

[00:00](#) And we did it. Um, it was eight week classes. We've done four of them together. And you do shows on stage and yeah, it's a lot of fun.

[00:10](#) I'm a, I'm going to be signing up for this fall. It starts in September,

[00:14](#) but you meet the most interesting people and you laugh a lot and you'll learn a skill that's just great for life. So you'll have a blast.

[00:21](#) Yeah. We had talked with the Linea Gandy who, uh, is a researcher out of Chicago and she and her husband did it. And so again, it was, she would talk about it and, uh, just raves about it. So I thought that was a, a good, good component and it was something I always wanted to do. And we did it. We even did a show at a, at an Improv theater, a couple of them, a couple of shows there, a, and uh, here in Minneapolis, the brave new workshop,

[00:48](#) I saw one of those, I saw one of the, he filmed them and I remember seeing one very specifically. Yup.

[00:54](#) Yeah, yeah. That was cool. Alrighty. Let's, shall we, shall we get going? All right. Okay. No, no objections from the peanut gallery.

Brian. Hey here and welcome to the behavioral groups podcast for the second time.

[01:07](#) So much. It's an honor to be back here. And I'm glad that you guys were willing to have me back. That's a good sign.

[01:13](#) What are the first two-time guests? So we are excited about, it's probably because you're extraordinarily persuasive and then, but like Kurt said, maybe it was just the power of asking, Hey, we're suckers, are we not? So dissent no, we're, we are discerning and we're really glad to have you here because, because the first, the first time that we, uh, that we talked, we had an absolute blast right here in the, uh, in the behavioral group studios. That was, that was quite an honor too, cause I know

[01:47](#) not very many guests make it to the studio.

[01:50](#) Yeah. Not many, not many. Get to see the wonderful dining room of the Nelson Ode. So, um, but this time we are not, we are actually at a distance. You're, you're, uh, wearing your Ohio state socks and in the wonderful state over there. And, uh, we're here in Minneapolis, so we'll see how this one goes. So let's start. Um, we are here and excited that you are now an author and you have a book, uh, influence people. And I think we should, uh, we should talk a little bit about that. What, what do you want? Uh, and by the way, we'll, we'll put how to get ahold of it in the show notes and that sort of thing. But what, uh, what do you want to let listeners know about, uh, about the book?

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Well, I wrote the book because while there is lots of great material out there from Daniel Kahneman, Robert Cialdini, Dan Ariely and others, and it's fascinating and obviously it touches on something because they're such big sellers. What I have found when I work with people is a lot of times they don't know how to apply what they've learned. They read the fascinating studies, they're intrigued by it, but then they go back and keep doing what they've always done. And my book doesn't go deep into the science. It's all based on that though. But it's all about how can you take this and practically apply it in things that you're doing at the office and at home and, and the, the basis for that is my, my why to use Simon Sinek term is to help people enjoy more professional success and personal happiness. And I believe a great way to do that is if you understand how to ethically influence people to take action.

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That's a key part of the book is the ethical application. This is, I think this is really central to who you are and absolutely central to the book. And I think that that was really cool, but, but you've got lots of great examples. I want to ask, why do you think it's so difficult to translate the books that are more scientific into day to day life? I think sometimes it's just how you're,

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how your mind works. You can go somewhere and be entertained and then leave and just go back and do what you've always done. But my mind tends to work where I would read something and right away my wheels start spinning about, oh, here's how we could use it. In the office or here's how I could use it at home, maybe raising our daughter. I just don't know that everybody is wired that way. So some people you've got to just give it to them in black and white. Here's an example of how to use it at work and they either can do exactly that or start seeing some variations on how they might be able to do that.

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Oh No. Yes. So with that, help us understand a little bit more about the book influenced people. People isn't just a, you know, the people out there, it actually stands for something. Let's talk a little bit about that.

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I don't remember exactly when I landed on this, but it was quite awhile ago, nine or 10 years ago when I was thinking about influence and I would think will influence is all about people because we can't persuade things. It doesn't matter how good I am at influence. I can't come home and talk to my lawnmower and get it to start on a hot summer day. But there have been times I've talked to my, my daughter or my wife, and to doing that and persuaded them ethically to help me out and cut the grass. So as I thought about that, it just, it came to me one day that people is all about the powerful every day, opportunities to persuade that are lasting and ethical. And that's what, for me, that's my framework. That's what people mean.

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And, and, and that's, that's really important. So I just want to be really clear about the obvious here that people, p, e, O, p, l, e, that word has, has those, uh, five, uh, six, uh, the six words that, that, that go with them. So let's, let's talk about a couple of them. I think the ethical part is really, uh, again, that is

something that, that Kurt and I really, um, focus on and we enjoy and benefit, uh,

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is an ethical focus, uh, and an ethical application of these tools. Tell us about how you look at the ethical application. When I first of all to step back, I will tell you, if it weren't for the ethics part of this, I would not be doing what I'm doing today. I would not have started influence people. I would not have written the book. And, and the whole trajectory of my career would be different. And that's because when I came across Robert Cialdini's material, part of what intrigued me was his focus on non-manipulative ways to get people to do things. And he was talking about this at Stanford and Stanford used to put out these videos called breakfast briefings. And I signed up for their marketing and one day one of their marketing pieces came across my desk at work and it said at the top bestseller right underneath it in bold letters, call it influence, persuasion, or even manipulation, right in the headline.

