International Bestseller,
available in 15 languages

THIRD EDITION

# WORDS THAT

# CHANGE MINDS

**The 14 Patterns for Mastering
the Language of Influence**

SHELLE ROSE CHARVET

# Thank you for downloading my book.

_____

Get a FREE version of the LAB Profile® when you join my mailing list.

Plus, get updates on new releases, deals, recommended reads, and more from Shelle Rose Charvet and The Institute for Influence.

**CLICK HERE TO STAY IN TOUCH**

Already a subscriber? Provide your email again so we can register this ebook and send you more of what you like to read. You will continue to receive exclusive information in your inbox.

# Words *that* Change Minds

## The 14 Patterns for Mastering the Language of Influence

### Third Edition

**Shelle**
**Rose Charvet**

# Use Words that Change Minds in Speaking & Writing

Strengthen your #1 skill for business - the ability to influence.

Do you know the **Influencing and Persuasion Principle**?

> "To get people to go somewhere with you, you need to meet them where they are... and not just pretend that they are already where you want them to be.

> Instead, go to *their* bus stop and from their bus stop, invite them on the bus."

**Most people**, particularly successful people, **use the same strategy with others that they used to convince themselves** to believe or do something, **but....** **other people are different**!

Based on years of study and work with people and organizations, this book is packed with **practical applications for professionals who need to *predict and influence* behavior to succeed**. This is the first step to achieving your quantum leap in communication.

When you can easily **identify what is motivating people, how they think and how they make decisions,** you'll be able to:

- *establish a deep level of rapport and communicate effectively with anyone*
- *reduce conflicts and misunderstandings*
- *take the pain out of implementing organizational change*
- *shorten your sales cycle and guarantee customer satisfaction*
- *design powerful marketing and advertising campaigns*
- *recruit the right people who fit and perform*
- *dramatically improve your results in negotiations and presentations*
- *create your learning programs to satisfy diverse needs, increase self-knowledge and competence*

- *learn a whole new way to advance your coaching skills, and your coaching business*
- *lead high performance teams by managing your peoples' strengths, instead of suffering from their weaknesses*

The NEW 3rd edition of Words That Change Minds has more than **50% new material**; examples, research, advanced applications, with **7 completely new chapters**, including:

1. **How to Complete a LAB Profile®**
2. **Conversational Coaching with the LAB Profile®**
3. **Understanding and Working with Combination Patterns**
4. **Solving Communication Problems**
5. **Influencing Strategies and Techniques**
6. **The LAB Profile® of Conflict**
7. **LAB Profile® Inventions and Tools, and more.**

To my sons, Jason and Sam,
who give me much joy and keep on teaching me,
to my Mum and Dad, Betty and Frank Rose.
And to my Micha
for all your encouragement,
love and support.

"*Words That Change Minds* is full of interesting tools for anyone who truly values good communication. This book will teach you how to understand people and how to speak to them. I highly recommend this book."

— Peter Urs Bender, author of *Secrets of Power Presentations*

"*Words That Change Minds* is a great self-help book, that will help you understand yourself and the people you work with."

— Joe Gaetan, Director of People and Improvement, Monsanto Canada Inc., Mississauga, Ontario

"I had to laugh at the bookstore on Monday. Everyone that asked me if I knew any good books got an enthusiastic presentation on yours. I told them how much pain I would have avoided in personnel if only I had had your book nine months earlier."

— Gary E. Megal Colorado Springs, Colorado

"Can you imagine your business profits increasing by 10-30%? That is what my company was able to immediately experience, as I used Ms. Rose Charvet's LAB Profile$^®$ to make improved hiring decisions."

— Edward Lund Telecommunications Manager, California

"At last I got your book, and on the strength of its information I have my first decent commercial assignment helping a local employer do his own recruiting, as he is fed up with the standard of the local employment bureaux."

— Roger Phillip, Personnel Trainer Devon, United Kingdom

"*Words That Change Minds* provides a comprehensive overview of the fundamental differences in individual behavioral patterns, questions that reveal these patterns and the language most likely to influence people according to their dominant patterns."

