

robert cialdini influence science and practice

Robert Cialdini Influence Science and Practice: Unlocking the Psychology of Persuasion

robert cialdini influence science and practice is a topic that has fascinated psychologists, marketers, and anyone interested in the art of persuasion for decades. Robert Cialdini, a renowned psychologist and author, has been pivotal in shaping our understanding of how influence works in everyday life and professional settings. His groundbreaking research not only explains why people say “yes,” but also offers practical strategies to ethically and effectively persuade others. Whether you’re a business leader, salesperson, educator, or simply curious about human behavior, diving into Cialdini’s principles offers valuable insights into the science and practice of influence.

The Foundation of Robert Cialdini’s Influence Science and Practice

Robert Cialdini’s work is rooted in rigorous scientific research combined with real-world observations. His most famous book, *Influence: The Psychology of Persuasion*, published in 1984, distilled years of experiments and interviews into six universal principles that govern how people respond to requests and prompts. These principles have become the cornerstone of influence science.

The Six Principles of Influence

Cialdini identified six key principles that drive human behavior and decision-making:

- **Reciprocity:** People feel obliged to return favors or kindnesses, making them more likely to comply with requests after receiving something.
- **Commitment and Consistency:** Once individuals commit to something, especially publicly, they strive to act in ways consistent with that commitment.
- **Social Proof:** Humans look to others’ behaviors to guide their own, especially in uncertain situations.
- **Authority:** People tend to obey and trust experts or figures perceived as authoritative.
- **Liking:** We are more easily influenced by people we like or find attractive.
- **Scarcity:** The perception that something is rare or in limited supply increases its desirability.

These principles are not just academic; they are actively used in marketing campaigns, negotiations, leadership, and even everyday conversations.

Applying Robert Cialdini Influence Science and Practice in Real Life

Understanding the psychology behind influence is one thing, but applying Robert Cialdini influence science and practice effectively requires nuance and ethical consideration. Let's explore how these principles translate into practical strategies.

Using Reciprocity to Build Trust and Cooperation

Reciprocity is a powerful motivator. For example, businesses often offer free samples or valuable information upfront, triggering a sense of indebtedness in customers. In social settings, a small favor can open doors to collaboration. The key to using reciprocity effectively is sincerity—people can sense when gestures are manipulative rather than genuine.

Leveraging Commitment and Consistency for Long-Term Engagement

When someone publicly commits to a cause or a decision, they are more likely to follow through. This is why many organizations ask for small initial commitments, such as signing a petition or joining a mailing list, before presenting larger requests. In practice, encouraging people to make incremental commitments can lead to sustained behavioral change or loyalty.

Harnessing Social Proof to Influence Decisions

Social proof taps into our natural tendency to conform, especially when uncertain. Online reviews, testimonials, and social media endorsements are modern manifestations of this principle. For instance, showing that “thousands have already purchased” a product can boost sales. In leadership, demonstrating widespread team support can help sway opinions and reduce resistance.

Establishing Authority to Enhance Credibility

Authority is about trust and expertise. In professional settings, displaying credentials, sharing knowledge, or associating with recognized experts can increase one's persuasive power. However, it's crucial to maintain authenticity—false authority or exaggeration can backfire.

Building Likability to Foster Positive Connections

People are naturally drawn to others they like. Factors like physical attractiveness, similarity, compliments, and cooperative behavior increase likability. Salespeople and negotiators often use

small talk and genuine compliments to build rapport before making requests.

Creating Scarcity to Drive Urgency

Scarcity creates a sense of urgency and exclusivity. Limited-time offers, exclusive memberships, or highlighting dwindling stock levels compel people to act quickly. This principle, when overused, can lead to skepticism, so transparency is essential.

Ethical Considerations in Robert Cialdini Influence Science and Practice

While the principles of influence are powerful tools, Robert Cialdini himself emphasizes the importance of ethics in applying these techniques. Influence should never cross into manipulation or coercion. The goal is to facilitate informed decisions and foster genuine relationships.

Why Ethics Matter in Influence

Misusing influence can damage reputations, break trust, and cause harm. For example, exploiting scarcity falsely or faking social proof can lead to backlash. Ethical persuasion respects autonomy and promotes mutual benefit.

Tips for Ethical Influence

- Always provide truthful information and avoid exaggeration.
- Focus on creating win-win situations rather than one-sided gains.
- Be transparent about your intentions whenever possible.
- Encourage critical thinking rather than blind compliance.

