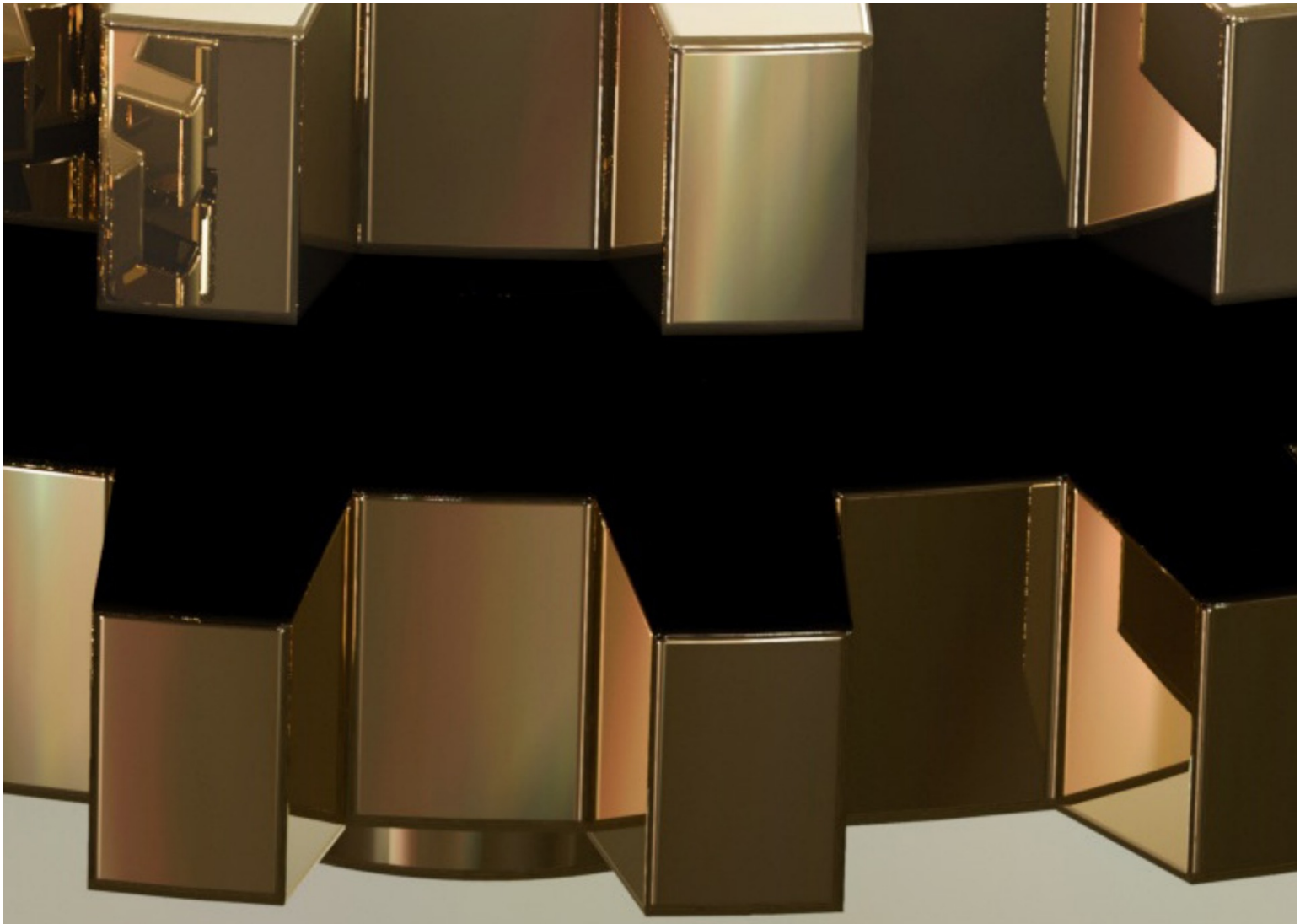
NeuroMarketing

How to Change Your Brain to Build Your Business

The NeuroScience of INFLUENCE



David Krueger, MD



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BOOK 1: The Neuroscience of Influence

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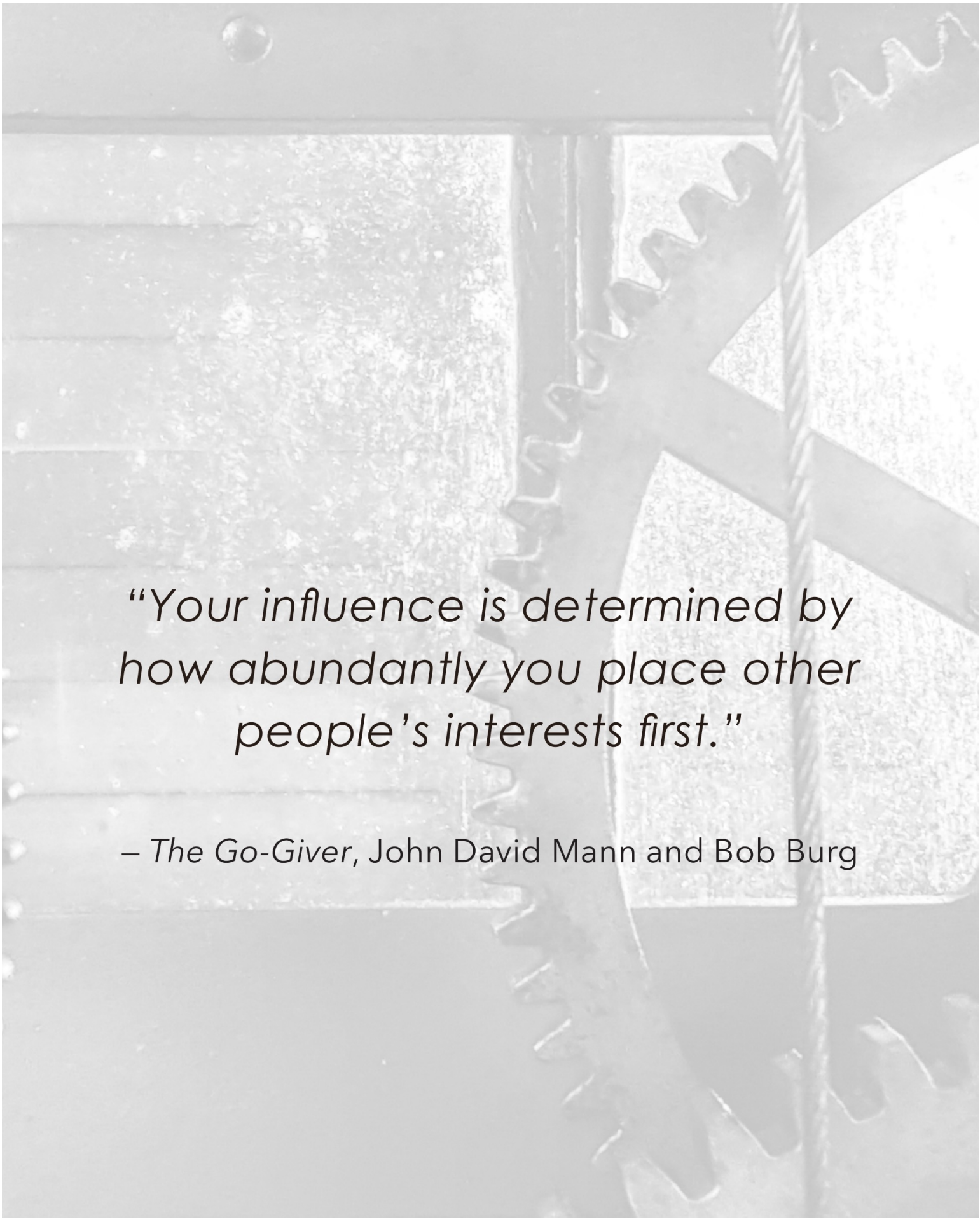


