



MASTERING THE ART OF **PERSUASION**

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1 INTRODUCTION

If you struggle with gaining acceptance for your ideas, facing resistance when presenting arguments, or encountering challenges in convincing key decision-makers, this dossier offers valuable practical advice and techniques. It equips you with the necessary tools to effectively trigger engagement and motivation in yourself AND in others.

The ever-fast-changing world of today requires leaders who inspire others to set out for new, promising goals capable to accompany their team members through major change. If you want to become one of these leaders you can learn how to utilize your persuasive power to bring your team with you along for the ride.

In this guide, I share with you an extraordinary tool to master the art of influence that I have applied with hundreds of leaders from around the globe. You will discover the secrets to generating intrinsic motivation within yourself and others, empowering you to achieve your goals with unparalleled joy and conviction.

By gradually implementing the techniques outlined in this dossier, you will not only achieve desired outcomes but also foster greater satisfaction and motivation among your team and colleagues.

I wish you a great reading experience and a subsequent implementation.

Ulrike Seminati



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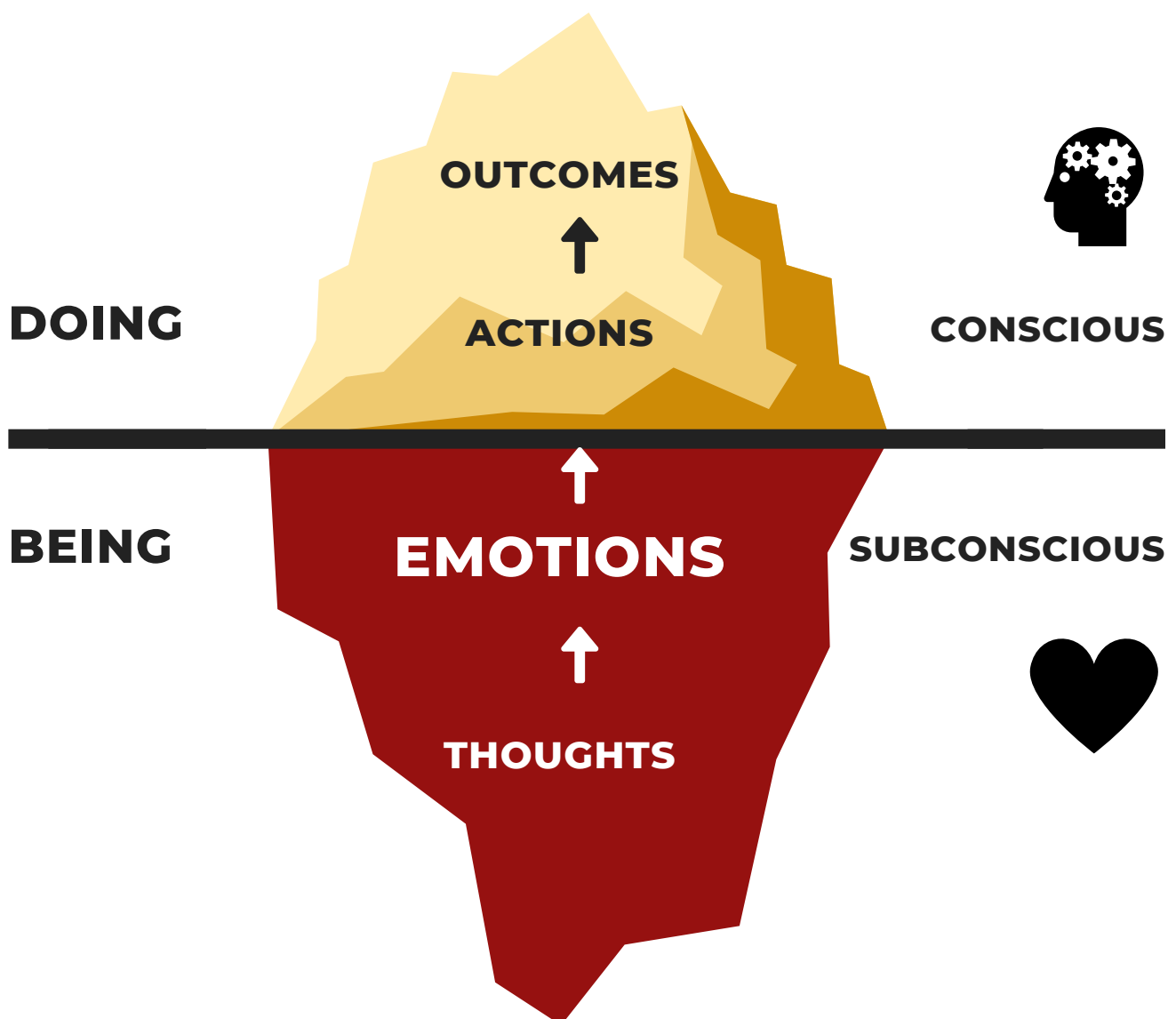
2 TURNING THOUGHTS INTO OUTCOMES