By adhering to these guidelines, you ensure that the practice of influence contributes positively to relationships and outcomes.

Robert Cialdini Influence Science and Practice Beyond

Marketing

While Cialdini's principles are widely known in marketing and sales, their application reaches far beyond, touching fields such as leadership, negotiation, healthcare, education, and social change.

Leadership and Influence

Effective leaders understand the psychology of influence and use it to inspire and motivate teams. For example, they may use consistency by setting clear goals and encouraging public commitments or apply liking by building authentic connections with team members.

Healthcare and Patient Compliance

Healthcare professionals use influence science to improve patient adherence to treatment plans. Offering information with authority, using social proof by sharing success stories, and emphasizing the scarcity of health risks can improve outcomes.

Education and Behavioral Change

Educators leverage commitment and social proof to encourage positive behaviors and learning habits. Group projects and peer feedback embody social proof, while setting incremental goals taps into consistency.

How to Start Incorporating Robert Cialdini's Principles Today

If you're eager to apply Robert Cialdini influence science and practice in your personal or professional life, here are some practical steps to begin:

1. **Identify Your Goal:** What do you want to influence? Clarify your objective.
2. **Choose Relevant Principles:** Not all principles fit every situation; select those that align best.
3. **Start Small:** Use subtle techniques like giving a genuine compliment (liking) or sharing a helpful resource (reciprocity).
4. **Observe Responses:** Pay attention to how people react and adjust accordingly.
5. **Practice Ethical Persuasion:** Always aim for win-win outcomes and respect others' autonomy.

Gradually, you will notice improved communication, stronger relationships, and better results.

Exploring Robert Cialdini influence science and practice reveals a rich tapestry of psychological insights that can transform the way we interact with the world. By understanding and applying these principles thoughtfully, anyone can become more skilled at influencing others while maintaining integrity and respect. Whether negotiating a deal, motivating a team, or simply making everyday requests, Cialdini's science-backed strategies offer a roadmap to more effective and ethical persuasion.

Frequently Asked Questions

Who is Robert Cialdini and why is he important in the field of influence?

Robert Cialdini is a renowned psychologist and author known for his research on persuasion and influence. He is important because his work identifies key principles that explain how people can be influenced, making his findings widely applicable in marketing, sales, and social psychology.

What are the six key principles of influence described by Robert Cialdini in 'Influence: Science and Practice'?

The six key principles of influence are Reciprocity, Commitment and Consistency, Social Proof, Authority, Liking, and Scarcity. These principles explain how and why people comply with requests and are persuaded.

How does the principle of Reciprocity work according to Cialdini's influence science?

Reciprocity is the idea that people feel obligated to return favors or kindnesses. When someone does something for us, we naturally want to give something back, which can be used strategically to influence behavior.

What role does Social Proof play in Robert Cialdini's theory of influence?

Social Proof refers to the tendency of people to look at the actions and behaviors of others to determine their own. When people see others engaging in a behavior, they are more likely to follow suit, especially in uncertain situations.

How can marketers apply the principle of Scarcity from Cialdini's work to increase sales?

Marketers can create a sense of urgency or exclusivity by highlighting limited availability, time-sensitive offers, or unique features. Scarcity increases perceived value and motivates customers to

act quickly to avoid missing out.

What is the significance of Commitment and Consistency in influencing people's decisions?

Commitment and Consistency suggests that once people commit to something, they are more likely to behave in ways consistent with that commitment. This principle is used to encourage small initial agreements that lead to larger compliance.

How has Robert Cialdini's book 'Influence: Science and Practice' impacted modern psychology and business?

Cialdini's book has had a profound impact by providing a scientific framework for understanding persuasion. It has influenced marketing strategies, negotiation tactics, and ethical considerations in business, and remains a foundational text in social psychology education.

Additional Resources

Robert Cialdini: Influence Science and Practice Explored

robert cialdini influence science and practice stands as a cornerstone in the fields of psychology, marketing, and behavioral economics. His pioneering research and writings have significantly shaped our understanding of persuasion and human decision-making. Cialdini's work transcends academic theory, influencing practical strategies in sales, negotiation, leadership, and social dynamics worldwide. This article delves into the core principles of Cialdini's influence science, assesses their applications in real-world scenarios, and examines the ongoing relevance of his practice in contemporary influence techniques.

