TONY ROBBINS

CREATING
LASTING
CHANGE

**Seven steps
to mastering
leadership**

WORKBOOK

*"If we're going to influence somebody, we've
got to know what already influences them."*

— Tony Robbins

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DAY 1:
The Art of Leadership: Creating Lasting Change

"Keep your fears to yourself, but share your inspiration with others."

ROBERT LOUIS STEVENSON

DAY 1: Introduction to Leadership

This is a journey that leads us to utilize the distinctions of effective leadership and helps us to understand what makes us do the things we do. It is a path of creating lasting change and making the decisions that can change your life and the lives of others.

Anybody has the ability to be a great leader and the potential to lead in any environment. Leadership comes in a variety of forms and contexts—whether you are a manager of a team of people, a parent who wants to positively influence their children, or you have a desire to be a conduit of positive change for anyone or any group at any time—there are countless opportunities to step up and have a tremendous impact. One thing is for sure…the world needs more leaders!

Throughout the next 10 days, we will be looking at leadership from a unique perspective—in this program **leadership is defined as the ability to influence the thoughts, feelings, actions, behaviors, and emotions of others.**

Imagine for a moment that you have the ability to make a profound difference with any individual, group, organization, or situation you encounter. What if you were able to significantly motivate a team of people to do better, produce exceptional results, and be more fulfilled than ever before? Or perhaps you were able to help someone—maybe a family member, co-worker, or friend—discover what is stopping them from getting what they want in life and how to break through? Or what if you had the ability to help a person in trouble to significantly turn their life around?

For the past three decades, Tony Robbins has been working directly with over 3 million people from more than 100 countries. He has worked with successful business executives, sports stars, celebrities, psychiatry patients previously deemed "incurable," as well as presidents and leaders from around the world. Through this "working laboratory," he has discovered the patterns that shape all people—regardless of status, background, and/or nationality. His work is the mastery of a school of psychology that he created—Human Needs Psychology™.

By applying the principles that Robbins has created and understanding the patterns behind all human behavior, you can help someone change their thoughts, feelings, actions, behaviors, and essentially the results that make up their life. And **when you master the ability to influence others, you have the capacity to be a true leader for positive change.**

Come *behind the curtain* to learn how to become an effective "agent of change."

We start this journey by taking a brief tour through the history of other philosophies of human psychology.

> **DEFINITION: PSYCHOLOGY**
>
> The study of the behavioral and mental processes, including perception and sensation, cognition, learning, and emotions—both the voluntary and involuntary aspects of human nature. It focuses on the study of individuals; although it concerns itself with the individual in broader contexts (as parts of a couple, a family, or a society), the focus is on the processes of the individual. Its aim is to uncover the "nature of man"—to unravel the mystery of human hopes, desires, fears, abilities, and limitations. Psychology is one of the many behavioral sciences, borrowing and collaborating heavily with other behavioral sciences, such as sociology and anthropology.

> **DEFINITION: PSYCHIATRY**
>
> The area of medicine concerned with the diagnosis, treatment, and study of disordered behavior.

Throughout modern history, there have been six fundamental approaches.

The 6 Historical Philosophies of the Human Psyche

1. *Psychodynamic:* Dynamic psychotherapy helps patients become aware of the unconscious forces that cause difficulties. Sigmund Freud's psychoanalysis was the wellspring from which the variety of dynamic disciplines was born. The dynamic disciplines emphasize cause-and-effect relationships between motives, drives, and actions—thus the "dynamic" relationship of unconscious and psychological conflict. It was both a behavioral theory and a practice for treating people who exhibited disorders. Although some of the organizing principles of the therapies within this school differ (most either revise or rebel against Freud), the technique of psychoanalysis is generally used by all practitioners of dynamic therapy.

   ### 6 DISCIPLINES

   1. Psychoanalysis: Sigmund Freud (1856-1939)
   2. Analytic Psychology: Carl Jung (1875-1961)
   3. Individual Psychology: Alfred Adler (1870-1937)
   4. Holistic Therapy: Karen Horney (1885-1952)
   5. Interpersonal Psychology: Harry Sullivan (1892-1949)
   6. Transactional Analysis: Eric Berne (1910-1970)

2. *Humanistic:* Humanistic therapy assists the patient in moving toward self-improvement. This type of therapy represents a general approach to understand human beings and is not based on preconceived ideas about the present condition or past life of the patient. It is based on an optimistic view of people and the assumption that patients can improve through their own effort with some guidance from the therapist. The therapist gives aid and some direction, but the patient holds the key to success in therapy. Therapists' activities vary among the different humanistic therapies. Emphasis is placed on the patient's feelings; the therapist works to redirect those feelings.

   ### 3 MAIN TYPES

   1. Client-Centered/Nondirective Psychotherapy: Carl Ransom Rogers (1902-1987)
   2. Existential: Abraham Maslow (1908-1970)
   3. Gestalt: Karl Lewin (1890-1947); Frederick "Fritz" Perls (1922-1990)

3. **Behavioral:** Behavioral therapy emphasizes changing specific maladaptive behaviors in precise and measurable ways. These therapies were originally developed from "accidental" discoveries in experimental psychology and physiology labs.

3 MAIN CONTRIBUTORS

1. John B. Watson (1879-1958)
2. Burrhus F. Skinner (1904-1990)
3. John Wolpe (1915-1997)

4. **Cognitive:** Cognitive psychology explores the higher mental processes including attention, creativity, memory, perception, problem-solving, thinking, and use of language. While behaviorism see us as mechanistic beings and humanism see us as emotional beings striving toward self-actualization, cognitive therapists see us as a thinking system. Thoughts are what lead to maladaptive behavior. It has been most successfully applied to those with moderate, nonpsychotic depression. Much as we view the functions of a computer, the human mind is considered a structured system for handling information: the senses receive stimuli, and the mind analyzes, stores, recodes, decodes, encodes, and then uses that information.

2 FORMS

1. Rational-Emotive Therapy: Albert Ellis (1913-2007)
2. Psycholinguistics: Noam Chomsky (1928-present)

5. **Somatic:** Somatic (from *soma*, Greek for "body") therapies address disorders by treating the physical body. In many mental disorders it is helpful to think of a continuum from purely psychological causes and symptoms (e.g., death of a loved one, feelings of low self-esteem) to purely biological causes and symptoms (e.g., neurochemical imbalance, sleep disturbance) with all combinations in between. Somatic therapy holds that just as most purely psychological problems are not helped by medication, most biologically based psychiatric disorders require medical intervention. A wide variety of behavioral disorders, ranging from shyness (i.e., social phobia) and learning disabilities (e.g., attention deficit disorder) to clearly biochemical disturbances (e.g., bipolar disorder, schizophrenia), have been considered to have biological components warranting medical treatment.

3 FORMS

1. Drug treatment
2. Electroconvulsive (shock) treatment
3. Surgery

6. *Energy Psychology:* The term energy psychology refers to a number of related therapies, many of which are based on the Chinese meridian system of medicine. Energy psychology is built on the principle that when you have psychological blockages, there is a disruption to your body's energy system. Energy psychology relieves mental health problems by eliminating emotional traumas, or blockages, from the mind/body continuum by touching or tapping key points on the body. Techniques that return the body's energy system to balance include acupuncture, acupressure, and, more recently, various forms of energy tapping. Still largely unknown by the general public, the more ancient form of energy psychology (i.e., acupuncture) as well as recent innovations are applicable to a wide range of areas including psychotherapy, counseling, education, vocational guidance, physical health, pain management, sports and peak performance.

All six schools have effective strategies to help with lasting change.

Human Needs Psychology™

Human Needs Psychology™ provides an answer to the age-old question, "Why do human beings do the things they do?" How is it that on e human being will sacrifice their own life for another, while another person will murder a stranger for sheer pleasure? What creates a Charles Manson or a Nelson Mandela? A Unabomber or a Martin Luther King, Jr.? What is the force that drives and shapes all of our emotions, actions, qualities of life and ultimately our destinies?

While most of us acknowledge that each human being is a unique and special soul, we also share nervous systems that function in the same way. Every human being, whether a migrant worker or royalty, has the same fundamental makeup. There are six fundamental needs that every person has in common all behavior—be it from those whom we admire or despise—is simply an attempt to meet those six needs. This drive to fulfill our six human needs is encoded in our nervous system. Every person finds a way to meet their needs; the only question is whether they will act in a way that is destructive or empowering to themselves and others.

The goal of Human Needs Psychology™ is to help people create additional consistent choices—new patterns that allow them to be fulfilled long term. Ideally, they will achieve the patterns in a way that feels good, that is good for them, that is good for others, and that, ultimately, serves the greater good.

The 3 Molders of Meaning

One of the core beliefs of Human Needs Psychology™ is that it's not our conditions but our decisions that shape our destiny. So what shapes our decisions—both in the short term and in the long term? There are three factors—three molders of meaning—that shape all the decisions we make in the moment.

There are three patterns that shape the meaning we associate with our life experiences.

1. *Patterns of physiology.* How you use your physical body such as breath, posture, movement, etc.

2. *Patterns of focus.* Whatever you focus on, you will feel.

3. *Patterns of language/meaning.* As soon as we put words to an experience, it changes the meaning of our experiences.

THE TIPPING POINT

2. FOCUS
3. LANGUAGE
MEANING
1. PHYSIOLOGY
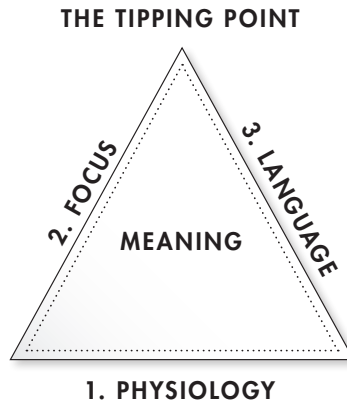
Emotional pain is always the result of constructing and creating a disempowering meaning within ourselves. By changing our physiology, focus, and language and meaning, we can shift to a more empowering state and make more empowering decisions.

For Example...

Rather than talking to an individual about some cognitive principle or thought process, it may be just as, if not more, efficient to shift their physiology. Just by shifting their breathing, how they are standing or taking someone who is depressed on a walk, you begin to change their body, and they are now able to focus on something new, coming up with a different way of looking at things.

Another example is if you're focusing on what you think has been done to you, you feel very different than if you're focusing on what you can give in this situation.

One last example: you can create a massive shift by changing your language patterns. If you are using language like "this sucks" or "this is a big problem," you can shift your state by changing the language you use. Imagine the difference if you replaced this language with words like "this is an interesting challenge."

Model of the World: The Three Forces of Destiny

Each of us, as individuals, has a unique personal psychology and philosophy of life—what we call our Model of the World. So if the triad, the three molders of meaning, affects our state and the decisions we make in the moment, then our Model of the World—the Three Forces of Destiny—affects our decisions in the long term. Our Model of the World is the filter through which we experience life—these three forces create our view of the world, the way we interpret life and the decisions we make.

THE TARGET OF LIFE

CERTAINTY
UNCERTAINTY/VARIETY
SIGNIFICANCE
LOVE/CONNECTION
GROWTH

CONTRIBUTION
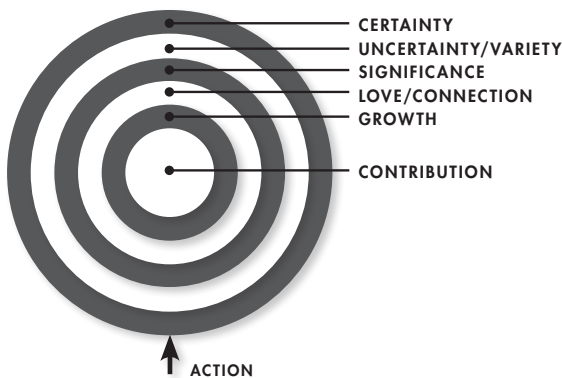
↑ ACTION

**FORCE 1:
DRIVING FORCE**

MOTIVE

THE RULE BOOK/MAP OF MEANING AND ACTION
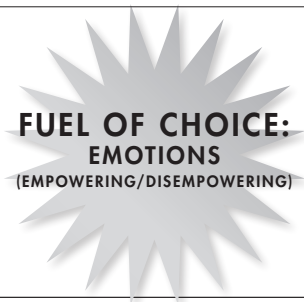
1. Global Belief Systems
2. Identity
3. Values: Deepest Desires/Greatest Fears
4. Rules: The Source of Heaven/Hell Within
5. Vehicle/Virtual Villains
6. Situation: Specific Beliefs
7. Metaprograms

↑ FILTER AND FEED

WHERE YOU LIVE

**FORCE 2:
GUIDING FORCE**

MEANING

**FUEL OF CHOICE:
EMOTIONS
(EMPOWERING/DISEMPOWERING)**

**FORCE 3:
FUEL OF CHOICE**

**COMMANDING
EMOTIONS**

FORCE 1: The Driving Force—the 6 Human Needs—the Target

There are 6 fundamental needs that every person has in common, and all behavior is simply an attempt to meet those 6 needs. The drive to fulfill our 6 human needs is encoded in our nervous system.

