Language of Influence

Brain Science: The amygdala, part of our limbic systems, is designed to support survival. It protects us by pumping adrenaline and cortisol into our bodies to increase energy and decrease sensitivity to pain
The amygdala cannot tell the difference between a life and death threat and an emotional one, and often reacts as if there is far more danger than there is.

Caveman's F Responses: We nicknamed the amygdala the "Caveman" because it is one of the most primitive part of our brain. With our survival in mind, it triggers the Fight, Flight and Freeze responses. These rush through our bodies in milliseconds, before our conscious mind can make meaning of the situation. These can cause a decrease in working memory[28] that can last 18 minutes. Our ability to see multiple options drops from 16 to 9 to 4 to 1; and that one response will be fight, flight or freeze. This dynamic can literally disconnect neurons in the "Thinker," lessening the ability to control impulses[31].

Caveman's Passion: But the Caveman is also the seat of our emotion, passion, and lack of thought when activated. We can tap into the passion that the Caveman brings to everything to fuel major change. Lasting change requires the energy and optimism that the Caveman provides when excited about the results and the process.

Thinker: We nicknamed the prefrontal cortex the "Thinker" because of its ability to plan, think complex thoughts, consider consequences of actions, and to moderate social behavior. The Thinker in each of us helps us to see the big picture, to come up with creative responses to challenges, and to see others' points of views.
But logic without emotion actually diminishes leadership, teamwork and motivation.
By balancing the passion of the Caveman with the forethought of the Thinker we can act powerfully and wisely. We can choose language (e.g., reframes) that motivate others.

Inner Movie: Words create mental images and feeling states. The brain immediately sends out emotion biochemicals in response to imagery – creating feeling states within milliseconds. Our body follows the image on our "inner screen". Highly successful athletes often visualize successfully accomplishing each step before attempting it. Jack Nicklaus wrote, "What we tell ourselves causes the whole body to respond to what the mind imagines is possible."[24]

Negative words such as "stop", "avoid" and "don't" are our attempt to discourage actions, but the brain does not know how to negate a mental image. So when we say to a child, "Don't jump on the bed," the child begins to see herself jumping on the bed and feeling the pleasure of it. Saying not to do something urges our body to do the very thing we want to avoid. Instead say what you *do* want done.

Thinker as Director: Choose your words and tone carefully to help inspire the reaction that is most helpful. As JFK did in his "Man on the Moon" speech, create a movie in your follower's minds that helps them see that they are a positive part of the solution you need. Ignite their caveman's passion for the journey ahead and their part in it.

Venting: Venting is a natural reaction to an F Response. If done well it can help diffuse an F Response. If done poorly it aggravates the F Response; for oneself, the listener, and the subject of the venting. Our guideline: Any way of expressing emotion is helpful– as long as no F-responses are triggered.
Suggestion: Ask your close friends, "Can I vent? Don't take what I'm about to say as my actual opinion. I just need to blow off steam."
Talk about your emotions and perceptions rather than name calling and blaming.

Language of Influence

Calm the Caveman: Our parasympathetic nervous system sends out biochemicals that help us relax, recharge and refocus. They help us think more calmly and clearly[29].
When we balance the passionate energy of the Caveman and the calm of the Thinker we can achieve a focus on the solutions. In addition, a solution-focus helps us to find this balance. It works both ways.
Some ways of calming the caveman are: slow, deep breathing; positive imagery; taking a break from a situation; stretching, emotionally enriching experiences; thinking about the positive traits/accomplishments of the person you're upset with; soothing music… and a solution-focus.

The Power of Focus: The human brain can only take in so much data at once.
What we unconsciously or intentionally focus on limits our ability to see other things[30]. What happens when we choose to look mostly at negatives or limitations? What happens when we focus mostly on success? Choosing to focus on solutions enables us to see opportunities that we may have otherwise missed.

Thinker's Positive Change Questions: Create positive direction, momentum and creativity–quickly. **Goals**? This question can focus us on long-term objectives or the next action we need to do. It gets us back on track. **What works**? This helps us build momentum by first asking about our past successes and current strengths; then broadens our focus by learning from others' best practices. **What else**? This gets us brainstorming new ideas, adapting past practices and innovating. This is a more positive way to create solutions for a "gap" – without creating defensiveness for those who we think created the gap.

Bowling Study: In one study researchers used video to record a bowling match. For the one team, they edited out everything done right and used the traditional training method of showing the team its mistakes and strategizing how to correct them. For the second team, the experimenters edited out all of the mistakes and showed the team the film of everything they had done right. While both teams improved, the team seeing what they did right had 100% greater improvement than did the team that was shown its mistakes.[4]

10:1 - Ideal Positive: Negative Balance: Using a "Capture Lab" researchers[22] saw a strong average correlation between positive language and performance. Low performing teams communicated 1 positive for every 3 negatives – 1:3; Medium teams averaged 2:1; High performing teams ranged from 6:1 to 11:1. Too much positive, 12:1 or more, "calcifies a team", making necessary change and adaptation difficult.
Sustainable marriages[18] apparently need at least 5 times as many positive emotions regarding one's partner as negative–5:1.