Most of the time, we move in a cycle of actions and desired outcomes. We decide what we need to do to achieve certain goals and believe that rational decision-making will automatically lead to us taking action accordingly.

However, it often turns out that despite knowing better, we postpone the actions or do not put them into action at all. This is because we are not aware of the feelings, limiting beliefs and fears that are holding us back from doing what we know is right as we are subject to the illusion of having everything under control with our rational mind.

If we learn to better understand our unconscious processes and thought patterns, we can effectively foster self-empowerment and motivation to facilitate progress toward our desired objectives.

This also applies when we want to persuade and motivate others. No matter if it's about motivating ourselves, our team members, peers, or superiors, it is imperative that we swiftly grasp the underlying motivations and aspirations in order to strategically activate the emotions that trigger action.



3 INTUITIVE REACTIONS THAT COUNT

Our technologies and the way we work together have evolved rapidly in recent years and decades. Our brain, however, has not received an update for a good 50,000 years*.

In purely biological terms, we are still hunter-gatherers who learn to cope with life by telling stories around the campfire and who are ready to switch to flight or fight mode at any time to ensure our survival. Of course, this approach no longer fits today's world and we therefore believe that we are able to consciously control our actions and reactions.

However, numerous studies show that this is an illusion. It is actually our subconscious mind that controls every single physical movement, whether voluntary or involuntary.

Today's science estimates that 95 percent of our brain activity is subconscious. This means that most of the decisions we make, the actions we take, our emotions and our behavior depend on the 95 percent of brain activity that lies outside of consciousness.

It's all controlled by an almost unbelievable amount of thoughts rushing through our heads. Depending on what we define as a single thought, scientists have concluded in different studies that people have between 6,000 and 70,000 thoughts per day. Even if we assume that we "only" have 6,000, that's still a lot of thoughts that rush through our brains every day.

Nonetheless, the vast majority of these thoughts occur subconsciously. When reflecting upon one's thoughts, only a limited number tend to be readily recalled. Even if we were to recollect 30 or even 100 thoughts, such a count remains minuscule in comparison to the ceaseless deluge of thoughts that emerge each day.

All these thoughts create emotions in us and these in turn influence our actions and decisions from the darkness of our subconscious.

**An estimated
95% of our brain activity
happens on a
subconscious level.**

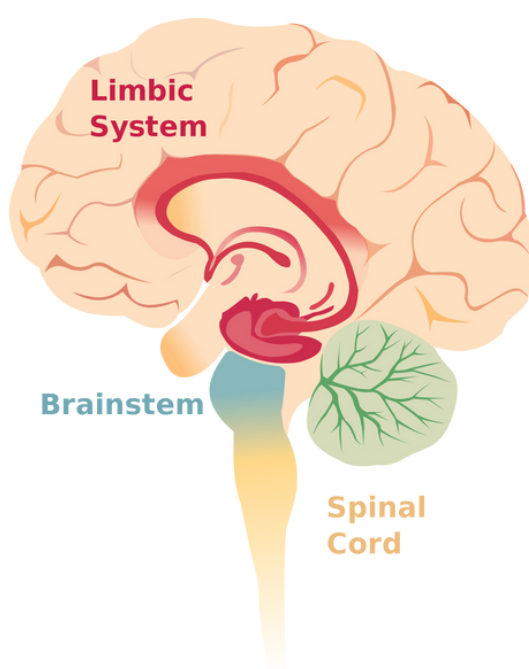
New Scientist – "Lifting the Lid on the Unconscious"
<https://www.newscientist.com/article/mg23931880-400-lifting-the-lid-on-the-unconscious/>

Most people don't like to hear that their decisions are made by emotions because we prefer to think of ourselves as rational-thinking individuals who consciously direct their lives.