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And I thought, I can't believe they actually use that word. So I emailed Stanford and said, I don't know anybody who wants to be manipulated. Don't know anybody who wants to be known as a good manipulator. That word cannot be helping sales, but it really could be hurting. And I never heard from Stanford, but sometime later my phone rang and it was representative from Robert Cialdini's office calling to thank me because my email prompted a change in the marketing of their material. And that's where my relationship formed with him. And ultimately he came to Ohio and he spoke at the insurance company I worked for. He spoke to some of our agents at some big conferences. I went through his workshop and the rest is history. I was so intrigued by it that I wanted to, to get certified and begin to teach this. And now it's what I do full time. But if it weren't for the ethical component, I wouldn't have sent the email, I wouldn't have had that contact and, and my, my life would be very, very different. So I think that's the best testimony I can give to how important the ethics part of this is for me.

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Well, I think it's a big component for a lot of people in the, in behavioral science because behavioral science can be used unethically. And so as you pointed out earlier, sometimes it's that transition of, you know, you can read the research, but you know, some people's brains work right away and, and, and going into application and various different things. I think there's also this component of sometimes we have to point out the ethical use because people might just use this not thinking through all of the ramifications of it and then unintendedly be a manipulator or do things that may be unethical. And that's one of the hardest pieces of behavioral science particularly, I think for people who are just getting into this. I don't know your thoughts on something. Yeah.

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Well, when it comes to the ethical part, I think it really goes to the core of who we are. There will be some people who learn this and use it for manipulative means there'll be most people, I believe we'll use it in a good way. There's a quote from a book called the *Art of Woo*, which means winning others over. And it goes like this. An earnest and sincere lover buys flowers and candy for the

object of his affections. So does the cat who only seeks to take advantage of another's heart. But when the cat succeeds, we don't blame the flowers in the candy. We questioned his character. So flowers and candy are neutral objects. These principles of influence and other things that we learned in behavioral economics are neutral. It's how people choose to use them that either becomes ethical or unethical. And I think that comes from the core of who somebody is.

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That is fantastic. I those components of, of that, it's the candy and flowers and those are, those are not the pieces. It's how they get used and who uses them. So, so let's talk about one more thing. I think sometimes we unintentionally hurt our own cause when we're not clear on the words that we use. So for example, I bristle when I read articles online about tricks or tips to, to influence people. I don't know about you guys or your listeners, but the only time I want to be tricked is when I go see a magic act. And I know I'm going to be tricked I, and that's the fun of it. Um, I don't want to scare people into doing things. When do I want to be scared when I go to a scary movie? So I think we need to avoid certain words like the tricks of the trade.

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Uh, even even, you know, when, um, Robert Cialdini wrote influence science and practice and he talked about the weapons of influence, I think we need to steer clear of that because no, how would somebody feel if they knew you went to a workshop to learn how to use weapons of influence weapons. That is not a good term in today's society. And so we need to be very thoughtful about how we, how we talk about this. Otherwise we're hurting our own. Because what separates an ethical use from an unethical use in your mind? Well, I think there's three components to that. The first is, is what I'm going to ask about other person. Good for them, not just good for me. Do I really believe that maybe it's a product or service that I'm selling or if I'm a leader in an organization, what I want them to do?

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Is it good for them as well as good for me. The second thing is, am I being truthful? And when I talk about being truthful, we don't lie by omission or commission. In other words, we don't hope that somebody doesn't ask a question because we don't want to deal with that. What you learn as an ethical influencer is you can actually talk about some of the perceived weaknesses or shortcomings, gain credibility, and transition over to your strengths. So we're always honest. And the third thing is we use the psychology in ways that are natural to the situation. We don't manufacture false scarcity. We don't say that there are more people buying when, when they really aren't. We don't do that to try to manufacture something that's genuinely there. But if you understand these principles and you begin to employ them, even if you can't tap into scarcity, you've got five other principals, six other principals to tap into to be more effective in your communication than you had been in the past.

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Great. So let's talk about some of the other, uh, words in, in people here. So powerful. When you talk about powerful every day, what are those powerful everyday kind of things that you,

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okay, well, powerful really goes to the heart of the fact that it's all rooted in the social psychology and the behavioral economics. And even more recently, neuroscience can show us what brains are doing at certain times, but this isn't somebody good advice. You know, there, there's a lot of famous people who will do or say things and they may move people to action, but it's by the sheer fact of who they are, that if any one of us tried to use the same tactic, we'd fall flat on our face. So we don't want to rely on someone's good advice. We want to rely on empirical data. And that's why I say it's powerful when people understand some of the research and they see that, you know, 30% more people said yes or two times more or, uh, 150% more. That's really compelling. And that's where that the power comes. Because we've taken this out of the realm of, um, folklore a wisdom, good advice, and we're saying, no, here's, here's the foundational information that says if you do it the way a, you're gonna be sickness, significantly more persuasive than if you do it the old way.

