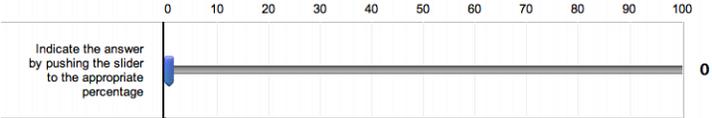


# Leadership and the New Principles of Influence

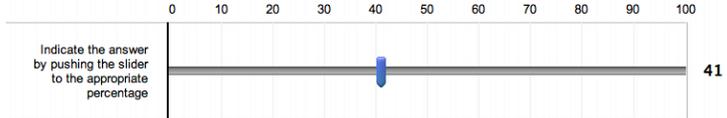
Daniel H. Pink  
3 November 2016

# 2

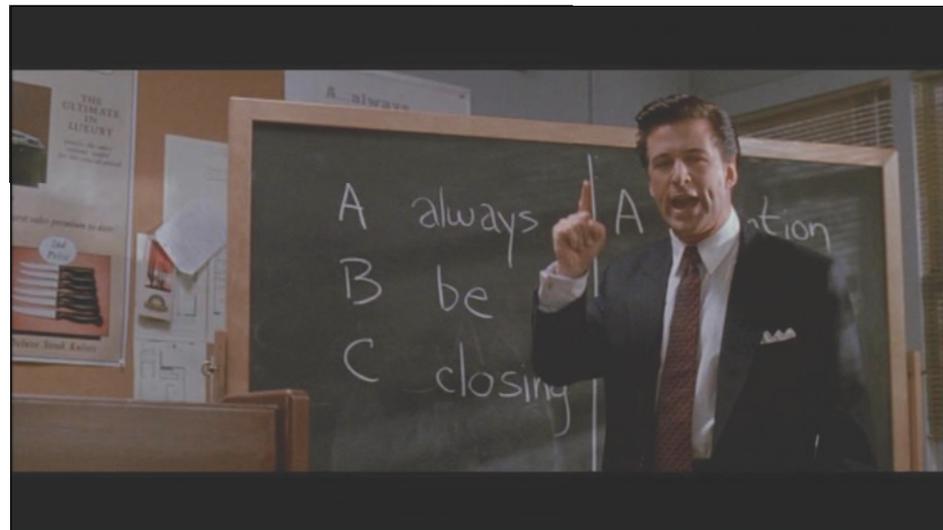
What percentage of your work involves convincing or persuading people to give up something they value (attention, effort, money, time, etc) for something you can offer?



What percentage of your work involves convincing or persuading people to give up something they value (attention, effort, money, time, etc) for something you can offer?



Like it or not, we're **all**  
in sales now.



Like it or not, we're **all**  
in sales now.

And we're  
operating on a  
**remade landscape.**

**3**

**ATTUNEMENT**

**BUOYANCY**

**CLARITY**

**A**TTUNEMENT

**B**UOYANCY

**C**LARITY

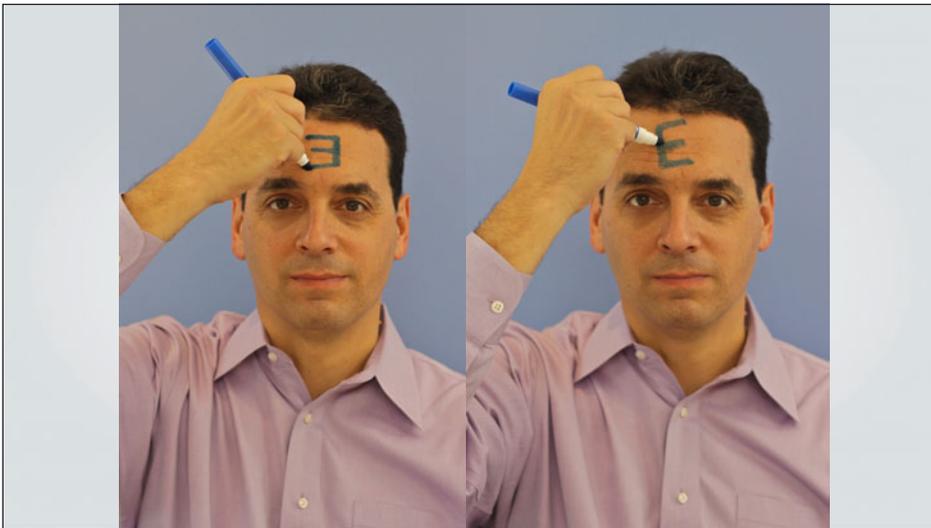


Accessing  
Information → **Curating**  
Information

Problem  
Solving → **Problem**  
**Finding**

5

1



“High power participants were almost **three times as likely** as low power participants to draw a self-oriented E.”

