EXECUTIVE POWER

Use the Greatest Collection of Psychological Strategies to Create an Automatic Advantage in Any Business Situation
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It is a genuine and great pleasure to acknowledge the creative and ultra-talented professionals at John Wiley & Sons who helped to seamlessly navigate this book’s course from concept to marketplace.

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Introduction

Most business books—whether about management, leadership, personal development, or customer service—offer nice ideas and sage insights such as Smile and be accessible, Listen before reacting, and If you fail to plan, then you plan to fail. This is good, useful advice. In today’s competitive marketplace, however, businesspeople need something more potent and practical than quotes and philosophies.

For instance, you already know the importance of customer and employee loyalty. How would you like to find out the psychological strategy that prevents anyone from ever leaving your company? More than a few tomes offer the conventional wisdom that the customer is king, but wouldn’t you really like to know the foolproof technique that will get back any lost client? Of course, motivating the masses is perennially necessary, but surely your ability is enhanced when you discover how to tap into your own unlimited stream of inspiration, at will.

Executive Power arms you with effective, fast-working techniques that show you, step by step, specific, carefully formulated tactics that can be applied to any situation. These are not just ideas or theories or tricks that work only sometimes and only on some people. This book offers you the opportunity to use the most important psychological tools governing human behavior, not to just level the playing field but to create an automatic advantage.

Readers get techniques that work, written in the casual, to-the-point, no-fluff, no-psychobabble style that has made David Lieberman’s books so popular. They get the information firsthand, because it’s Dr. Lieberman’s techniques that the FBI uses, it’s his training video that is mandatory viewing for psychological operations (psyops) graduates, he’s the one who personally trains the U.S. military, he’s the one
who teaches tactics to senior state negotiators, he’s the one who works with the foremost mental health professionals, and he’s the one who trains leading business executives from more than 25 countries around the world.

There are plenty of business books that offer laws and principles and strategies and stories. Now here’s one that gives specific solutions to real problems. From small business to big business to the professionals in between, the benefits are crystal clear. You will have the security of knowing what’s really going on at all times, the power to keep potentially devastating situations from ever unfolding, and when necessary, the ability to navigate the toughest circumstances quickly and smoothly.

When the stakes are high, do more than just put the odds in your favor—fix the game so that you can’t lose.
A Note to Readers

Given the nearly endless multitude of variables, not all of the suggested strategies are going to be feasible for every situation. To make this book as practical as possible, a wide spectrum of tactics are offered, so that in any given situation, you will be able to apply at least one or two, and possibly more. And while each chapter is self-contained, you will find useful techniques in other chapters that will help you round out your overall approach. For the reader’s convenience, these chapters are listed in the “See Also” section at the end of each chapter.
EXECUTIVE POWER
The Psychological Strategy to Gain Ironclad Loyalty: Never Lose an Employee, Customer, Client, or Patient Again

“An ounce of loyalty is worth a pound of cleverness.”
—Elbert Hubbard (1856–1915)
What is it that makes someone stick by you, even in the darkest hour, while others run for the hills at the slightest hint that something has gone wrong?

Research shows that an unwavering sense of loyalty can, in fact, be instilled in almost anyone by applying a basic psychological strategy. Whether it’s a vendor, employee, or coworker, you can make anyone more loyal—to you, your company, or your cause—faster and more easily than you may have thought possible.

You already know the basics: Communicate with your employees and customers at every opportunity, have an open-door policy and offer encouragement and praise, and have frequent face-to-face meetings, either one-on-one or as a small group. Now we’ll discover how to take your skill in creating an unshakable allegiance to an entirely new level.

**Loyalty Is in the Cards**

Jupiter Research reports that today, more than 75 percent of consumers have at least one loyalty card, and the number of consumers with two or more such cards is estimated to be one-third of the shopping population.

**Strategy 1: Bring Him in on the Inside**

A person’s loyalty is determined by which side of the fence he assumes he’s on. If you bring him to your side and make him part of your team, he will fight your battles with you and against the other guys. To turn an outsider into an insider, you need to do two things. The first is to give him information that few people have, so he feels elite and special. The second is to give him some degree of power and authority within your organization or team.
For example, let’s say that a sales manager has a salesperson whose loyalty is questionable. During a relaxed, private conversation, the manager might say something such as this: “Chris, I want you to know that there are going to be some changes around here. The most important one is that we’re close to acquiring the XYZ account. Now this is not public yet, so I need to count on your discretion.”