The Foundation of Robert Cialdini's Influence Science

Robert Cialdini's influence science is grounded in his groundbreaking research on the psychology of persuasion. His landmark book, **Influence: The Psychology of Persuasion**, first published in 1984, distilled years of empirical studies into six universal principles that govern how people comply with requests. These principles—Reciprocity, Commitment and Consistency, Social Proof, Authority, Liking, and Scarcity—offer a framework that explains why individuals say “yes” and how influence can be ethically wielded.

Cialdini's approach is notable for its rigorous experimental methodology. Rather than relying on anecdotal evidence, he conducted field experiments in diverse settings, from car dealerships to telemarketing campaigns. This blend of laboratory precision and real-world observation provides a unique credibility to his findings, positioning his work firmly at the intersection of social psychology and applied business strategies.

The Six Principles of Influence

Understanding the six principles is essential to grasping the breadth of Cialdini's influence science:

- **Reciprocity:** People tend to return favors, creating a sense of obligation.
- **Commitment and Consistency:** Once individuals commit to something, they strive to act consistently with that commitment.
- **Social Proof:** Individuals look to others to guide their behavior, especially in uncertain situations.
- **Authority:** People are more likely to comply with requests from credible experts or figures of authority.
- **Liking:** Individuals are influenced more by people they like or find attractive.
- **Scarcity:** Opportunities seem more valuable when they are limited or rare.

These principles are not isolated; in practice, they often overlap and reinforce each other to create powerful persuasive effects.

Applications in Marketing, Sales, and Leadership

The practical applications of Robert Cialdini influence science and practice are vast. Businesses and professionals employ his principles to design marketing campaigns, enhance sales techniques, and improve leadership effectiveness.

Marketing and Consumer Behavior

In marketing, the principle of scarcity is frequently leveraged, such as through limited-time offers or exclusive products, to drive urgency and increase conversions. Similarly, social proof is widely used in the form of customer reviews, testimonials, and influencer endorsements to build trust and credibility around products or brands.

Data suggests that campaigns incorporating Cialdini's principles tend to outperform those that do not. For example, a 2019 study by Nielsen found that 92% of consumers trust peer recommendations over traditional advertising, underscoring the power of social proof. Companies like Amazon and Yelp have built entire platforms centered on this concept, fundamentally changing how consumers make purchasing decisions.

Sales Strategies and Negotiation

Sales professionals often employ reciprocity by offering small gifts or complimentary services upfront, encouraging reciprocation in the form of purchases. Commitment and consistency are cultivated through techniques like the foot-in-the-door tactic, where sellers secure a small initial agreement to pave the way for larger commitments.

In negotiation settings, authority figures or expert endorsements can sway outcomes significantly. A negotiator perceived as knowledgeable commands more influence, while the liking principle facilitates rapport-building, easing tension and fostering cooperation.

Leadership and Organizational Behavior

Leaders harness Cialdini's principles to motivate teams and influence organizational culture. Commitment and consistency help leaders align employees with company goals by encouraging small behavioral commitments that escalate over time. Authority is expressed not only through formal titles but also through demonstrated expertise and ethical conduct.

Moreover, fostering likability through authentic communication and shared values enhances leader effectiveness, while social proof within organizations can accelerate adoption of new initiatives by highlighting early adopters.

Critical Perspectives and Ethical Considerations

While the efficacy of Robert Cialdini influence science and practice is well-documented, it is not free from criticism. Some scholars argue that the principles can be manipulated unethically, leading to coercion rather than genuine persuasion. The thin line between influence and manipulation raises important ethical questions for practitioners.

Ethical Use of Influence Principles

Cialdini himself emphasizes ethical persuasion, advocating for transparency and respect for autonomy. In practice, misuse of these principles—such as exploiting scarcity falsely or employing authority without credentials—can damage trust and brand reputation.

Organizations must balance persuasive techniques with corporate social responsibility. Training in ethical influence practices is becoming increasingly common, reflecting a growing awareness of the potential for abuse in marketing and leadership contexts.

Limitations and Cultural Variations

Another consideration is the cultural variability in how influence principles operate. Research indicates

that, for example, the authority principle may carry different weight in collectivist versus individualist societies. Likewise, reciprocity norms can vary widely across cultures, affecting the universality of Cialdini's framework.

