

### Chapter #1: The Butterfly Effect

1. The ability to gather people together to achieve a common goal (or your goal) is what has taken us from a loose gathering of hunter-gatherer tribes to the melting pot of cultures we are today.
2. You don't lead because you have a badge or title; you lead because you can persuade others and draw them to your cause.

### Chapter #2: Understand Your Actual Audience

1. Focus On The Persuadable: The reality is that your persuasion skills will only work on people who are either (1) on the fence or (2) open to being persuaded. It will never work on people who have already made up their minds.
2. Not Everyone Will Love You: Whenever you are addressing people, there will always be a percentage that you cannot reach.
3. How Can You Tell If Someone Is Persuadable?: Is it characteristic of them? Are they open-minded? Are they focused only on the present, or can they focus on longer term goals? Are they driven by reason or emotion? What do they have to gain by switching to your side? What do they have to lose by switching to your side? Does it satisfy a secondary goal of theirs?
4. What's In It For Me?: Focus on what they gain, and how you can address certain problems and issues that they have. focus on what's in it for them. All people have two common truths: we are all going to die one day and we are all selfish. To get what you want, you must first get people what they want
5. Willpower And Persuasion: Not everyone may be persuadable by you, but you might be able to catch them at times where their sense of decision fatigue, general fatigue, and exhaustion can work for you.

### Chapter #3: Creating Emotional Debt

1. When someone does something nice for you, any small gesture, you will almost always feel compelled to reciprocate. Often, you don't hesitate even if your gesture is far bigger than the original act because that still evens the score between you.
2. It is human nature to feel indebted to people who perform small acts for you
3. The best way to keep it subtle and under the radar is to trigger it with small tokens of kindness and acts that endear you to others.

### Chapter #4: Speak People's Languages (Communication Styles)

1. Analytical Communicators- don't like emotional talk
2. Intuitive Communicator- look at the big picture, not worried about tiny details
3. Functional Communicator- process, details, and time lines.
4. Personal Communicator- value emotional language

#### Chapter #5: Likability As Lubricant

1. Respect: Always ask, never tell. Tell people they are valuable. Respectfully and graciously disagree. Always apologize when it is due.
2. Trust: Tell people you know they can handle it. Keep true to your word. Be reliable. Use objective fairness; no favorites.
3. Validation: Give credit early and often. Never dismiss people outright. Notice and praise people's efforts. Celebrate small victories.
4. Likability makes persuasion easy because you don't have to persuade. People tend to drop their guard around people they like, and even more so around people that they want to like them.
5. Likability takes people's basic question, "What's in it for me" and turns it into "What's in it for us," where you are part of the "us."

#### Chapter #6: Manufacturing External Credibility

1. To become an authority in any area, you have to have existing authorities vouch for you. You are borrowing their authority and taking it as your own.
2. Instead of wasting so much time trying to prove yourself directly to others, get referred and introduced. Refer to relevant data points that make you worth following. If you are trying to make a grand entrance into any kind of social circle, make sure that you lay the groundwork first.
3. From a purely efficiency perspective, this makes the most sense. When you try to impress a group of people, you are going to have to repeat the same shtick many times in front of many groups of people. To become credible by getting referred by an existing authority, you only need to impress one person at a time.

#### Chapter #7: Elements of Persuasive Presentation

1. Relevance, Perceived Importance of Information, Affective Validation
2. People don't like to spend a lot of time thinking, so help them not have to.
3. If you want someone's belief to grow stronger in something, ask them why they think that, and what they would say to critics of it. Let them articulate their thoughts out loud and grow more impassioned as they hear themselves.

#### Chapter #8: Exact Persuasive Phrases

1. Allude to Others: All the top experts say, Using "we" instead of "I"
2. Control the Frame: First, you need to define your persuasive frame. Your frame is to be one of superior knowledge. The most important point is this: when you control the frame, you control the reality.

3. Absolute Silence: A funny thing happens when you give people silence on purpose. You've created tension, and tension is often something that people try to avoid. Thus, if you give someone silence, they will speak to fill it
4. God term examples: powerful, guaranteed, free, healthy, exclusive, rare, improved, leading, new, honest, easy, and moral.  
Devil term examples: dangerous, uncertain, complex, rejected, fear, hopeless, as-is, common, secondary, risky.

#### Chapter #9: The Classic Challenge

1. Reverse psychology is when you convey a message or feeling to someone, and the desired end result is actually the opposite of what you are saying.
2. People don't like being told who they are and what they can't do, nor do they like being labeled and put into a box.
3. Never underestimate the power of a person's pride. Whenever the ego is involved or at stake, it becomes easier to influence behavior because you automatically know what motivates a person, or pushes their buttons.
4. Reactance theory kicks in – they feel that their sense of control over who they are, and their right to define themselves, is being taken away.
5. If, in work settings, you want to persuade someone to a particular action, you can challenge their sense of punctuality, attention to detail, work quality, judgment, sense of duty, timeliness, creativity, technical skills, people management skills, and so on.
6. If, in social settings, you want to lead someone to a particular action, you can challenge their sense of humor, wit, taste, character, and so on.