People find ways to meet these needs in positive, negative, or neutral ways, but every person finds a way to meet them in some way. Any activity, action, or emotion that fulfills at least 3 needs at a high level becomes, in effect, an addiction. Likewise, people have positive, negative, and neutral addictions. There is always a way to fulfill a need; the skill lies in finding a sustainable way to fulfill it (and in a way that gives you more pleasure than pain).

1. *Certainty.* The need to know that you can avoid pain and gain pleasure.

2. *Uncertainty/Variety.* The need for the unknown, for change, new stimuli.

3. *Significance.* Feeling unique, important, special, or needed.

4. *Love /Connection.* A strong feeling of closeness or union with someone or something.

5. *Growth.* An expansion of capacity, capability, or understanding.

6. *Contribution.* A sense of service and focus on helping, giving, and supporting others.

What differs among each of us is how we value these needs. Typically, a person has two needs that they value the most. The way you can determine your top two driving needs is by evaluating which needs tend to show up when you are under stress, fear, angst or difficulty. Regardless of what you think you want or what you'd like to value, operationally, when in the midst of challenges, what tends to show up?

FORCE 2: The Guiding Force—Your Belief Systems—The Rule Book

Your Guiding Force is what determines how you know if you are meeting your needs. Your rulebook of life contains the belief systems and rules that you believe are necessary to meet your highest needs.

FORCE 3: The Fuel of Choice—Emotions—Where You Live

Emotions are faster than thought. Thus, there is no power greater to affect how you feel in the moment. Whatever patterns of emotion you've buried into your body on a regular basis project into your blueprint and filter the rest of your life experience. This is the fuel that drives both your beliefs and needs.

What are the three decisions you're making every moment of your life?

Using the Model of the World

As a leader, it is vital to understand your own Model of the World and how it may affect your interaction with others, as well as understand another person's Model of the World. Once you understand your current Model of the World, you have the power to expand it and increase the choices available to you in your life.

And, in the context of leadership, if you're going to influence somebody else, you've got to understand what influences them first. Once you begin to explore another person's Model of the World, you can start to investigate the makeup and patterns behind their actions and how you can influence them for positive change.

If you're going to influence someone, you've got to know what already influences them.

The Formula for Happiness

Suffering happens when your life conditions don't equal your blueprint (i.e., your Model of the World, or how you think your life should be) and you believe that you don't have the control to change it. Happiness, or fulfillment, is a result of when your life conditions equal your blueprint. So as a leader, you can help yourself or others transform their lives by helping them create an equality where their life conditions equal their blueprint. When an individual's life conditions don't match their blueprint of how life should be, then you can either help them:

1. Change their life conditions

2. Change their blueprint

For Example...

Let's say you have a friend who is depressed because she is a 37-year-old single woman. Is the real reason she is depressed because of actually being single, or is it that her life conditions don't equal her blueprint of believing she should have been married by age 35? In order to increase her happiness, she has two choices: either she can change her life conditions and find a significant other or she can change her blueprint and the meaning she is attaching to being single. If you worked with her to shift her blueprint—maybe to one where she could embrace the positive aspects of being single and allow herself to let go of her expectations of any time frames—then you could shift her life tremendously.

$$LC = BP$$
Life Conditions = Blueprint (your perception of how life's supposed to be)

EXERCISE

1. Out of the 6 Human Needs (Certainty, Uncertainty/Variety, Significance, Love/
    Connection, Growth, Contribution), what are the top two that are driving you?
    Remember, this is not what you value the most; it is which two you live
    most operationally.

2. Think of an area of your life that you're really pleased with. Why are you pleased
    with that area? Capture it. You will notice that, that area likely matches your core
    expectation of how life should be at least at a basic level.

3. Think of an area of your life that you're not pleased with. Why are you not pleased
    with that area? Notice how your life conditions in that area don't match your personal
    blueprint. What can you do to shift it?

NOTES

DAY 2:
Overview of the 7 Master Steps

"A community is like a ship; everyone ought to be prepared to take the helm."

HENRIK IBSEN

DAY 2: THE 7 MASTER STEPS

Before helping anyone change, ask yourself three questions:

1. What does this person *really* need and want?

2. What is preventing them from getting it?
   a. What *state* are they in?
   b. What is their Model of the World? What beliefs and/or emotional patterns drive their blueprint most often?

3. How can you get them to where they want to be?

Whereas Human Needs Psychology™ gives you the tools to determine the answers to these questions, the 7 Master Steps, gives the specific sequence, principles, and tools to follow to help someone permanently transform so that they reach the deepest level of fulfillment possible.

Although we all have the same 6 Human Needs, human beings are incredibly diverse. Therefore, it's important to remember that people do things for *their* reasons, not for yours or anyone else's. What motivates you to change may be very different from what will compel someone else.

The 7 Master Steps were created by Tony Robbins and refined with Cloé Madanes to ensure that the process of intervention honors and supports people's individuality, as well as to provide a platform for producing consistent results and lasting change.

As you learn and discover these steps, please remember that they take practice! The more you utilize and embody these strategies, the more effective you will become as a Strategic Interventionist and as an overall leader.

The 7 Master Steps

STEP 1: Understand and Appreciate Their World

STEP 2: Create a Base and Get Leverage

STEP 3: Interrupt Limiting/Destructive Habitual Patterns

STEP 4: Define the Problem in Solvable Terms

STEP 5: Create New Empowering Alternatives

STEP 6: Condition the New Thought/Emotion/Decision/Action

STEP 7: Relate to Higher Purpose/Connect to an Empowering Environment

STEP 1: Understand and Appreciate Their World

To influence someone, you must know what already influences them—their desires. Reveal their Model of the World and you will learn where their pain and pleasure are likely to come from.

- You have to understand whom you are dealing with and what is shaping them.
- You must know the individual and the context.
- You have to understand 3 things about this person:
    1. Their deepest needs (especially the top two)
    2. Their Model of the World (what drives them)
    3. Their beliefs about what has to happen to make that work
- You have to begin to understand the environment in which they live and its punishment/reward system and their social context.
- You must know their beliefs and rules.
- You can't try to influence somebody without knowing what influences them—it is a waste of time and energy. It's also arrogant.
- You have to dig; it takes time.
- You can't be passive. You have to be proactive.
- You have to realize how the person moves when you push them.
- You must listen/hear and seek to understand and appreciate.

STEP 2: Create a Base and Get Leverage

People often trap themselves by failing to realize that change is never a matter of ability, but always a matter of motivation. First, you must find the old challenge and then determine what already influences them.

- Use different leverages for different people—contextual leverage. For some people, death is not leverage. For others, leverage is the impact on someone they care about or that their identity means more than money or that their relationship is more important.
- Create the bargain.
- Create a base. Use rapport, responsiveness, trust, and physical leverage so that change is no longer a question; it is a must.
- Find the leverage that meets this person's needs, Model of the World, and beliefs.
- Leverage must be **immediate**. Immediate pain for not changing now, immediate pleasure for changing now.

STEP 3: Interrupt Limiting/Destructive Habitual Patterns

Any pattern that is continually broken will eventually be changed.

- Break the pattern by bringing in new opportunities and new resources. In order to create a new pattern of thinking, feeling, or behaving, you must first annihilate the old pattern.
- The most powerful way to break the pattern is to completely change the context or some aspect of the context.
- To effectively break someone's pattern, you must have rapport, respect and connection.
- Look for leverage.
- Break the pattern consistently. This is very important. When someone is screaming and yelling, break the pattern over and over again. There is going to be a shift.
- Become a master of changing direction. Change the direction of the receiving. Change the direction of responsibility. Change the direction of time. Change the direction of focus. Changing direction is one of the ultimate ways to break anybody's pattern.
- Change the pattern of interaction.

STEP 4: Define the Problem in Solvable Terms

People often trap themselves by defining their challenge in unresolvable terms. Either they are so vague that they are unable to target the change, or they use language/beliefs that trigger certainty that change is impossible.

- Determine the outcome.
- Decipher the code of motive and meaning (M&M) for this individual.
- Define what is lost. What need or feeling needs to be restored?
- Find a way to redefine the problem in a way that can be solved.
- Start looking for leverage.
- Look for what is *really* stopping them, not what they *think* is stopping them. This is where you will discover what to redefine.
- When someone gives you their "problem," ask for an example. Listen to that example, and redefine it in terms of what is really stopping them.

STEP 5: Create New Empowering Alternatives

All behavior/action is an attempt by the individual to meet one or more needs. We cannot eliminate behavior or beliefs without replacing them with something that meets or exceeds the same needs of the previous negative behavior.

- What are some new empowering habits, actions, thoughts, or beliefs that a person can embody?
- What were some past moments of empowerment? Brainstorm ways to achieve that empowered feeling again.
- Find role models that empower.

STEP 6: Condition the New Thought/Emotion/Decision/Action

Any thought, feeling, emotion, behavior, or belief that is consistently reinforced will become conditioned.

- Condition the pattern while it is in your presence, and future pace it to make sure that it is going to be triggered by the future.

- Reinforce the compelling future as a result of the change.

- A pattern won't stick just because you had a conversation. You have to condition the pattern and create reinforcement.

- The outcome is to make the pattern a habit. Do this through consistency and emotional intensity.

- You create an environment and condition the new patterns.

STEP 7: Relate to Higher Purpose/Connect to an Empowering Environment

The primary and most powerful source of love in any individual's life—God, parent, spouse, child, best friend, intimate, pet—is the largest leverage in shifting long-term human behavior.

- The person is now whole. They are looking good in the future, but are you sure it will last in the person's environment?

- Create the context to reinforce this.

- The environment is the punishment/reward place.

- What they have been working on is either going to be rewarded or going to be punished.

- You need to make the person strong enough that even if the environment is extremely harsh, they can do it.

- They are good right now. They are good in the future. Are they really going to be good in the environment?

- How can you make it so that the desired change meets the needs of the group as a whole?

- Make sure the environment supports it.

- The ultimate solution is a renewed focus on the spiritual needs: Growth and Contribution.

*You **can** make a difference.*

Remember, there is always a deeper journey that we can reach. Lives can change. All it takes is to step into a state of mind and to be committed to serving.

DAY 3:

Step 1: Understand and Appreciate Their World

"The function of leadership is to produce
more leaders, not more followers."
RALPH NADER

DAY 3: Understand and Appreciate Their World

As we have emphasized previously, if you want to have an impact as a leader on any human being, then the first thing you need to know is what already influences the person you are trying to influence.

RECAP: The Three Things That Influence People

1. **Driving Force:** which of the 6 Human Needs they value most.

2. **Guiding Force:** how they determine whether or not they are meeting their needs.

3. **Fuel of Choice:** their habitual patterns of emotions.

The 7 Elements of the Guiding Force

There are seven categories of beliefs that affect how people create meaning in their life. Remember, even if you value the same needs as another person, what is totally unique to you is how you decide if these needs are met and, ultimately, the quality of your life.

1. **Global Belief System (BS)**
   Global beliefs are massive generalizations we have about the important aspects of our lives. Understanding global beliefs helps us understand what generalizations a person has made that control many decisions they makes in life.

