

6

UNDERSTAND BELIEFS AND TRUE BELIEVERS

The human brain is a complex organ with the wonderful power of enabling man to find reasons for continuing to believe whatever it is that he wants to believe.

—Voltaire

I can believe anything provided it is incredible.

—Oscar Wilde

For persuasion to be effective in the long term, a primary goal becomes moving people from being convinced to being ardent believers. The goal is to create converts who will not only change their way of thinking but who will actively seek to instill their beliefs on those around them. True believers are the persuader's version of the Christian church's evangelist.

They have a mission to share their beliefs with those who indicate the slightest interest or who demonstrate a chink in their own belief system. True believers remain true often in spite of evidence that their beliefs are no longer true. The fine line for the ethical persuasionist is to help the true believers evolve their beliefs as appropriate and when appropriate.

PROGRAMMING

In his remarkable book, *The Pig Who Sang to the Moon: The Emotional World of Farm Animals*, Jeffrey Moussaieff Masson wrote about a particular group of women who worked with cattle headed for slaughter. Masson asked these women about the doomed cows' feelings. "They don't have any," the women all agreed. "They are always the same, they feel nothing."

"At that moment," wrote Masson, "we all heard a loud bellowing. I asked why the cows were making that noise." The women shrugged it off as "nothing," explaining that cows that were separated from their calves were calling them. "The calves are afraid," one woman said, "and are calling for their mothers, and their mothers are afraid for their calves and are calling them, trying to reassure them."

"It sounded to me," Masson stated, "as if these people were suffering from . . . *confirmation bias*, which involves taking into account only evidence that confirms a belief already held and ignoring or dismissing evidence that disproves that same belief."

Think about that. Even the evidence of their own senses could not persuade them to alter an existing belief. "Programming leads to belief," says Richard F. Taflinger, a professor at the Edward R. Murrow School of Communication at Washington

State University. “What a person is programmed to believe is what that person does believe.”

Subliminal Selling Secret

If you want to deeply influence an audience quickly and subliminally, you must understand what their core beliefs are. It doesn't matter what you are selling or what people are buying. When you understand their core, programmed beliefs, you are better able to adjust your story to fit their version of reality. It is much easier to sell to people by speaking to their beliefs rather than by confronting them or asking them to change.

If you need people to move their beliefs so you may gain persuasive compliance, you meet them at their current beliefs and you evolve the belief; you don't challenge it.

If I want someone to start eating organic food, I don't tell him that the food he currently eats is bad for him. I start with a premise and a belief that he likely has. That belief is that food tastes different today from when we were kids. By simply starting with a belief that we can both agree on, I can build a logic chain that will shift the belief from that point and move him to believe that organics taste better.

Once you've evolved the belief, you must present your audience with more examples of their new truth being correct over time or they may revert to their older, more ingrained belief when confronted by friends who want to go to McDonald's. If you are McDonald's, you understand the conversion to the new belief and you offer healthier choices so your customers can still enjoy their time with friends or eat better when they are in a hurry. You can also charge a little more for the convenience of a healthy meal, which reinforces another belief that most Americans have, which is that while you pay more for quality, it is worth it.

As a word, *programming* has only a slightly better reputation than *propaganda*.

Humans behave in accordance with how they perceive their surroundings. They perceive their surroundings in accordance with how they've been taught. How they've been taught (read: *programmed*) helps to cultivate beliefs. No one is more effective with this style of programming than McDonald's.

The news about McDonald's "branding" broke in the summer of 2007. A study showed that young children preferred food—*any* food, in fact—that came in a McDonald's wrapper. Identical foods were served in both name brand and unmarked wrappers and the children were asked which tasted better. The food adorned with the infamous Golden Arches won each and every time. Even a traditionally hated veggie like carrots tasted better to the kids when served in a McDonald's wrapper. "You see a McDonald's label and kids start salivating," said childhood development specialist Diane Levin.

"Advertisers have tried to do exactly what this study is talking about—to brand younger and younger children, to instill in them an almost obsessional desire for a particular brand-name product," said Dr. Victor Strasburger of the American Academy of Pediatrics. Dr. Tom Robinson, the study's author, said the kids' taste perception was "physically altered by the branding."

BELIEF AS SURVIVAL

If we were to evaluate our deeply held beliefs, we might discover that even if we're unsure why we hold these beliefs, we're convinced they must be defended at all costs. "In its simplest form, belief occurs as a mental act, a thinking process in the brain," writes Jim Walker of the No Beliefs web site. "To *believe*

requires a conscious thought accepted as having some *truth* value. To communicate this thought requires spoken or written language. Not only does belief require thought, but also a mental feeling of *truth*, which, according to neurological brain research, occurs from the limbic part of the brain. Thus, belief occurs as a thought with a truth-value feeling attached.”

