

Chapter 4

Leader-Follower

This motivation style determines how you make decisions. Do you ask other people and do what they suggest? Or do you make the decision based on information you've gathered and your own internal wisdom? This style also affects how you know if you're doing well. Do you ask others how you're doing or do you just check inside and know?

Ask yourself: "How do I know I've done a good job?"

Is the answer:

- "I just know" (internal) or
- "Other people tell me" (external)?

Leader–Follower

Decide, v. i. To succumb to the preponderance of one set of influences over another set.

-Ambrose Bierce

Internal–External

Internals need to gather information from people, literature, and instinct on which to base their decision. If you have trouble making a decision, get better information!

Externals ask other people what they should do. They are too easily influenced by salespeople. If you have trouble making a decision, find a trusted advisor (person, internet, or literature, like *Consumer Reports*).

"I just know" is the answer a leader (i.e., internal decision maker) would say. Follower (i.e., external decision maker) usually says something similar to "other people tell me."

Imagine a customer service job—someone answering the phone and taking orders. Would you want that person to be internal or external? If they are overly internal, they may treat the customer rudely. If they are overly external, they may give away the store. A balance would help them first align with the customer (external) and then guide them to useful choices (internal).

Imagine a marriage where one person is internal and the other external. Whose needs get met? Which one is most likely to snap at some point and demand a divorce? Now imagine a relationship where both people are external; they can never make a decision. They just keep asking each other: "What do you want to do?"

When our daughter was a teen, my wife would often have to nag Kelly for days, trying to get her to clean up her room. Teens are trying to develop their own identity, and you want them to become an individual so that you won't have to support them for the rest of their life. Unfortunately, teens have to reject everything their parents stand for so that they can figure out who they are and what they stand for. Teens are *internal* and *away from* their parents and *external* and *toward* their friends. To reduce conflict in the house, I started playing with language to motivate our daughter to clean her room. Here's the one that worked the best:

"*Don't think* about how nice your room will look after you've cleaned it and how much more time your friends

Questions & Answers

- Ask:** How do you know you:
- have done a good job?
 - have a good relationship?
 - have a good product?

Listen: I just know (internal)
People tell me (external)

Motivating Language

Internal (40%)	External (40%)
you might consider you decide look or read this	experts say over 1 million sold approved by

will want to spend with you." Since I said "don't think" she had to think about it. Then I painted a picture of a cleaned room and put her friends in it so that she would have something to move toward. An hour later the room was clean!

Questions

To find out if someone is internal (leader) or external (follower), you simply ask:

How do you know:

- you've done a good job?
- have a good marriage?
- bought the right car?

The answer will either be "I just know" or "people tell me." Internals often touch their chest or stomach to show you that the answer is *inside*. Externals will usually gesture *outside* their body to show that the decision is made for them externally.

Motivation

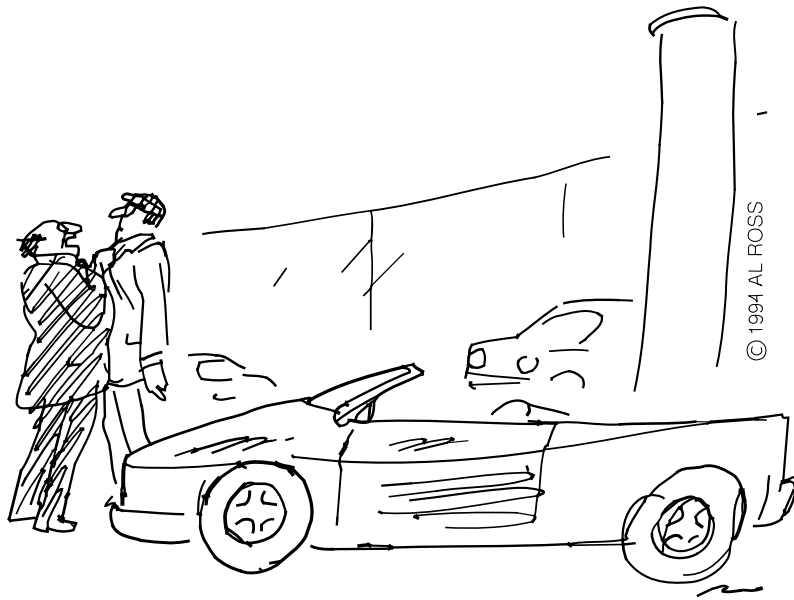


To motivate internal leaders, we have to offer them information and let them decide: "*You might consider* this model which comes with everything from the bare bones to a luxury edition, and *only you can decide* which options are right for you. Look over this information, then decide for yourself.