   Examples:
   a. What is the purpose of life and death? What are the problems in life?
      What creates pain? What are the rewards in life?
   b. What are the resources available to you?
      i. Time: How much is a short/long time? Is time scarce or abundant?
         Where do you spend your time (past, future, present)?
      ii. Money, people, love, emotions, life metaphors.

2. **Identity**
   Identity is simply the way you describe yourself to yourself—the belief we use to define our own individuality. It's the combination of the beliefs about who you are, what you're capable of, and how you distinguish yourself from everyone else in the world. There is no other force this powerful in human personality.

   Examples:
   a. Who are you? Who are you not?
   b. Who are your role models? Who are they not? How are you like/not like them?
   c. What is your life story? What is your life about?
   d. How can you expand your identity now?

3. **Values: Deepest Desires/Greatest Fears**
   Values are the states that we move away from (in order to avoid pain) or toward (in order to gain pleasure) in a given context.

   Examples:
   a. Toward values—Ask: "What's important to you about (name the context)?"
   b. Away from values—Ask: "What's something that you would do anything to avoid?"

4. **Rules: The Source of Heaven/Hell Within**
   Rules are the determining factors in our decisions about which behavior to utilize in order to experience our values. Some rules have a higher priority because violating them causes greater pain.

   Examples:
   a. Threshold: Must/Must Not/Must Never/Must Always
   b. Personal Standards: Should/Should Not/Should Never/Should Always
   c. Possibility/Impossibility: Can/Cannot/Can Never
   d. Rules of Intention: Will/Will Not/Will Never/Will Always
   e. Global Beliefs: Is/Is Not

5. **Vehicles/Virtual Villains**
   Vehicles are the method(s) a person uses to try to meet their needs: the way they get from where they are to the need(s) they want. They can be positive, negative, or neutral.

   Examples:
   a. What are the ways you try to meet your needs? (e.g. money, career, physical body, relationships, religion, problems, suffering, pain, helplessness, food, drugs, etc.)
   b. Does this vehicle have a positive, negative, or neutral consequence?

6. **Situation Specific Beliefs (SSBs)**
   Situation Specific Beliefs are the organizing beliefs behind the way a person evaluates a specific situation or context.

   Examples:
   a. "Infield Fly Rules" (specific situation where it's okay to violate your rules).
      i. People can believe that cheating on their spouse is wrong, but there may be a context
         (e.g., if their spouse cheated on them) where they believe it is o.k.
   b. Is there a context in which your beliefs are different (e.g., a lie vs. a "white lie")?

c.   Is there a specific situation where you'd do something against your values (e.g., physical assault vs. self-defense)?

7. **Metaprograms**

Metaprograms help us understand how a person processes information.
Metaprograms are another filter through which we process our world. Knowing people's metaprograms can help you offer the type of information that will help them make an effective decision.

There are a variety of ways we process information. For example, one type of metaprogram is whether you have an "internal" or "external" frame of reference. One way to elicit this is to ask, "How do you know when you're really good at something?" Internal people look to themselves to make decisions; external people look to others. To motivate internal people, find out what's important to them; to motivate external people, use testimonials and statistics to show what others think.

The Path of Meaning: The Three Levels of Impact

LEVEL I:
Model of the World/
The 3 Forces of Destiny

- CERTAINTY
- UNCERTAINTY/VARIETY
- SIGNIFICANCE
- LOVE/CONNECTION
- GROWTH
- CONTRIBUTION

FORCE 1: Driving Force:

THE TARGET OF LIFE

6 NEEDS (DESIRE/MOTIVE)

ACTION

FORCE 2: The Guiding Force:

THE RULE BOOK/MAP OF MEANING AND ACTION

—WHAT?

1. **Global Belief Systems (B.S.):** (1) Purpose of Life and Death (2) What are the Resources? (Time, Money, People, Love, Emotions, Life Metaphors)

2. **Identity:** (1) Who am I? Who am I not? (2) Who are my role models? Who are they not? How am I like them? How am I not? (3) What is the story of my life? What is my life about? Archetypes (King, Queen, Princess, Warrior, Magician, Lover, Fool, Martyr, Victim); Quality of archetypes (Lonely, Evil, Jolly, Romantic, etc.); Stage of Life (Old, Young); 7 Elements of Your Story (Desire, Problem/Need, Opponents, Plan, Battle, Self-Revelation, Equilibrium); Life is about 4 things (Ls, Gs & Cs)—Learning, Loving, Giving, Growing. Glue that holds it together is Connection, fueled by Contribution.

3. **Values: Deepest Desires/Greatest Fears:** (1) Life is found in the "dance" between them. Primary fears (not enough, won't be loved; can die a psychological death, but not a spiritual one—we are more than our bodies). (2) Primary question

4. **Rules: The Source of Heaven/Hell Within:** Set of Beliefs That Guide You

5. **Vehicles/Virtual Villains:** *Vehicles:* Money, Work, Body, Relationships; *Villains:* Time, Boss/Co-workers, Family, the World, Class of People, the Past/Future/Present

6. **Situation: Specific Beliefs (SSBs):** (1) Results (Punish or Reward); (2) "Infield Fly Rules"

7. **Metaprograms:** Internal or External; Toward or Away; Necessity or Possibility

SOURCE OF LOVE

ROLE MODELS

HOT

FILTER AND FEED

FORCE 3: Fuel of Choice:

WHERE YOU LIVE/COMMANDING EMOTION/WHY?

(EMPOWERING/DISEMPOWERING)

FREEZING

THE TRIAD: MOLDERS OF MEANING

LEVEL II:
The Triad/
3 Molders of Meaning

THE TIPPING POINT

2. FOCUS   3. LANGUAGE

1. PHYSIOLOGY

STIMULUS   STIMULUS   STIMULUS

LEVEL III:
The Spheres of Influence/
3 Environments that Trigger

RELATIONSHIP SPHERE   SELF SPHERE   WORK/MISSION/WORLD SPHERE
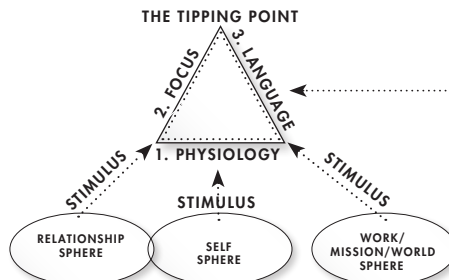
Listen Closely!

The strongest force in the human personality is the need to remain consistent with how we define ourselves. And, ultimately, the Guiding Force is a person's identity. It will help you understand what is going to influence someone and why a person will listen to you. Listen carefully to what and how they say things in order to understand them.

Whoever a person believes he or she is, is how they will show up.

Also listen to find things that you respect about a person. Respect builds a relationship, and you can't fake real appreciation for a person. Most importantly, you can't influence someone when you are judging them.

Mixing in the Fuel of Choice

Remember, a person's fuel of choice (i.e., their emotions) will impact how they express their Model of the World. Be sure to also pay attention to:

- Their most dominate emotional states.
- The pattern in their body/physiology, focus and language.
- How they use the environment to meet their needs.

Change happens to people when they least know it's happening.

EXERCISE

Find at least one person and ask them some questions to begin to elicit their Model of the World. Below are some sample questions to start with.

Motive: Your Driving Force

1.   (a) What are your top two human needs? In what sequence?
(b) What are your bottom two needs? What needs do you value the least?

2.   What are your situational needs (needs you value third)?

Meaning: Your Guiding Force

1. Global Belief Systems (B.S.)

1.   Life is about… Life isn't about…
2.   Life is always… Life is never…
3.   The purpose of life is…
4.   Death is about… Death isn't about…
5.   Is life random or is there destiny?
6.   Relationships are… Relationships are not…
7.   The purpose of a relationship is…
8.   How do you get love? How do you get a relationship?
9.   Your most important relationships are…
10.   The greatest source of love in your life is…
11.   The greatest love in your life in the past has been…
12.   True or false: Love has been withheld significantly in your life.
13.   If true, by whom? How did it affect you?
14.   You kill a relationship when… You grow a relationship by…
15.   The challenge of a relationship is… The gift of a relationship is…
16.   How much is a long time? What's a short time?
17.   What's acceptable? What's unacceptable?
18.   The past is…
19.   The present is…
20.   The future is…
21.   The best times of your life are found in…
22.   What is success? What is failure?
23.   What is the ultimate reward in life? What is the ultimate punishment?
24.   Pain and suffering are…
25.   What stresses you in life?
26.   What's scarce? What's abundant?
27.   What is work? What isn't work?
28.   What kind of work do you hate? Why?
29.   How much effort does it take to get a reward?
30.   You are responsible in life *for…*

31.	You are responsible in life to…
32.	You are free to…
33.	Freedom is…
34.	What's more important: your needs or the needs of others? Why?
35.	What's more important: Science or Faith? Why?
36.	What's sexy in life?
37.	What's intimate?
38.	What's your favorite phrase in life?
39.	What's your second favorite phrase in life?
40.	What else do you say?
41.	Your three most important beliefs are…

2. Identity

1.	You are… You are not…
2.	You are made for…
3.	You believe…
4.	Your most important beliefs are…
5.	Who are you really?
6.	Who are you with your family?
7.	Who are you at work?
8.	Who are you to the public?
9.	Who are you to yourself?
10.	Who are you in your relationship?
11.	What animal are you most like?
12.	What are you not?
13.	What can you be?
14.	What will you be?
15.	Overall in your life, are you optimistic, pessimistic or realistic?
16.	In your finances, are you optimistic, pessimistic or realistic?
17.	In your intimate relationships, are you optimistic, pessimistic, realistic, neutral or self-protective?
18.	Are you a belonger, achiever, emulator, socially conscious, integrated or needs-driven?
19.	Who were your role models growing up and why?
20.	Who were your role models of how you didn't want to be?
21.	Who are your role models today?
22.	Are you living what your role models are about or not?
23.	Why do you say that? How do you measure that?

3. Values: Deepest Desires/Greatest Fears

1.	You want…
2.	You desire…
3.	You need…

4. You must have been…
5. You don't want…
6. You don't need…
7. You must never have…
8. You must never experience…
9. You must never share…
10. You must never see…
11. You must never feel…
12. Your primary question in life is…
13. What's most important to you in life?
14. What else is most important to you in life?
15. What's least important to you in life?
16. What do you love?
17. Who do you love?
18. What do you want from life?
19. What do you hate?
20. What do you despise?
21. What's most important for you to avoid in life?
22. Which of these do you value most: People? Tasks? Systems?

4. Rules: The Source of Heaven/Hell Within

1. You must not…
2. You must never…
3. You must always…
4. Others must not…
5. Others cannot…
6. Others must never…
7. What has to happen in order for your values to be met?
8. What are your rules for life?
9. What are your rules for relationships?
10. How do you know when to feel bad?

5. Vehicles/Virtual Villains

1. What are the ways you meet your needs?
    (a) For Certainty?
    (b) For Significance?
    (c) For Variety/Uncertainty?
    (d) For Love/Connection?
    (e) For Growth?
    (f) For Contribution?
2. In order to feel certain, you use which vehicles? To feel uncertain?
3. In order to feel significant, you use which vehicles?
4. In order to feel love/connection, you use which vehicles?

6. Situation Specific Beliefs (S.S.B.s)

1.	All bets are off when?
2.	You violate your own values when you…
3.	You break the rules when…
4.	You break your own rules when…
5.	Do you have a filter for your actions?
6.	Is there a situation where you'd kill somebody?
7.	Are there any other exceptions to rules?
8.	When is a time when you don't express who you are?
9.	What is normal? Are you normal?
10.	Why did you pick your partner?

7. Metaprograms

1. What is the relationship between these three shapes? (There are no wrong answers!)
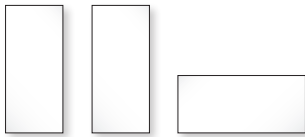
Depending on your answer, you are a matcher (there are 3 rectangles) a mismatcher (you see how they are slightly different), or sameness with exception (there are 3 rectangles but one is on its side).