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Right. And I always, I get really upset with people when they write those books. Then that's from, well this is how I did it. And well, yeah, you did it that way. That doesn't, and it's great if that's just a biography and you're looking at it for that way. But if it's an advice book that's an n of one and an n of one is always suspect because as you said, it could be because of they're just who they are as person, some other factors that are outside of the control. And so it doesn't translate into something that can be useful for a vast majority of people. And so basing it on that empirical evidence, fantastic work. So every day. And so that's, that's why

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he talk about what the, with the research or the psychology says, but now here's how to use it. So it's not the good advice. It's the practical application. Um, as far as the every day, I always like to ask people when I open up a public presentation, how many of you would agree the much of your professional success and personal happiness depends on getting others to say yes and every hand goes up because intuitively the, the people know at the office whether they're selling or trying to get their coworkers to do things for their leaders. They've got to get people to say yes. But then they started thinking about it and they realize life at home is a lot more peaceful and happy when those around you are more willing to say yes. So it really, it spans all of your waking hours. And then the other thing that's compelling that catches people's attention is some Dan Pink mentions in to sell is human. That there was a survey of 7,000 American business workers who were asked the question, how much of your day do you spend trying to influence, persuade or convince people in ways not related to a sale? And the average that came back was 40% and so now you step in and say to an audience, okay, here's a critical skill and you're spending more than three hours a day at work using it. Doesn't it make sense to learn how to do it well and all of a sudden the heads are nodding and they're, they're bought in.

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I, I w we had, Kurt and I had a discussion recently about, uh, the influence of data in our lives and how as a society, as a world, we're becoming more data oriented. And I'm getting back to powerful here, Brian, but I'm wondering, um,

do you think that, uh, we are more receptive as a, as a culture, as a, you know, as a business community around the world, are we becoming more comfortable with relying on data so that data as a way of establishing credibility is more effective today than it was say 20 years ago?

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I think it's probably more effective, but there is also a couple of downsides. Stats usually don't change people's opinion. I'm talking about the masses that need help has never effective is talking about that one individual. So you could almost make a case to say that the statistics aren't really what's moving people to action. It's still the empathy that, that we have when we see one individual. The other thing I think that's dangerous about just saying we're going to rely on data. Um, and insurance, there's a huge trend to, to move towards more and more data. So what I saw was an influx of people who are really, really good with data but didn't really know the guts of the business. And when you don't, when, when you layer something on top of something that you don't know, you can make errors and not realize that you're making errors.

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So I think the pendulum is gonna Swing back down where people are going to say, yes, data's really important, but we have to combine this understanding of data with this deep understanding of the business. Otherwise we can make some really, really bad choices. Um, that can have big ramifications. You know, when you go with insurances, in example, if you put out some rates based on data and it's incorrect, you could have thousands, tens of thousands of people buying your policies, and then all of a sudden that company is losing a lot of money because their rates were totally inadequate.

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Yeah. It's interesting because you talk about data without knowing the business. We've also talked with a few people where, uh, they've, they're working with data scientists, but the data scientists don't understand, uh, people, right? They don't understand the behavioral science behind things. And so they're looking at this and just looking purely at these, these numerical components and they're wondering why, well, look, this should have moved this needle there, but they didn't take into account that we are emotional creatures and that we, we don't necessarily respond just the way that the data would, would sometimes indicate that we would. So I think there's that mix of both the business, but also that people component, uh, in those aspects as well.

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It must be the same mistake that economics had made. And then all of a sudden behavioral economics says you're not actually correct in in this. Now big data could kind of do the same thing and you still got to come back to the fact that it's impacting people. And how do people really respond?

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All right, so we have a couple, a couple letters left in the people. Let's just go over them quickly. I don't think we need to necessarily get in opportunities, persuade and lasting. So those are the last three we already talked about the last year. So

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opportunities, I think once you learn something, all of a sudden your eyes are open. You begin to spot opportunities that may have been there all along. If somebody teaches you a tactic of an unethical salesperson, you begin to spot it everywhere. Where before maybe you didn't. So when it comes to learning this though from the side of the influencer, once you begin to learn the language of influence, I think you'll be pleasantly surprised at how often you see opportunities that you just did not recognize before. When it, when it comes to persuasion, I really default to Aristotle's definition of persuasion. The Art of getting someone to do something that they wouldn't do if you didn't ask. Um, the reason I default to that is because I think persuasion is much more than changing people's thinking or convincing them because that will do no good if their behavior doesn't change. So it really, for me and the people that I work with, the component is, does it actually change people's behavior? It does. You no good to tell your child to clean the room and they say, oh, that's great idea, dad.