#### Chapter #10: Constructing a Persuasive Frame

1. Option A (your choice) Emphasize every single positive. Positives are universal while negatives are conditional. Downplay negatives as irrelevant, unavoidable, or not impactful. Only address a few negatives, omit the others. Sound excited
2. Option B (the opposition) Emphasize every single negative. Negatives are universal while positives are conditional. Downplay negatives as insignificant and irrelevant. Only address a few positives, omit the others. Sound reluctant.
3. People are generally lazy and don't like having to do their own research. A final best practice in framing is to create emotional urgency. This is when you talk about how Option A will enhance someone's basic life needs, and how Option B will be a detriment to those same needs: security, physical harm, financial security, and relationships

4. People want to run to pleasure and they want to run away from pain and loss. When you paint scenarios that threaten a sense of security, a sense of control, or even a sense of identity, people will react strongly.
5. One of the most powerful ways to persuade people to do what you want them to do is to employ the principle of scarcity.
6. The scarcity principle completely overrides the normal human tendency to be cautious and can make your position or opinion seem powerful and compelling. Scarcity manipulates availability and creates temporal pressure.
7. Framing is really a test of your imagination and creativity, but that is how persuasion works. Framing allows people to believe in you instead of in the hard aspects of a plan

#### Chapter #11: Capitalize on Human Selfishness

1. The logic is that everyone is their own favorite topic, so if you get them talking about themselves, they will cherish the opportunity and talk your ear off
2. Human beings are driven by greed, lust, and the need for gain. Try to read the prospect you are trying to convert and pay attention to what their higher values are.
3. Pay attention to people and where they are coming from. Food, shelter, relationships, sex, entertainment, and security. We are always actively (and sometimes passively) searching for ways to improve our standing in those areas.

#### Chapter #12: Utilize Mazlow's Hierarchy

1. The first stage is physiological fulfillment.
2. The second stage is safety (secure source of income)
3. The third stage is love and belonging
4. The fourth stage is self-esteem.
5. The final stage is self-actualization.
6. Can you ascertain whether someone is having issues with the following? Survival Security in accommodation and employment Personal and familial safety and health Relationships and friendships Romantic relationships and sexual intimacy Self-esteem and confidence Acceptance of self Self-actualization

#### Chapter #13: Appeal to Ethos, Pathos and Logos

1. Ethos and ethics: The key takeaway here is that your power to convince the person you are trying to persuade revolves around your character. It can be your reputation.
2. Pathos and emotion: Craft emotional and intense stories to shortcut people's logic and engage their emotions. Make it personal to them, in a way that almost forces them to react in self-defense. Above all, make them feel involved and affected. People don't always make decisions

based on probability and the proper use of reason and logic. People are more emotional than they let on.

3. Logos and logic: They take the facts and then come up with different readings, either for or against their assertion, and then they knock down the objections raised by those facts. An appeal to logos depends on the use of hard numbers and facts, and considers everything else speculative and non-determinative. Relevant comparisons are also used frequently. All of the above is used to give the illusion that every piece of information has seen due diligence and is laid out in front. Logic dictates carefully analyzing the pros and cons, then making a decision based on them

#### Chapter #14: Subconscious Linguistics

1. The hype imagines the subconscious as a fertile playground for which there are all sorts of triggers that tap into subconscious actions and pathways. You just need to know what you say and when to say it, so you can tap into these subconscious habits and steer your audience members toward certain choices and away from others.
2. When you give people complete freedom, it is often paralyzing and makes them pause and think too much. When you use an embedded command, you are able to jumpstart them into taking action with a slight mental push.

#### Chapter #15: Mental Strategies

1. Promise of reward: One of the most straightforward ways to get people to do what you want them to do is to promise them a reward if they perform the desired action. The key here is how subtle or direct you want to be about the rewards you are offering.
2. Promise of punishment: When you use the promise of punishment, you tell them that there will be negative consequences if they take the other course. You threaten them. Proactive people are motivated primarily by what they stand to gain. These are people that dream big. These are people that tend to work toward goals. Reactive people often take action only when they think something, like their well-being and personal interest, is at stake. It's not until they feel that their backs are against the wall or that they might lose something that they take action. If you know you're dealing with a person who is prone toward being proactive, you might want to try the promise of reward method of persuasion. If you are dealing with somebody who is reactive, then you can try the promise of punishment method. Most people tend to lean toward the reactive side.
3. Confusion: Give people something to tinker with in their hands, then persuade. Distract, then persuade. You just want to create a scenario where you don't have people's full attention, so they will be much more likely to take you at face value.
4. Debt: You feel like you've taken advantage of someone, and you want to rectify that feeling. When someone performs something, even small for you, make it clear that you feel in their debt.