FUEL OF CHOICE: YOUR HABITUAL PATTERNS OF EMOTION

1.	What are the emotions you experience most often? How many emotions do you experience at least once a week?
2.	What are the feelings that you have?
3.	What are the challenging emotions you feel once a week?
4.	What are the empowering emotions you feel once a week?
5.	What makes you fearful? Scared?
6.	What makes you sad?
7.	What makes you angry?
8.	What makes you happy?
9.	What makes you feel loved?
10.	What makes you feel bliss?
11.	What gives you ecstasy?
12.	What's funny?
13.	What's tender?
14.	What's deep?
15.	What are the dominant driving emotions of your life, both positive and negative?
16.	What are the other emotions you experience in an average week?
17.	What is the condition of your physical body?
18.	What are your rituals? Where do you spend your time?
19.	Who is your peer group?

NOTES

DAY 4:

Step 2: Get Leverage

"You do not lead by hitting people over the head—
that's assault, not leadership."

DWIGHT D. EISENHOWER

DAY 4: Get Leverage

Leverage is the single most important element in creating long-term change. Human beings rarely change until they associate so much pain to their old behavior that it becomes unbearable. At that point, they must associate pleasure to creating change. Below are a few key distinctions to getting leverage:

1. It is important to *understand their world* so you can then understand what will be a point of leverage.

2. The "right" leverage is different for different people. For some people, death is not leverage. For others, leverage is the impact on someone they care about, or that their identity means more than money, or that their relationship is more important than anything else.

3. Leverage must be *immediate*: immediate pain for not changing now and immediate pleasure for changing now.

4. Find the leverage that meets this person's needs, Model of the World, and beliefs.

5. If at first you don't succeed…you know the rest! It may take you a few times to find the right leverage—remember to stay present with this person so you can pick up on signals that you have found as an effective piece of leverage.

Discovering the right leverage takes skill and practice; you must first understand what someone feels they really need and what you can use to "bargain" with them to move toward more empowering actions. In this session, you will learn two skills for obtaining leverage:
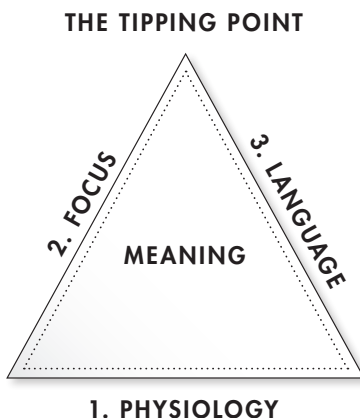
1. Framing
2. Global Solutions

The Basic Model for Change

In order to create lasting change in somebody, you can change:

1. How they feel (*their emotions*)

2. What they are doing (*their behavior*)

....

*To change **behavior**, it all goes back to the TRIAD.*

....

THE TIPPING POINT

2. FOCUS **3. LANGUAGE**

MEANING

1. PHYSIOLOGY

Using Framing to Obtain Leverage

*To change **emotions**, you must first change the **meaning** for people. There are three practical approaches you can utilize when influencing meaning:*

1. **Pre-Framing:** when you tell someone in advance what to pay attention to and what it is going to mean to them. This is one of the most powerful tools of influence.

2. **Re-Framing:** when somebody already has a problem and you change what it means by having them see it through another frame of reference.

3. **De-Framing:** when somebody is caught up in a particular element and you simultaneously destroy their frame of reference.

4 Keys to Framing

1. **Rapport.** Before you try framing someone, you must have rapport.

2. **Questions.** Do it in the form of questions whenever possible.

3. **Interrupt their pattern.** Have a frame that interrupts their pattern. When you tell a story, people go into a trance, or when you ask a bizarre question that has nothing to do with what they are doing, it will crack them up and put them in a new state.

4. **Constantly change their physiology**—without their awareness.

Pre-Framing

Pre-framing is setting up in advance what you want someone to focus on as well as not delete from experience. It is a powerful tool to put someone in a state for change. Pre-frames are statements that create expectancy. Powerful and effective leaders expend their energy focusing on how to set up their request rather than thinking about how to best structure the request itself. Essentially, what you do up front will determine what someone hears afterward.

Two Keys to Pre-Framing

1. Frame things in a way that relates to *their* benefit.
2. Ask questions to which you already know their response so that you can control the frame.

For Example...

You are trying to get leverage on your team at work to align with the new company mission.

You could say: "I need to talk to you about a huge change in the company that will affect you all, but my hope is you will like the direction we are heading in."

Or

You could say: "I am so excited to share with you the direction and next level our company is heading in—we now have the opportunity to have more impact, opportunities, and resources to reach our customers."

What statement do you think would get more leverage in getting people to align with your new company mission? Remember, in getting leverage, you can use pre-framing to set up in advance what you want someone to focus on.

Re-Framing

You can obtain leverage by causing a radical shift in focus—re-framing changes the meaning of an experience. You can create a different meaning by comparing or contrasting.

THERE ARE 2 TYPES OF RE-FRAMING:

1. *Context Re-Framing: to change what something means by having them see it in another context, in another situation. Show them how something that seems to be a problem in one situation is a benefit in another.*

   a. *Example: "My 16-year-old daughter is stubborn and won't do what others tell her to do."*
   b. *Re-Frame: "She certainly won't fall into peer pressure and will stay true to who she really is."*

2. *Content Re-Framing: to change the imagery surrounding an image in the past by scrambling it so they don't see it anymore, or to give someone new information that they didn't have so that their new understanding transforms the meaning.*

   a. *Example: "I owe the IRS $1 million dollars this year."*
   b. *Re-Frame: "Wow! You must have really made a lot to owe that much."*

3 Keys to an Effective Re-Frame

1. Interrupt the Pattern.

2. Use Questions.

3. Align with Their Beliefs. When asking people questions, come from a state of curiosity,
   not judgment. No one who feels judged is going to change.

De-Framing

De-framing is another technique to obtain leverage by causing a radical shift in focus. De-framing completely destroys a person's present frame of reference, changing his or her focus and altering how that person evaluates a specific situation.

For example, if you were trying to sell a house, but someone objected that the house was too expensive, you could *de-frame* this response by saying, "I'm also concerned whether you can qualify for the loan."

For Example...

You are talking to a friend who has been down and out lately because she feels like she's experiencing a run of bad luck (she got passed up for a promotion, got in a minor car accident, and got in a fight with her boyfriend—all in one week).

You could change her focus by using a de-frame:

You could say: "It's a funny thing, I was just talking to this single mom the other day who got laid off from her job and had to sell her car to pay her bills..."

Global Solutions

When people are failing to change, it is most likely that they have some sort of belief system that their action(s), behavior, or pain is on some level meeting their needs. In other words, the reason they don't change is because they think changing their state from pain to pleasure would take away something that is meeting one of their needs. If you are looking for leverage to get people to make a shift away from pain and into pleasure, then you need to *help them find something that they value more than the pain*. Show them how their current behavior is causing pain, and find a global solution to create a new behavior or action that will empower them by meeting their needs and giving them pleasure.

For Example...

Years ago, Tony Robbins discovered a global solution that helped him get past most upsets in his life. When Tony experienced difficult situations in his life, his leverage for moving past his feelings of upset was his belief that "I can find something out of this experience. If I figure out what it is and how to solve it, I can share it with millions of people, and I can make the whole world better."

So Tony's point of leverage is his belief (his global solution) that he values making things better for the world much more than hanging on to any pain or upset. In other words, he refocuses and finds an empowering meaning out of his pain to help meet his need for serving others.

EXERCISE

Find at least three opportunities to practice framing skills before the next session. Do you have any friends, co-workers or loved ones who are experiencing a perpetual upset in their life? How can you practice framing to help them find more empowering ways to handle the situation? You may want to capture in this manual any thoughts or distinctions you have as you are practicing.

1. _____
   _____
   _____
   _____
   _____
   _____
   _____

2. _____
   _____
   _____
   _____
   _____
   _____
   _____

3. _____
   _____
   _____
   _____
   _____
   _____
   _____

NOTES

DAY 5:

Step 3: Interrupt the Pattern

"A leader must have the courage to act against an expert's advice."
JAMES CALLAGHAN

DAY 5: Interrupt the Pattern

All change is nothing but the interruption of patterns over and over again. To change someone's pattern, all you have to do is scramble the pattern. This is known as a *pattern interrupt.* The outcome is to consistently, appropriately and outrageously interrupt limiting perceptual or behavioral patterns in order to create new *choices* for oneself and others at any moment in time.

We all have a place where we're extremely resourceful, so all change is really about taking resources from one area of your life and bringing them to an area where there aren't enough resources. In this way, you'll be able to handle anything.

By interrupting someone's pattern, you bring their resources to where they are needed. Then, once you get there, you can *reinforce* the new pattern. You want to condition the change so that it becomes automatic.

Breaking patterns is one of the most important skills to help create change. All the other change agent tools give you precise ways to sculpt a person after the old pattern is broken. However, you must have rapport, respect and connection to do so.

3 Primary Patterns to Break *(Note: To be effective, you must break all three.)*

1. Patterns of Physiology
2. Patterns of Focus
3. Patterns of Language

The quickest way to change someone's state is to interrupt a pattern of physiology, for example:

- Temperature
- Body movement
- Facial expressions
- Pressure (touch)
- Proximity
- Speed of movement
- Tonality (voice)
- Tempo (voice)

The best way to interrupt someone's pattern of focus is to do or say something outside of what is generally acceptable in "polite company." You can count on anything that's:

- Gross
- Sexual
- Humorous
- Confusing
- An overload to the system
- Weird expressions and sounds

Remember: All pattern interrrupts must be done under the umbrella of rapport.
If you break rapport, you must gain it back immediately.

A few additional distinctions to remember when breaking patterns…

QUESTIONS

Questions are tools that help you understand what's going on *and* are a great resource for breaking patterns. The more outrageous and unexpected the question, the more effective it is.

BE AWARE

Most of the things that control people are patterns that are primarily unconscious. Just by bringing them into a person's awareness, you become empowered to make a change. And, when someone is aware, you can change things sooner.

FIND THE SOURCE

Look for consistent emotional patterns that degrade the quality of the person's life. If you only change their behavior without changing the emotional root, the problem will simply relocate.

The source of a problem is always an emotional pattern of:

- Physiology
- Focus/Beliefs
- Language

Change the emotion by immediately breaking the pattern in each of these areas as soon as you become aware of what the person is doing. This gives them control over their emotional pattern and enables them to create a new set of empowering emotional habits.

EXERCISE

Think of a negative emotional state you get into when you are upset, and brainstorm a few pattern interrupts you could use on yourself to break this state. Now get yourself into that negative state and break your pattern! Have fun with it, and explore and practice a variety of ways to break your pattern.

NOTES

DAY 6:

Step 4: Define the Problem in Solvable Terms

"Leadership can be thought of as a capacity to define oneself to others in a way that clarifies and expands a vision of the future."

EDWIN H. FRIEDMAN

DAY 6: Define the Problem

After you've begun to understand and appreciate a person's world, gotten some leverage, and interrupted a limiting pattern, you've now got to *break a problem or challenge down to something that can be solved and achieved so a person can find a new, better way to meet the needs they value most.*

People often trap themselves by making their problem much bigger than it is, or by defining their challenge in unresolvable terms. They are either so vague that they are unable to target the challenge, or they use language and beliefs that trigger certainty that change is impossible.

There are many different ways of defining and understanding what a person wants or needs to change, and the fastest way is to help them stop focusing on the problem and instead focus on the outcome. As a leader, you can create massive change in a person by helping them define their problem in resolvable terms. *The key is to define the problem in a way that can be solved.*

Keys to Defining the Problem in Solvable Terms

1. Define the problem. What do they *really* want?

2. Help a person define what is lost. What needs or feelings need to be restored?

3. Look for what is *really* stopping them, not what they think is stopping them. This is where you will discover what to redefine.

Often the solution can be found in changing the filter through which they are looking at it.

Pattern Recognition

Pattern recognition is power.