— Joel P. Bowman, Professor Haworth College of Business, Western Michigan University Kalamazoo, Michigan

"The LAB Profile® was a fascinating discovery, which impacted the way I communicate with others, and transformed my consulting practice."

— Léon Tanguay, Human Resource Development Consultant Montréal, Québec

"The LAB Profile® and the book *Words That Change Minds*, written by Shelle Rose Charvet, have proven to be invaluable tools in my evaluation and hiring process. Candidates have been screened in to positions and screened out, far more appropriately, through the proper use of these techniques. I highly recommend these additions to your array of behavioural interviewing tools."

— Gordon I. Brown, Vice-President, Executive Search Corporate Consultants, Toronto, Ontario

"*Words That Change Minds* is a book of insight and inquiry. Shelle Rose Charvet offers a new way to think about relationships with ourselves and others. She provides a strategic language of influence to support lasting effective improvements in the building of our relationships. She describes the basic mental structures that we use to perceive, organize and act on our social world. *Words That Change Minds* is a unique reference framework for individual and family self-development. It is a landmark for leaders, executives and associates who are committed to improve, with integrity, the quality of life and the effectiveness of their enterprise."

— Dr. François Sauer, Director Strategic Growth, Transquest Atlanta, Georgia

"*Words That Change Minds* gave me a level of awareness and precision in communication that I did not think was possible. I used to get frustrated when I worked with others who had different communication patterns than my own. Now, I get curious. What a breakthrough!"

— Clay Conner, Strategic Planning Analyst, Idaho Power, Boise, Idaho

"I pull out *Words That Change Minds* whenever I am facing a situation where I am not connecting with an individual. By using Shelle's techniques I can understand them better and then establish a much higher level of rapport. As a sales professional there are times when I have to present to

key decision makers. Shelle's book has helped me understand how to communicate with people on their terms and that has increased sales."

— Karl Meema, Prairie Regional Manager, Microsoft Canada Inc., Calgary, Alberta

"*Words That Change Minds* belongs on the must-read list for everyone who interacts with other people. I have found it to be invaluable for understanding and communicating effectively with business associates, family and friends. It's the first book I have read that identifies various styles of communicating and outlines an easy-to-follow process to create an accurate exchange of information."

— Tom Dearth, President, Spotlight Presentations, Denver, Colorado

"Shelle's book, *Words That Change Minds,* is a helpful and practical reference tool and guide in preparation for management, negotiation, mediation or conflict resolution. Understanding and respecting people is at the core of good communications. I have found the LAB Profile$^{®}$ to be a useful and insightful tool. It helps you progress towards your desired outcome, while respecting the needs and pace of those with who you are working."

— Geneviève O'Sullivan, Director Genera, Strategic & Corporate Relations, Agriculture and Agri-food Canada, Ottawa, Ontario

"I read the book during a ski trip in New Zealand - it's easy reading, entertaining, and very practical. I've used the motivation traits questions to help a Malaysian friend clarify his career goals, a middle-age friend to build her résumé, and most interesting of all, a Chinese lady to decide whether or not she should buy a South Sea pearl necklace! And all the while, they didn't know I was using the standard questions because it was like natural conversation."

— Kenzie L. Kwong, Director, Kenn & K Consulting Ltd., Hong Kong and Asia Pacific

"This book provides intriguing insights into what motivates people, how they make decisions and generally what makes them tick. I found this information very valuable."

# Acknowledgements

# Table of Contents

# Part 1:
# Introduction

# Chapter 1
# Introduction

## Introduction to the 3$^{rd}$ Edition

A mutual fund company was generating leads for high-value new customers from their investment advice television program, but they were not happy with their closing rate.

Their high-value prospective clients (people who had $2 million or more to invest) would watch the TV program where the CEO handled phone-in inquiries about investing, and after several months of watching, would phone to find out about investing with the company. However, as the company had no formal sales process, the issue was that customers somehow got lost along the way and sales opportunities were missed.

