

Invisible
Invisible
Invisible
Influence

The Power to Persuade Anyone, Anytime, Anywhere

Kevin Hogan

Invisible Influence

Invisible Influence

The Power to Persuade
Anyone, Anytime, Anywhere

Kevin Hogan

WILEY

Cover design: Susan Olinsky

Copyright © 2013 by Kevin Hogan. All rights reserved.

Published by John Wiley & Sons, Inc., Hoboken, New Jersey.

Published simultaneously in Canada.

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, 222 Rosewood Drive, Danvers, MA 01923, (978) 750-8400, fax (978) 646-8600, or on the web at www.copyright.com. Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, (201) 748-6011, fax (201) 748-6008, or online at www.wiley.com/go/permissions.

Limit of Liability/Disclaimer of Warranty: While the publisher and author have used their best efforts in preparing this book, they make no representations or warranties with the respect to the accuracy or completeness of the contents of this book and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives or written sales materials. The advice and strategies contained herein may not be suitable for your situation. You should consult with a professional where appropriate. Neither the publisher nor the author shall be liable for damages arising herefrom.

For general information about our other products and services, please contact our Customer Care Department within the United States at (800) 762-2974, outside the United States at (317) 572-3993 or fax (317) 572-4002.

Wiley publishes in a variety of print and electronic formats and by print-on-demand. Some material included with standard print versions of this book may not be included in e-books or in print-on-demand. If this book refers to media such as a CD or DVD that is not included in the version you purchased, you may download this material at <http://booksupport.wiley.com>. For more information about Wiley products, visit www.wiley.com.

Library of Congress Cataloging-in-Publication Data:

Hogan, Kevin.

Invisible influence: the power to persuade anyone, anytime, anywhere / Kevin Hogan.

pages cm

Includes bibliographical references.

ISBN 978-1-118-60225-6 (hbk. : alk. paper); ISBN 978-1-118-62047-2 (ebk);

ISBN 978-1-118-62046-5 (ebk); ISBN 978-1-118-62039-7 (ebk)

1. Persuasion (Psychology) 2. Influence (Psychology) 3. Interpersonal communication. I.

Title.

HM1196. H64 2013

303.3'42—dc23

2012048008

Printed in the United States of America.

10 9 8 7 6 5 4 3 2 1

For Mark, Jessica, and Katie

Contents

<i>Acknowledgments</i>	<i>xi</i>
Chapter 1 Intentional Reality	1
Chapter 2 Identity Convergence	14
Chapter 3 Kim Kardashian's Connectors	30
Chapter 4 Your Self and Others	44
Chapter 5 Your Trusted Self	54
Chapter 6 Reactance Removed	60
Chapter 7 The Science of When	76
52 Techniques	89
1 Preempting the Neon Sign	93
2 Is Less More?	95
3 Practice Deframing	98
4 You Can't Beat Biology	100
5 Face Your jpeg	102

6	Compliance-Causing Questions	103
7	Direct the Traffic	105
8	Do I Understand?	107
9	The First Shall Be Last and the Last Shall Be First	110
10	More than the Message	111
11	When All Else Fails	113
12	Something Money Can't Buy	114
13	Attention → Here	116
14	Imagined Ownership	117
15	Unique Frame Precludes "No"	119
16	The Contrastive Analysis	121
17	Give Them a Cup of Coffee	123
18	The \$4,000,000 Bra	125
19	Mirror Neuron on the Wall . . .	126
20	Behavioral Gravit	128
21	If You Insist	129
22	Here's the Message for That Mood	131
23	Behavioral Integration	132
24	Have Them Help You Help Them Change	133
25	The Second Right Answer	136

26	Hypothetically Speaking	138
27	Switching Labels	139
28	Listen for What They're Not Saying	141
29	Role-Response-Projection	142
30	Let Them Direct the Traffic	144
31	Absorb Them into Your World	147
32	The Hidden Message	149
33	Psychic Power	152
34	Bond Quickly	154
35	Use a Post-It® Note	158
36	More Post-It® Magic	160
37	Seven New Body Language Tips	163
38	Triggering Feelings of Inclusion	164
39	Regret Reduction	165
40	<i>"I can't afford it."</i>	167
41	Put It on Paper	169
42	Choice Sequencing	170
43	Generate This Specific Sequence of Emotions	172
44	The Instant Drama Resolution Technique	175
45	Cause Them to Be Interrupted	177
46	Recapturing Attention	179