Before we begin to focus on a problem in definable, solvable terms, we must first understand how people's focus, thoughts, feelings, and ultimately actions contributed to the instigation of that problem to begin with. When working with people, the ability to recognize patterns allows you to get to the underlying source of the problem—the pattern—that oftentimes results in their success or failure, fulfillment or emptiness, happiness or upset in their lives. When you recognize a pattern, you can predict things, which enables you to anticipate. And, anticipation is the competitive edge in life.

Identifying Patterns

We all have the same six needs, but what makes people different is how they go about getting them. And, as we have discussed, how they go about getting their needs is based upon a Model of the World, a set of beliefs, a set of principles, a set of values, and a set of rules.

When you have significant events that affect your nervous system, your brain begins to try and figure out where that effect came from, and it develops a plan to either duplicate that effect if it's pleasurable or avoid it if it causes pain. An individual's Model of the World, their way of thinking and believing, and additional references they have contribute to the decisions they make about how to feel, act or react. And thus from their Model of the World and their life experiences, patterns are shaped, oftentimes without awareness of what those patterns are or the effect they have on our lives. The first step to pattern recognition is to identify any patterns that we may be running and, whether they are positive, neutral or negative.

Pattern Utilization and Creation

Once you understand the pattern a person is running, you can then utilize that pattern to create change. Perhaps you help a person notice a pattern that creates tremendous success in their life—can they utilize that pattern in other areas? Or maybe they have a destructive pattern—you can help them break that pattern and then replace it with a more empowering one.

The more you become aware of and practice identifying patterns, the more likely you will be able to actually *create* new patterns. You can create patterns by exploring what has worked for others, what has worked for you in the past, or to anticipate what will work in the future.

Natural Steps to Pattern Creation

1. Recognize the pattern.
2. Utilize patterns.
3. Start creating your own patterns.

Levels of Personal Mastery

1. **Change your state in a moment.** *Lead yourself.* Take yourself from a state where you're overwhelmed, you're tired, you're frustrated, you're burnt, you're angry, you're sad and change it in a heartbeat.

2. **Change your state in an environment or a context.** *Make your worst your best.* Be able to change yourself in even a difficult situation by linking it to a situation that puts you in a great state. Take another individual and help them change.

3. **Live in a peak state.** *Create a "peak state" Model of the World.* Spend the majority of your time feeling centered, strong, and fulfilled. When you're able to do all three of these things with groups of people simultaneously, you will have achieved a level of not only Personal Mastery, but also masterful leadership.

Destiny Is the Study of Consequences

Everything in life is a cause set in motion, often resulting in the creation of a pattern over time that we may not even be aware of. And for every cause, there is an effect. That effect builds upon previous effects, which then creates a direction. *And*, for every direction, there is an ultimate destination or destiny.

When you think a thought, it becomes an action in your body. In fact, another word for cause could be *action*. Therefore, the accumulation of actions is what ultimately shapes our destiny.

Lag Time

A lag time means that when you take an action, there is a delayed effect. Most actions don't affect your destiny unless you take that action a few other times. You don't just *get* to a destiny; you have to have been heading in that direction for a while.

Along the way, people often to start question their journey. Because the reward is not instant, they think that they are not being rewarded at all. If this happens to you and/or someone with whom you are working, just remind yourself that you're in lag time. If you stop suddenly and give up, you'll *never* get where you want to go. But if you stick with it, you might be right on the verge, the tipping point.

Decisions Shape Your Destiny

All change is nothing but a decision. And all decisions are controlled by what we link to pain and pleasure. When we make evaluations, the brain uses three criteria to decipher the source of our pain.

THE THREE SOURCES THE BRAIN USES TO PROCESS PAIN

1. What's *unique* to the situation.

2. What's happened *recently*.

3. What's happened *consistently*.

FALSE NEURO-ASSOCIATIONS

Unfortunately, the brain often misinterprets one of these three sources, causing a person to spend their whole life reacting to things that aren't true. For example, a person might become terrified of loud bangs after experiencing time at war. Even if the noise is unrelated to guns or other types of artillery, the person is likely to have a negative reaction to the noise. When we create this incorrect association, we create what's called a *false neuro-association.*

MIXED NEURO-ASSOCIATIONS

Sometimes people start linking pain to the very thing that would give us pleasure. We call this a *mixed neuro-association.*

....

Thus, destiny is shaped by decisions, but decisions are shaped consistently by your system of evaluating.

....

Two Elements of Evaluation

Our brain is constantly evaluating events or situations—often determined by our neuro-associations, whether accurate, false, or mixed—which will then determine the decisions we make. Two of the primary ways in which we make our evaluations, whether we are conscious of this or not are the following:

1.   Your State

The state you're in determines how you'll make evaluations. For example, when you're worried, you don't make the same decisions as when you are feeling totally confident.

2.   The Questions You Ask Yourself

a.   *Your Primary Question.* Out of all the questions you ask, there is one singular question that controls your life. It is a dominant question that filters your conscious and unconscious thinking on a consistent basis in your life. It becomes the ultimate laser and/or filter for what you consistently notice (or fail to notice) and experience in your life.

b.   *Questions You Ask Yourself on a Day-to-Day Basis.* The brain is like the ultimate supercomputer. Whatever you ask, it *must* answer. So even if there isn't an answer, your brain will manufacture one. It will come up with some shading or reference for it. So when you ask a question like "What's wrong with me" the brain doesn't ever stop and ask, "Wait a second, is there anything wrong with me?" It just answers the question you give it, manufacturing an answer if it has to. You can literally think yourself into believing that there's something wrong with you, when in fact there may not actually be anything wrong with you.

....

The quality of my life is the quality of my evaluation.
Superior evaluations create a superior way of life.

....

Sample Questions That Access New Resources

The following questions are designed to cause you to experience more happiness, excitement, pride, gratitude, joy, commitment, and love every day of your life. Remember, quality questions create a quality life.

Become fully associated and come up with two or three answers to all of these questions. If you have difficulty discovering an answer, simply add the word "could." *Example: "What **could** I be most happy about in my life now?"*

Problem-Solving Questions

1. What can I **learn** from this?

2. What's **great** about this?

3. What is not **perfect** yet?

4. What am I willing to **do** to make it the way I want it?

5. What am I willing to **not** do to make it the way I want it?

6. How can I **enjoy** the process?

Morning Power Questions

1. What am I happy about in my life right now?
    What about that makes me happy? How does that make me feel?

2. What am I excited about in my life right now?
    What about that makes me excited? How does that make me feel?

3. What am I proud of in my life right now?
    What about that makes me proud? How does that make me feel?

4. What am I grateful for in my life right now?
    What about that makes me grateful? How does that make me feel?

5. What am I enjoying most in my life right now?
    What about that do I enjoy? How does that make me feel?

6. What am I committed to in my life right now?
    What about that do I enjoy? How does that make me feel?

7. Who do I love? Who loves me?
    What about them makes me loving? How does that make me feel?

Evening Questions

1. What have I given today?
    In what ways have I been a giver today?

2. What did I learn today?
    How can I use what I learned today in my future?

3. How has today added to the quality of my life?
    How can I use today as an investment in my future?

Questions That Create Success

1. Did I give/Am I giving my full effort?
    How can I give my full effort now?
    If I were to give my full effort, what would happen?

2. Did I learn/Am I learning something?
    How can I begin to learn something new?
    If I begin learning now, what will happen?

Remember: *Defining the problem for yourself or for others means recognizing the pattern of thoughts, feelings and actions that leads…to decisions; how these decisions shape our patterns and hence, shape our lives; how we evaluate the significant events of our lives; and determining whether or not we ask ourselves empowering or disempowering questions. Once we uncover the path that leads to what we perceive as a problem, we can then come closer to defining the problem in a way that's solvable and then interrupt our pattern of focus so that we can create new patterns that lead us to what we want.*

DAY 7:

Step 5: Create Empowering Alternatives

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

JOHN QUINCY ADAMS

DAY 7: Create an Empowering Alternative

If you're going to change a behavior, thought process, or action, first you've got to interrupt the old pattern and then you've got to give the person something new that meets the same needs. In other words, *you can't just **stop** doing something; you have to **start** doing something else.*

Creating new alternatives empowers a person to find all the options that are available, thus creating multiple ways to meet their needs. There are unlimited alternatives found within a person's imagination, creativity and history that can be used to create new physiologies, focuses, questions, language, beliefs and meanings.

One simple, yet powerful, empowering alternative is transforming the language we use—using Transformational Vocabulary.

> **DEFINITION: TRANSFORMATIONAL VOCABULARY**
>
> When you take an experience and transform it through language. Transformational Vocabulary is a technology developed by Tony Robbins to employ habitual vocabulary—the words we consistently use—to amplify or lower the intensity of our emotional states. We can lessen the intensity of negative states and increase positive states by intentionally choosing softeners or emotionally charged words. For example, instead of "I'm furious!" you can say, "I'm a little upset." Instead of "I'm fine," you can say, "I'm fantastic!" The objective is to make your Transformational Vocabulary so outrageous or potent that it interrupts your pattern.

The Power of Words

When two people meet, words actually have the least amount of impact in terms of how a person feels about the other. According to research done by Albert Mehrabian, professor emeritus in psychology at UCLA, words comprise only 7% of communication. In fact, 55% of communication is visual (body language, eye contact) and 38% is vocal (pitch, speed, volume, tone of voice). Physiology and tonality are far more important in this regard. However, *words have an unbelievable power in how they affect **your own** set of beliefs.*

In fact, the words you use from moment to moment shape your destiny. Words can make us laugh, cry, wound and heal. They can change the way you think and feel in an instant. Just one word can change your state by creating a biochemical effect on your body.

Words Create Beliefs

The words that we use consistently shape who we are.

Your brain is constantly creating shortcuts to make decisions more quickly. These shortcuts become your belief system, comprised of a series of generalizations of your life experience so far. However, the generalizations that you create can either empower or disempower you.

Because the belief is made up of words, when you change one word, you can actually change the meaning.

Listen to Your Word Choices

Use this technology as a diagnostic tool when you are working with other people. Look at their physiology and listen for words that are creating limits as they speak or think out loud.

EXERCISE

How do these words feel different?

ANGRY	**PEEVED**
CHIVALRY	**GOOD MANNERS**
PASSION	**FEELS GOOD**

Defusing Negative Words/Phrases

ANGRY	TO	**DISENCHANTED**
DEPRESSED	TO	**CALM BEFORE ACTION**
THAT STINKS	TO	**THAT'S A LITTLE AROMATIC**
FAILED	TO	**LEARNING**
I HATE	TO	**I PREFER**
IRRITATED	TO	**STIMULATED**
OVERWHELMED	TO	**POPULAR**
REJECTED	TO	**MISUNDERSTOOD**
LONELY	TO	**UNOCCUPIED**

Amplifying Positive Words/Phrases

COMFORTABLE	TO	**SMASHING**
DETERMINED	TO	**UNSTOPPABLE**
FAST	TO	**BALLISTIC**
FORTUNATE	TO	**UNBELIEVABLY BLESSED**
GREAT	TO	**PHENOMENAL**
INTERESTED	TO	**ENTHRALLED**
ENJOY	TO	**RELISH**
PAYING ATTENTION	TO	**INCREDIBLY FOCUSED**
SMART	TO	**BRILLIANT**
GOOD	TO	**ECSTATIC**

*The minute you take your experience of life and put it into a word, it becomes what you call it. The label you put on your experience **becomes** your experience.*

We have over 500,000 words in the English language. That's the largest language in the world. Out of those words, we have 3,000 to express emotions. However, most people *only use* 12.

By trying to fit complex experiences into a limited habitual vocabulary, we distort, delete or generalize and literally change our experience. This process impacts our emotional intensity, or lack thereof, in almost every moment of our waking experience. Overall, if you become more precise in your distinction about what word to use, you might be able to change your experience.

In fact, you can actually adopt a person's emotional patterns by adopting their language patterns, especially if you model their physiology when you say the words. For example, if a person's habitual vocabulary for painful experiences is limited to "furious" or "angry," then he or she may not critically analyze those negative sensations and may inappropriately amplify the internal experience. Other people may have the exact same intensity of sensation or experience, but their habitual label for it is "annoyed." They have immediately transformed their sensations to a level of emotional intensity much lower than that of the person who uses the word "angry."