And yet - there is a part of our brain that is faster than any other part and that, whether we like it or not, evokes intuitive and often emotional responses in EVERY situation. And that is our limbic system.

* Genetic Literacy Project - Science not Ideology
<https://geneticliteracyproject.org/2020/11/04/evolutions-great-leap-forward-when-did-humans-cross-the-intelligence-rubicon/>

The limbic system is the instinctive part of our brain. It triggers lightning-fast behavioral and emotional responses, especially when it comes to behaviors that we need to survive: Feeding, reproducing and caring for our children, and fight-or-flight responses. The most important structures of the limbic brain are the hippocampus, the amygdala and the hypothalamus. It is also the seat of the value judgments we make - often unconsciously - that so strongly influence our behavior.



The limbic brain is the oldest part of our brain, having developed 150 million years ago in the first mammals. This makes it 50-70 times older than our neocortex, the part of the brain to which we owe our cognitive decisions.

Furthermore, the limbic system processes information 200 times faster than the cognitive brain! It therefore triggers instinctive reactions and these are not limited to extremely dangerous situations.

**The limbic system
processes information
200 times faster
than the cognitive brain.**

Irrespective of the activity at hand, be it attentively listening to a presentation or engaging in an initial interaction with a new colleague, our limbic system remains continuously engaged. It swiftly assesses even the subtlest cues within milliseconds, often beyond our conscious awareness.

Due to the rapidity of emotional processing, we inevitably experience emotions, even if we perceive them as unhelpful in certain situations. Emotions occur involuntarily rather than consciously chosen.

The underlying reason for our limited direct control over emotions can be attributed, in large part, to the intricate interconnections between the limbic system (the seat of instinctual reactions and emotions) and the cortex (the center of conscious control) within the human brain.

However, how does this understanding translate into our daily lives, and how can we leverage this knowledge to foster motivation and engagement?

3.1 UNDERSTANDING INTRINSIC MOTIVATORS

To do this, we must first understand that the limbic system is programmed differently in each person. You can think of it as an individual evaluation catalog, according to which we perceive events as attractive, or threatening, for example. These evaluation criteria can be divided into four large areas*:

- Dominance
- Stimulance
- Balance
- Harmony

All four work within us like forces pulling us in one direction or another. But even though we all have something of all four within us, it is one or two forces that dominate. Which one is most pronounced in us determines how we evaluate situations and actions and has a great influence on how we react, even when we make that reaction only after a thorough cognitive examination.

When we understand which force is predominant in others, we can adjust our communication accordingly.

What may sound a bit theoretical up to this point has proven in my practice to be a particularly simple yet effective tool for leaders who want to generate motivation from within, create better collaboration, and build sustainable trust.

Let's take a closer look at the four areas and how we can use this knowledge in everyday life. Let's start with the one that is represented more often than average at high management levels.:

3.1.1 DOMINANCE

Individuals exhibiting this motivational profile, demonstrate a strong inclination toward achieving tangible outcomes and carry out projects with purpose and thoroughness.

However, depending on its manifestation, this drive for dominance can also give rise to ruthless behaviors, as the pursuit of goals becomes paramount, often disregarding ethical considerations. From an ideological standpoint, the power associated with dominance is subject to controversy, as its primary aim revolves around the displacement of competitors.

Nevertheless, it is wrong to condemn it, because dominance-oriented people reliably advance ambitious projects and thus ensure growth and quantum leaps in companies. They are assertive, straightforward, and decisive. They actively tackle conflicts and set the direction. In many teams, they are the driving force that keeps the engine running.

However, their strong drive for control can be exhausting for other profiles (especially for other dominance-oriented profiles!). Individuals with this disposition tend to be reluctant towards change, which frequently poses some obstacles in their path.