"Your influence is determined by how abundantly you place other people's interests first."

– *The Go-Giver*, John David Mann and Bob Burg

Influence Quiz

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. Do you know which of these is the primary:

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

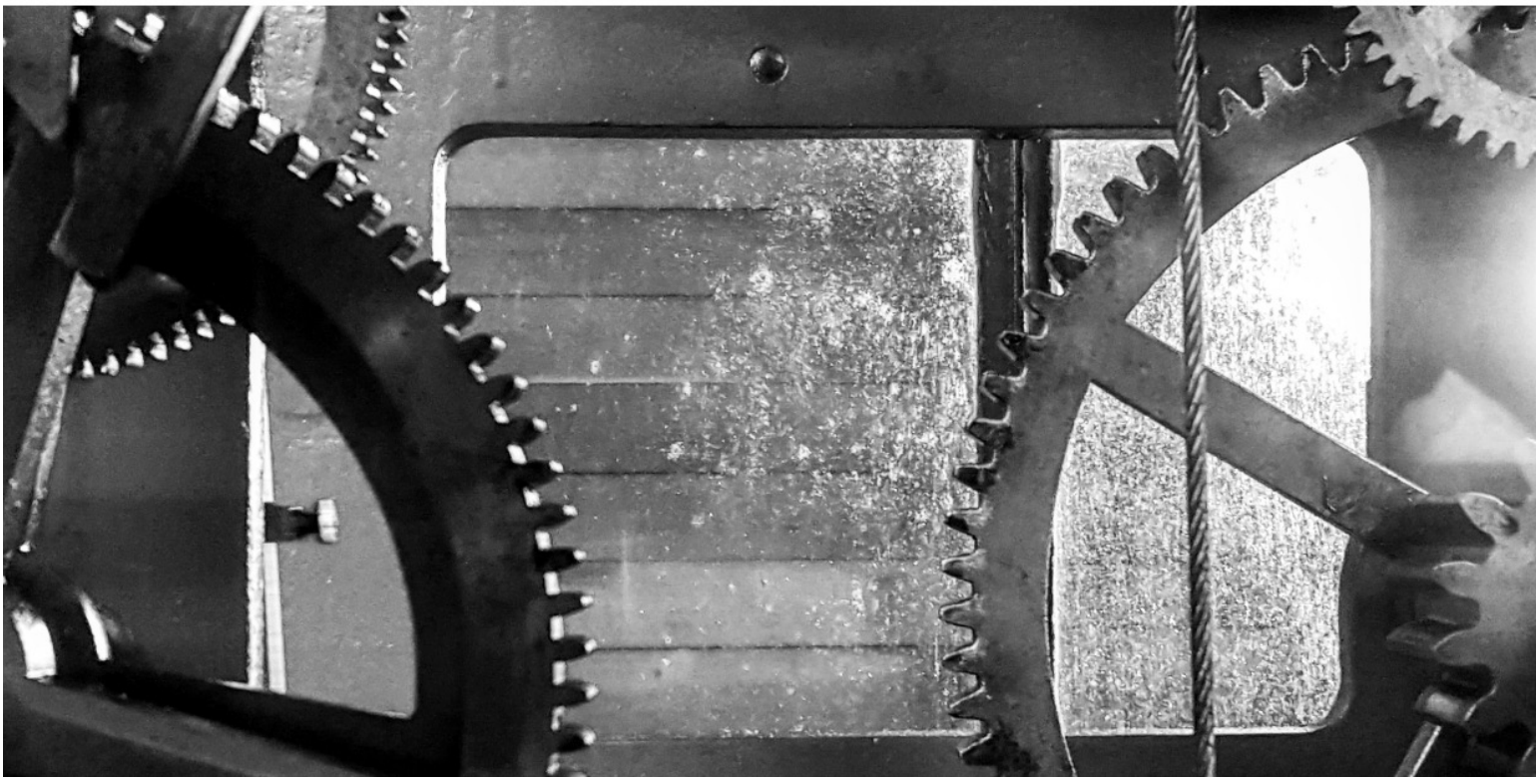
Why is Apple so innovative? Year after year, they're more innovative than their competition, and yet they're just a computer and tech products company.They have the same access to the same talent, agencies, consultants, and media, so what accounts for their phenomenal success?

Why is it that Martin Luther King led the Civil Rights Movement? He wasn't the only man who suffered in a pre-civil rights America and he certainly wasn't the only great orator of the day. Why him?

As it turns out, there's a pattern. All the great and inspiring leaders and organizations in the world think, act, and communicate in a similar pattern that is the antithesis to everyone else.

A marketing message from computer companies like Dell, Hewlett Packard, and others is, "We make great computers. They're beautifully designed, state of the art, user friendly. Want to buy one?" That's how most of marketing is done: to say what you do, how you're different and better, and then expect people to respond by buying your services or products. But people rarely believe that what we do is as awesome as we believe it is.

