise.
- A greater predictor of success than competence

The major things that hold the client back from making a purchase:

- Fear of making a mistake
- Concern of not getting value
- Worry of paying too much
- Question of not being able to use the product or service

The major thing that holds the salesperson back is the fear of rejection, that the client may say no.

All successful sales are based on one factor: a relationship. People don't buy from people they don't like, and people can't sell to people who they don't like.

Enthusiasm accounts for more of sales closing ability than any other factor. The transfer of enthusiasm changes the state of the other person.

In the first 30 seconds, people decide whether they will listen to you or not. Your opening question has to be planned word-for-word.

### **MASTERY MODEL**

Your body of work is the process of a creative mindset, a series of experiments that can be interesting, intellectually stimulating, and like solving a puzzle.



- Look for models.
- Define the phases.
  - Define a target market.
  - Identify the pain, problems, or challenges of that target market.
  - Create an initial offering of a service or product that solves that target market's problem.
  - Test the offering with a finite number of ideal participants, perhaps initially with a focus group
  - Debrief the test and determine how it could be replicated.
  - Develop other offerings, perhaps with partners, and test again.
  - Develop the business plan from lessons learned, identifying an ultimate offering.
  - Develop a following—your platform—such as your mailing list, blog, newsletter, LinkedIn, Professional Facebook.
  - Develop a product to sell to the market when the list grows.
  - Test, debrief, and continue building services and products.

What is the next thing you want to add to your body of work?

- What do you want to create? Name it. Describe it.
- Who is it for? Describe your audience.
- Why does it need to get done?
- Describe the roots of the project, how it fits into your body of work.
- Who will be affected by it and what good thing will happen as the result of your completing it?
- How will you structure the project? Define a model.
- When does it need to be done? Set a deadline.

Focus on the basics:

- Give attention to every aspect of your products and services.
- Deconstruct everything.
- Establish boundaries and framework for your work.
- Create a specific, creative container for your work.
- Cultivate your voice.
- Punch through the bag.
- When imitated, rather than getting upset, move on to innovate the next stage of your work.
- Think like a scientist.

## **Seminar 4. NEUROMARKETING A PROFESSIONAL PRACTICE**

*People buy for emotional reasons and justify with logic.*

1. Do you earn your living trying to convince others to purchase goods or services?
2. Do you work for yourself or run your own operation, even if part-time?
3. Does your work require elastic skills—the ability to cross boundaries and functions, to work outside your specialty, and to do a variety of different things throughout the day?
4. Do you work in education, training, or healthcare?

### **Selling Misconceptions**

- Sales is a natural gift.
- The best sales people have no call reluctance.

Consider these two questions:

1. If the person you are selling to agrees to buy, will his or her life improve?
2. When your interaction is over, will the world be a better place than when you began?

### **The 1%**

The essence of what is really important – the 1% that gives life to the other 99% is the hallmark of a strong position.

*What's the 1%?*

The purpose of a 1% is to offer something so compelling that it begins a conversation.

### **Pitch**

#### *The One Word Pitch*

What is the one characteristic that you most want associated with your name, your business, your brand? A one word equity? When anyone thinks of you, they associate that word.

#### *The Question Pitch*

The question is designed to make people work a bit harder, and especially to come up with their own reasons for agreeing or not.

### *The Twitter Pitch.*

Brief, Simple, Specific: A micromessage of 140 or fewer characters.

### *The Pixar Pitch*

Every Pixar film shares the same narrative DNA, a structure of storytelling that involves six sequential sentences.

Once upon a time, \_\_\_\_.

Every day, \_\_\_\_.

One day, \_\_\_\_.

Because of that, \_\_\_\_.

Because of that, \_\_\_\_.

Until finally, \_\_\_\_.

This six sentence format appeals by taking advantage of the well-documented persuasive force of stories within a framework that shapes conciseness and a discipline.

### **Listen to Learn**

Three key questions to prepare your pitch, whichever of the above varieties you choose, to clarify your purpose of strategy by making sure that you can answer these questions.

After someone hears your pitch:

1. What do you want them to *know*?
2. What do you want them to *feel*?
3. What do you want them to *do*?

### ***Sales Mastery: 3 Phases***

#### **1. Engage: Connect and Create Interest [Social and Emotional Intelligence]**

Engage prospects to get them involved. Get their attention, make contact with them, and get their interest.

#### Six Keys to Preparation

1. Know who the client is and anticipate needs and pains.
2. Know your own product and its advantages and benefits.
3. Know your competition. Never engage in depreciating a competitor.
4. Know the potential objections to have answers ready.