This suggests that while Robert Cialdini influence science and practice provide a robust foundation, adaptation to cultural contexts is crucial for effective implementation in global markets.

Evolution and Future Directions

Since the original publication of *Influence*, Cialdini has revisited and expanded his theories. His later works, including *Pre-Suasion*, explore how timing and context prime individuals to be more receptive to influence attempts. This evolving perspective incorporates advances in neuroscience and digital communication, reflecting the dynamic nature of influence science.

The rise of social media and digital marketing platforms presents both opportunities and challenges for applying Cialdini's principles. The scale and speed of information dissemination amplify the effects of social proof and liking but also require more nuanced strategies to maintain authenticity and avoid backlash.

In the era of data-driven marketing, integrating Cialdini's principles with analytics and behavioral insights is a promising frontier. Personalized persuasion tactics that respect consumer privacy while leveraging psychological triggers are likely to define the next generation of influence practice.

Robert Cialdini's enduring influence science and practice continue to shape how individuals and organizations approach persuasion. By understanding and applying these principles thoughtfully and ethically, professionals across disciplines can navigate the complex landscape of human decision-making with greater insight and effectiveness.

Robert Cialdini Influence Science And Practice

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robert cialdini influence science and practice: Managing With Power Jeffrey Pfeffer, 1993-11-12 Although much has been written about how to make better decisions, a decision by itself changes nothing. The big problem facing managers and their organizations today is one of

implementation--how to get things done in a timely and effective way. Problems of implementation are really issues of how to influence behavior, change the course of events, overcome resistance, and get people to do things they would not otherwise do. In a word, power. *Managing With Power* provides an in-depth look at the role of power and influence in organizations. Pfeffer shows convincingly that its effective use is an essential component of strong leadership. With vivid examples, he makes a compelling case for the necessity of power in mobilizing the political support and resources to get things done in any organization. He provides an intriguing look at the personal attributes—such as flexibility, stamina, and a high tolerance for conflict—and the structural factors—such as control of resources, access to information, and formal authority—that can help managers advance organizational goals and achieve individual success.

robert cialdini influence science and practice: Fundamentals of Public Communication Campaigns Jonathan Matusitz, 2022-09-08 The most comprehensive and up-to-date textbook on public communication campaigns currently available *Fundamentals of Public Communication Campaigns* provides students and practitioners with the theoretical and practical knowledge needed to create and implement effective messaging campaigns for an array of real-world scenarios. Assuming no prior expertise in the subject, this easily accessible textbook clearly describes more than 700 essential concepts of public communication campaigns. Numerous case studies illustrate real-world media campaigns, such as those promoting COVID-19 vaccinations and social distancing, campaigns raising awareness of LGBTQ+ issues, entertainment and Hollywood celebrity campaigns, and social activist initiatives including the #MeToo movement and Black Lives Matter (BLM). Opening with a thorough introduction to the fundamentals of public communication campaigns, the text examines a wide array of different health communication campaigns, social justice and social change campaigns, and counter-radicalization campaigns. Readers learn about the theoretical foundations of public communication campaigns, the roles of persuasion and provocation, how people's attitudes can be changed through fear appeals, the use of ethnographic research in designing campaigns, the ethical principles of public communication campaigns, the potential negative effects of public messaging, and much more. Describes each of the 10 steps of public communication campaigns, from defining the topic and setting objectives to developing optimal message content and updating the campaign with timely and relevant information Covers public communication campaigns from the United States as well as 25 other countries, including Australia, Brazil, Canada, China, Egypt, India, Israel, Singapore, South Korea, and the United Kingdom Offers a template for creating or adapting messages for advertising, public relations, health, safety, entertainment, social justice, animal rights, and many other scenarios Incorporates key theories such as the Diffusion of Innovations (DoI) theory, social judgment theory (SJT), the Health Belief Model (HBM), social cognitive theory (SCT), and self-determination theory (SDT) Includes in-depth case studies of communication campaigns of Islamophobia, antisemitism, white supremacism, and violent extremism. *Fundamentals of Public Communication Campaigns* is the perfect textbook for undergraduate students across the social sciences and the humanities, and a valuable resource for general readers with interest in the subject.

robert cialdini influence science and practice: The Cross-Functional Influence Playbook Susan Z. Finerty, 2016-05-03 The problems we face, decisions we make and projects we run are complex. Very rarely do they all reside neatly in one function, team or location. *The Cross-Functional Influence Playbook* introduces a simple model for getting things done across an organization. This approach covers the things you do every day to build your level of influence (Build Proactively) and those you apply to specific influence opportunities (In-the-Moment). The Playbook is divided into four parts. Part One: Learning to Influence provides stories, tips and ideas on the what it takes to influence cross-functionally. Part Two: Worksheets & Assessments provides tools for assessing and analyzing your past, present and current approaches to influence. Part Three: The Influence Planner takes all the concepts presented in Parts One and Two and puts them into a template that you can complete as you prepare to influence. Part Four: The Influence Journal provides space to track your process, impact and learning.