Steve Jobs communicated this story about Apple computers: "I think you always have to be a little different to buy an Apple computer… I think the people who do buy them are the creative spirits in the world. They're the people that are not out just to get a job done; they are out to change the world, and they are out to change the world using whatever great tools they can get. A lot of times, people think they're crazy. But in that craziness, we see genius. And we make tools for those kind of people."



Influence is the Key to Success

No matter how talented, skilled, experienced, hard-working and unique you are, unless you determine the major factors that influence the ways others think and act, your success will be limited. This does not equate at all with manipulation, but with consistently generating personal and professional satisfaction while making the lives of others considerably better.

I've seen some of the most talented and well-trained people in the world with stellar academic backgrounds and exceptional training accomplish average results because they did not master people and influence skills that truly resonate with someone to engage, to commit. And I've seen people who master these skills soar personally and professionally.

One key principle of influence is from Dale Carnegie: Ultimately, people do things for their reasons, not our reasons.

For the ultimate influence, we must first ask the question, What's in it for your client or customer? The greatest story command: Make me care: emotionally; intellectually; aesthetically.

The Influence of Identity

Numerous studies have the same message: to influence someone, it is essential to connect to their underlying identity.

State of the art neuroimaging and cognitive neuropsychology have demonstrated how we create our "selves" through narrative. A specific region of the left forebrain specializes in personal self-narrating actions and thoughts. The brain origin of our identity, our sense of self. This interpreter function is the glue that keeps our stories unified to create a cohesive sense of self. These language areas of the left hemisphere draw on memory from the midbrain hippocampal circuits, and the planning regions in the orbital frontal cortex.

To make your prospect care, you need to know what they already most care about. What are their fundamental ideals and needs? Security? Status? Family? Relationships? Adventure? Personal mastery? The most powerful stories begin by placing a core ideal or concern at the center of the prospect's identity.



People buy what they identify with

Neuroeconomic studies show that the biggest determinant of a purchase decision is when a product or service resonates with someone's identity. This activates the portion of the brain that synthesizes a sense of self.

The goal is to sell to people who believe what you believe

Not just to sell to people who need what you have. This is the unstated secret of Martin Luther King, Steve Jobs, and Abraham Lincoln. This resonates with their core identity: their why. This is why you bought your last 10 books.

When people feel a unity with others, they feel a shared sense of identity

This principle moves beyond simple similarities to embrace a sense of kinship of being together and a sense of unity to sacrifice personal interests for the welfare of the group.

The Power of an Influential Story

The essence of influence is based in the brain's need for a story. We have a biology for reciprocation, and an innate desire to bond, to connect. Story is an essential element of explanation to bring together and balance the emotional and rational. Listening to and telling stories ignites the portions of the brain that process meaning.

We are information-seeking creatures. When data is tucked inside a story, our brains absorb the data connected to the feelings we experience while listening to that story. When the information is recalled, so is the feeling of the telling. Stories connect facts and feelings to make information resonant, memorable, and actionable. Story deserves front row, center position in professional communication, to make ideas easier to understand.

Substance and meaning become the two most powerful aspects of an explanation. Facts give stories *substance*. Stories give facts *meaning*. If your business is not based on a story, you won't have a business.

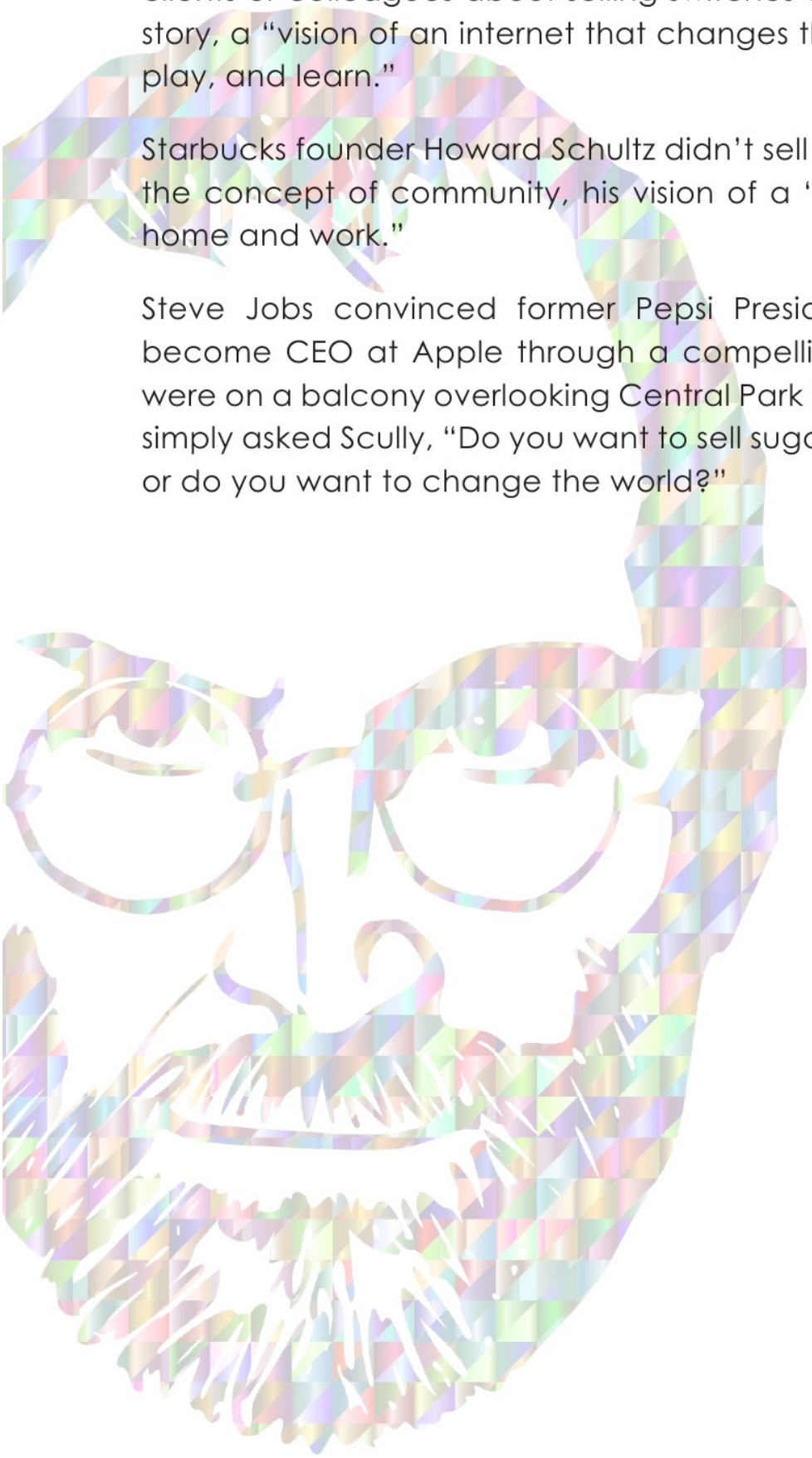
Compelling stories can positively influence customers and employees. Here are some examples:

Cisco CEO John Chambers didn't communicate to employees,

clients or colleagues about selling switches and routers, he sold a story, a "vision of an internet that changes the way we live, work, play, and learn."