They hired me to help them. I conducted LAB Profile® market research and interviewed prospective clients who phoned the company and said "yes" to investing and prospects who also phoned but didn't end up saying "yes". From these interviews, I uncovered the key LAB Profile® Motivation and Working Patterns for each group. Using that information, I then designed a sales process and proposed a series of keywords to use on their website and in the television program that they are still using today, 15 years later.

And the results? Their closing rate increased by 50%. Because of this, the CEO decided to come and train with me because he wanted to understand what was the difference that actually ... made the difference.

He registered for the 10-day LAB Profile® Consultant/Trainer Certification program with me but wouldn't commit to completing the entire program (even though he had paid for the whole thing). At the end of each day, we wondered whether he was coming back the next day. In the end, he stayed the full 10 days because he really wanted to learn.

## Exciting and Scary Times

Since the first and second editions of *Words That Change Minds* were produced, much more has been discovered about how people think, get motivated, and make decisions. Many research studies about various aspects of human behavior, demonstrate the LAB Profile® Patterns in action.

Neuroscience findings (including following live changes in the brain) also show how people's Motivation and Working Patterns shift, based on what someone is thinking about. The consulting and problem-solving work that both I and my students have conducted in over 30 countries, demonstrates the effectiveness of decoding what motivates people into sequences of combinations of LAB Profile® Patterns.

There is still so much to learn and work with how these Patterns show up in different Contexts, which is why I wrote my second book, ***Words That Change Customers' Minds*** and founded the **Institute for Influence,** which offers online training for women leaders and managers, and **SalesTrainerPlatform** with digital LAB Profile® for Sales training.

You can take almost any human attitude, quality or behavior, understand its components and figure out how to have an influence. Yes, this is scary. Since the publication of the previous edition of this book, many discoveries have been made that reveal much about people from their online behaviors and what they do in the real world. This information has unfortunately been used to manipulate and create more strife. As we have seen, elections have been influenced by organizations strong-arming voters by making use of their belief systems and deepest fears. The upshot is that people have become even more distrustful of institutions, journalists, national leaders and other people, often rightfully so.

But this is not the only way to have an impact. If you can truly understand others, go to their bus stop; their psychological, motivational bus stop and invite them on the bus, you are much more likely to have a positive impact, both for them and you.

I am writing this 3rd edition with the purpose of showing you how to have a positive impact in your world through understanding what motivates others, how they think and how they make decisions. My hope is that you will use it to create better, more ethical communication.

# Introduction to the 2$^{nd}$ Edition

Cheryl walked into my office for her appointment looking frustrated and angry. A well-dressed, elegant professional, she did not waste a second on the customary niceties of a first encounter.

"I need to find a new job right away," she said. "I can't stand my boss and I heard that you do career profiles." After some discussion about what she wanted and what was important to her, we agreed to do a career profile. About halfway through the feedback on the profile she called a halt to the whole process. "Oh my God," she said. "My boss and I are obstinate in exactly the same way! We are constantly arguing. Neither of us will budge from our positions. No wonder we haven't been getting along! Can you show me how to communicate with him?" I took a few minutes and taught her the exact language to use and which language to avoid. Within two months she called to tell me of a major promotion she had just received. Today she is one of the highest-ranking women in her sector in the country.

Poor communication (or a lack of it altogether), is a huge problem in our times; at work, at home, and in the world at large. Discord among people is frequent, ranging from small annoyances like twenty-minute voicemail messages, lifelong parent-child resentments, to increasingly complex conflicts between nations and tribes. Finding solutions to communication problems has been the focus of much study and the development of many models.

Many psychometric assessments have been created to explain the differences that cause communication problems between people. Many of them stick people in boxes with labels, like round pegs into square holes.

Often, they do not recognize people's inherent flexibility to shift thinking and behavior as situations change. It is not surprising that a great many individuals, while fascinated by questionnaires and profiling tools, tend to discount the sweeping generalizations these instruments produce. Instead some people prefer to rely solely on their intuition and gut feelings to make critical decisions such as hiring or choosing a spouse. I once told a CEO that if he hired his executive vice president because he liked the person, he would be in big trouble. The last thing he needed was to recruit someone who thought just like he did.