Problem focus often does work. It is a legitimate and natural approach. Drawbacks: It usually takes a longer to get to the solution. It creates more resistance along the way. Advantages: It is more intuitive, particularly under pressure. There are times where a brief time focusing on the problem is necessary before moving to solution focus; specifically venting, acknowledgment, empathy and/or apologies. These may be helpful at times to rebuild trust and get back to a solution-focus. At times analyzing past problems may yield useful data.

Language of Influence

Positive Change Principles: These are keys to motivating busy people. Take the time to make goals clear and simple. The easier it is to contribute the more people will. Make starting steps clear and doable. Make sure people feel confident enough in their roles. Frame goals, directions and other communication positively. Steady guidance at a strategic level keeps people on track and confident in success. Make questions specific, positive and generative
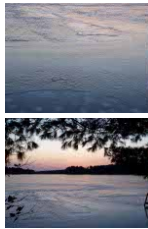
Reframing: Reframing our language helps us to influence the mental images that we and others see. This can make a huge difference in how others perceive us and what we're telling them. This truly can help "Make Friends and Influence People". Because of our caveman, our immediate gut reactions often focus on risks and primarily see problems. This can cause us to blurt out "caveman comments" that activate F Responses in others. Solution focused reframes creates movies in people's minds of the goals and how to achieve them. They also inspire the emotion needed to motivate people to action.

Power Reframes: This tool can create more motivation, guide positive action more powerfully and have a longer lasting affect than regular reframes. The key is putting at least two benefits FIRST. This helps to create a positive inner movie and passionate cavemen *before* talking about the actions. Power Reframes are particularly helpful in helping people who are very stuck in conflict.

Placebo Effect on Us: We all have an "inner movie" going continuously in our minds, projecting ahead of ourselves both optimistic and fearful images. Scientific research is full of examples of our beliefs and internal images heavily influencing our capabilities. The placebo effect even helps people recover from many illnesses. Research on patients recovering from heart surgery has shown that; those who fared the most poorly had a 1:2 ratio or worse of good to bad images; those that recovered the quickest had a 2:1 ratio of good to bad images.

Placebo Effect on Others: Teachers in one experiment were told that certain children were gifted, and certain children had difficulty learning. In truth all the children were randomly selected. The teachers unconsciously began to treat these two groups differently. Even more remarkable was how the teachers' actions affected the children. The "gifted" children's performance improved and the "difficult" students' performance deteriorated. The effects, positive and negative, lasted for years.[25] [26] In a 2007 article one student admits that he is still negatively impacted by that experiment decades later. An example of a positive placebo effect is this: a poll of fortune 500 senior executives revealed that all of them reported having mentors that believed in them when they first started managing.

Placebo Principles: We form certain expectations of people or events. We communicate those expectations with various cues (such as: words we use, tone of voice, volume, facial expressions, body language and amount of attention to them and its focus). People tend to respond to these cues by adjusting their behavior to match. This is especially true for those who depend on us. They even adjust their self-concept!

Language of Influence

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Other Positive Change Resources:

- Daniel Goleman's "Emotional Intelligence: Why It Can Matter More Than IQ"
- Martin Seligman's "Learned Optimism" – from Positive Psychology
- Positive Deviance Method: positivedeviance.org
- Bob Faw's Blog: bobfaw.wordpress.com

matchbox
group

Language of Influence

Worksheet 1

1. What are your top 2-3 goals for today? How will you contribute in order to achieve those goals?

2. a. Where do we see F-responses at work? What does it look like? What behaviors do we actually see?

2. b. Where do we see F-responses at home? What does it look like? What behaviors do we actually see?

2. c. Where do we see F-responses in ourselves? What does it feel like? What behaviors do we actually do?

3. What are some of the things that trigger these F-Responses?

4. With your partner, discuss one thing that you have said in the past that didn't have the impact that you wanted. Write that on a card.

Language of Influence

5. What situations, relationships, topics trigger your own F-Responses?

6. What is an area where you have influence, where you would like to see 10:1 positive to negative comments?

7. Who is particularly good at creating positive and compelling images to spur people on?

8. In your department, what are the goals?

   What works?

   What else could you be doing?

9. What do you do to calm your inner caveman?

   What else might you try?

Language of Influence

10. Who inspires people to become more heroic?

   Who inspires YOU to be better?

   How can you inspire your people more effectively?

11. What are 2-3 reframes that you can use this week to help you influence people more positively?

12. What was the most helpful thing you learned today?

Language of Influence

Points

For	Max	Max
Attendance	2	2
Active Class Involvement	2	2
Practice Project	2	unlimited
Your partner does one practice project	2	2
You complete the online survey	2	2
Total (100%)	10	10+
Everyone in the class completes a practice project	1	unlimited