Positive sensations work the same way: using the word "passion" or "phenomenal" produces a much more powerful positive experience than "okay" or "all right." Developing and enhancing the scope and quality of our transformational vocabulary instantly expands our emotional experience of life itself.

Thus, words are the building blocks of the human experience. And, the words that you use habitually are shaping you—your beliefs, the way you think, and what you do.

....

Expand your vocabulary; expand your life.

....

EXERCISE

Write 3 words that you habitually use to describe negative emotions, and come up with 3 alternatives.

3 NEGATIVE EMOTIONS	3 NEW ALTERNATIVES

If you don't have a word for it, you make it difficult to experience.

EXERCISE

Write 3 words that you habitually use to describe positive emotions and come up with 3 alternatives to intensify the feeling.

3 POSITIVE EMOTIONS	3 NEW ALTERNATIVES THAT INTENSIFY THE FEELING

Create a Supportive Environment

Ask your friends to catch you, and catch others, in the moment when they are using disempowering Transformational Vocabulary. Ask questions: "Are you really humiliated? Or are you angry? Are you really angry, or are you upset?"

NOTES

Vehicle Analysis

Another great tool to create a new empowering alternative is the use of vehicles. Vehicles are the methods a person uses to try to meet their needs, and they can do it in a way that's empowering, disempowering, or neutral. For example, a person can meet their need for variety through something negative like drugs or something empowering like going on a nature hike. As a leader, you can help someone identify ways they are meeting their needs that are not good for them and find vehicles that can meet the same needs in a more fulfilling way.

EXERCISE

1. Think of something you *love* to do. Now as you think about this thing, feel the way you would if you were actually experiencing this. Notice how this makes you feel— what do you believe, what is your physiology, what is your focus? On a scale of 0–10 (10 being the best), how well does this activity meet each of your 6 Human Needs?

2. Now think of something you need to get yourself to do, but you just don't do it. Think of something you hate to do. On a scale of 0-10 (10 being the best), how well does this activity meet your 6 Human Needs? What can you change (perception or procedure) to meet your needs in a more effective way?

"What is something I love to do?"

_____ **HUMAN NEEDS ANALYSIS CHART WITH** _____
NAME   ACTIVITY/BEHAVIOR

DOES _____ FULFILL MY NEED FOR _____? (ACTIVITY/BEHAVIOR)	YES	NO	HOW WOULD I RATE (0–10) THE LEVEL OF FULFILLMENT THIS OFFERS ME FOR THIS NEED?	HOW, SPECIFICALLY, DOES THIS MEET OR FAIL TO MEET MY NEED?
1. CERTAINTY Ability to avoid pain (e.g., increase/decrease stress) and gain pleasure				
2. UNCERTAINTY/VARIETY Surprise, diversity, difference				
3. SIGNIFICANCE Importance, uniqueness, being				
4. LOVE/CONNECTION Bonding, oneness, sharing, intimacy, feeling a part of, unity				
5. GROWTH Learning, changing, expanding, stretching, improving				
6. CONTRIBUTION Giving, helping, serving, nurturing, making a difference				

"What is something I hate to do?"

NAME   ACTIVITY/BEHAVIOR

DOES _____ FULFILL ACTIVITY/BEHAVIOR MY NEED FOR _____?	YES	NO	HOW WOULD I RATE (0–10) THE LEVEL OF FULFILLMENT THIS OFFERS ME FOR THIS NEED?	HOW, SPECIFICALLY, DOES THIS MEET OR FAIL TO MEET MY NEED?
1. CERTAINTY Ability to avoid pain (e.g., increase/ decrease stress) and gain pleasure				
2. UNCERTAINTY/VARIETY Surprise, diversity, difference				
3. SIGNIFICANCE Importance, uniqueness, being				
4. LOVE/CONNECTION Bonding, oneness, sharing, intimacy, feeling a part of, unity				
5. GROWTH Learning, changing, expanding, stretching, improving				
6. CONTRIBUTION Giving, helping, serving, nurturing, making a difference				

Notes

NOTES

DAY 8:
Step 6: Condition It

"The only safe ship in a storm is leadership."

FAYE WATTLETON

DAY 8: Conditioning

When creating change, you want to make sure that any positive change will last beyond the moment and will stick in the future. A pattern won't stick just because you had a conversation—you have to condition the pattern and create reinforcement. *Any thought, feeling, emotion, behavior or belief that is consistently reinforced will become conditioned.*

One way to condition any thought, feeling, emotion, behavior, or belief is to *anchor* it.

> **DEFINITION: ANCHOR**
>
> An anchor is a *created association* between a specific stimulus and a specific state. Anytime you learn to associate an emotional state with a particular trigger—something you see, something specific you hear, something you feel—whatever you've learned to associate those together, then in the future, all you have to do is turn on the trigger and you will feel the state.

How to Create an Anchor

Whether or not we are consciously aware of it, we are constantly creating anchors to certain situations, people and experiences. When you are in an intense state, it will get linked to anything unique that is consistently happening at the time.

Types of Anchors

- Touch
- Sound
- Smell
- Visual

4 Steps to Create an Anchor

STEP 1: Either catch the person in a peak state or put the person in a peak state.

STEP 2: At the peak state, consistently do something unique.

Test to see if it works by:

STEP 3: Interrupt their pattern.

STEP 4: Refire the trigger.

4 Keys for an Anchor to Work

KEY 1: MAKE SURE THERE IS AN INTENSE EMOTIONAL STATE
This is the most important factor. If a person is laughing hysterically, you can fire the anchor 10 years from now and it will still work. However, if a person is barely laughing and you anchor them, that anchor might not even last a minute.

KEY 2: CREATE IT AT THE PEAK OF THE EXPERIENCE
For an anchor to work, it must be done at the peak of the experience. Trust your instinct to find the right moment. Your unconscious has more power than your conscious mind ever dreamed of being—trust it!

KEY 3: CREATE A UNIQUE TRIGGER
Make sure the type of anchor you choose is different enough to break the pattern, but not so strange that it may trigger an inappropriate reaction for the person in certain situations.

KEY 4: BE ABLE TO EFFECTIVELY REPLICATE THE ANCHOR
It will not fire off again later unless you replicate it identically.

Remember, you can also anchor yourself.

Getting Rid of a Negative Anchor

STEP 1: Create a series of positive anchors that are much more powerful than the negative one.

STEP 2: Put yourself in a peak state, and at the peak of that state, do something unique.

Another tool to condition any change is to incant it.

> **DEFINITION: INCANTATION**
>
> An incantation is when you say something out loud with absolute certainty and you repeat it again and again and again until you begin to believe it.

Belief vs. Incantation

A belief is stored in resident memory.

An incantation is an *activated* belief structure. When you are saying an incantation, you engage your entire nervous system with the full force of your focus, your emotion, and your body. And, its power far surpasses any other belief that you once had before.

Thus, the consequences of incantations are more powerful than beliefs.

Speak that which you wish to become.

Remember, you can't just get rid of an incantation if it's negative. Instead, you must replace it with a positive one, one that consistently causes you to feel, experience and be your best.

Sample Incantations

- Every day in every way I'm getting stronger and stronger.
- Every day in every way I'm getting happier and happier.
- God's wealth is circulating in my life. His wealth flows to me in avalanches of abundance. All my needs, desires, and goals are met instantaneously by infinite intelligence, for I am one with God and God is everything.
- All I need is within me now.

Now I Am The Voice.
I Will Lead Not Follow.
I Will Believe, Not Doubt.
I Am A Force For Good.
I Am A Leader.
Defy The Odds.
Step Up!
Step Up!
Step Up!

NOTES

DAY 9:

Step 7: Create an Empowering Environment

"Time is neutral and does not change things.
With courage and initiative, leaders change things."

JESSE JACKSON

DAY 9: Create an Empowering Environment

When creating change, *you must relate this change to a person's highest values and help them integrate their new empowering alternatives into the environment where they actually live and thrive.* The goal is to make sure the person is strong enough that even if the environment is extremely harsh, the change will last. You also want to make sure they can create an environment that supports their change and helps them understand how the change relates to what they value most and to what they ultimately want to accomplish.

The Importance of Standards and Peer Group

The standards that a person has for themselves, and the standards of their peer group, are massively going to affect whether the change they have made will last. For change to last, it's vital for a person to surround themselves with a peer group that will hold them to higher standards, as well as create those standards within themselves.

The quality of your life is a direct reflection of the expectations of your peer group.

So how can we help others create an empowering peer group?
We can encourage them to:

- Create an environment that supports them (like throwing away all the junk food in the house).

- Join an organization or group.

- Get an accountability partner (like a physical trainer or gym buddy).

- Help them identify a role model or mentor they can connect with.

NOTES

The Power of Identity

The strongest force in the human psyche is the need to remain consistent with our own definition of ourselves—our identity. In other words, once we decide who we are as a person, then we will give ourselves no choice but to find a way to be consistent with that perception. However, many of us settle for an identity that is less than our true capability, so our job as leaders is to help others raise and expand their identity.

> **DEFINITION: IDENTITY**
>
> Identity is a specific set of beliefs about who we are as a person.

How to Transform Identity

1. **Give a person an *experience* that transforms their identity**. For example, if a person believes they are boring, give them an experience of something exciting—and then anchor the feelings and beliefs that being exciting or adventurous is indeed part of their identity but that it was just repressed, hidden or undiscovered.

2. **Create a change in their *physiology***. As we mentioned before, physiology is the filter through which we interpret all information, including beliefs we have about who we are. For example, if you train the person how to use their body in a more empowering way (like standing with their shoulders back, their head high, etc.), then they will feel and experience life in a completely different way.

3. **Get them to live in *emotional states* that empower them**. For example, get them to live in passionate states, courageous states, playful states, loving states, etc. Remember, pain only motivates a person to make a change in the moment, but pleasure is a long-term motivator. If you can get others to access states that consistently make them feel good, no matter what the environment is, then they'll want to continue living this way.

4. **Enhance and affirm their identity through *incantations***. What's great about using an incantation to affirm identity is that it uses all of the Triad—it utilizes physiology, focus, and language/meaning.

5. **Use *peer group* to shape identity**. Help a person create a peer group in which the identity they need is the only identity that will exist in that environment—and they'll be reinforced for it. In other words, the standard of the peer group will not allow for anything less. Almost anybody will respond to a challenge that is not given from judgment, but from love, and from a person who is holding the standard that they are being asked to step into. *The way you create the environment is be the environment you want to create.*

6. **Use *positive reinforcement***. Catch them doing things right and celebrate, which also shapes their identity through anchoring.

7. **Get a person to *link so much pain to the old identity* that they have to shift**. When doing this, make sure they also link pleasure to wanting to shift. The only thing that will cause someone to change long term is if they believe the new behavior, belief, emotion, or pattern will reward them.

8. **Get them to *act as if*** "I know you don't know how to yet, but let's pretend you do."
    Get them to access the resources that are inside of them that they don't realize yet.

9. **Provide for them a more compelling future**. When a person believes they have a future, that alone shifts the perception of who they are.

10. **Help them master another skill.** As people feel they've mastered a skill, it gives them a sense of growth, and as they grow, their identity expands.

So you have many ways to help a person build an identity, and you can also use these to expand your own identity as a leader. *You* can greatly influence change by *being* the leader, the one who sets the standard in the peer group. When you have a standard that's higher than anybody else in the group, that's what really makes you a leader.

If you can love everybody unconditionally and at the same time have a standard that's higher than anybody else in the group, you will become a leader.

The person with the highest standard, the person who is the most dynamic in their capacity to influence through their caring and relationships, is the person who will lead.

What It Takes to Be a Great Leader

1. **Show up as a leader in terms of your state**. Align your state with the standards you have set for yourself.

2. **Create and maintain rapport**. Creating and sustaining rapport can be found in the little things—like finding what's great in another person and giving them a sincere compliment, doing your homework and finding out their interests, being willing to make another person feel significant, etc.

3. **Be able to truly have the capacity to make others feel loved and significant.**

Leadership is not just a skill; leadership is a state of caring, a state of rapport and a set of standards that you hold consistently.