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That's what my son does all the time. Yeah, sure. Verticals that clean rooms,

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good idea. That is good. Yeah. No, get in there and clean your room. Right? That's, that's what you ultimately want people to do. You want to see that behavior change. And that segues into lasting that sometimes if it's done well, it can tap into a part and change somebody's self identity and take on a lasting change. And my personal example for that was, um, when I was in college and shortly after, I was a competitive power lifter and a competitive bodybuilder and I loved the gym and I hated running. But a friend who was a fitness trainer persuaded a number of us that we could run the Columbus Marathon. And this was many years after I had stopped competing and I really didn't want to do it, but I, I yielded and I started running and I fell in love with it. And that was almost 20 years ago.

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And given the choice to, to lift weights or run, I will run every day if that's the only choice I can make because I feel better. But my self identity changed as I began to run and I fell in love it. And I think there are times where we can interact with somebody. Maybe it's a child who doesn't like school, but you finally get them to study. They get an A and they feel good about themselves and it begins to take on a life of its own because they see themselves as smart. And when, when that happens, it's great because then you don't have to go back to the well over and over to persuade them. Now, I also want to be clear that that doesn't happen every time. Um, some kids just may not still like school. Uh, my wife, my wife ran the marathon too, and she doesn't run at all anymore, so it didn't, you know, but, but for me, you're whatever there was in me, it touched something and it changed my self identity.

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Yeah. This is, this is a really an interesting part of how things do, to see how some things change, uh, and influence us. They get into our psyche and they, uh, changes and, and some things don't. I, I wonder if this goes back to your comment about, about the, um, the, the wooing idea of, uh, you know, it's, it's not so much the data, but it really is the experience, right? It's, it's how it's being

used. The cad is, is manipulatively using the same tools, the same data points if we were to take this metaphor out, um, and, uh, and, and the data is kind of neutral. How we respond to it is still something that's our own.

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Absolutely. We w we have to ultimately own that. Um, you know, for me, I will say I've always been a very competitive person and I think the running tapped into a competitiveness for me it was like, okay, I'm not going to ever be as big and strong as I was before, but here's something brand new and it's, it's fueling the competitive part of me. And as I did that and I got in shape and, and I really started to get the benefits of the endorphins and all of that, it just, it changed me now. My wife at the time wasn't as competitive and for her it was, it was the experience. It was like, oh, I want to say I ran a marathon. And she did. And then people would ask me, Oh, do you think she's going to keep running? And because I knew her pretty well, I said I wouldn't be surprised if she never ran again. And she,

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because

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her, it was like I, that was really cool. I'm so glad I did it, but I don't feel like I need to keep doing it. For me, there was this drive of I want to see how good I can get. Can I continue to better myself? Because that competitive nature from growing up, maybe that's what it was, that that tapped into it for me.

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Yeah.

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Interesting. Yeah. Uh, going back to the book, um, there was a story that you told about, um, changing response rates on a, on an email, uh, getting, getting different response rates just by changing a few words. Could you, could you share with the readers, uh, with the leaders they've already read? The book they don't need to do is share with our listeners who have not yet bought the book. Thank you. Just go. Just follow on here. Just keep showing up.

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The example that you're, that you're referencing that I talk about in the book. I was a part of my duties at the insurance company were to help, um, boost the number of agents who would sign up and represent our company as an independent insurance agent. And so we started marketing to these agents. Our field. People would put in some information online, we'd have all that information, and in quarterly we'd send out some marketing. One of the pieces that we would send out at the end of the third quarter, we had been missing an opportunity because we didn't know about scarcity. Once we learned about scarcity that people value things more when they're rare or going away, they, they just want that more. We stepped back and we thought, well, you know, we don't look to a point, a lot of agents in any given year, a lot of times it was around shifting and we were only working in about 30 states, so that's not very many, and so we incorporated a one additional paragraph at the end of that letter that might've said, Tim or curt.

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Part of the reason that I'm contacting you today is to let you know we're only looking to appoint 50 agents and our 30 operating states. To date, we've appointed 40 we hope you're one of the few remaining that we appointed before the end of the year when we added the paragraph and then we shot that email out. My boss came over to me within the hour and said, I can't believe it. And I said, what? He goes, eight agents have already contacted me. Now eight may not sound like a lot, but he said, I've never had an agent contact me within an hour of sending that email. And eight have already gotten that. So here's the vice president of sales, arguably the best sales guy in the company who has an opportunity by phone or email to interact with these agents and convince them that you want to start writing business with state auto insurance. That's a, that's a relatively small wind that most people could utilize because they're sending email all the time. Remember, remember the day she used to complain that we can't get our work done because of email and now we realize our work is email.