5. Moral appeal: You can succeed persuasively by appealing to their morality. You appeal to their subjective sense of fairness and their appreciation for the right thing to do in certain situations. In other words, once you know how people think and what their conception of just or right is, you can tailor your message to appeal to that. determine people's moral leanings. You can do this by asking questions that require them to assign values to certain traits or characteristics.
6. Positive and negative self-feeling This is when you tell people that if they decide a certain way, they will feel better or worse about themselves. You have to phrase this in such a way that you appeal to the prospect in two ways.
7. Positive and negative altercasting: Positive altercasting is creating an avatar that is endowed with every positive trait that you can imagine. You're indirectly applying pressure on your prospect. Negative altercasting is you focus on an avatar's negative traits. Key here is to get people to react. Get them to avoid being identified with a person who has negative traits so they make the decision you want them to make.
8. Altruism: appealing to people's kindness, or the perception of kindness they have about themselves. You invoke their sense of compassion and innate inclination to help others and make a positive impact.
9. Exclusivity: used to make an option appear valuable, exclusive, and like a choice that only enlightened people would make.
10. Lead them to the light: positioning your option or proposal as the solution to a problem and therefore a great relief of pressure and stress. you are actually creating a problem out of nothing so you can present your option and persuade them to choose it as the solution.
11. Foot in the door: chain of events that starts with a person saying "Yes" to you in a simple way. working your way slightly up, gaining trust slowly, and making your point in an escalating manner. easier to sell someone power windows and other bells and whistles in a car once they've yes to buying a car at all – there's an element of "why not?"
12. Door in the face: when you ask for something big knowing you will be turned down. But that's not the point – the point is that anything less you ask for after that will make you appear reasonable and proportional gain more compliance

#### Chapter #16: Underhanded Persuasion

1. Double Bind: where someone is presented with two choices, but they actually lose if they choose either option. Eg: If you're trying to persuade someone, you might state, "Can you please stop being so emotional about the decision? It's a clear choice if you remove emotion from it." If they choose to act on the first option, they acknowledge that they are being emotional and that cedes control to you. If they choose to act on the second option, they are just being emotional, which is inherently viewed as an unbalanced way to make decisions.

2. Praeteritio: where you seem to appeal to a moral high ground, but you are secretly taking the dirty, low road, makes people feel bad with the reminder that you haven't forgotten about their past affairs, and puts them on the defensive subtly at the very beginning. This gives you a slight edge because they are diverting brainpower to defending themselves, instead of arguing against you or your persuasion.
3. Paralipsis: attack tactic that allows you to say something directly under the guise of being kind and morally elevated. same phenomenon as when you say to not picture a yellow elephant on the page as you are reading this. What did you just picture bouncing along on top of the words?
4. Straw Man: logical fallacy where you distort someone's argument, or defense into something that you can easily disarm or persuade against.

#### Chapter #17: How to Plant an Idea in Someone's Head

1. Embrace the Status Quo: If you want to plant the idea of buying a car in someone's head, you're going to woefully embrace the status quo of not having a car, and all the pros and cons.
2. Accept the Status Quo: Essentially, when you accept the status quo, you do so bitterly and reluctantly, and hammer on how much worse your life will be.
3. Talk Around the Idea: You're telling stories involving the subject and idea. Your overall goal here is to use an indirect tone, and simply broach the topic and continue to expose them to it.
4. Play Dumb: You let the other person come up with the solution to your problems.
5. Planting ideas in people's heads is all about taking the back door and gently exposing people to your thoughts while hiding your intent. Covert works.

#### Chapter #18: The Anatomy of Hitler's Persuasion

1. False Dichotomy: When you create a strict view of anything, it means that people are either for you or against you. when you reduce a choice down to black and white two options, but you control how the options are created and thus control which option people choose. use this in two steps: one, by strictly defining your objective, and two, categorizing anything outside your option as negative. You create two choices, one of which leads to catastrophe – it's not much of a choice at all. Hitler did this constantly and always phrased his actions to the benefit or downfall of Germany.
2. Create In-groups: created an "us versus everyone else" mentality. You can do the same by very deliberately pointing out similarities between you and the person you are trying to persuade. That way, they will feel that they have similar values and mental processes, and that you have their best interests at heart. If everyone is the same as you, and they think this certain way, then you probably should as well. Hitler recognized the power of the mob effect, social conformity, and groupthink. People are far more susceptible to emotional contagion and peer pressure in groups, so they created huge group events such as parades and festivals with mandatory attendance.

3. Amplify Negative Emotions: Negative emotions are often the strongest motivators – specifically, the desire to avoid negative emotions. Hitler led people down a dark road and painted a picture of how bleak the world currently was, and could be if there wasn't change. This would spark unrest and anger in someone, especially if they had been conditioned to believe that they were the supreme race above all others. With such unrest and anger in the status quo, the obvious place this would lead to was that action needed to be action.
4. Provide Change: proposed that “ill-defined words” were the most persuasive and influential for their emotional responses and triggers. Ill-defined words are those that are vague concepts that defy simple descriptions, such as justice, liberty, righteous, dominance, strength, and power.

### Conclusion

1. Your daily objective is to take a group of people that will never be homogenous in opinion and figure out how to reach them.
2. People are driven by very different impulses. People are also affected by very different motivations, which means that you need to start playing persuasion on a higher, psychological level.
3. The great persuaders in history are tied together by two common threads: undoubtedly all had great charisma, but they all also had a remarkable understanding of how to appeal to people on their level.