47	Decide Right Now	181
48	Generate an Irresistible Impulse	182
49	Take Them for a Walk	184
50	The Story and the Statistic	186
51	Understanding, and the Alternative	188
52	Give Them Meaning	190
	A 10-Step Influence Template	192
	<i>Bibliography</i>	198
	<i>Index</i>	204
	<i>About the Author</i>	211

Acknowledgments

I want to thank Mark Hogan for making this book better. Every day for an hour he'd take me away from writing to play catch, chess, or Rockband. Those breaks helped me return to the manuscript and instantly find a dozen ways to make something better for you, the reader. More than anything, the nightly hug from a 15-year-old young man and "I love you, Dad" drives me to be the best I can be. I have the greatest son in the world.

Thanks to Katie Hogan for tolerating me while under the influence of yet another book being written. There is a real tension between author and the rest of the world that exists when a manuscript is being penned. It must be tougher to navigate through and around that tension than I often estimate in real time. There are plenty of bonus challenges each day when the person you live with is an author. I'm well aware that I'm not all that charismatic when I'm researching, not so charming during rewrites, and not even close to tolerable during editing. I love you.

Jessica Hogan continues to inspire me as she works toward her PsyD down in Chicago. Just knowing she's down there keeps my competitive edge "on." I no longer feel like she's in "my world." I now feel like I'm in hers. Taking on grad school with the handicap of profound hearing loss makes me doubly proud of her tenacity. I don't know how she could be in class, do labs, and work with children, all while hearing only some of the words being spoken. She could moan about her disability and no one would think less of her. Instead she works damned hard and carries on without complaint. I couldn't be prouder. She's an inspiration to everyone around her.

I want to thank my editor Rachel Hastings for pushing me to continually make this book better for you. She had the audacity to regularly

suggest that “You talked about something like that in *Science of Influence*. Do you really want that in this book?” My favorite is when she says, “This technique is weak. I saw something like this in so-and-so’s book. I’m taking it out.” She wasn’t going to let anything slide. Her constant suggestions and sometimes sweeping changes were not only annoying, they were absolutely necessary in bringing you what is in your hands.

Jim Speakman, my co-author of *Covert Persuasion*, was a true creative impetus behind this project. He encouraged me to do an influence book, including techniques I hadn’t previously written about. After we wrote *Covert Persuasion*, which was loaded with “tactics” and “techniques,” it seemed like everyone came out with a technique book of their own. If imitation is the best form of flattery, then we were very flattered. Mackenzie and Madison (Jim’s kids) seem to play a role in all of Jim’s ideas.

The members of my Platinum Inner Circle, without question, are the daily force that drives me to not just keep up but get ahead of the curve. They are Duane Cunningham, Clare Delaney, Annie Born, Lisa Hyatt, Octavio Urzua, Todd Gaster, Scott Bell, Dale Bell, Christian Haller, Bryan Lenihan, Sonya Lenzo, April Braswell, Rob Northrup, Steve Chambers, Ken Owens, Michael Walker, Cherie Miranda, and Larry Hines.

I want to thank Roberto Monaco of www.influenceology.com for letting me use his story in the Technique section.

Bob Beverley has had a greater impact on me than he knows. Now he knows. Special thanks to David Garfinkel and Deb Cole.

Thanks to Andrew Records for making www.KevinHoganUniversity.com a great place for our team to work.

Special thanks to Gary Moon and Wendy Schauer for always having something good to say when the rest of the world said something else.

Thanks to all the great researchers around the world from whom I drew ideas or quotes from their press releases or studies. They are the heroes of persuasion and influence.

Thanks to Matt Holt, Shannon Vargo, Tiffany Colon, and Linda Indig at Wiley. They are a pleasure to work with and made this a better book!

1

Intentional Reality

You're about to meet someone and the stakes are high.

You're about to ask them a question that really matters. Perhaps the answer will determine your income, your job security, whether you'll have the date with the cute girl next week . . . or not.

But I have bad news.

They are going to say no.

You can change that right now, if you can wrap your mind around the fact that the birthplace of influence is in your own brain.

What the person is going to be like, and what their response to you and your request is going to be is, in significant part, happening right now between your ears.

In His Own Image

The Bible says that God created man in "his own image."

It turns out that God gave man a touch of that creative power as well.