Once Chris agrees readily, the manager then asks him to take the reins of an aspect of the plan: “And we think you’d be a key person on the team to figure out how we can best service them.” In this moment, Chris just became a major player on the inside, with a little bit of power, and you’ve just helped to create one of your strongest supporters.

You can even put your customers to work for you and thereby ensure their continued loyalty by conveying something such as: “We’re restructuring our customer service department, and we would love you to help evaluate how our inquiries are being handled. Based in part on your feedback, we’ll be able to assess how effective the changes have been.”

The client will not only appreciate your valuing his input and feedback but also soon feel personally vested and connected to your company. You further solidify his loyalty by asking him to review (a task that shouldn’t take more than 10 minutes) monthly customer service feedback reports.

### Strategy 2: A Part of Greatness

How people identify with their favorite sports teams is revealing. When their teams win, they say, “We won!” but when they lose, it’s often “They lost!” We all want to be part of something great, to be with someone great, and to attach ourselves to a winner. To inspire loyalty, let others see the greatness within you.

The quickest way to lose someone’s loyalty is to be perceived as dishonest or untrustworthy. Even if the person does not like what you have to say, your truthfulness speaks volumes, communicating an important message: that you can be trusted. Regardless of anything else, people will take their chances with someone who is principled before they will sign on with someone who tells them what they want to hear or who tries to cover up.
You can develop an ardent sense of loyalty by being known as someone who does what is right, even when an easier course of action is apparent and readily available. Therefore, always be honest in your dealings, and never sacrifice the truth. This illuminates fine character like a beacon in a fog of phonies.

Your integrity can illustrate itself in a variety of ways. For instance, if you are playing a game with colleagues, and a disagreement ensues over who is right, take a position that is unfavorable to you. Long after the game is forgotten, you will be known as the person who took the high road, even though it was not in your best interest. People will seek you out and want to be a part of what you do. By the way, since we are speaking of integrity, be sure that your position, although unfavorable to you, is genuine. You do not want to manufacture circumstances so that you can appear a certain way. Rather, where such situations arise naturally, be aware, so that you can maximize your ability to garner loyalty.

Let's take another example. If your client wants to do something that is not really in his best interest but that is advantageous to you—for example, in terms of a contract, commission, or billable

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**A Lawyer Who Never Loses**

Having never lost a single case, legendary trial attorney Gerry Spence was hired to defend a man whose alleged crime had been splashed across every newspaper in town. An overwhelming majority of townsfolk had already decided on his guilt. During jury selection, most prospective jurors insisted that while they knew of the case, they could nonetheless remain impartial. Given the skewed media attention, the seasoned attorney concluded that they were probably insincere. He decided to take his chances with a jury who felt his client was guilty and stated that they could not be fair. Why? Because they were honest. He had something to work with—people of integrity. The verdict: not guilty on all counts.
hours—and you explain to him how and why it is not in his best interest (and perhaps suggest a less costly route), you will have gained a client for life.

How much greater loyalty do you feel for a mechanic or a dentist who, for example, reveals that certain work is unnecessary, even when you would never have known that on your own? A principled person stands apart in his ability to captivate unwavering loyalty.

In Robert Cialdini’s classic book *Influence* (1998), he tells of a top waiter who unscrupulously used this function of human behavior to boost orders and consequently tips for larger groups of diners. Taking the initial order, the waiter would hesitate, look over his shoulder, whisper that the dish “wasn’t as good tonight as it usually is,” and suggest two other menu items that were slightly less expensive. Diners felt grateful that the waiter had done them a favor—and now perceived him as someone they could trust. The waiter received higher tips, as diners were inclined to order more expensive wines and desserts from this waiter of such seeming high integrity.

**Strategy 3: Little by Little**

In a study done by Freedman and Fraser (1966), a team of psychologists called several housewives in California and asked them if they had a few minutes to answer a few questions about the household products they used. A majority agreed.

Then the researchers called again three days later but this time asked if they could send five or six men to the home to go through all of the kitchen’s cupboards, pantries, and shelves as part of a two-hour tally of household products. The psychologists discovered that these housewives were more than twice as likely to agree to the two-hour request than a group of housewives who were asked only to complete the larger task. You see, if their unconscious was not first primed, the housewives had no foundation to submit to such an inconvenience. How does this work?

When we take that initial small step in one direction, we are motivated to maintain a sense of consistency to greater requests and