

- Agreeableness, 119
- Ambiguity, 31
- Autonomy, 143

- Behaviors, 62
- Big Five Personality Factors, 106–108
- Brain, neuroscience and, 36–39

- Change:
 - Influence Model and, 139–144
 - learning and, 41–45
- Change story, 140–141
- Coalition, 22
- Cognitive neuroscience. *See* Neuroscience
- Commitment, 27
- Competencies, 141
- Complexity, 31
- Compliance, 28
- Conscientiousness, 107, 119
- Consultation(s):
 - Influ, 47–56
 - situation and, 30–31
 - as soft tactic, 25
- Context, 118

- Conversation:
 - empathic exploration, 68–71
 - normal, 68

- Dispositions, emotional, 109–112
- Dynamic environment, 31

- Emotional contagion, 71, 72–74
- Emotional dispositions, 109–112, 120–121
- Emotional patterns, mental and, 100
- Emotional state of organizations, 137–139
- Emotion(s):
 - behaviors, values and, 16, 62
 - empathic exploration, 66–71
 - neuroscience and, 64
 - pleasure and pain, 64–66
- Empathic exploration:
 - conversation and, 66–71
 - inner motivators and, 63–71
- Empathy, finding, 79–84
- Empowering:
 - described, 18
 - getting others to act, 75–76
 - inspiring and, 73–74

- Exchanging, 24–25, 30–31
 “Execution-oriented behaviors,”
 15–16
 Exeter, Carl, 7–8, 9, 10–11
 Extroversion, 107–108, 119
- First quartile organization, 15, 16
 Followers, productivity and, 29
- General Motors (GM), 142
- Hard tactics, 20–22
 situation and, 30
 tailoring approaches,
 118, 122
 Hating school, 59–60
- Influ, 7–11
 consultations, 47–56
 empathy, finding, 79–84
 epilogue, 147–155
 hating school, 59–60
 prologue, 7–11
 wanting you out, 87–97
- Influence:
 outcomes of, 27–28
 science of, 19–32
- Influence Model, 137–144
 emotional state of
 organizations, 137–139
- Influence tactics, 20–26
 combinations of, 121–123
 hard (*see* Hard tactics)
 outcome of, 28
 soft (*see* Soft tactics)
- Influencing approaches, 117–123
- Inner motivators:
 behaviors and, 16
 changing, 71–74
 connecting with, 62
 factors driving, 74–75
 tactics and, 20
 understanding, 63–71
 values, emotions and, 61
 working on, 71–76
- Inner operating model, 100,
 104–105
- Inspirational appeals, 26, 30,
 120–121
- “Inspirational” behaviors, 16
- Inspirational leadership. *See also*
 Leadership
 defined, 16, 17–18
 elements of, 16–17
 neuroscience of, 35–45
 productivity and, 29
- Jansen, Marc, 11, 88–97,
 99–100, 125–130
- Jobs, Steve, 117
- Kaizen approach, 45, 144
- Key performance indicators
 (KPIs), 9–10
- Know-how, 103–104, 126
- Knowledge:
 influencing approaches
 and, 118
 leader’s relevant, 30
- Leadership:
 behaviors, situational, 15

- competencies and, 141
- influencing approaches and, 122
- inspirational. *See* Inspirational leadership
- styles, top-down, 15
- Leadership staircase, 14–16
- “Lean teams,” 144
- Learning, change and, 41–45
- Learning cycles, period-based, 143–144
- Legitimizing, 21–22, 30
- Lens, profile and, 125–126
- Mental and emotional patterns, 100
- Mind-set:
 - influencing approaches and, 118–121
 - inner operating model and, 104–105
 - in profile, 126
- Motivators. *See* Inner motivators
- Neuroscience, 35–45
 - brain and, 36–39
 - emotions and, 64
 - learning, change and, 41–45
 - neuroplasticity, 39–41
- Neuroticism, 108, 119–120
- Offer for company, 133–135
- Openness, 106–107, 119
- Optimism, 17
- Organizational models, 142
- Organizational values, 138
- Performance cells, 142–144
- Performance metrics, 143
- Personal appeals, 30
- Personality Factors, Big Five, 106–108
- Personality theories, 105–108
- Personality traits, 119–120
- Pressure, being under, 95, 103
- Profile, WAPL sheet, 125–126
- Profile of Organizational Influence Strategies (POIS), 19–20
- Rational persuasion, 23, 30–31
- Reflection cycles, 143
- Reinforcing mechanisms, 140
- Requesting, 21, 30
- Resistance, 28
- Robinson, James, 7–11
- Role modeling, 17–18, 71–72, 141
- Salience, influencing tactics and, 121–123
- Scale, inspiring at, 137–144
- Science of influence, 19–32
- Self-managed performance cells, 142
- Self-managed teams, 144
- Self-managed units, 45
- Situational leadership behaviors, 15

Situations:

- soft tactics, 31
- types of, 30

Skills:

- about, 104
- building, 141
- influencing approaches and, 118
- in profile, 126

Social influence, 18

Socializing, 23–24, 30

Soft tactics, 22–26

- combinations of, 122
- situation and, 30
- tailoring approaches, 118, 122

Static situations, 30

“Taylorism,” 142

TED talks, 13

“Top-down” leadership style, 15

Underlying assumptions, 100

Urgency, 30

Values:

- behaviors and, 16, 62
- good and evil, 63–64
- influencing approaches and, 120
- organizational, 138
- personality theories and, 109

Wanting you out, 87–97

WAPL (What are people like?)

- model, 98–114
- considerations, overall, 112–114
- context and, 101–103
- emotional dispositions, 109–112
- framework, 102, 127
- influencing approaches and, 121
- mind-set and, 104–105
- personality theories, 105–108
- profile using, 125–126
- salience and, 123
- skills and, 104
- WAPL paper, 97, 99–100

Whole Foods, 144

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>