* Hans-Georg Haeusel in his book "Think Limbic"

The Dominance type is characterized by a set of traits, although not all traits are necessarily present in every individual with this profile. To determine if one tends towards this type, it is essential to introspect honestly and evaluate which characteristics and motivational factors align most frequently.

DOMINANCE **Characteristics**

Set the direction
Ambitious
Assertive
Decisive
Straightforward
Risk-taking
Results-oriented
Focused
Competitive
Love control
Confident
Aggressive
Little empathetic
Potential silo thinker

DOMINANCE
Motivated By
Ambitious goals
High status
Power and influence
Success/Performance
Responsibilities
Job title
Attention
Visibility

3.1.2 STIMULANCE

Stimulance profiles are essential for initiating change and questioning the status quo. Individuals possessing this power exhibit a profusion of ideas, yet may encounter challenges in effectively implementing them as they get quickly bored.

They typically demonstrate a high degree of creativity and non-conformity, as they feel minimally restrained by conventional rules and norms. They vehemently dislike boredom and need an environment that provides constant stimulation. Moreover, they often exude enthusiasm and possess the ability to inspire others. People embodying this profile inject momentum into teams and serve as catalysts for generating innovative ideas. However, they typically assume a less active role in implementing these ideas, as they shift their focus frequently, seeking the next promising idea.

STIMULANCE **Characteristics**

Enthusiastic
Inspiring
Curious
Unstable
Creative
Chaotic
Unconventional
Expressive
Communicative
Innovative
Risk-taking
Superficial

STIMULANCE **Motivated By**

Change
Space for creativity
Excitement
New perspectives
Surprises
New stimuli
Variety
Fun and enjoyment

BALANCE **Characteristics**

Safety-oriented
Stability-focused
Fact-based
Organized
Reliable
Detail-oriented
Eager to optimize
Persistent
Analytical
Predictable
Consistent
Calm

3.1.3 BALANCE

Why do we find it so difficult to implement change projects? Why do so many employees vehemently resist anything new (anyone who has ever managed a move to a new office or building knows what I am talking about)?

It's because of the Balance force, a force that is the most important inner drive for an estimated 70% of the world's population regardless of cultural background. People with a balance orientation are primarily interested in security and stability. They dislike change and usually find it threatening, or at least disturbing. They are analytical, rational, and generally extremely reliable.

They complete a task given to them and carry it out within the given framework and schedule. They are comfortable following instructions but find it difficult to be the initiator. They do not like surprises and are in their comfort zone when their habits are disturbed as little as possible.

BALANCE **Motivated By**

Structured processes
Predictable projects
Clear guidelines
Stable framework
The possibility to anticipate
Detailed information
Long-term projects

3.1.4 HARMONY

Individuals primarily driven by the force of harmony tend to avoid conflicts and prioritize fostering healthy social connections. They possess a heightened emotional intelligence and can be seen as the cohesive element that binds teams together and cultivates a positive atmosphere.

They diligently remember special occasions, such as birthdays, and enthusiastically organize events like Christmas parties. The well-being of every team member holds immense importance for them, and their own sense of integration plays a pivotal role in assessing their work situation.

A competitive environment poses challenges for them, as it contradicts their inclination towards harmony. To attain exceptional performance, they thrive in a stable and well-functioning team environment.

HARMONY **Characteristics**

Helpful
Empathic
Sympathetic
Loyal
Consistent
Good listener
Willing to compromise
Averse to conflict
Need stability

HARMONY **Motivated By**

The team itself
Sense of belonging
Good working atmosphere
Harmonious culture
Close human ties
Social activities
Good conversations
Meaningful relationships

What is your strongest motivational force? Do you align more with the Dominance, Stimulance, Balance, or Harmony type?

From my professional experience, I have observed that individuals possess a natural aptitude for intuitively identifying their dominant type, and most of us find it relatively easy to identify these characteristics in others. This is precisely why this model proves highly effective in enhancing our capacity to inspire and motivate others in a sustainable manner.

When we lack awareness of these differences, we tend to communicate exclusively from our own perspective and wonder why others don't show the same passion for our proposals.