DAY 10:

Expanding Your Breadth and Depth of Leadership

"The price of greatness is responsibility."
WINSTON CHURCHILL

DAY 10: Breadth and Depth

The job of a leader is to ultimately create breakthroughs.

A Leader Has the Ability To:

- Influence the thoughts, feelings, emotions and behaviors of other human beings.

- Move someone from an undesired state to a desired state; from a place where it is impossible to a place where they are driven to get it done; and from a place where they are depressed and overwhelmed to a place where they are excited to make a shift in their life.

A Leader Does this By:

1. Defining where they are and where they need to go.

2. Using a set of tools to get them there by understanding their world.

3. Creating a relationship with them so that there is trust and respect.

4. Finding the leverage that makes change a must.

5. Interrupting the pattern that's stopping them.

6. Labeling the problem in a way that makes it solvable.

7. Bringing them into contact with new resources, creativity, ideas, strategies, and tools.
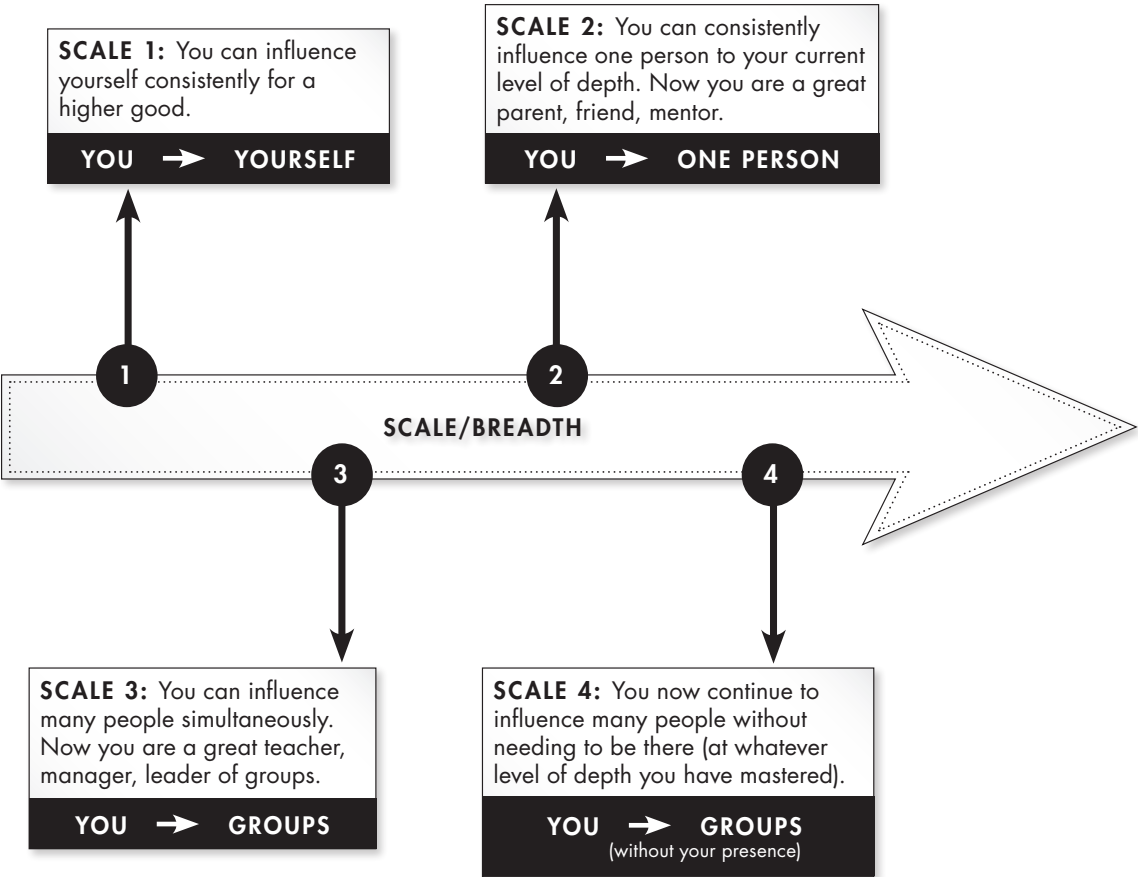
8. Conditioning change so that it sticks.

How to Measure Yourself as a Leader

Use the feedback that you get from yourself and from other people to create a greater depth of scale for impacting people.

1. Look at the *breadth* of your leadership.

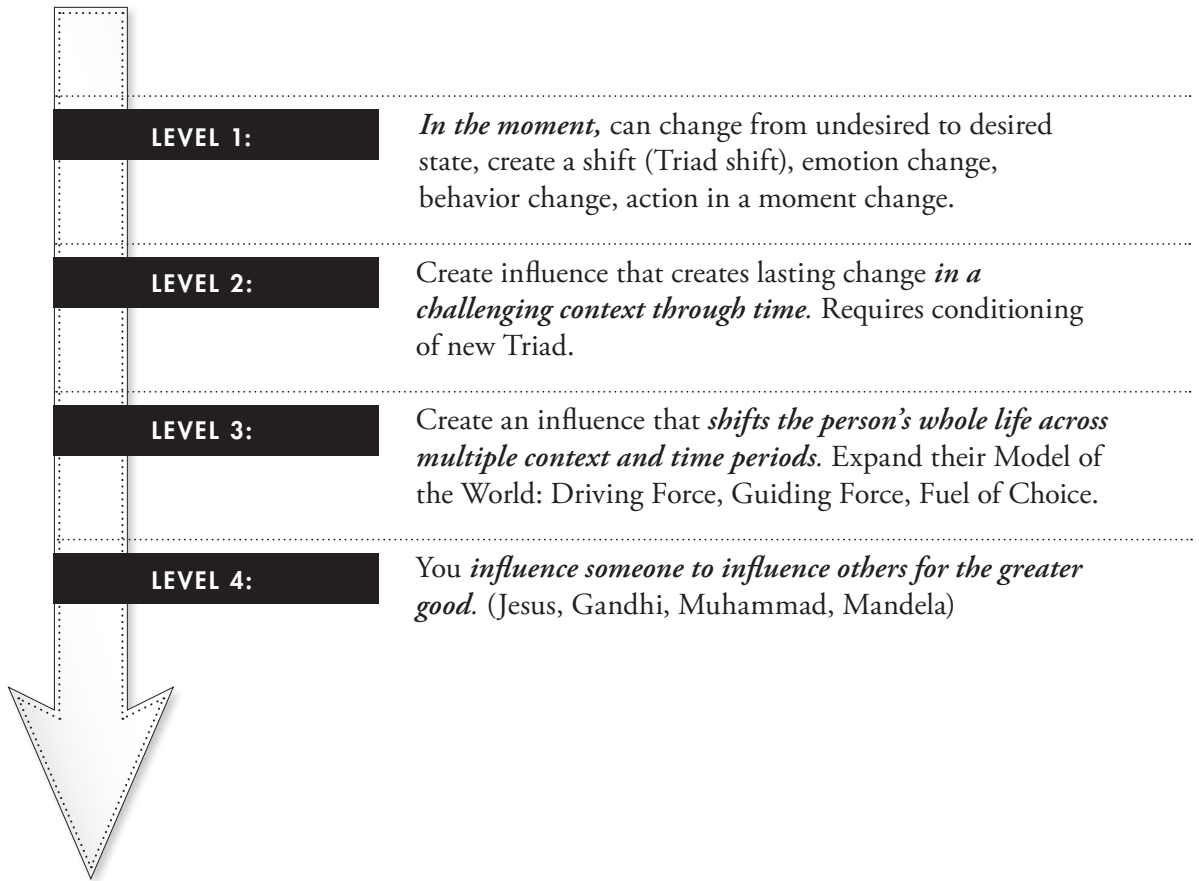2. Look at the *depth* of your leadership.

The Breadth of Leadership

Like playing a piano, the number of scales you master (breadth) impacts the level of mastery you can deliver to the world.

SCALE 1: You can influence yourself consistently for a higher good.

YOU → YOURSELF

SCALE 2: You can consistently influence one person to your current level of depth. Now you are a great parent, friend, mentor.

YOU → ONE PERSON

1

2

SCALE/BREADTH

3

4

SCALE 3: You can influence many people simultaneously. Now you are a great teacher, manager, leader of groups.

YOU → GROUPS

SCALE 4: You now continue to influence many people without needing to be there (at whatever level of depth you have mastered).

YOU → GROUPS
(without your presence)

....

How deep can you dive?

....

The depth of influence is a mark of a great leader-parent-friend-mentor-lover.

The Depth of Leadership

LEVEL 1: *In the moment,* can change from undesired to desired state, create a shift (Triad shift), emotion change, behavior change, action in a moment change.

LEVEL 2: Create influence that creates lasting change *in a challenging context through time.* Requires conditioning of new Triad.

LEVEL 3: Create an influence that *shifts the person's whole life across multiple context and time periods.* Expand their Model of the World: Driving Force, Guiding Force, Fuel of Choice.

LEVEL 4: You *influence someone to influence others for the greater good.* (Jesus, Gandhi, Muhammad, Mandela)

You can only influence someone to the level of depth you have mastered.

Where are you on the scale of your leadership mastery?

- How deep is your level of leadership (depth of impact)?
- Where are you on the scale of influence (breadth)?

DEPTH

LEVEL I:
Moment

LEVEL II:
Challenging Context

LEVEL III:
Across Context

LEVEL IV:
Others for
Greater Good

Q: ARE YOU CONSISTENTLY A 1 X 0?

> 1 X 1?

> 1 X 2?

> 2 X 2?

> 1 X 3?

YOU → YOURSELF

YOU → ONE PERSON

1

2

SCALE/BREADTH

3

4

YOU → GROUPS

YOU → GROUPS
(without your presence)
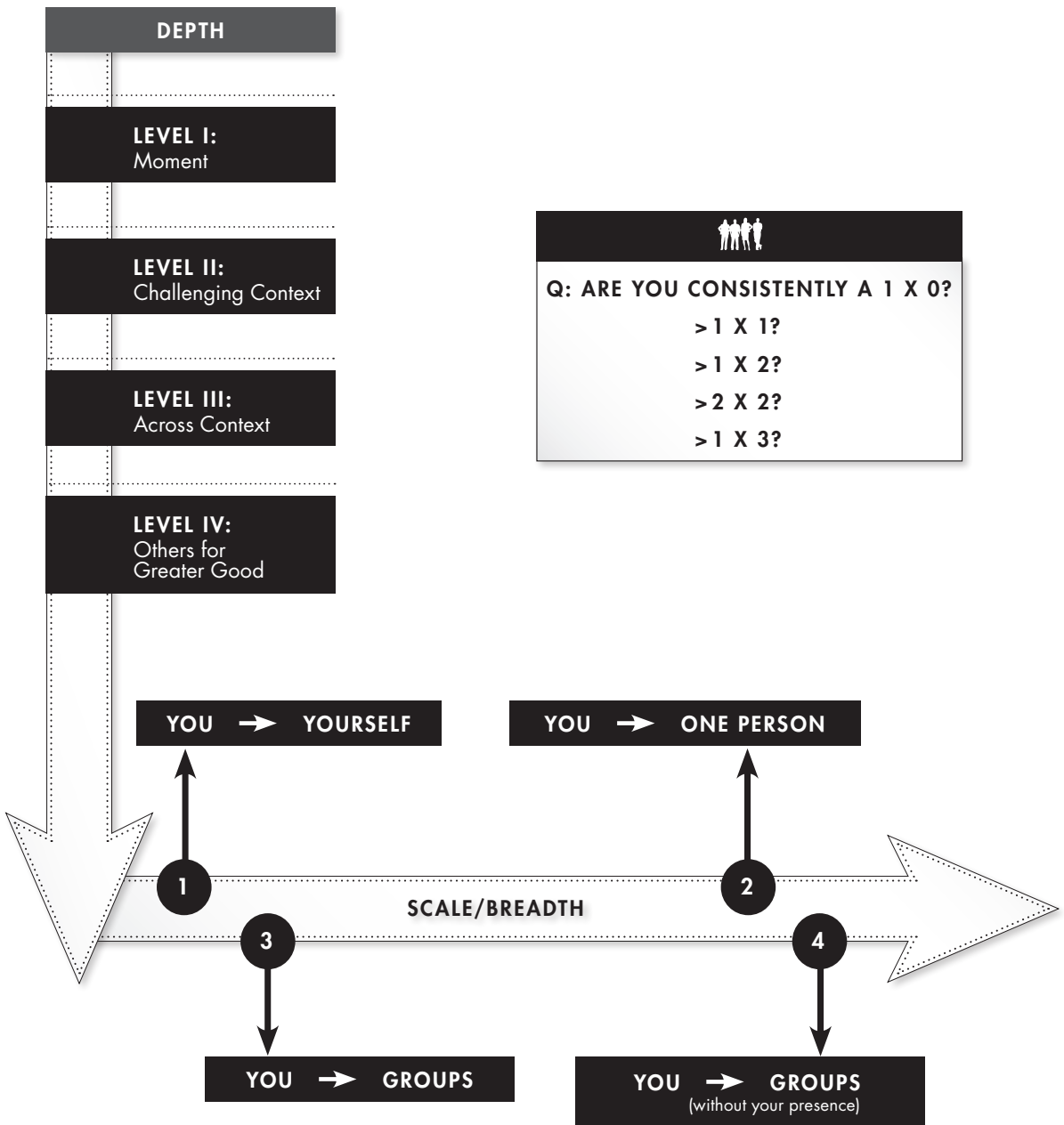
Scale/Breadth