Starbucks founder Howard Schultz didn't sell coffee and lattes but the concept of community, his vision of a "third place between home and work."

Steve Jobs convinced former Pepsi President, John Scully, to become CEO at Apple through a compelling vision. When they were on a balcony overlooking Central Park in New York City, Jobs simply asked Scully, "Do you want to sell sugared water all your life or do you want to change the world?"



How to Construct an Influe

In order to engage a customer or client, write a vivid story about your service, product, or brand. Include aspects that would activate different parts of their brains: action, dialogue, and sensory experiences.

Some guidelines for simplification to make ideas easier to understand:

- Listen to people's challenges. Do not assume what they know or believe.
- Connect basic ideas to ones that the listener already understands.
- Use the most simple, basic language possible.
- Enhance understanding by clarity, brevity, and simplicity.
- Less is more. The brain learns best in small chunks, so keep messaging to 10-12 words.

ntial Story

- Programs or training designed in chunks work best; the best are those that include time for reflection.
- People change their behavior only when they recognize the benefit of doing so for themselves. Concentrate on engaging and prompting insight rather than giving facts, instructions, or models.



The Influential Story Pattern



AUDIO: The Influential Story Pattern

Here is how to create an influential story pattern:

The context—the preface—is that your story has to be in your own voice.

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. It has to sound like you're talking, not reading a script. And be genuine, authentic, as if the person is sitting across from you at the coffee shop.

The three story components are:

1. The Challenge
2. The Struggle
3. The Resolution

Develop these three story building blocks in your marketing messages.

1. The Challenge

Find the *challenge*—the problem or pain point that your customer or client is experiencing. Identify their deep want or interest that's not fulfilled, what they want but are not getting. What are they not able to do or create on their own?

The foundation of effective influence is to first highlight the challenge or unmet need.

Know your audience and these three things about them:

- Their deepest needs
- Their deepest desires
- Their deepest concerns

From this knowledge, describe a situation as the audience knows it: *What is*.

Articulate what they already know and experience. This creates a bond of understanding—a common ground—between you and the audience, and readies them to hear your solutions.

2. The Struggle

Crystallize awareness by asking questions. All motivators are emotional. Clarify and define them by focus—by asking questions about the motivation. For instance, you might ask "Do you want:

- To have the best?
- To be smarter?
- To be confident?

- To have the most successful practice?

3. The Resolution

Show your client or customer prospect how you can solve their challenge–how you address their issue with your product or service. The mind and brain both seek closure.

Clearly and accurately associate a desired feeling or state with your product or service. *The resolution needs a powerful ending*.

- Make it compelling and real—your client prospect will then authentically associate buying with pleasure, and not buying with pain. (This is covered more in Book 2.)
- We want emotionally, but we justify logically. Find the emotional reason—*their* reason—to purchase your product or service now.

For example, notice the questions for this eBook series—a series of six "*What is*" questions:

- Do you have significant expertise and credentials but not enough clients?
- Do you have difficulty converting people who need your services to paying clients?
- Do you lack a system to consistently bring in more clients to your professional practice?
- Do you know the winning strategies based on the psychology of influence?
- Do you know the neuroscience secrets of successful selling? And closing?

- Do you know the #1 reason people buy products or services?

Six corresponding bullets follow as "*What can be*" to address each question in sequence. You will learn:

- How to systematically shape the primary reason people buy professional services and products
- The 4 primary tools of significant influence
- The 6 psychological principles of successful persuasion
- The mind and brain secrets of successful selling
- The 2 most important determinants of massive success and how to establish them
- How to avoid the 3 reasons professionals fail to grow their practice

Once you establish a gap, the rest of the presentation focuses on bridging it. As you move back and forth between *what is* and *what can be*, you will optimize your influence.

Rather than a burdensome list of "to-dos," include a *call to action* that is inspiring so people will want to act. Emphasize how much better they and the world will be when they adopt your ideas. Avoid the reasons people fail. Focus on winning success strategies.

The best stories lead with the heart, not with the mind. Emotional transportation is the complex system of action and reaction that operates within stories to move listeners. The stories that really work transport the listener emotionally. In any business context, if you fail to transport your listener emotionally, you will lose the audience, or simply not get a response.

Self-Talk

It's not what someone will say in response to your communication, but what they will *say to themselves as a result* of your communication with them. Cognitive studies have shown that the message itself is not directly responsible for change. The direct result of change is due to another factor: self-talk. That is, what a person says to him or herself after receiving a message. Think about how you more likely recall the comments you make to yourself more than the comments made to you. This is another reason we want to avoid negative messages.

AUDIO: Self Talk

The Power of Trust

Dr. Robert Maloney, a professor of ophthalmology at UCLA, was the first surgeon in North America to perform LASIK surgery. He had to help his patients overcome their fear of this unknown procedure, which involves cutting a flap in the surface of the eyeball, the cornea.

He had to give full disclosure, including negative possibilities that could easily discourage people from getting procedures they needed. All without testimonials of success stories from former patients.

He listened closely to his patients and discovered that the value proposition they actually cared about most was *trust*. They didn't want guarantees; they needed *reassurance*, to connect.

So Maloney began telling his patients, "No matter what happens, I'm going to be here to take care of you." Then he'd tell them the story of what he expected would happen with their surgery. He would cover negative information about problems they might have to struggle with. But he would conclude his story with a resolution that satisfied their *emotional needs*. "I am never giving up on you, even if there's a problem, we're in this together walking side by side."

His emphasis—his framework—was the story of relationship and connection. His call to action was for his patients to trust him enough to make their leap into uncertainty.