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Yeah, well, and so using that scarcity message within there, right? Was this, this prop to get people again from that perspective of saying,

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okay,

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this is interesting, but now this is interesting and I need to move on this because I might only have a limited opportunity in order to get into one of those 10 spots. And so again, to that ethical component of it, you weren't manipulating that for perspective of saying, yes, this is all that we have left. That was actually true. You are going to have 50, you already had 40. And so it was just stating the case in a different manner that, that drove that. And I think people, we miss those opportunities because to your point, we're not thinking through that and we're not taking that, that application of these principles into our everyday life. So. Well, and speaking of everyday life, let's, let's talk about it. That's a great business example. That's a great example for being at work. What about at home? Give us an example from the book that, uh, could, uh, enhance

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life at home. Okay. Um, I talk about the power of using the word because, and there a study by Ellen Langer who, uh, measured response rates to people's willingness to let others go ahead of them in a line at a copier, a photocopy store. And when somebody would just go up and make a straight up ask, let's see, Tim, you're at the front of the line. And I say, excuse me, may I go ahead of you? I have five pages to copy. 60% of the time people would say yes when they incorporated a reason using the word because they, they'd start with the same and say, because I'm in a rush, almost everybody, 94% said, sure, go ahead. And then testing one other variable, they wouldn't use a bogus reason. May I go ahead of you because I have to make these copies. Well, we're all in line to make copies, right?

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But people didn't necessarily think that through. And 93% said, sure, go ahead. So the psychology behind that is we are conditioned by the word because from childhood, I mean most kids when they say why mom or dad says, because I said so. So I taught my daughter this. I told, I told her when she was young, I said,

Abigail, I told her that story and she could imagine it. And I said, whenever you ask somebody to do something, make sure you say because, and give them a reason because they'll be more likely to say yes to you. Sometime past we're watching the old American, I say old American idol. It was, you know, not the, the first video was early on and they'd come out with the American idol CD. So that shows you how old it is. And Ryan Seacrest is, is in front of a music store with a long line of people using consensus to get you to think. Everybody's buying the CD. And each time he'd tried to make his way into line into the line, people would motion him back and he ends up by the end of the commercial, he's at the back of the line talking about the CD and out of nowhere my daughter says he should have said, because I was like, I go, what? And she goes, Dad, don't you remember the copier study? And I'm like, yeah, I do.

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I was floored that she remembered that. Yeah. We're going to have to put a link in the show notes about what a record story is though. Oh my God. It's like a furniture store, but it's sold music. All right. So Brian, the one, the one story that I loved was your sticky note. 700,000 reasons to use sticky notes. So tell that story briefly and cause I think it's just, it's powerful. It was really powerful for the company when I was working with them. So what ended up happening was when I came back from an extended Christmas break early in January, I got called into meeting with half a dozen other people. And the problem that we faced was this. We had overpaid 150 insurance agents and one of our operating states in the month of December accidentally doubled their commission, which was a \$700,000 mistake I'll charge, was not to figure out why somebody else was doing that.

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Our charge was to come up with a game plan to get the money back as quickly as possible because in January the company is also getting ready to pay out bonuses to insurance agents and it'd be nice to have an extra 700 grand in the bank. Well, we decided this was back many years. We couldn't just press a button and electronically take it back. A letter was going to have to go out from the Home Office accounting manager. So imagine guys that you're an insurance agent 500 miles away and you get a letter from the Home Office accounting manager, somebody you never met, probably never spoken to, and he or she is telling you you owe six, eight 10 \$12,000 because we overpaid you. Please write us a check as quickly as possible. Probably not the highest priority for you during that day. So that's one that gets put up on that to do list later.

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Cold calls are better than that investment writing. Well, fortunately for the accounting department, I had done some training the year before and the accounting manager had been in on that and I reminded him of it and the training was basically this one component, talked about a study where a company that was sending out a survey wanted to see if they could positively impact the response rate. So they had three variations. One was send the survey with the cover letter and when they did that people, 36% of the people responded by filling out the survey and sending it back. When they personalized it with a different group, same survey, same cover letter, but they wrote a personalized message on the cover letter. 48% of the people responded. So

that's a pretty nice bump for taking just a few moments to personalize the letter. The third group got the same survey, same cover letter, same handwritten note, but it was on a yellow sticky note and the response rate was 75%.

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Wow. More than doubled. And one of the other features was the people who responded to the survey under that condition gave more complete answers and sent the surveys back faster. So I turned to Steve, the Home Office accounting manager, and I said, Steve, you remember this study on the sticky notes? And he said, yes. And I said, if you don't have time to put a sticky note on every one of those 150 letters and personalize them, call me. I'll do it. And he said, I remember and I will do it. So I called him up a few weeks later and said, how's the collection going? And his exact words were, I'm floored. And I said, why? And he said, we've already gotten money back from 130 of the 150 wow, that's terrific. That is such a great example. I being the optimist said, you mean we didn't get it all back?

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Can He, what about those other 20

[32:46](#)

exactly what you guys did? He laughed at me and he said, come on man, we're talking about money. I expected people to say, it's your mistake. You fix it. Put me on a payment plan, take it out of next month's commission. He goes, anything except to sit down and write a check and send it back. He said, I'm floored. And when we had lunch a few months later, he told me that we ended up getting money back in full from 147 of the 150 where they voluntarily wrote the wrote the check. So that's for me, that's a perfect example of reading this interesting study and then clearly seeing the opportunity that we probably would have missed in the past and it had a powerful impact on the company and it was all ethical. So that's, as I say, that's, that's my framework and I think that kind of opportunities available for everybody if they begin to learn the language and then start to think about how could I do this a little bit differently.