It is well-known that people communicate through a set of filters shaped by history, sense of identity, beliefs about what is true, and values about what is right, as well as perceptions and interpretations of what is going on. When someone else communicates with us, we squeeze the message through our own personal filtering system to understand. Of course, people from the same ethnic, cultural, gender, national, or geographic grouping have some common history and beliefs. That makes communication within those groups easier, than between people who come from different backgrounds.

Beyond these differences, each of us also has unique *ways* of thinking and processing. We pay attention to various aspects of reality, based on how we *individually* use our brains. Some of us think in detailed linear sequences, while others prefer to envision a larger whole. Some people are attracted to those things that are different and new, while others are drawn to what is the same (or at least similar) to what they already know.

But what if we *could* really understand what someone means when he or she talks to us? Even better, what if we could predict someone's behavior based simply on what was said? Best of all-what if we could *influence* that behavior by how we responded?

I investigated the field to find some answers to these complex questions of understanding, communicating, and influencing. I wanted to avoid easy solutions. Any good theory must be well-founded and verifiable by people's personal experience. It must also be applicable for a wide range of human activities, respectful of individual people and their differences, and learnable without a doctorate or engineering degree. Above all, it truly had to improve communication between people.

In 1983, while teaching communication seminars in Europe, I started to hear about some interesting work that came from (wouldn't you know it) California. I began to explore this approach, called Neuro-linguistic Programming (NLP). Despite its techno-babble name, it seemed to be designed to reach into people's minds and discover how specifically each person is unique. It was based on studying some of the great communicators and therapists of our time. It examined *how* they were able to accomplish what they did, without the usual investigation into the reasons *why* people have problems. It was about learning strategies that work, not about scrutinizing the failures that people experience.

I wanted to find out if these people were onto something. I took several in-depth courses and began to test their techniques in my work. The results were remarkable. I learned how to create rapport with anyone, to change beliefs that had been limiting me, and to help others do the same. Being a doubting Thomas, I liked the requirement that every intervention be tested for possible negative consequences prior to being completed with a person. If someone were to let go of the belief that rainy days make them sick, a practitioner would have to check first if getting sick on rainy days had some positive benefits that needed to be met in some other healthier way for that person, *before* helping them replace the belief.

In 1985, I encountered a specific tool developed from NLP that completely changed the way I communicate. It is both rigorous and flexible. It can be woven naturally into casual conversation. Since then, I have continued exploring its uses in a wide range of contexts. I have used it to:

- create powerful presentations for large groups of people
- redesign marketing and sales processes to help companies successfully reach their major customers
- attract and select only the right candidates for key executive positions
- help clients I have coached
- create *irresistible* influencing language for teenagers, and
- help organizations dramatically improve their communication about change with their own people.

While this tool was being widely taught and learned, I kept finding new ways of applying it and getting dramatic results. I wondered why no one had written a book on all the things you could do with it, provided you took the time to master the skill. This book is the result of testing it out for myself and with my clients.

During 1995 and 1996, I assisted in the supervision of two Master of Education theses. One thesis succeeded in establishing the reliability of the tool, and the other investigated whether there were predictable patterns in people who were able to make career decisions, compared with people who found it difficult or impossible to decide on a career. I have included the research abstracts in the appendices. Since then much more has been written and researched.

# The Language and Behavior Profile (LAB Profile®)

The tool is called the **Language and Behavior Profile (LAB Profile®).** It is a way of thinking about people and groups that allows you to notice and respond to how they get motivated, process information, and make decisions.

It is based on a set of about a dozen questions that you can feed into casual conversation or use, as a formal survey for groups. You pay attention to *how* people talk when they answer, rather than *what* they talk about. Even when a person does not answer the question directly, they will reveal their pattern by the manner in which they answer (or don't).

As you become familiar with the questions and the kind of responses people give, you will find that you can hear and pick up the patterns people use without having to actually ask the questions. You can immediately use the Influencing Language that is just right for the situation. People communicate with their particular patterns naturally as they speak, both in words and in their body language, and they respond immediately when you use *their* language.