This story about how you shape others in your own image has a few twists and turns, and a surprise ending with a lot of *Ahas* and *Wows* in between. You may never see yourself or others in the same way.

The truth is that yes and no often rest squarely on the *creative power of your imagination*.

Let me explain that. Go back with me to a time in the not-so-distant past. We're at the University of Minnesota, in 1977.¹

¹ M. Snyder, E. Tanke, and E. Berscheid, "Social Perception and Interpersonal Behavior: On the Self-Fulfilling Nature of Social Stereotypes," *Journal of Personality and Social Psychology* 35, no. 9 (September 1977): 656–666.

Fifty-one men and women are paired up to have a telephone conversation. They are told they are part of a nonverbal communication study that looks at the process of how people become acquainted when they do not meet in person, and there are no nonverbal elements present.

The women in each pair fill out a brief background profile, giving information about their schooling, education, and other facts that we know to be totally irrelevant to how people actually get acquainted.

The man has his photo taken and is given the information sheet, along with a photo of a woman. The photo he receives is one of a selection of four photos of women whose average attractiveness is rated as 8.1 (on a scale of 1 to 10) or a photo of one of four women whose average attractiveness is 2.56. The photo is *not* of the woman he can't see in the other room. She has no idea he has been given a supposed picture of her.

Armed with only this information, the men record their impressions of the women before the call.

After a 10-minute conversation the man completes another impression sheet on the woman. She, in turn, provides information on how comfortable she was with the conversation, how accurate a picture of herself her partner had formed, and how typical her partner was in terms of his treatment of her. Finally she records her prediction of what the man rated her personal attractiveness to be.

Later, 12 people listen to an audio, which only contains the woman's side of the conversation. Based only on this, they provide an assessment of her looks and personality. Nine other judges listen to a recording of just the man's side of the conversation and give their impressions of him.

None of these observer judges are given a photo or any other information.

What were the results?

1. The men's initial impressions, after seeing the photo but prior to the conversation, showed that the photo biased his overall impression of the woman. When shown a photo of an attractive woman, the men anticipated her to be more social, poised, humorous, and socially adept. When shown the photo of the unattractive woman, the men's perceptions of her were typically as unsocial, awkward, serious, and socially inept. In total, men assigned 17 of 21 personality traits the researchers predicted would be attributed to the attractive women based on her photo.

You already might have guessed that. But here's the really interesting part.

2. The observer judges *also* assigned the same traits to the women that the men did, solely on the basis of listening to the woman's side of the recorded call. Remember, they had never seen a photo!

If a man had seen a photo of an attractive woman and ascribed positive personality traits to her, then the judges recorded the same perception of that woman based solely on *listening* to her side of the conversation.

If a man had seen a photo of one of the unattractive women, the judges ascribed very different personality characteristics to that woman based on only her four minutes of recorded conversation. And remember, there were 51 pairs!

The researchers (Mark Snyder, Elizabeth Tanke, and Ellen Berscheid) concluded, after a thorough statistical analysis, that, "What had initially been reality in the minds of the men, had become reality in the behavior of the women they interacted with—a discernible reality by even naive observer judges, who had access to only . . . recordings of the women's contributions to the conversations."

And what about the men? How did the judges rate their personality traits?

Based on only the men's side of the conversation, the group of judges who had not heard the women or known about any photos had the following perceptions: if the man was looking at the photo of an attractive woman *he* was ascribed traits of higher physical attraction, more confidence, and more animation than the men who were looking at a photo of an unattractive woman. In addition, those who had seen the photo of the attractive woman were *themselves* seen as taking greater initiative, being more comfortable, and enjoying themselves more. Finally, the observers believed that the "attractive" women would see the man as attractive, in contrast to those men who had seen the photo of the unattractive woman.

The "attractive" target women (whether they were or were not attractive we will never know) believed their partner saw them more accurately, and the unattractive target women believed their partner did not. The researchers suggest that may be why the results were achieved.

The implications are mind-blowing.

What can you do with this information?

If you are male, what would happen if you had a picture of an attractive woman in view as you worked on the telephone setting appointments, consummating the business deal, or communicating with a woman for any reason? It would seem likely that more appointments would be set, more deals would be sealed, and communication would be vastly improved.

And what about women who communicate predominantly with men? Would the same strategy be effective? It has not been tested, but my guess is that it would.

Maybe it would even work at creating better outcomes with the same gender.

The study clearly shows how much we are influenced by people's appearance.