Adam D. Galinsky, Joe C. Magee, M. Ewa Inesi and Deborah H. Gruenfeld, 2006, Power and Perspectives Not Taken, *Psychological Science*, 17(12): 1068-1074.

“[P]ower leads individuals to anchor too heavily on **their own** vantage point, **insufficiently adjusting to others’** perspective.”

Adam D. Galinsky, Joe C. Magee, M. Ewa Inesi and Deborah H. Gruenfeld. 2006.  
Power and Perspectives Not Taken. *Psychological Science*: 17(12): 1068-1074.

**Increase your effectiveness by briefly reducing your feelings of power.**

**2**

**Imagine what the other side is **thinking**.**

Imagine what  
the other side  
is **feeling**.

Use your head  
as much as your  
heart.

3



“... adding a **minor negative** detail in an otherwise positive description of a target can give that description a **more positive impact.**”

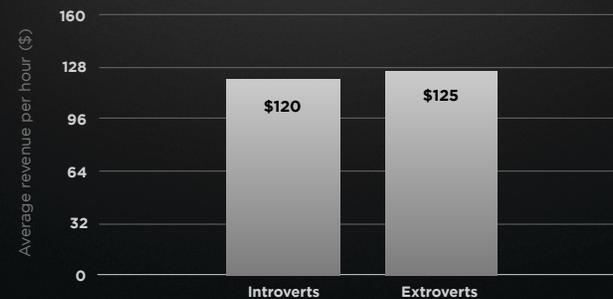
Danit Ein-Gar, Baba Shiv and Zakary L. Tormala, “When Blemishing Leads to Blossoming: The Positive Effect of Negative Information,” *Journal of Consumer Research* 38 (2012): 846-859.

“The core logic is that when individuals encounter **weak negative information** after already having received positive information, the weak negative information **ironically highlights or increases the salience** of the positive information.”

Danit Ein-Gar, Baba Shiv and Zakary L. Tormala, “When Blemishing Leads to Blossoming: The Positive Effect of Negative Information,” *Journal of Consumer Research* 38 (2012): 846-859.

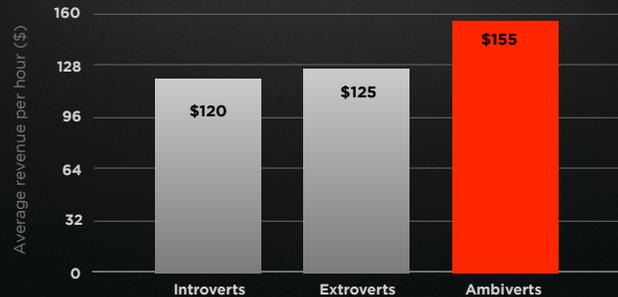
4

## WHO SOLD THE MOST?



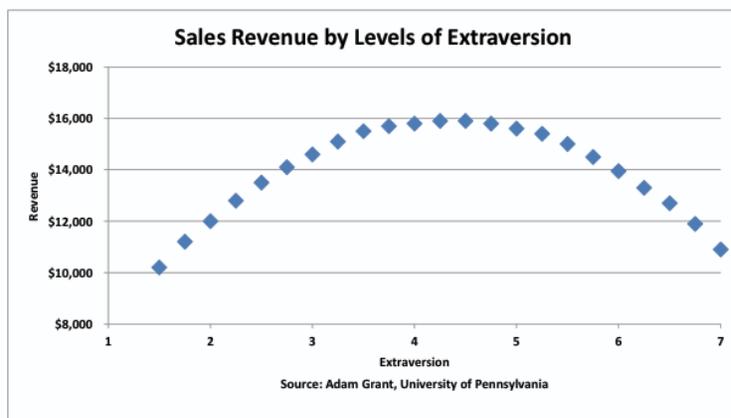
Source: Adam Grant, University of Pennsylvania

## WHO SOLD THE MOST?



Source: Adam Grant, University of Pennsylvania

# Ambiverts?



Source: Adam Grant, University of Pennsylvania

**Don't be more  
persuasive, don't  
be a glad-hander.  
Be more like  
yourself.**



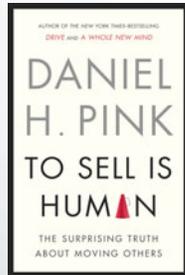
[www.danpink.com/assessment](http://www.danpink.com/assessment)

5

	Least likely students	Most likely students
General letter	0%	8%
Specific letter	25%	44%

**Give people an off-ramp.**

## MORE INFORMATION



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