By now, Dr. Maloney has personally performed more than 50,000 vision-correction surgeries.

This is, I believe, what my mentor coaching clients need to know from me. *That I will believe in you until both of us do. And I will walk side by side with you into/ and throughout/ your success, no matter what.*

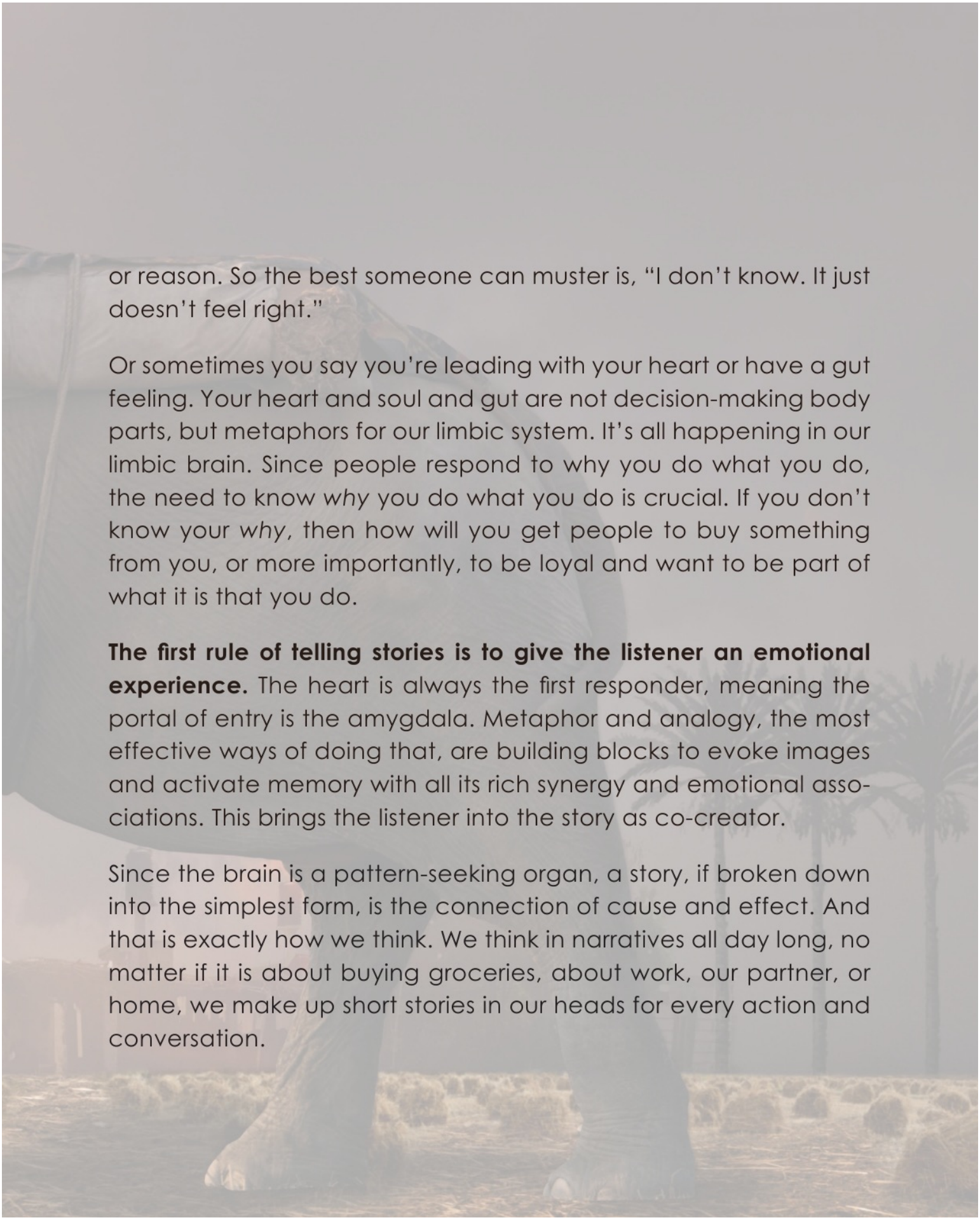
Trust is the foundation of developing rapport.

Defining Your Story

In a dialectic between emotion and rationality, emotion wins, hands down. This is basic human nature. Our emotional side is like an Elephant and our rational side is like the Rider on top. The Rider holds the reins, and looks like he's in charge. But if the Elephant and Rider disagree about which direction to go in, guess who picks? 180 lbs. versus 12,000 lbs. Slam dunk.

Marketing and brand loyalty are about emotion, not reason. Phil Knight, founder and CEO of NIKE said, "You can't explain much in 60 seconds, but when you show a picture of Michael Jordan, you don't have to. It's that simple."

Sometimes you can give somebody all the facts and figures and they say, "I know what all the information and details say, but it just doesn't feel right." That verb, *feel right*, comes from the part of the brain that controls decision-making—not language, logic,



or reason. So the best someone can muster is, "I don't know. It just doesn't feel right."

Or sometimes you say you're leading with your heart or have a gut feeling. Your heart and soul and gut are not decision-making body parts, but metaphors for our limbic system. It's all happening in our limbic brain. Since people respond to why you do what you do, the need to know *why* you do what you do is crucial. If you don't know your *why*, then how will you get people to buy something from you, or more importantly, to be loyal and want to be part of what it is that you do.

The first rule of telling stories is to give the listener an emotional experience. The heart is always the first responder, meaning the portal of entry is the amygdala. Metaphor and analogy, the most effective ways of doing that, are building blocks to evoke images and activate memory with all its rich synergy and emotional associations. This brings the listener into the story as co-creator.

Since the brain is a pattern-seeking organ, a story, if broken down into the simplest form, is the connection of cause and effect. And that is exactly how we think. We think in narratives all day long, no matter if it is about buying groceries, about work, our partner, or home, we make up short stories in our heads for every action and conversation.

And, whenever we hear a story, we want to relate it to a pattern—one of our existing experiences. That's why metaphors work so well with us. We are always busy searching for a similar experience in our brains, and in doing so activate pain or joy, desire or disgust.

Define your story based on what your followers really need. Here are some suggestions:

- Define the specific needs of the people you want to influence with your body of work. Include the steps they need to address their problem. What is the first problem they need help solving? Once that problem is solved, where do they go next? Create a path of steps to help them realize their goals.