[33:41](#)

Yeah, I think that's a, it highlights this component of saying we you would have gotten a certain amount of people responding just normally, right? Like the cover letter on the first was 38% 36 whatever that was. You would've gotten some, some level of com of compliance with that. The fact that you then took that to the next step and use the, the behavioral science principles behind that, right? That, that element of saying, oh they are using some insight here actually just was enough to be able to take that to the next level. And I think that's what the, the application of behavioral science that we try to talk about all the time is this component of saying, you know, it isn't, it isn't always rocket science. It isn't this component that yes, you can read condom in and you can look at the math. If you look at any of the studies you read at Georgia Loewenstein, you know, research paper and, and sometimes I sit there and I just, my mind goes, you know, crazy cause I'm looking at all of the mathematical components that they have in.

[34:43](#)

And all of the different terminology in language. But in the end, what it comes down to is it's understanding why we do what we do. And knowing that those aren't always the, the rational components that we would think through if we were actually going as the homo economists, right? That we would be, you know, rational agents all the time, that we are actually people and that there's emotions and that there's these factors that come in the, the aspects of, you know, reciprocity, the aspects of, you know, social proof, all of these factors, scarcity, all those things that you're going, they shouldn't have an impact or not the impact that they do. And so being able to apply those, which I think your book is the piece that allow, brings that home, right? And the stories bring that home very vividly. And so, uh, I recommend highly that people go out. And

[35:35](#)

let me say one last thing about the guy, Steve. So here he is, he's in a Home Office accounting manager. I mean your ultimate, um, logical analytical person who probably would have poo-pooed that stuff in the past until he saw it. Then he became such a believer that when his town had a school levy and he still had a couple of daughters and school was coming up and it had failed the prior time, they sent 2,500, um, flyers. FAQ is to people who had not voted and they super imposed a sticky note and he personally signed all 2,500 because he was that much of a believer and it passed by a wide margin.

[36:16](#)

Oh my gosh. That's again the power of influence. There it is. Yeah. You're out to change the world, aren't you Brian? Well, I gotta I'd like to change my wife first, but does she listen to this? Cause you might have just, you know, Jason

[36:35](#)

to the episode when I was on before and I think I told you guys, she said, those guys sound like a lot of fun. And I said, well, if it was, it was a lot of fun. My wife and I have a lot of fun with this stuff, so, so, um, it's not always ethical. So I'll give you an example. She asked, he asked me many years ago, she said, Hey, do you mind if I go to Scotland, Joe, that's my stepmom. Joe's turning 65 and really wants to go golf and I want to go. And I said, yeah, I kind of mind cause I want to go and now's not the right time. And then she said, I don't have, I'm fine mind if I go down to Florida for the week and play golf with her. I'm like, no, I don't care.

[37:12](#)

Comes back later.

[37:16](#)

I never really wanted to go to Scotland and I knew you wouldn't say yes to that, but I knew it would make Florida a lot easier. You know, compare and contrast. You teach this stuff and you didn't catch that. I said, my radar is not always on with my lungs.

[37:31](#)

With you honey islands expecting, you know, honesty there. Yeah. Wow. Pulled the decoy effect right there.

[37:38](#)

We have a lot of fun with it. My daughter is pretty steeped in this too. She was raised with me. I used to tell her, I said I had to go. When you get older, you're

going to need counseling. And she'd say, what's counseling? I said, you'll know soon enough, you'll realize you were my little experiment.

[37:54](#)

My kids have already. They, they, they, they come up to me and they go, are you using that psychology stuff on? And I'm like, Oh yeah. Yeah. Okay. Brian, you are captain playlist. And when it comes to, when it comes to music, you are one of the most fervent, uh, users of playlists that we've ever talked to. Um, and so let's, let's talk music. Let's talk what's going on musically in a, in your life stays. Did you wait, wait, wait. Before, before this, I want to ask a very specific music question. This is rare for me, right? So, yes. Okay. So you're [inaudible] writing this book. Did you have a playlist that you use to write or do you write in silence? This is a big ongoing thing with, with [inaudible]

[38:40](#)

Gemini. I do a little bit of both. And okay. As I was working on the book, I won't say I had playlists, but I, there were certain, uh, genres that I was listening to. For example, I got turned on to **Hamilton** when I was at a learning conference late last year and was so intrigued by it. I was listening to it all the time. So I listened to a lot of the Hamilton. Um, yeah, as I was doing it, we, we saw the movie **Bohemian Rhapsody** and then all of a sudden I'm like, Gosh, I forgot how many great songs queen had. So, so as I was working on the book, Yes, I listened to a lot of music, but it would, it would just be like diving into these things that brought back all these great memories for me. But it wasn't a single, I didn't have a single playlist, but I did have a playlist for you guys today because as I was getting ready, in addition to wearing my Ohio state socks, so I would feel like a winner. I was listening to **Frank Sinatra and Coldplay**, and I called it frank play. I love them both. I don't care. I can mix whatever I want.