Gregory W. Lester is a psychologist on the graduate faculty of the University of St. Thomas in Houston. “Belief,” he explains, “is the name we give to the survival tool of the brain that is designed to augment and enhance the danger-identification function of our senses.” To bring this concept into everyday life, think about your car parked in the driveway—as you sit in your living room unable to see the car. If your brain relied solely on current sensory data, you could not be sure where your car is. But instead, your brain calls upon what Lester calls its “internal map” of the location of your car. Therefore, contrary to immediate sensory evidence, you can comfortably own the *belief* that your car is in the driveway.

“This means that beliefs are designed to operate independent of sensory data,” adds Lester. “As far as our brain is concerned, there is absolutely no need for data and belief to agree. They have each evolved to augment and supplement one another by contacting different sections of the world. They are designed to be able to disagree. The brain doesn’t care whether or not the belief matches the data. It cares whether the belief is helpful for survival. Period.”

Like many aspects of human psychology and neurology, the origin of our beliefs is a topic up for grabs. As research progresses, some patterns are being discovered but, in general, there are far, far more questions than answers.

“There’s no doubt that there’s a rich, complex human nature,” says Noam Chomsky, a noted social commentator and a pioneer in modern cognitive study. “When you get to cultural patterns, belief systems, and the like, the guess of the next guy you meet at the bus stop is about as good as that of the best scientist. Nobody knows anything.”

This sure hasn’t stopped humans from trying to figure it all out.

THE BIOLOGY OF BELIEF

“Beliefs are among the most primitive and central of mental constructs, and yet there is little agreement as to what they are or how they should be construed,” says Professor David J. Schneider of Rice University. “They are basic to our understanding of a wide range of central phenomena in modern psychology. For example, our beliefs are key components of our personalities and senses of identity, and our expressions of beliefs often define us to others. . . . Many of our behaviors, mundane and consequential, are affected by what we believe.”

In his book, *The Biology of Belief: Unleashing The Power of Consciousness, Matter, and Miracles*, cell biologist Bruce H. Lipton states that thoughts “directly influence how the physical brain controls the body’s physiology. Thought ‘energy’ can activate or inhibit the cell’s function-producing proteins. . . . The fact is that harnessing the power of your mind can be more effective than the drugs you have been programmed to believe you need.”

Perhaps the most common proof of Lipton’s hypothesis is what we call the *placebo effect* (for example, “The beneficial effect in a patient following a particular treatment that arises from the patient’s expectations concerning the treatment rather than from the treatment itself”).

“The critical factor,” says Irving Kirsch, a psychologist at the University of Connecticut, “is our beliefs about what’s going to happen to us. You don’t have to rely on drugs to see profound transformation.”

While cognitive science and the study of the human brain is—as previously mentioned—an ever-changing, evolving, and relatively new field, current research seems to support the claim that a person’s beliefs, sensory experience, and thoughts can affect neurochemistry—and thus affect outcomes.

Consider the concept of hypnosis. Neuropsychologists point to alterations in brain activity to explain this phenomenon. EEG research shows a shift in the location of brain activity during the hypnotic process. Hence, the neurological changes just may help facilitate the power of suggestion.

While not exactly an accepted scientific term, the “power of suggestion” is a confirmed psychological mechanism. Our subconscious can accept or reject input. From repressed childhood memories to self-help mantras, the input varies widely, but what the subconscious accepts is what it responds to and thus acts on. (As any advertiser or marketer knows, the power of suggestion can be augmented through repetition.)

What all this suggests is that despite the ballyhoo surrounding genetic research and the mapping of the human genome, we humans are made up of much more than our DNA. “We are *not* the expression of our genes,” declares Ruth Hubbard, professor emeritus of biology at Harvard, “and knowing their location on the chromosomes, or their composition, does not enable someone to predict what we will look or be like. . . . It is a mistake to put too much weight on genes or DNA.”

It is also a mistake to believe we can accurately predict the unpredictable.

“Don’t assume that people who commit atrocities are atrocious people, or people who do heroic things are heroic,” declares Professor Lee Ross of Stanford. “Don’t get overly carried away; don’t think, because you observed someone under one set of discrete situational factors, that you know what they’re like, and therefore can predict what they would do in a very different set of circumstances.” Under the right circumstances, says Ross, people could be led to do “terrifically altruistic and self-sacrificing things that we would never have agreed to before we started.”

Possible Lesson: Beliefs, opinions, and behaviors are more adaptable than many of us realize and hence are almost always subject to change from situation to situation.

EVIDENCE

When asked what he’d want people to believe if it were up to him, renowned British biologist Richard Dawkins replied, “I would want them to believe whatever evidence leads them to; I would want them to look at the evidence, judge it on its merits, not accept things because of internal revelation or faith, but purely on the basis of evidence.”

But what happens when evidence is doled out on a need-to-know basis?

Many people are concerned about the effects global warming and climate change, but that concern is often outweighed, for example, by the belief that we cannot live without an automobile. This is not a coincidence. Carmakers continue to spend billions to keep this powerful belief alive. Consider Chevrolet.