- Create content to help them solve their problems. Services, products, and tools that your followers need. Start small like blogs, newsletters, podcasts; then perhaps e-books, teleclasses, coaching; perhaps ultimately Mastermind Groups, workshops, retreats.

- Organize your content map in a clear and compelling manner and develop totally professional promotional materials.

The pattern of influence may be among the world's simplest ideas, and can be condensed into three words:

- *What?*
- *How?*
- *Why?*

These three words explain why some organizations and some leaders are able to inspire and others aren't.

The foundation of influence is 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, analytic thought and language. This corresponds with the *what* level, the reason.

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*. Our limbic brains are responsible for all of our feelings, like trust and loyalty, and are responsible for driving all human behavior, all decision-making, and have no capacity for language.



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*. However, when we communicate from the *inside out*, we're talking directly to the part of the brain that *determines behavior*—including purchase decisions. This is where our gut decisions come from. *Then* we rationalize it with the outer, logical brain.

Every single person and organization on the planet knows *what* he or she does. Some know *how* they do it—whether you call it a differentiating value proposition or a proprietary process. But few people or organizations know *why* they do what they do. And by why, rather than making a profit, 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? The inspired leaders and the inspired organizations, regardless of their size, industry, or focus, all think, act, and communicate from the *inside out*. Perhaps more important than achieving a goal is *who it makes you become to fulfill the goal*.

What this tells us is that people don't buy *what* we do, people buy *why* we do it. The goal is not to do business with everybody who needs what we have. The goal is to do business with people who believe what we believe. The *why* is your *story*, and your *mission*. It should be bold, captivating, and inspirational.

Confidence and Connection

Our most immediate intuitive response to someone is based on two things: confidence and connection. *Confidence*—the p erception o f s omeone's strength and capacity to make things happen with abilities and will. It commands our respect. *Connection* is the sense that a person resonates with our feelings, interests and view of the world. When people proj-ect this warmth, we like and support them. Strength and connection are complementary, not mutually exclusive opposites.

When people respond to another person, the most important and immediate criterion is warmth. Janine Willis and Alex Todorov of Princeton have found that people make warmth judgments within a tenth of a second of seeing a new person's face. This makes intuitive sense: when we meet someone new, we want to figure out his or her intentions.

Amy Cuddy at Harvard did seminal work in this area to find that emotional responses to people who project both strength and warmth are the most effective and influential.

Your Body of Work

Three crucial questions to consider:

1. What are your client's primary needs and challenges?
2. What makes you distinct, unique, and memorable?
3. What is the benefit your customer gets by doing business with you?

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

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

The sciences of mind and brain show us how good communication involves four elements: clarity, brevity, simplicity, and humanity. This is how language works best in both speaking and writing.

When Maurice Sendak wrote his book, *Where The Wild Things Are*, he worked for 10 years on a book with 338 words. (I've been

accused of approaching that number per sentence). For example, when he is ready for the action to begin, he states very simply and vividly, "Let the wild rumpus start."

Perfectly chosen, crisp, simple, powerful words.

Focus your topic clearly organized around your primary message with no more than three sub-points.

Competitive advantage requires creating a perception of exceptional differentiation and then accentuating it. When you are successful at accentuating your market uniqueness, the consumer will redefine the competition as less desirable. Your brand is the cohesive story of your business—the identity of each product and service that people associate with the experience and expectation of your brand.



The Mindset and the Mes

When we are being told an effective story, it activates not only the language processing areas, but also the areas used in experiencing the events of the story. Someone tells us about how delicious a peach is, and our sensory cortex lights up. When it is about emotion, our right neocortex gets active. When the story characters grab objects, motor neurons activate. When the characters observe a scene, vision related neurons fire. A story puts our whole brain to work.

Focus on the experience you deliver. A winning business engagement creates an emotional connection with the consumer to align with you.

sage

Stories affect us mentally as well as physically. Anne Krendl at the Dartmouth brain lab showed how viewers' brains resonated with the specific emotion enacted on the screen. When the central character was angry, the viewers' brains registered anger as well. When the scene was sad, the viewers' brains corresponded. Whenever we feel disgust, that brain region—the anterior insula—fires.



Change the Message, Change the Results

A story told by Simon Sinek, author of *Start With Why*, observed that all the signs of panhandlers had a similar message: I'm needy, please help me. He believed that by changing the homeless person's message, he could change the results. Simon found a street beggar in New York who was willing to work with him on his experiment. In talking with the woman, he learned that she received an average of $20-$30 during each of her eight to ten hour days. If she got to $30, she considered it a great day.

Simon convinced her to change her sign. Instead of focusing on her situation—homeless and hungry—he helped her craft a sign, "If you only give once a month, next time think of me."

The results were that in two hours, she collected $50.

When the message shifted focus from *her* needs to focus on *the experience of the passerby*, the results increased significantly.

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

The messages we send out are very subtle and often operate in a subliminal way. People are influenced, either positively or negatively, by our messages at an unconscious level. When we send out messages that are about us—the quality of our services and

products—we will receive less response from others. The more we take as point of reference the recipients of the message, and resonate with it, the more they will be willing to join in and create mutual fulfillment.

Think about the messages you communicate. 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. What will someone pay you money for? They will pay you for what they can't *do* or *be* themselves.

Rather than telling someone about your experience, credentials, and training—focus on what is in it for them. No patient ever came to work with me previously as a Psychiatrist and Psychoanalyst because I was named one of the Top Doctors in America; no client has subsequently come to work with me as a Mentor Coach because I've written 20 books. They don't care. And they shouldn't. They want to know I care about them. They want to know what's in it for them, and get the sense that I confidently believe in both of us to do that. That I am loyally and passionately 100% dedicated to their success.

> "People don't care how much you know until they know how much you care."
>
> — Theodore Roosevelt



AUDIO: Change the Message, Change the Result

It has been said there are two things people don't want to know how they are made: laws and sausage. Add this as the third—all of your qualifications and degrees and training and experiences. Your clients want to know: *What is in it for me?*

Remember that our brains release dopamine, the pleasure chemical, when we *anticipate* a positive experience, such as just before spending money, or receiving a positive result. This emphasizes the role of hope and expectation in looking forward to a result.

Your message and mindset both center on your *Why*. The most common difference between the best and everyone else is a *compelling reason* for commitment. The *Why*.

Meaning comes from contribution–something you believe in and that makes a difference. You have to know what you're worth. I believe that when someone works with me in Mentor Coaching, that it will make a significant difference for the rest of his or her life.