[39:50](#)

Okay. So what, give us some samples. What are the, what are some of the tunes on the, on the list?

[39:55](#)

Um, "Yellow," um, I love, um, "Viva Lavidá" and um, "The way you look tonight," I always, that always makes me think about my wife 'cause I think she's beautiful. And um, so I always think of her when I'm that uh, "I Did it My Way," you know, I'm thinking, I wrote the book. "I Did it My Way" and so it was just various songs like that.

[40:19](#)

Ah, it's just such a juxtaposition of, of Frank and Coldplay in my head that I just go like, wow, they don't seem like they, they mixed together. But when you start talking, some of those songs are starting to go yellow. Yeah. They Kinda, you know, you could mix that in with a, did it my way and Kinda things like that.

[40:38](#)

Workshops, you know, if I've got my, um, Mac book, if I'm operating off of that, I'll just turn on my playlist and I kind of go from, from Frank Sinatra up to Boston and all kinds of things in between. And, and I always tell people it's my clean play list. It's not like my workout playlist. It might offend somebody but, but people, I mean people love that variety and it's, it's such notable songs and it just, I don't know, it seems to elicit these good feelings. People want to sometimes stick around during break because they just like to hear the music.

[41:12](#)

It is interesting. Um, I've done a lot of work with a gentleman by the name of Michael Kerrison. Um, Tim actually did some work with, with us on a, on a program, but uh, there are these multi-day workshops, uh, working with organizations and trying to move them to the next level of various different things with their managers. And we are in, he is very specific on his playlists, right as, as we talk about. Um, now his is actually, I think Tim loved it because it was all pre 1978 music, you know, that's his, that's his John. But he uses it and it worked really well for a while and now I think that the, as the age, some people are aging out of more getting younger and younger people who have, who haven't grown up on some of that music and so they don't have that, the connections back to it.

[42:00](#)

But it worked really well. Um, you know, 15, 20 years ago when we started doing this. Um, so Michael, if you're listening we need to update that, that playlist. But one thing that I found really interesting with him is he uses brick house as the, the comeback song. And so as opposed to, you know, is it, well we have about a 10 minute and then you know, about nine minutes in he'll start playing brick house, which is a two minute and 30 some second song. He is exactly down to the thing and people need to be in their seat. And so forever in this day, my, my memory and connection with brick house is just this, oh my God, I got to go sit down. Cause that's the, that's the callback music. So also just to comment on Michael's use of playlist, he is really good about curating it in such a way that he said he'll, he'll come up, uh, before the next section say, okay I'm going to tweak this a little bit in this next section. So let's start the, the songs during the break with this tune. Yeah. I mean he's curating the list sort of in a, in a real time manner, which is really, I think I experimented with having like a theme for each break. So maybe during the break it was going to be Johnny Cash and then the next time it was Coldplay and people started to like pick up on that and they're like, what's going to be on? What's going to be up next? I'm like, maybe, maybe you should hang out during break and you'll find out.

[43:24](#)

Well, I think again to that component, music particularly in a workshop setting has an ability to, to lift emotions or to, to change those emotions and it can influence the, the outcome of that workshop much more so than we often kind of think through that. Right. And we, we, we don't think through that. We just put on random music or we don't put any music on at all and I think that can be missed. So we're not influencing workshop. I went to a training event as an observer because I was going to do something with this organization and I was invited. I said, you should come and sit it on this to see how things go. And I wasn't very far into it and I texted my wife, I'm like, oh my gosh, I'm about ready to take this pen and jab my eye out. This is the, the individual obviously knew their material but didn't understand how to convey it and started off with, thanks for coming here today to listen to me drone on and on and probably thought he was being self-deprecating in his humor but continued with it like, well, if you haven't fallen asleep by now, I'm going to show you a video. It has nothing