SCALE 1: **You are able to influence yourself consistently for the greater good.**

SCALE 2: **You can lead others.**

SCALE 3: **You have the ability to consistently and simultaneously influence a large number of people at whatever depth you've mastered.**

SCALE 4: **You create a culture.**

Depth

LEVEL 1: **Leadership in the Moment.** You have the ability to change any person in a moment from an undesired state to a desired state.

LEVEL 2: **Change the Context.** You can make the change from an undesired state not just in the moment but also through time in that context.

LEVEL 3: **Change the Level of Life.** You can change their Model of the World and set a standard that creates an identity so people treat them differently in multiple contexts throughout time.

LEVEL 4: **Shift Other's Level of Respect for Humanity.** You have the ability to influence someone so much that they shift their Model of the World so that they can do it for someone else.

Depth is more important than scale/breadth.

The stronger you are at your ability to penetrate another human being's soul, not just in the moment but through time and without being there, the greater leader you are.

EXERCISE

1. Where are you on the scale of leadership mastery if you're really honest with yourself?

   - How deep is your leadership?

   - What is your level of mastery in terms of scale/breadth?

2. Where is your current level of gravity? Where do you live consistently?

Secrets of Leadership Mastery

Be totally honest with yourself. Know where you really are in your ability to lead. It doesn't matter where you start; what matters is knowing where you are because if you know where you are and you decide the level of leadership you want to go to, you can change.

Go deep! Most people try to go wide before they have gone deep. Don't make this mistake.

Additional Resources

NOTES

Glossary of Terms

Anchor An anchor is a *created association* between a specific stimulus and a specific state. Anytime you learn to associate an emotional state with a particular trigger—something you see, something specific you hear, something you feel—whatever you've learned to associate those together, then in the future, all you have to do is turn on the trigger and you will feel the state.

As-If Frame (Modeling) Helps establish an increased freedom by allowing a person to access new possibilities. "I know you don't know how to yet, but let's pretend you do." Gets them to access the resources that are inside of them that they don't realize yet.

Compelling Future A vision of the future that inspires a person to action—a grand goal, or a huge "why" that propels you to figure out how to make it happen.

Deframe When somebody is caught up in a particular element and you simultaneously destroy their frame of reference.

Global Beliefs Global beliefs are massive generalizations we have about the important aspects of our lives. Understanding global beliefs helps us understand what generalizations a person has made that control many decisions they make in life.

Global Solution A set of empowering beliefs about yourself or life that supersedes any crisis, trauma, or seemingly unsolvable problem. A global solution creates a new behavior or action that will empower a person by meeting their needs and giving them pleasure.

Identity A specific set of beliefs about who we are as a person. It's the combination of the beliefs about who you are and what you're capable of; it's how you distinguish yourself from everyone else in the world.

Incantation An incantation is when you say something out loud with absolute certainty and you repeat it again and again and again until you begin to believe it.

Leverage Leverages are specific pain and pleasure points you can use to motivate a person to change or to action. Associating massive pain to not changing now and massive pleasure to changing now.

Metaprograms Filters or sorts people use to determine what to pay attention to or how to process information.

Model of the World Level one on The Path of Meaning, a person's Model of the World defines the filters through which they experience life, including the needs they value most; their beliefs about life, themselves, others, and the world; and the habitual patterns of emotion they engage. This model, or way of looking at life, is unique to each individual. There are three forces that comprise a person's Model of the World:

1.   Force One: The Driving Force—The 6 Human Needs (Motive)

2.   Force Two: The Guiding Force—The Rulebook (Meaning)

3.   Force Three: The Fuel of Choice—Where You Live (Commanding Emotions)

Neuro-Associative Conditioning (NAC) Developed by Tony Robbins to describe the process of change in human behavior and emotions. The purpose of NAC is to give you the power to influence yourself and others and to consistently produce your desired results by understanding how a person makes decisions.

Path of Meaning/3 Levels of Impact Human Needs Psychology™ is based on the premise that the quality of people's lives is directly affected by the meanings people create for the events and experiences in their lives. The meanings people create generate the emotions of their lives, which drive all of their actions, thus producing the results they experience. The Path of Meaning provides not only a way to understand the meanings people create in their lives, but most important, a way for them to change it permanently, giving them the opportunity to anticipate how to create the results and fulfillment they desire. There are three levels of impact on the Path of Meaning:

1.   Level One: Model of the World/3 Forces of Destiny

2.   Level Two: The Triad—The Three Molders of Meaning

3.   Level Three: The Spheres of Influence—The Three Environments That Trigger

Pattern Interrupt A radical shift in a person's physiology or focus designed to reprogram their nervous system. By design, a pattern interrupt is often an outrageous act—or interruption of a person's emotional and physical state—that makes it difficult to continue one's limiting patterns of physiology, focus or belief.

Pattern Recognition The ability to notice recurring themes of human behavior across contexts.

Peer Group The most important element of conditioning a new change is to ensure that people have a peer group that will hold them accountable for following through and continuing to raise their internal standards in that specific area.

Physiology In Robbins', vernacular, your physical expression and capabilities: gestures, stance, breathing, presence and so on.

Preframe When you tell someone in advance what to pay attention to and what it is going to mean to them. This is one of the most powerful tools of influence.

Rapport A relationship, even a temporary one, especially one of mutual trust or emotional affinity.

Reframe Where somebody already has a problem and you change what it means by having them see it through another frame of reference.

Rules Rules are the determining factors in our decisions about which behavior to utilize in order to experience our values. Some rules have a higher priority because violating them causes greater pain.

Sensory Acuity The general awareness of other people's realities and needs. The process of refining your ability to make distinctions among the visual, auditory, kinesthetic, olfactory and gustatory systems (VAKOG).

Seven Master Steps Created by Robbins, and refined by Cloé Madanes, the 7 Master Steps is the fundamental sequence of steps for promoting lasting change within individuals or groups. The outcome of these steps is to ensure that the process of intervention honors and supports people's individuality as well as provides a platform for producing consistent results and lasting change. Each step defines an outcome necessary for change to occur, as well as offers tools and distinctions to be utilized within that step.

1. Understand and Appreciate Their World
2. Get Leverage
3. Interrupt Limiting/Destructive Habitual Patterns
4. Define the Problem in Solvable Terms
5. Create New Empowering Alternatives
6. Condition the New Thought/Emotion/Decision/Action
7. Relate to Higher Purpose/Connect to an Empowering Environment

Situation: Specific Beliefs The organizing beliefs behind the way a person evaluates a specific situation or context.

Six Human Needs Robbins' distinction, and core premise, of Human Needs Psychology™ is that every human being, regardless of background, beliefs, race, or experience, has the same fundamental makeup: there are six fundamental needs that every person has in common. How people fulfill these needs determines the quality of their lives.

1. Certainty
2. Uncertainty/Variety
3. Significance
4. Love/Connection
5. Growth
6. Contribution

Transformational Vocabulary When you take an experience and transform it through language. Transformational Vocabulary is a technology developed by Tony Robbins to employ habitual vocabulary—the words we consistently use—to amplify or lower the intensity of our emotional states.

Triad There are three patterns that shape the meaning we associate with our life experiences.

1. *Patterns of physiology.* How you use your physical body such as breath, posture, movement, etc.

2. *Patterns of focus.* Whatever you focus on, you will feel.

3. *Patterns of language/meaning.* As soon as we put words to an experience, it changes the meaning we experience.

Values The states that we move away from (in order to avoid pain) or toward (in order to gain pleasure) in a given context.

Vehicles The method(s) a person uses to try to meet their needs, that is, the way they get from where they are to the need(s) they want. They can be positive, negative or neutral.

Word Search

Have some fun with what you've learned! Test yourself! Find the words below in this box—you can either circle or highlight the words as you find them.

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S O H S I X H U M A N N E E D S H E L X E A T B T
A E W R T U I F P R E F R A M E V L M O P E R S R
T E V I T A N R E T L A G N I R E W O P M E G D A
A S P E E R G R O U P W E R T L I O P R E W I L N
E D F V N C N O U Q W A E D B E L I E F S I V H S
A S W R Y M E T A P H O R S V V A L K E D O O Y F
S I E H C V A B N L I U Q W R E P B F E T Y U I O
R T W A Q U E S T I O N S T H R I L F D C H E O R
T C H V D F T Y T R L I M H T A N D P O L M C R M
D P W S D F S X B E N M J G F G D E S T A S O N A
L K U S F I U T E R R G N N L E A D E R S O N N T
H G F R O N E E D S C S D F G R E R F R T D D U I
F R E H R D S E R T Y I T H E O P E E V I T I B O
M N A V C E W E R T F G B E N M D O I A N Y T B N
F E N S D S T A N D A R D S P A Q W E L G C I A A
B G C R T G H N U O I L K J H S J H G U C F O A L
H G H D E D E F I N E P R O B L E M W E H A N D V
M L O O U H G T R N S E D R F H Y N H S A F I S O
M G R E T F E N V I R O N M E N T T D E N I N O C
O B I C F S D E R F T E H B N M I U I Y G U G O A
D I N W R R U L E S E W T Z W S U Y T T E E R T B
L M G N Y V C Q D F I M T T N E G H Y I N K O O U
P O I Y T R D C G B M J L I A V T Y R E W E S S L
M O D E L O F T H E W O R L D P J H F R T G D F A
S U F R A M I N G O B L L K H Y J H F G T U U I R
X C H E R T S D O S I S Y L A N A E L C I H E V Y
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Seven Master Steps	Values	Deframe
Needs	Framing	Environment
Six Human Needs	Standards	Questions
Rules	Vehicle Analysis	Conditioning
Pattern Interrupts	Leader	Leverage
Beliefs	Transformational Vocabulary	Empowering Alternative
Anchoring	Lasting Change	Preframe
Metaphors	Identity	Model of the World
Define Problem	Extraordinary	

Acknowledgment Wall

The commitment to leadership, in all contexts, forms, and scope of reach, is a unique skill and precious gift to the world. There are countless individuals throughout the world who are extraordinary leaders, and while there is no way to know everyone by name, we honor and extend our heartfelt thanks to all those who have dedicated their lives to making an impact and difference in the world through their leadership.

We'd also like to acknowledge a select group of individuals for their contribution, heart, skills, and leadership, as well as their commitment to constant improvement and the transformation of people's lives. These individuals, through using Tony Robbins' Human Needs Psychology™ and NAC techniques, possess the skills, tools, and resources to create lasting change in others in a short period of time. We are forever indebted to their service to help change lives and turn the mission of Tony Robbins into a reality through their heart, soul and leadership.

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Debbie Battersby
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