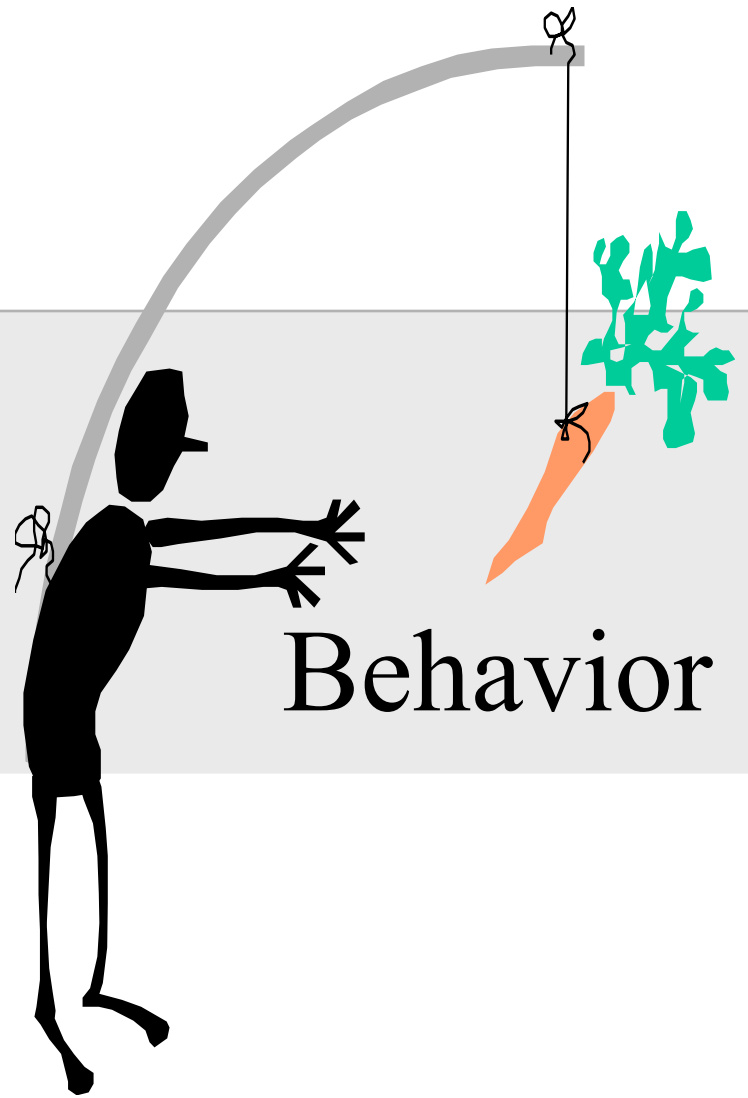


# How To Influence



Behavior

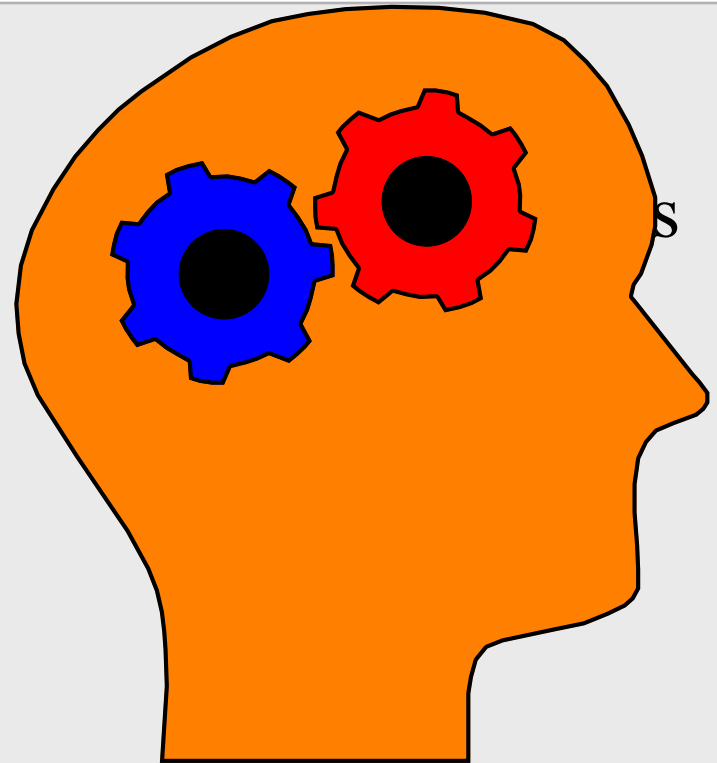
Positive Image,  
Positive Action

Creating Positive Self-Images

Resulting in Positive Behavior and Action

# “The Image”

- Learning Objective:
  - To understand how affect human
  - And how they relate to effective communication and group process



# What is an Image?

- Picture of self and world
  - similar to “paradigm,” “world-view,” and “mental models”
  - “self-image”
- Shapes our behavior
- One’s “subjective knowledge” derived from the senses