No strategy replaces integrity and caring, to make a difference by connecting with others. To be genuine, authentic.

- Your *Why* determines what you focus on and what you don't. The number one thing about the successful 1% of people: they are compelled by goals and dream—having a *Why*.

- 80% of success and influence is finding a big enough *why*—20% is figuring out *how*.

People have a need to feel a sense of belonging. *Before* people decide what they think of your *message*, they decide what they think of *you*. The drive to affiliate is among our primary needs as humans. A fundamental effectiveness is the connection: to be understood, to make a difference for the other person.

The Influential Story Highlights

- 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. We buy what is consistent with our identities.
- A good 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. Stories are more important than facts in changing our minds.
- Passion brands create passionate followers.
- Your authenticity is crucial: the most valuable gift you have to offer is yourself, to care.

Framing Formulas of Influence

Successful influence is increasingly governed by context rather than cognition. How you frame something can change the meaning. The meaning can change your mind, and your mind can change your brain. Meaning derives from the frame we place around an event or situation. The structure of meaning is an inside job.

1. Anchoring

Evidence-based decision-making takes into account the framework of the order in which we present communication to someone. What we present initially changes the way that people process subsequent information.

The first thing that we say or do is the most influential thing to anchor the listener's association to what we say or do next. All of our mental activity comes as a pattern of association within our intricate neural networks and associations. These initial determinants are simply called frames, anchors, primes, or first impressions that boot up a particular mindset that then processes the remainder of the conversation. The first few words establish a mindset, and initiate a framework of meaning to process the remainder of the conversation.

An original experiment done by Daniel Kahneman and Amos Tversky had subjects spin a wheel that would supposedly stop at random numbers between 1 and 100. Then they were asked what percentage of African countries belonged to the United Nations.

- For one group of subjects, the wheel was preset to stop on ten.
- For the second group, it stopped on sixty-five.

The first group guessed that 25 percent belonged to the United Nations. The second group guessed 45 percent.

The subjects insisted that the number on the wheel had no relation to their answer to the question. Yet the number the wheel stopped on had profound influence on their responses. Even irrelevant information can influence judgments, which can then influence decisions.

When companies automatically enroll their employees in retirement savings plans, the employee has to *opt out* to not participate—to actually make a choice that says *I will not save for my future*. When it's automatic, it's 100 percent initially by definition. Then it levels to between 86 to 94 percent. At companies where it isn't automatic and someone has to *choose to opt in*, 20 percent participate. Over a four-fold difference based solely on anchoring.

2. Immediacy

Numerous researchers have shown that our basic inclination is to assign undue importance to whatever is salient at the moment—an immediacy bias. Daniel Kahneman put it very succinctly, "Nothing in life is as important as you think it is while you are thinking about it." This brain principle of focused attention and alignment of the

energy field in the brain assumes importance as a part of the persuasion formula. We then assign enhanced importance to factors that have our attention. This directed attention also results in assigning causality to those factors. We want to experience effectiveness and bring closure to assign causality.

3. Dissonance

We engage more in a question as well as an interrupted or incomplete problem or question. The brain desires cognitive closure. Not completing an activity makes it not only more engaging but also more memorable. This is the appeal of unanswered questions, unfinished stories, mysteries, and even thrillers. It is the one thing that neuroscience has shown that is common to all engaging stories: the dopamine release of wanting to know what happens next. The most engaging and successful stories and presentations began with questions, which pulls the listener or reader into the material.

Robert Cialdini, originator of studies of influence factors beginning over three decades ago finds that the most successful writing and presentations begin with a mystery. Even Einstein spoke of the mysterious as "the source of all true science and art."

4. Associations

What we associate to a stimuli determines our behavior. When someone's attention is directed to a specific area, their existing associations to that spotlighted aspect will determine their reaction. Joseph Conrad put this very simply, "He who wants to persuade should put his trust not in the right argument, but in the right word."

Neuroscience has now shown us that the initial words someone speaks or writes boots up a particular mindset in the reader or listener, and that mindset then processes the remainder of the conversation. Studies have shown words that connote achievement such as *succeed*, *master*, *win*, and *increase performance* enhances willingness to keep working on it.

Simply changing the use of words such as "cost" or "price" to an offering, since these are terms associated with the loss of resources, and instead speaking of "purchase" or "investment" connect to associations of gain and benefit.

5. Focus

Clarity, brevity, and simplicity enhance the desirability of a choice over descriptions that are more difficult or complex.

Our minds work by consciously selecting the one focus that we want to register at any moment, and by holding this one thing in conscious awareness, we give relative inattention to everything else.

Once there is a determination of focus and its mindset, we then cherry-pick data to fit with that set of assumptions. This confirmation bias then shapes what we perceive and the meaning we attribute.

A brain principle is that we focus limited resources of attention on what is preselected as important. Our selective attention implicitly assigns elevated importance to whatever we focus on. The result of this tendency is that the more consideration we give to something, the more extreme—meaning the more polarized—our opinion of it becomes.

Influence Success Secrets:

In addition to initial and sustained engagement of wanting to know what happens next, these are components of an influential story:

- We think in story, which allows us to envision the future.
- An active verb tense is perceived as more concrete and believable than a passive verb, because passive is more abstract.
- When the brain focuses its full attention on something, it filters out all unnecessary information.
- Emotion determines the meaning of everything: feeling→state of mind→meaning attached→behavior
- Everything we do is goal directed, and our biggest goal is figuring out our own point, our own agenda.
- We see the world not as it is, but as we believe it to be.

A Summary

- We don't think in abstract, but in specific images. When something is more easily pictured it seems more plausible, and is more readily believed.
- If you can picture something, it's specific; if you can't, it's general.
- The brain is wired to resist change, even good change.
- From birth, our brain's primary goal is to make causal connections: *If this, then that*—the unconscious operating system.

The Answer to Quiz #1



Sharing similar experiences as the interviewer.