To motivate external people, we need to help them understand what other people think: "I want you to have this item because six other people on your block also found it a tremendous

Leader-Follower



“And I say you can afford it!”

value." "Over 1,000,000 copies sold!" Or say: "That's a good idea. Go for it."

When working with two or more people, it's a good idea to use both styles. To appeal to both simultaneously, we can use language that covers the gamut: "Thousands of people own this product, but only you can decide if it is right for you." Or as teens might say: "Everyone else's parents let them stay out past 12, but you know best."

Internal (40%)

You might consider...

Here's the information...

Only you can decide...

External (40%)

Doctors recommend...

Approved by...

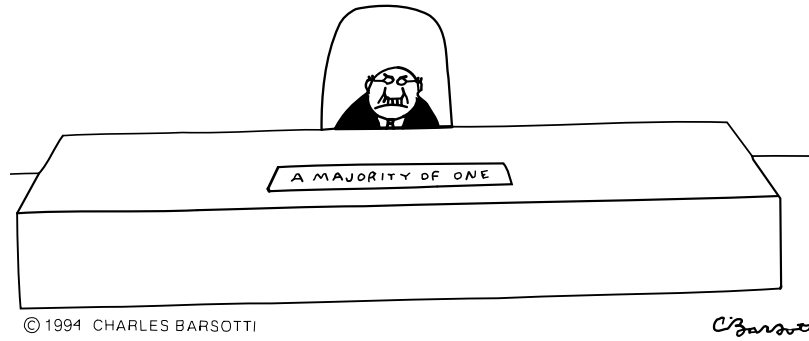
Experts say...

According to the research, 40% of people will be internal in any situation, 40% will be external, and 20% will be able to do both. This means that you might consider adjusting your language to match your audience so that you can create deeper rapport and motivate them more easily, without alienating anyone.

Leaders

As a leader or manager, you might consider that 60% of your employees will be external. So you might consider giving everyone positive feedback about their performance, because the externals will thrive on it and the internals will use it as information to confirm their own opinions. Otherwise, the externals will feel unsure of their contribution and nag you endlessly about their performance. And the internals will develop their own ideas about their performance which may or may not align with yours.

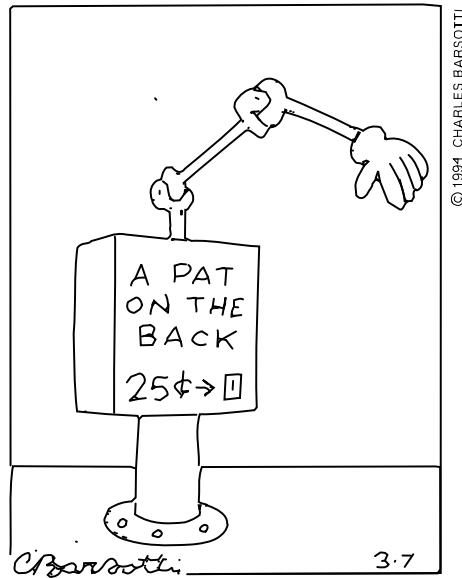
Leader



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Follower



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3-7

To speed up any decision making process, gather as much information as quickly as possible. Talk to people, read reports, and do whatever is necessary to get to a level of confidence in your decision.

Followers

As an external, recognize that you need to carefully select the people you ask for help. Ask experts, not just anyone. When I write a book, I want feedback from other writers, not unskilled family members.

Presentations to a Group

When presenting to an audience or group, always assume that the group is both *internal* and *away from* you. In the first 60 seconds people decide whether to listen or not based on your credibility and connection. So in those opening 120 words consider using *internal* and *away from* influencing language:

"Today I'd like to offer some ideas that you might consider about how to avoid these consequences and receive these benefits. Only you can decide which ones are right for you."

Marketing and Sales

Externals are the easiest to motivate to buy. Just give them the testimonials of experts or, as a friend, simply recommend a solution. They'll buy. Internals need enough facts and information (including testimonials) to make a proper evaluation of a product or service. Make sure you feed them all the data they need *before* they make the decision, because it's hard to change afterwards.