- [44:32](#) to do with what I just talked about, but I think it's funny and it was just such a Downer
- [44:36](#) and wow. And I've always,
- [44:38](#) he believed, even some smart people don't get that. I'm like, I asked the question when somebody comes in, why are you excited to be here today? Because you know that when they self-generate those reasons for excitement, they will be more excited. They will be a more engaged learner and so many people don't do that. Music's an aspect that can change mood, but the very words that we use will create thoughts, feelings with the people who were attending, anything that we're doing,
- [45:04](#) you're priming them. I mean you, you literally are priming them to say, Oh, I'm going to, you're going to drone on or now I will notice every time that I think you've gone a second over what you could have done, said something earlier where as your component of what gets me excited that thought is now not in your brain, your, your neuro connections are actually focusing in on, wow, what he just said was really exciting. And even if he drones on for another two minutes on that, that component, it is still about that excitement. And so that component is really about all about priming and very, very real in the sense.
- [45:41](#) Absolutely. It makes it, that's one of those little things that can make a big difference. That's one of those opportunities that people don't necessarily think about that could really help move the agenda forward. Because if, depending on where you are, if those people learn what it is that you're trying to convey and they put it into practice, that's a multiplier for your organization.
- [46:01](#) Yeah, it's a powerful every day, uh, opportunity to persuade and making some lasting ethical components there. Alright, well done. But with that, I just have to ask what is going to get you excited today, Brian?
- [46:20](#) Well, we were going to go over to my nephew's house because my brother and sister in law were in town, but that got mixed up so that means Jane and I will get dressed up and go out. So I'm excited about that.
- [46:32](#) Oh Nice. Enjoy your Friday night. I W I will definitely do that. Hopefully my back doesn't go out on me. Oh yes. Yes. Well Brian as always, thank you. This has been fantastic. Um, great, great conversation and great insights on the book. So best of luck with that. Yeah, best of luck, Brian. We, we hope that, uh, every, every listener is able to get a copy of the book and we'll have links in the, in the show notes.
- [47:00](#) You guys are a ton of fun and even though I couldn't be there, it was nice to see you through the application and to laugh and talk.
- [47:09](#) We enjoyed it as well.
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We'll wrap it up there. Okay. We will stop recording there and thanks. Thank you. This is good. Yeah. Yeah. So, uh, so there, there was a presale period prior to, uh, to going live with, did I, Did I?

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Yeah, it's, so it came out on the 12th. The book coach that I was working with said that some of the algorithms have changed. She, you know, we were hoping that all the presales would count as day one sales and I don't think that's actually going to be the case and if that's not the case, um, but, uh, I, any way it goes live on the 20th and, and uh, so as, as of next Tuesday, uh, when people order it, it'll start being delivered. And uh, I will tell you I'm working with a book coach was really helpful because I went to self published route and there were just a lot of things that I wasn't thinking about and she pushed me to create some videos, so I'm dripping those out now. She pushed me to find a top 100 list of people who might be willing to help. Um, and then there was just a lot of legwork. I mean I literally, you know, going into linkedin and reconnecting or messaging people who have gone to some of my conferences, I can look up keywords, but it's one by one by one. Um, so it's, it's a lot. I looked at writing the book is, it's the spoke or it's the actual of the wheel and there's all these spokes that come off that take a lot of time.

[48:32](#)

Yeah. So with that, if, so a book coach, I haven't heard of a book coach before. So did you just Google that? Did somebody recommend the book coach? How did you

[48:41](#)

I met, uh, her name is Barbara Grassy and I met Barbara many years ago on social media and because I like I think should be social when I went down to Florida one time I connected with her and we had breakfast and she met my wife and daughter and she was like, I never forgot that. She goes, that was so cool. And so we just stayed in touch and when it came time to go the self-publishing route and I was getting a little overwhelmed, I, I contacted her and said, how can you help me? And she gave me a marketing plan and said, this is what we would do. And I said, hey, that's great. So what we do every week is we get on zoom and we walk through the various things that I'm doing and if I'm struggling with the self-publishing side, I share my screen and she tells me what to point at and click. And I was on vacation a week and she said, hey, here's what we need to do, but I'm going to do it for you because I want you to just have fun while you're in California. It was, it was awesome.

[49:31](#)

Oh, fantastic. And then are you doing, uh, so obviously you're doing this, this podcast. Are you doing others? Are you trying, are you a, do you have a whole, you know, your next couple of weeks or just books

[49:43](#)

doing, um, one or two podcasts today? It seems like for the last couple of weeks, and, um, reaching, reaching back to people whose podcasts I've been on and, and it was a good experience the first time. So they'd been saying yes and then been getting introductions. Then two other podcasts where somebody said, I heard you would you be on mine? And uh, so that's, that's picked up a lot. That's great. And this is, this is no bull. Truly talking to you guys is the most fun. I

mean, I think the connection that you have where you're laughing makes me laugh. And um, they're all, I've enjoyed them all but, but getting to actually meet you guys changed how I felt about everything and being there and stuff. And so this was, this was a blast.

[50:27](#)

All good. Yeah. We, I mean, we had the benefit of that too. I mean, just to connect with you in person was terrific, Brian. Yeah, we appreciate that. And we recorded that. So we're going to send that out to all the other podcasters. So if I make it back to Minneapolis for any reason, I will definitely let you know in advance. So if there's an opportunity, I love that hook up and have a brown drinker too, not coffee. Oh yes, we do that. Cause there's a, there's a, there's a great little place here in Minneapolis called Merlin's Rest that they claim to have the largest, uh, whiskey selection in the entire Midwest. They do. Yeah, they do. They, they've got a book of, of more than 300, uh, whiskeys. And so you can get, you can get a dram of some of a, of a bottled, you know, from a bottle that sells for \$250. It's, it's fun to try different stuff if you know that, if that's what you're into. I did not know. I thought marijuana. The rest was a bad place to put me to stay a couple of weeks maybe. Terrific. Terrific Gum. All right man. Well, it's good. It's good catching up.