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robert cialdini influence science and practice: Nature and Dynamics of Social Influence Janak Pandey, 2022-09-02 The book presents the various ways in which persuasion can be used to make people behave in certain ways without coercion, intimidation, or brute force. It explores the intricacies of social influence processes like self-presentation, impression management, ingratiation, persuasion, manipulative social behavior, and compliance in socio-cultural contexts. Social influence

constitutes one of the key themes in the field of social psychology. Contributions in the book highlight social influence behavior and its importance in human social life. The book deepens the reader's understanding of social psychology research on the science and applications of social influence. It invites readers to consider critical questions, such as the interactive effects of personality/disposition and situational factors on social influence. Given its scope, the book is of interest to those in academic fields like social psychology, political science, mass communication, and marketing.

robert cialdini influence science and practice: *The Public Speaking Playbook* Teri Kwal Gamble, Michael W. Gamble, 2020-01-07 The Public Speaking Playbook shows students how to prepare, practice, and present their public speeches with the highest level of confidence. With a focus on actively building skills, Teri Kwal Gamble and Michael W. Gamble coach students in the fundamentals of the public speaking process, using engaging learning modules that allow students to practice—and improve—their public speaking. The streamlined Third Edition of this best-selling text succinctly highlights the most important content and essential skills, and includes new annotated speeches to promote a deeper understanding of effective speech building. The text's inclusive and unique playbook analogy encourages students to think critically about what it means to play fair in public speaking, with a focus on diversity, ethics, and civic engagement. INSTRUCTORS: The Public Speaking Playbook is accompanied by a complete teaching and learning package! Contact your rep to request a demo. Public Speaking PLUS Public Speaking PLUS integrates this text's content with premium videos, a video library, a speech-outlining tool, and GoReact's speech-capturing software into one seamless digital solution (Digital Option ISBN: 978-1-5443-3240-6). Learn more. SAGE Coursepacks SAGE Coursepacks makes it easy to import our quality content into your school's learning management system (LMS). Learn more. SAGE Edge This open-access site offers students an impressive array of learning tools and resources. Learn more. Share with your students: 10 Tips for Overcoming Speech Anxiety

robert cialdini influence science and practice: *Lawyers, Judges & Semi-Rational Beasts* Daniel E. Holloway, 2020-01-22 *Lawyers, Judges & Semi-Rational Beasts* surveys the cognitive science literature to distill the main findings that matter for persuasion in any context involving deliberative decision-making — with a focus on the legal context. The book assembles those findings into a coherent model of human decision-making and identifies foundational principles on which legal advocacy (or indeed, advocacy in most contexts) should be based. “You can spend the next 5 years reading every good book on persuasion, or you can read this one elegantly written book by Dan Holloway. But this is more than a summary of what others have written; it is a brilliant integration of what others have written into a powerful perspective on persuasion for the trial lawyer.” — Richard H. Friedman, *Inner Circle of Advocates*; co-author of *Rules of the Road*; author of *Polarizing the Case* and *On Becoming a Trial Lawyer* “Lawyers spend their careers attempting to persuade judges, jurors, clients, adversaries, and the press to adopt their positions — without giving sufficient thought to what would motivate those audiences to do so. Dan Holloway has drawn together a fascinating analysis of the inner workings of the human mind and how lawyers can apply that knowledge to persuade different types of thinkers. A valuable analytical tool for any attorney's arsenal.” — Robert J. Dwyer, Boies Schiller Flexner LLP “In easy, engaging prose, this book provides indispensable light for anyone engaged in the foggy, mysterious work of persuasion. Every law firm should provide a copy to each of its lawyers.” — Lawrence B. Schlachter, MD, JD, Neurosurgeon (retired); medical malpractice attorney (active); author of *Malpractice: A Neurosurgeon Reveals How Our Health-Care System Puts Patients at Risk* “Crossing back and forth through the permeable membrane between the conscious and the unconscious realms where decisions sprout, Dan Holloway guides us on a meticulous, no-stone-unturned quest to reveal what determines how jurors or judges hear or read what the advocate speaks or writes. As Dan explains, persuasion is a matter not of proof, but of people: No one should be disappointed or disturbed to realize how little the “I” yammering away in your head actually controls. It's mainly the unconscious self we love — the way you wear your hat, the way you sip your tea, the way you grin when your niece walks in . . . all the