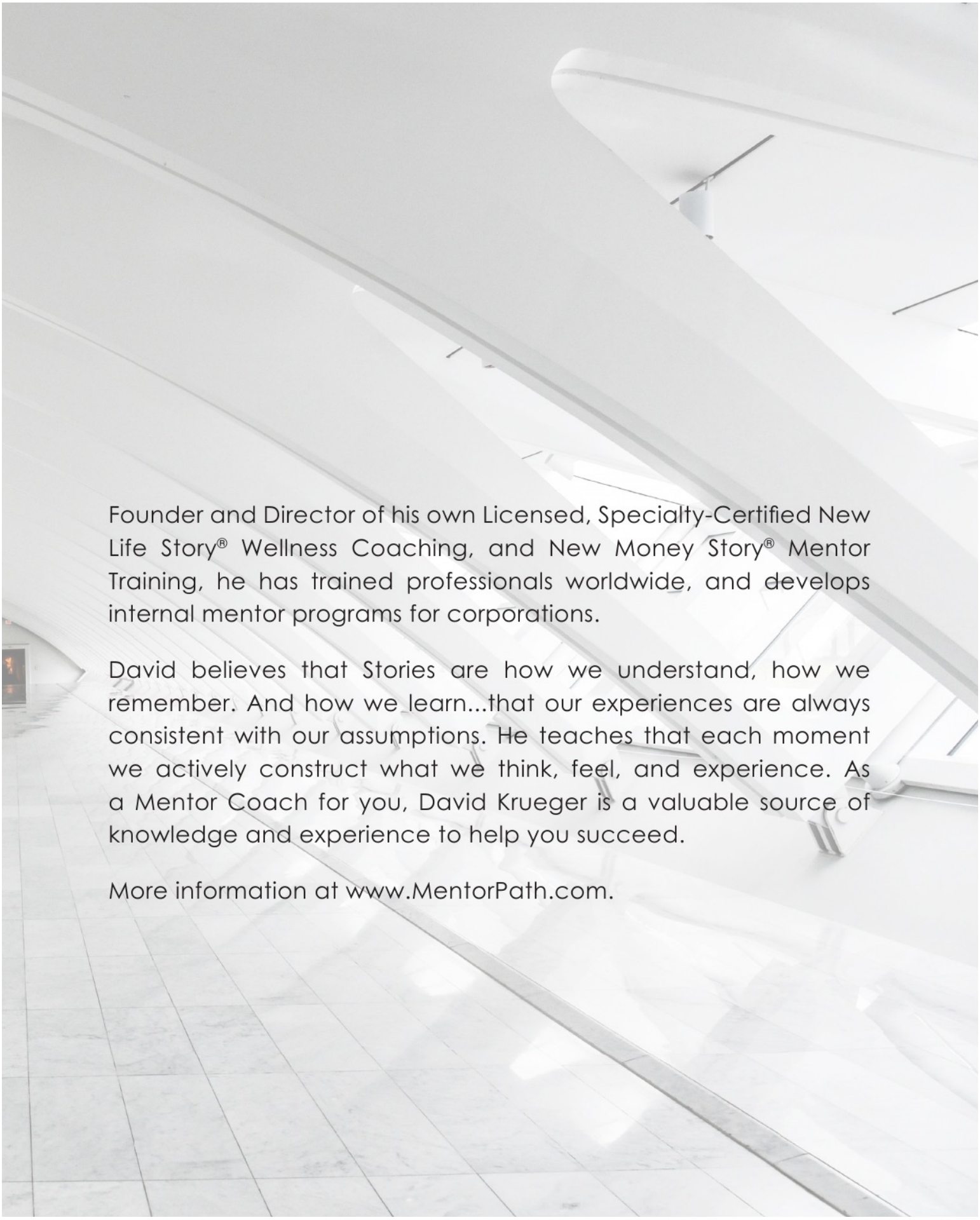
Just as with purchase decisions—we buy, hire, or affiliate with what fits with our identity.

About the Author

David Krueger, M.D. is an Executive Mentor Coach, and CEO of MentorPath®, an executive coaching, training, publishing, and wellness firm. His work integrates psychology and neuroscience with strategic coaching to help executives and professionals write the next chapter of their life or business stories.

Author of 20 trade and professional books on success, wellness, money, and self-development, and 75 scientific papers, his latest book, The Secret Language of Money (McGraw Hill) is a Business Bestseller translated into 10 languages.





Founder and Director of his own Licensed, Specialty-Certified New Life Story® Wellness Coaching, and New Money Story® Mentor Training, he has trained professionals worldwide, and develops internal mentor programs for corporations.

David believes that Stories are how we understand, how we remember. And how we learn...that our experiences are always consistent with our assumptions. He teaches that each moment we actively construct what we think, feel, and experience. As a Mentor Coach for you, David Krueger is a valuable source of knowledge and experience to help you succeed.

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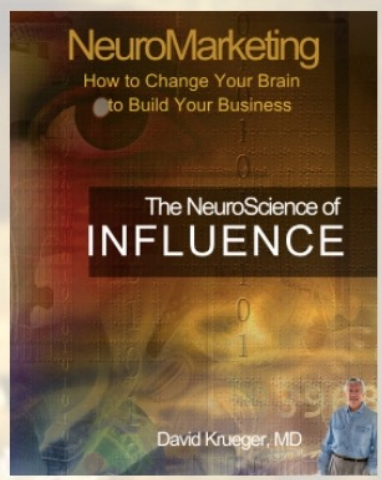

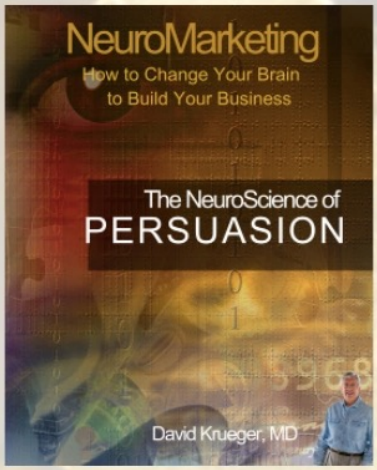

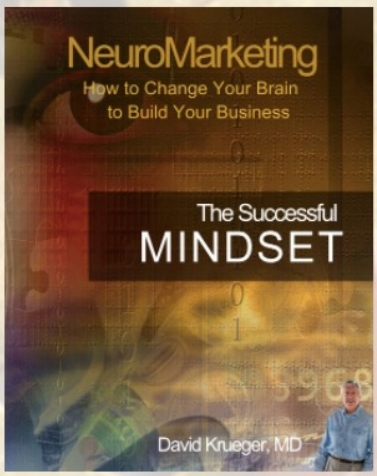

"The goal is not to sell to people who need what you have, but to connect with people who believe what you believe. Storytelling is the best way to plant ideas into someone's mind."

–David Krueger, MD

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