But more importantly, doesn't the research imply that our biases change people's behaviors?

That's exactly what it implies.

The notion that a belief that has been held for one minute about the attractiveness of the woman you are speaking with, and the impact on how you are *both* perceived by people listening in, is remarkable.

The lessons here are many:

- Attractive people are ascribed positive personality and social traits that unattractive people are not.
- One person's reality is communicated vocally in such a way that a belief held for one minute can transform another person into who they are perceived to be by the person they are in conversation with.
- Believing you are interacting with someone attractive changes you: your self-perception, your behavior, your attitudes. And the opposite is true as well.
- Your certainties about someone will impact them.

Now let's look at the "Prophecy Effect."

Does what you think *really* shape others?

Every day you might typically run into 100 people. Each of those people sees you in some distinct way. So, do they *all* shape your behavior? And if so, wouldn't that create you and me in the image of how society as a whole sees us?

The Powerful Influence of Prophecy

Two psychologists visit a 15-week military boot camp for experienced soldiers in Israel.² They want to know what a commanding officer's beliefs and expectations will do to those he trains.

One hundred and five soldiers are assigned one of three labels by the psychologists visiting Boot Camp. The psychologists meet with the base commander and the four commanders doing the training. The base commander is the only person let in on the secret.

The psychologists explain that they have developed a complex method to predict the Command Potential of the 105 trainees. They show the four instructors their results and ask them to record this prediction of Command Potential in the files of the 105 recruits. The predictions include one of three words:

- High
- Regular
- Unknown

Over the course of 15 weeks of advanced training, the long-time soldiers are to be evaluated by their own instructors, as well as external assessors, based on their theoretical knowledge of combat tactics, topography, standard operating procedures, and practical skills of navigation and firing a weapon. Their Combat Potential has been randomly assigned.

One week into training, the commanders rank the Command Potential (CP) of the trainees.

After one week, the influence of the CP the commanders received from the psychologists on the 1–9 ratings they recorded is already significant:

- 6.83 average scores are given to those randomly assigned with High CP.
- 5.31 average scores are given to those randomly assigned with Unknown CP.
- 4.32 average scores are given to those randomly assigned with Regular CP.

Because of the dramatic results, the psychologists take several precautions with the base commander to ensure all trainees are treated well and that their future career will not be negatively impacted as a result of the study.

² D. Eden and A. Shani, "Pygmalion Goes to Boot Camp: Expectancy, Leadership, and Trainee Performance," *Journal of Applied Psychology* 67, no. 2 (April 1982): 194–199.

At the end of the 15 weeks, the soldiers are assessed by independent military trainers. The scores for trainee performance are as follows:

- 79.98 average scores are given to those randomly assigned with High CP.
- 72.43 average scores are given to those randomly assigned with Unknown CP.
- 65.18 average scores are given to those randomly assigned with Regular CP.

Stunning and dramatic differences, right?

The researchers' (Dov Eden and Abraham Shani) findings were mind-boggling.

It was evident that a commander's beliefs would change and shape the performance of even experienced men, with an average of 11 years each in the military. More remarkably, once debriefed, the experienced instructors on base didn't believe the results and didn't believe the fact that the men had been randomly assigned CP by the psychologists.

The power of *real* expectation is to be taken seriously.

These two studies highlight the fact that no one was doing "affirmations," like "I *think* I can," or *trying* to manipulate behavior. These people were **convinced** about the truths they were dealing with.

Statistical analysis showed that 73 percent of the variance in the results on performance came down to Instructor Expectancy.

If you move that expectancy into a classroom, then the difference between a child getting a "B" and "D" *could* mostly be generated from the teacher.

Thinking positively, or negatively, about someone isn't going to cut it in the real world. In fact, it could easily have the opposite effect. However, one piece of compelling evidence that causes us to have **certainity** about another, something as simple as an errant photo or a word transcribed from a psychologist's notes to a military file folder, can change someone's perceived personality, their performance, and ultimately where they end up in life.

One word. One photo.

I can almost hear you saying, “Okay, that *is* amazing, but *how* do I make that happen in my life with the girl, with the client, with the kids, with the spouse, with the neighbor?”

Let me share with you what I refer to in my work as The Expectant Mind.

The Expectant Mind allows you to change your Self and Others.

Everyone has an Expectant Mind. Our beliefs, attitudes, values, non-conscious attention, nonconscious goal pursuit are all frozen in concrete.