Because the LAB Profile® can be used informally in conversation, I have included many example conversations in this book. To illustrate the kind of emphasis and inflection that we typically employ when we talk, I have made liberal use of **bold** and *italic* characters.

As you read this book, check it against your own experience, relating it to the people you know, recognizing yourself and others. I hope you will find some solutions to the challenges you face as you communicate with people on a daily basis. Even if you do not have specific communication problems, this book will provide you with useful information to consider and a vocabulary for describing what you are already doing—perhaps unconsciously.

I keep discovering new insights and uses for this material both in my personal life and in my work. I invite you to join me in exploring the possible applications of the LAB Profile®.

## History of the LAB Profile®

***Words That Change Minds*** was built on the Language and Behavior Profile, or LAB Profile®, created by Rodger Bailey. The LAB Profile® is based on specific applications from *Neuro-linguistic Programming*, a field developed by Richard Bandler, John Grinder, and others in the United States, beginning in the mid-70s. They created the original models of Neuro-linguistic Programming (or NLP) by examining and understanding the processes used by highly successful communicators.

The field of NLP has expanded exponentially since then, and is the subject of much research, with hundreds of books written on it around the world. This approach is now taught in several dozen countries across all five continents.

Let's start with Programming. Each person, through genetic makeup, environmental influences, and individual biochemistry, has managed to *program* herself or himself to be excellent at a certain number of things, mediocre at different things, and just awful in other areas.

If we observe and listen carefully to how a person behaves and communicates *linguistically*, we can glean an understanding of how, *neurologically*, a person puts his or her experience together to be excellent, mediocre, or awful at the things he or she does. Hence, this field is called Neuro-linguistic Programming.

The applications are enormous and mean that if someone is highly skilled at something, a person trained in certain NLP protocols can *model* them. Modeling is finding out how it is possible for that person to do what they do. And the person who models, searches for the answers to questions such as: "What are the absolute essentials?" or "What is that person paying attention to or ignoring, sequentially and/or simultaneously, to be able to do it?" When the answers to these and other questions are found, then it becomes possible to teach that skill to other people, and even learn it oneself.

The Language and Behavior Profile is a model created by Rodger Bailey, an avid developer in the field of NLP. He created the LAB Profile® in the early 1980s. It is based on a set of patterns from NLP called, at the time they were developed, the *Meta Programs*. These Meta Programs are based on the filters that we use to make up our *model of the world*.

**Creating Our Model of the World**

Every person has a certain number of filters by which they let in certain parts of the real world. In Noam Chomsky's 1957 Ph.D. thesis, *Transformational Grammar*, he said there are three processes by which people create the filters of their individual Model of the World:

## Deletion

The first process is called **deletion**. We delete lots of information from the environment around us as well as internally. In his 1956 paper entitled **Seven Plus or Minus Two**, George Miller, an American psychologist, said that our conscious minds can only handle seven plus-or-minus two bits of information at any one time, and that we delete the rest. That means on a good day we can deal with nine bits in total and on a bad day, maybe only five.

This explains why most telephone numbers are a maximum of seven digits. However, while I was living in Paris back in the 1980s, they changed the phone numbers to eight digits. Everyone then had to decide whether to remember phone numbers by groups of two, or four, or to simply add the new Paris code - the number four - onto the front of their old number. No one had an easy way of keeping eight digits in their head at once. Each person had to find their own way to break it down. People would give out their new phone numbers in their own peculiar manner. It created a great deal of confusion.

So, seven plus or minus two bits of information, is what we can comfortably be aware of at one time. Using the process of deletion, we filter lots of things out, either without being aware of them or consciously choosing to do so.

## Distortion

The second process is called **distortion**. We distort things. Have you ever moved to a new place and gone into the living room before you moved your things in, and picturing what it was going to look like furnished? Well, you were hallucinating. Your furniture was not *actually* in the room, was it? So, you were distorting Reality.

Two examples of distortion are hallucination and creativity. They are both similar in that the external information is changed to something else. That is what the process of distortion is all about.