things you do without thinking about it. Those define you most. Those are the reasons people like you (or don't). You hardly need me to say that all of this holds true as much for judges and law clerks and jurors as it does for you. Their responses to your brief or your trial presentation will derive largely from unconscious processes. Actually, Dan, we do need you to say it, and particularly in the depth and breadth of observation with which you have considered it in this book." — Joshua Karton, communication and trial consultant; co-author of *Theater for Trial* with David Ball "Full of surprising facts and strikingly original observations, this book manages to combine sound practical advice for lawyers with a profound meditation on human thought, motivation, and behavior." — Louis Michael Seidman, Carmack Waterhouse Professor of Constitutional Law, Georgetown University Law Center "A comprehensive study of the science and art of persuasion – boiled down to effective tools for winning over judges and juries (and your spouse and teenage child too)." — Mauricio Gonzalez, DLA Piper "The lessons and information Holloway provides would be valuable in any law school classroom. In particular, this book could serve as a key text in a stand-alone class on persuasion. It could also be a valuable supplemental resource in a variety of legal writing, clinical, and other courses that merge theory and practice." — Ann Mallatt Killenbeck, Professor of Law, University of Arkansas "This book distills a library of cognitive science literature into a concise description of how human beings think and decide. Dan Holloway's book provides the bedrock foundation from which all lawyers should work. It is required reading for anyone who wants to persuade." — Lloyd N. Bell, medical malpractice attorney and member of the Inner Circle of Advocates

robert cialdini influence science and practice: Dictionary of Media and Communication Studies James Watson, Anne Hill, 2015-10-22 The Dictionary of Media and Communication Studies has provided students and the general public alike with a gateway into the study of intercultural communication, public relations and marketing communications since 1984. In this 9th edition, James Watson and Anne Hill provide a detailed compendium of the different facets of personal, group, mass-media and internet communication that continues to be a vital source of information for all those interested in how communication affects our lives. They cover new applications and developments, such as the incorporation of Neuroscience techniques in advertising and marketing. Other updates include Cyber-bullying, Twitter scandals, conduct in media organizations, on-line lobbying, global protesting/petitioning, and gender issues relating to social media in general. While new entries explore the profound shifts that have taken place in the world of communication in recent years, the purpose of this new edition is not necessarily to keep abreast of every new media event but to reflect the trends that influence and prompt such events, such as the Leveson Inquiry and Report and phone hacking via mobile phones. Politics seems to be playing out more on Twitter than in The Times. This volume seeks to make its twenty-first century readers more media literate, as well as more critical consumers of modern news.

robert cialdini influence science and practice: Understanding and Dealing with Controlling, Intimidating and Manipulative Personalities Martin J. Smith, 2024 This book will examine at individuals who control, intimate, and manipulate in work, home, family, and social environments, using robust Psychological theory to comprehend and successfully tackle those who exhibit these behaviours. The focus of this book will be to look at general Personality theory together with more specific focus on the Dark Triad of personality traits and, from the Five Factor Model, the domain of Agreeableness vs Antagonism. This approach will build a greater understanding of a much broader form of controlling intimidating and manipulative personality type. The book will include both useable techniques as well as self-reflection exercises the reader can use or pass on to students, clients and service users. This book is based on a programme the author has been teaching for over twelve years to a range of audiences across a variety of roles and has also been highlighted frequently in the press over the past decade. Martin J Smith is a Senior Lecturer in the social sciences at Nottingham Trent University, UK, and an independent training consultant. He specialises in extreme difficult behaviour and personality issues which go well beyond simply awkward and often highly controlling, intimidating and manipulative. He has over thirty years training experience in communication, interpersonal skills and conflict management. He is also a psychotherapist

specialising in the treatment of anxiety, depression, stress, phobias and post traumatic stress disorders with over 23 years clinical experience.

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