5. Expect the best—a state of positive expectation.
6. Create demand. For example, the client convinces himself or herself.

Then, before you connect with a prospect, write down the following four things:

1. If this call is successful, what are the next best actions for that person and for me to take after the call?
2. What would be the highest value objective of a client for that call—what would we talk about and what would be the highest value for the client?
3. Some additional possible topics for the call if we have time.
4. What are some good questions to ask the prospect?

What is important in selling is to develop rapport, the development of trust. The primary question: Whose interest do you have in mind? The prospect needs trust and confidence.

People love people who change their state.

The law of reciprocation: Whatever you put out, it will come back many fold (positive or negative).

## **2. Enroll. How to Qualify and Discover Your Clients' Buying Strategies**

Qualifying Questions:

- Needs:      What does the prospect really need?
- Wants:      What does the prospect really want?
- Wounds:    What are some of their needs/pains/challenges?
- Authority:   Do they have the authority to make the decision?
- Money:      Do they have the money?

Focus changes state.

Ask questions. Paint a picture

Create an experience. Do something very real—sell with all five senses to give a full experience.

Point – tell – paint.

You want a \_\_\_\_\_ that will \_\_\_\_\_. Is that correct? I know you want to make an investment that will bring those benefits and more.

Ask a question that will put their mind back on their problem. Point out the reason they are buying—make it real by getting them to refocus.

Exercise: Each night for ten nights come up with three ideas about how you can get your client to feel like they already own your product before even buying it. Think of creative and unique ways to do that consistently.

#### Assume the Sale

Paint to emphasize if all of this came true.

Ask questions, don't tell them.

Don't tell them, get them to tell you.

*Exercise: Write five questions to make it feel to the client that he already owns your product.*

### **3. Compel: Create Conviction**

*People don't buy facts, they buy benefits.*

*Selling is the transfer of emotion.*

For someone to buy they must feel certain they will get what they want.

Conviction starts with you first—then the client.

But they have to buy or attend an event for their reasons, not yours.

Do one feature at a time. Not the whole load.

How you say—not what you say—makes the difference.

*The task of sales is the science of persuasion.*

*The questions you ask people determine what they focus on.*

#### **Convert Objections into Commitments**

An objection equates to asking for more information. An objection does three things:

- Provides the opportunity to hear the primary fear (it crystallizes it) to address and to reframe it.
- It is an opportunity to understand the person's belief/fear.
- It is the strongest opportunity to get the real question. An objection is a question in disguise.

Objections are signposts, and responses.

To convert objections into commitments:

1. Don't focus on the objection, or engage it to counter it. Focus directs attention.
2. Hear them out.
3. Feed it back as a question.
4. Get more information. Is it the real objection?
5. Align with the prospect—to collaborate.
6. Turn the objection into a question. Reframe.
7. Answer the question.
8. Assume the sale.

### The Psychology of Closing

Major requirements for closing:

- Positive, eager, enthusiastic
- The customer's requirements must be clear
- The customer must understand what you are offering and value it (which you found out from asking questions)
- The customer must have rapport, friendship, and trust.
- They must know and find benefit in what they will get
- The product must be suited to the prospect

Four aspects: Prospects must *want it, need it, afford it, and use it*.

Closing strategies:

- Never tell a client that he is wrong.
- Go with the objection, indicating it is a valid concern.
- Get third party proof: someone else who had a similar objection saying how it worked and how glad they are of a purchase.

- Don't knock the competition.
- Don't engage in personal issues with the client.
- Don't assume authority you don't have.
- Avoid negative expectations.

### ***Make it Easy and Create a Future***

Create a relationship that lasts through the years. The most important part of the sale is to generate a relationship.

- Create a lifetime relationship and referral reciprocity.
- Give additional value than what is expected.
- Tie it down so that there is no buyer's remorse.

### **Strategies of Successful People/Top Sellers: A Summary**

1. Affect their own emotional state. Reset after the last experience. A number one quality. Prepare themselves physically and emotionally.
2. Qualify prospects. Find their deepest needs—the core emotional need that drives the person—a pain/hurt—then teach them how to get it through what you offer.
3. Manage the client's state.
4. Give prospects a way to justify buying—to justify getting what you have to satisfy the need.
5. Are flexible. The person most flexible controls the situation. To be successful:
  - Know outcome.
  - Take action.
  - Know what getting closer and what getting further away looks like.  
Change your approach until you get what you want.
6. Become a team player. Client's needs: Is there more value than the concern they bring? Create and sustain interest. Build trust and rapport continuously.