# Behavior Depends on Image

- People Live Out of Images
- Images Can Be Changed
- When Images Change, Behavior Changes



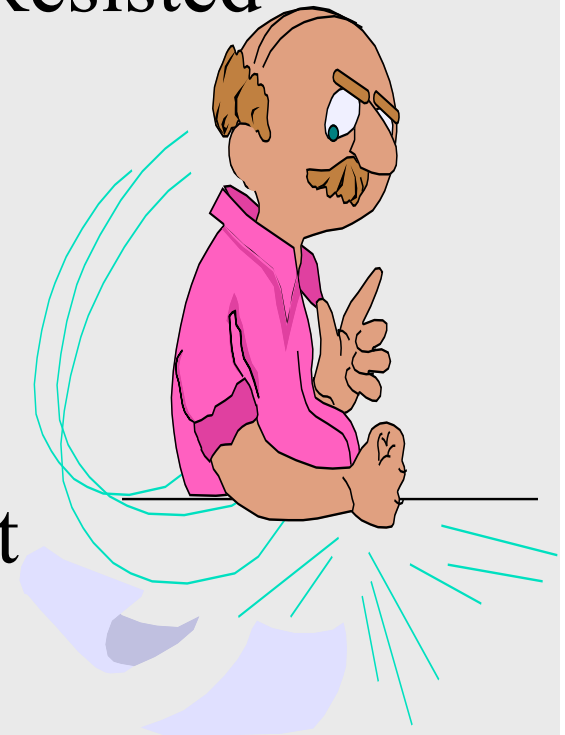
# Images Shaped by “Messages”

- Can Have No Effect on the Image
- Can Add to the Image
  - Reinforce
  - Clarify
  - Fill in Gaps
- Can Bring Doubt to the Image
- Can Occasion a Revolutionary Change in the Image



# Penetrating the Image's Value Screen

- “Favorable” Messages are Received Easily
- “Hostile” Messages Will Be Resisted
- “Oft-Repeated” Messages Eventually May Alter Images
- Stability/Resistance of Image is Related to its Internal Consistency and Arrangement



# Summary

## ■ Knowing the Image Is Key to Facilitating Communication

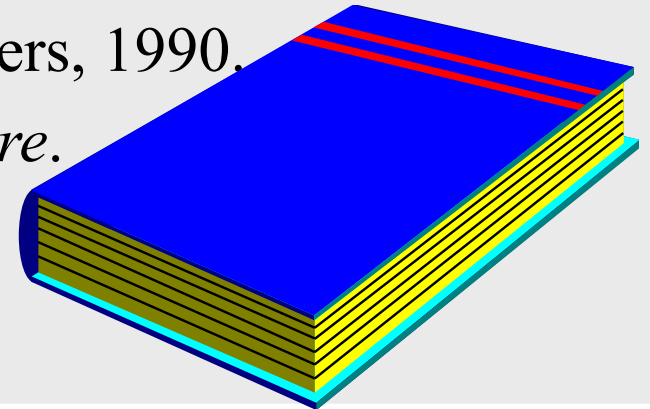
- Current operating image
- The new image
- Design messages that bridge the gap

## ■ What are the images you want “messed”?

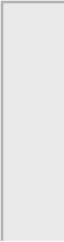


# References

- Boulding, Kenneth E. *The Image: Knowledge in Life and Society*. Ann Arbor: University of Michigan Press, 1966.
- Cooperrider, David L. “Positive Image, Positive Action: The Affirmative Basis of Organizing,” Chapter 4 in *Appreciative Management and Leadership: The Power of Positive Thought and Action in Organizations*, Ed. By Suresh Srivastva, David L. Cooperrider and Associates. San Francisco, Jossey-Bass Publishers, 1990.
- Polak, Fred. *The Image of the Future*. New York: Elsevier, 1973.







The potential strength of a culture can be measured by the intensity, energy, and belief in its images of the future.



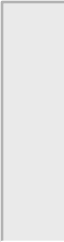
Fred Polak

One of the basic theorems of the theory of image is that it is the image which in fact determines what might be called the current behavior of any organism or organization. The image acts as a field. The behavior consists in gravitating toward the most highly valued part of the world.

Kenneth Boulding

Organizations are heliotropic in character in the sense that organizational actions have an observable and largely automatic tendency to evolve in the direction of positive imagery. Positive imagery and hence heliotropic movement is endemic to organizational life, which means that organizations create their own realities to a far greater extent than is normally assumed.

David L. Cooperrider



Be not afraid. Believe that life is worth living, and your belief will help you create the fact.

William James

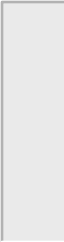


Imagination is more important  
than knowledge.

Albert Einstein

A vivid imagination compels the whole body to obey it.

Aristotle



Where there is no vision, the  
people perish.



Proverbs 29:18

By deliberately changing the internal image of reality, people can change the world.

Willis Harman



Mental anticipation now pulls the future into the present and reverses the direction of causality.

Erich Jantsch