Fundamental beliefs (in every sense of the word) about self and beliefs about others are not only sticky. They are solid.

A tiny percentage of people have the current skill set to shift their current Expectant Mind and deliberately craft it into a Mind that can change themselves and others in a unique and powerful way.

How many people have the capacity to shift to the Expectant Mind that causes them to have what they want?

Most.

How many people know *how* to do it?

Just a few.

How many will do it if you give them the formula?

You tell me.

What the Expectant Mind Is Not

- You didn’t convince yourself of something.
- You can’t recite affirmations and come to believe something that you are not certain of.
- It isn’t stating something to yourself or to a group that you aren’t absolutely certain of, and believing change will magically happen.

The Expectant Mind is absolutely convinced of the truth of some belief, notion, or idea to the point where it *is simply not questioned*. There is no reason for the conscious mind to doubt the fact and bring the notion to awareness.

Examples:

- You look and say, “That’s the sun.” And it is.
- You look and say, “That’s where I work.” And you do.
- You say, “That’s my car.” It is.

In each case, you could be hallucinating. You could be wrong and think it's your car but actually it's someone else's car.

How is the certainty of reality significant in the studies we just looked at?

The Expectant Mind **knew** that he was looking at a photo of the woman he was talking to on the phone, even though it was simply a photo of a woman at the University. The Expectant Mind of the military instructor "knew" that certain trainees were going to have high Command Potential.

They had no reason to question the facts, even though they weren't facts at all. They were simply pieces of information that were not critically analyzed by the individual. They became more than beliefs. They became "the sun," "my car."

The Expectant Mind is beyond certain. It's not arrogant. That would mean The Mind is correct or right about something. The Expectant Mind is not *right*. It is not *wrong*. It simply has accepted inputs as facts and leaves the facts and moves on.

There is no wondering.

There is no investigation.

That's pretty profound stuff. . . .

The question is, how do you generate an Expectant Mind so that you make more sales, get more yeses, and achieve change in others, a mind where you have absolute fact expectations (the sun will rise in the morning) without having the trait of arrogance and other instant turn-offs?

Step back and ponder this.

People have evolved to use each other as mirrors. You ask someone how you look because without a mirror you don't know. You tend to mirror other people's behavior because of mirror neurons in your brain, so long as there are no internal triggers *not* to mirror another's behavior. The mirroring effect is an absolutely crucial element in changing yourself and others because **their brain literally sees and hears your certainty**.

Their brain replicates those inputs without any conscious processing at all, and it becomes certain that *you* know what you're talking about. Without having any kind of psychic or paranormal powers, your nonverbal or inner truth is authentically readable to the other on a very deep biological level.

The women in the study didn't *think* about how they behaved on the phone. **The men didn't *try* to change either their behavior or that**

of the women. The men changed who the women “were” because of *how* they communicated with them, and how those inputs were received and processed.

The soldiers in the study didn’t end up shooting better, navigating better or showing evidence of greater command potential because they “thought about it.” **The trainers didn’t “try” to get the soldiers to behave in some new way.** The trainers had no idea how their communication was affecting each person. It simply did because the commanders were primed. They were convinced, to the point of not thinking about it, that certain soldiers had higher Command Potential than others.

Now Expectancy grows clearer.

How do you **cause** the girl to admire you?

How do you **cause** the soldier to achieve to his peak potential?

How do you **cause** the employee to perform?

How do you **cause** the prospect to say yes?

How do you **cause** people to change their behavior?

You’ve learned it has nothing to do with bogus affirmations. There is no connection here with “positive thinking.”

So, how do you create an Expectant Mind that will enable certainty to be replicated in the mind of another when you communicate with them?

Certain about themselves.

Certain about you.

Here’s the thing: Would you agree that most people are intimidated by actually thinking something through?

They want a script to get the girl.

They want a script to give the telemarketer.

They want a script to sell a product online.

They want words given to them such that when they say them, they will magically change someone. That works at Hogwarts. It doesn’t work in real life. The funniest thing in the world is watching people sell something and say, “Here’s the script, just do this and you’ll get this result.”

People want to believe that if they copy something that worked for someone else it will work for them, too.

Then the individual will spend \$2,000 on a turnkey wealth-building or success system and find out that it doesn’t work. They are surprised, shocked, depressed. Why? They truly believed that it was in the “exact words,” the exact marketing script, hypnosis script, sales script . . . they are