For instance, as a Stimulance type, we might enthusiastically convey the details of a recent change project to our colleagues, only to wonder why they do not share our level of excitement.

In such scenarios, it is highly likely that we are interacting with individuals who align more closely with the Balance type, for whom the very aspects that enthuse a Stimulance type may be perceived as potential threats.

To effectively persuade others regarding our ideas or projects that may involve discomfort on their side, it is crucial to proactively consider which specific motivational factors hold significance for these individuals and to integrate these factors into our communication.

3.2 APPLYING THESE MOTIVATORS EFFECTIVELY

I would like to explain the differences in terms of shaping our message using the simple example of selling a house. Before you read on, feel free to do this as an exercise. The task is: Imagine you are a real estate agent and you want to sell a house to four different people: A Dominance type, a Stimulance type, a Balance type, and a Harmony type. What characteristics does this house need to have to be attractive to each type?

The house for the Dominance type

This house is located in a posh neighborhood in the city where many other influential people live. Its noble design was created by a renowned architect and really makes a statement. Inside it is equipped with an Italian designer kitchen and a high-quality solid parquet floor. The garden has been professionally landscaped and has a huge fully automated pool.

The house for the Stimulance type

This house immediately stands out in terms of design, because it has a very unusual style. Inside it is equipped with the latest technology and some really cool features. It also has virtually no load-bearing walls inside. Therefore, walls can be moved at will, creating and designing new rooms as needed.

The house for the Balance type

This house is located in a quiet neighborhood with little traffic. The residents have been here for many years and there are no planned structural changes in the area. The house is in perfect condition and no major repairs are expected in the next ten years. It also has triple-glazed windows and a reliable alarm system.

The house for the Harmony type

This house is located in a neighborhood where residents meet regularly and good neighborliness is an important credo. It is customary to help each other out when there is a need and once a year there is a joint summer party. The house itself offers enough space to invite many people and has a large garden, which is perfect for barbecues and birthday parties.

As long as we formulate our message from our own perspective, we tailor it for the only person on this planet who will never receive it - ourselves.

Do you see the differences? And yet - theoretically it could be one and the same house, couldn't it?

If we want to convey a change project to Balance types, we have to look for stable factors within the change. Can we make the change process as structured and detailed as possible? Can we commit to meeting the agreed deadlines? Can we create stability in the project team?

If a Dominance type wants to inspire Stimulance types for an ambitious project, it does little good to talk about the department gaining influence and visibility as a result. It is more effective to identify areas where the Stimulance types can express their creativity and actively contribute novel ideas.

3.3 COMMUNICATING PROMOTIONS

As a leader, you may have encountered the deeply rewarding experience of announcing a team member's well-deserved promotion. However, it is crucial to recognize that the level of enthusiasm and emotional response to such promotions can vary significantly, driven by the individual's unique profile and their innate emotional wiring as determined by their limbic type.



Each individual's limbic type plays a pivotal role in shaping their emotional reactions, influencing how they perceive and respond to significant milestones, such as promotions. This underlying wiring of the limbic system contributes to the diverse range of emotional responses displayed by team members when presented with opportunities for advancement.

Understanding and acknowledging these variations in emotional reactions can enable leaders to tailor their communication and engagement strategies, ensuring that each team member's unique needs and motivations are effectively addressed.

For **Dominance** types, a promotion elicits profound joy and enthusiasm. It satiates their inherent need for power and status, presenting them with a new job title, an augmented salary, and most likely significantly increased visibility.

On the other hand, **Stimulance** types do not assign as much emphasis on the position itself. Instead, they will feel motivated if the new role offers them the possibility to shape something new and if they see an extended space for creativity.

For **Balance** types, a promotion quickly triggers discomfort or even fear. Even if they rationally evaluate the situation positively as a recognition of their performance, the prospect of the impending change triggers great stress and often the expected enthusiastic reaction therefore fails to materialize or remains unconvincing.

The promotion of **Harmony** types can present them with a considerable dilemma, particularly when they are elevated to a leadership position within their former team. Such a situation instills a fear of losing their familiar professional social environment, as they recognize that the dynamics of their relationships will undergo a significant shift in the new role. While Harmony types possess the potential to excel as leaders, they must acquire the ability to assert themselves appropriately and to find a balance between maintaining amicability and fulfilling the demands of their leadership role.

