



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 one 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.