3.4 PUTTING YOUR KNOWLEDGE INTO PRACTICE

3.4.1 ANALYZE THE SITUATION

First, create a mapping of the profiles you primarily deal with. Enter yourself, your team members, superiors and other important people into this matrix. Whoever is diagonally opposite you is furthest from your views, Stimulation is often in stark contrast to Balance, and Dominance in contrast to Harmony.



What does your mapping look like? Are you a Dominance type but have mostly Balance types on your team? If so, there is no point in trying to lift the lethargy you might feel with even more energy from your side. Rather, you need to think about how to satisfy their need for stability and security so that your team fully embraces your ideas.

3.4.2 CHANGE HOW YOU COMMUNICATE

Please ensure that you take into account the various types of individuals and their respective motivating factors during all forthcoming one-on-one discussions. When considering the topics to be addressed, approach them from your counterpart's perspective and employ appropriate arguments and wording. Put some proper thinking into preparing your wording as otherwise you will not be able to communicate from their perspective for long.

Take the time to reflect on how it went for you and what reactions you have seen in the other person and define what you can improve in the next conversation. And then, practice, practice, practice. The effort will be worth it as it will not only enable you to persuade your counterpart regarding your proposals but also foster long-term trust by demonstrating a genuine understanding of their viewpoint.

3.4.3 APPLY THIS NEW PRACTICE TO GROUPS

Do you need to convince an executive committee with a presentation? Think about which profiles you are dealing with and align your arguments with them in percentage terms. If 50% of them are more balance types, make sure you make 50% balance-appropriate arguments and also give some food for motivation to the other types in the room.

4 GAINING MASTERY

Customized communication skills that cater to the audience are vital because they enhance understanding, build trust, and maximize the impact of our message.

By tailoring our approach to meet the specific needs, preferences, and backgrounds of the audience, we can effectively connect with them and convey information in a way that resonates. We can have the most compelling goals, but if we aren't able to get others on board we are giving away a significant amount of potential every day.

If you want to cultivate excellence, trust, and buy-in regardless of the magnitude of challenges encountered – you have come to the right place.

All my programs follow an integrative approach: I help you release the authentic personal style of each individual and turn leaders into powerful change agents.

To best fit the needs of my audience I provide my tailor-made seminars, coaching sessions and speeches in English, German and French.

**Learn more
about this
keynote on my
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get on a free
call to discuss
options on how
you or your
leaders can
make a
quantum leap!**

BRIDGING THE KNOW-DO GAP

UNLOCKING ACTIONABLE LEADERSHIP

We all KNOW what is good for us and what we should DO to move forward – be it at work, in sports or in our private lives. And yet we all know the situation where we just can't get off the ground.

I reveal the secret of what we need to activate within ourselves in order to make the leap from procrastination to action and thus achieve our goals faster, more efficiently and more joyfully.



TED

Book a free call

5 WHY YOU CAN TRUST ME

As a well-established coach, trainer, speaker, consultant, and former C-level executive I am the go-to expert for authentic leadership and impactful communication.

By combining cutting-edge self-development techniques with my vast hands-on experience as a Corporate Communications executive I help leaders to build credibility and trust through effective communication.

More than just a CCA-certified coach, I am a savvy expert on leading across hierarchy levels and different cultures by providing pragmatic and easy-to-use tools to my clients. My holistic approach is cross-disciplinary bridging Leadership Development and Leader Communication with Corporate Culture and related Communication campaigns.

Prior to founding my company in 2019, I evolved for over 20 years as a Corporate Communications leader in a variety of industries, steadily climbing the corporate ladder until I became a member of the Executive Committee of an international pharmaceutical company based in Zurich in 2015.

I have designed award-winning global engagement programs and successfully implemented numerous leadership, change, and corporate culture programs.

In addition to my Masters degree in Marketing Management from Robert Schuman University in Strasbourg, France, I am a CCA-certified coach, a member of the International Association of Coaching Institutes (ICI).

All my programs follow an integrative approach: I empower the successful application of proven communication and leadership techniques by releasing the authentic personal style of each individual.

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