Despite the fact that automobiles create nearly 1.5 billion tons of carbon dioxide each year, Chevy gained prestige and notoriety for co-sponsoring the Live Earth web page. To take things further, according to the carmaker's latest promotional campaign, Chevy is "an American Revolution" (that is, something radically new and exciting). The newsletter Chevy sends to its dealer is, in fact, named *Revolution*. And while the carmakers continue to spend money to keep beliefs alive that support their economic reality, they are moving people in the direction of other fuels as they introduce multifuel and alternative fuel cars while sponsoring events that spotlight what can be done. They are creating new beliefs and new believers by meeting people where they are and aligning with the thought leaders in their new market. They are also doing something else that is very subliminally persuasive: They are providing significant financial support for groups that need it and even if they are demonized for what might be seen as their complicity in the problem, they are defended by the thought leaders preemptively so as to maintain their funding. The requirement is not to influence the masses; it is to influence the decision makers and allow them to spin the financial commitment in a way that can be easily accepted by the true believers.

Both the automobile and the lifestyle it inspires have risen to prominence through the power of relentless suggestion and the development of associated beliefs. We no longer consciously acknowledge the presence of cars on the street, the highway, and in driveways from coast to coast and the myriad forms of *architecture*: the countless structures that exist exclusively to nourish and support the car culture, for example, the highway, on-ramp, off-ramp, gas station, strip mall, car wash, auto

repair shop, car rental establishment, bridges, tunnels, and, of course, the suburbs. This is all the result of a very powerful belief structure carefully crafted and tough to change.

It's simply expected that singers will sing about cars, writers will write about cars, actors will act in cars, and practically everyone will become a motorist. Even environmental activists regularly drive to their protests and rallies. Owning a car is now considered a virtual birthright, an actuality not open for debate on any philosophical level. As a result, although cars have been around for a relatively short time, the culture that facilitates their subconscious acceptance has quickly passed the point of any widespread scrutiny. Yes, we own a car (or SUV) and yes, drive it everywhere. Of course we do. Who doesn't? And why wouldn't we? Once beliefs evolve to this level, it is very easy to add complementary beliefs without much difficulty.

From 1950 to 1970, the U.S. automobile population grew four times faster than the human population. Today, there are around 200 million cars in the United States.

POLITICS

As you can see, what we choose to believe is often determined by what messages we hear and images we are exposed to most often. As President George W. Bush once explained, "See, in my line of work, you've got to keep repeating things over and over and over again for the truth to sink in, to kind of catapult the propaganda." As a persuader, this statement should serve as a powerful reminder of the need for short compelling messages that you can send over and over again to underscore the importance of a point.

Here's an example of that propaganda catapult in action:

In a very self-revelatory 2003 *New York Times* article (“Keepers of Bush Image Lift Stagecraft to New Heights”), we got an inside glimpse at such a catapult as reporter Elisabeth Bumiller told us how the Bush administration was “using the powers of television and technology to promote a presidency like never before.”

Bumiller reported, “The White House has stocked its communications operation with people from network television who have expertise in lighting, camera angles, and the importance of backdrops.”

When President Bush spoke near Mount Rushmore in 2002, “the White House positioned the best platform for television crews off to one side, not head on as other White Houses have done, so that the cameras caught Mr. Bush in profile, his face perfectly aligned with the four presidents carved in stone.”

“We pay particular attention to not only what the president says but what the American people see,” Dan Bartlett, the White House communications director, unashamedly told Bumiller.

“Americans are leading busy lives, and sometimes they don't have the opportunity to read a story or listen to an entire broadcast,” Bartlett added. “But if they can have an instant understanding of what the president is talking about by seeing sixty seconds of television, you accomplish your goals as communicators.”

This goal of “instant understanding” for those Americans “leading busy lives” is a crucial component of persuasion that most persuaders miss. When confronted with an avalanche of information, people you are affecting will react most positively to messages

that reach them at a core belief level, and is communicated in the shortest period of time. In other words, most people respond by running the message through a filter of “does this match my sense of reality and if so, I’ll pay attention until I’m satiated.” It is your responsibility as a persuader to build beliefs in your consumers that they will respond to. “Advertisements, getting a bargain, garage sales, and credit cards are firmly entrenched pillars of our way of life,” says Harvard economist Juliet Schor. “We shop on our lunch hours, patronize outlet malls on vacation, and satisfy our latest desires with a late-night click of the mouse.”

Managing persuasive compliance in our current society is all about setting standards and defining the accepted parameters.

CREATING NEW BELIEFS, ALTERING OLD ONES

Expertise

Psychologist Gregory Lester believes the task of challenging beliefs is “every bit as much philosophical and psychological as it is scientific and data-based.” In other words, humans—whether viewed as citizens, consumers, or just people—respond to both emotional and logical stimulus. Evidence is crucial and convincing but often cannot trump the human need to fit in, and it is effective language and messaging that conveys both the logic and emotion in proper doses.

But there are several subliminally persuasive tactics to bear in mind. First, humans in general eagerly trust experts and voluntarily respect authority. Let’s say you’re sitting in a doctor’s waiting room. Across the way, you watch a young mother with her energetic three-year-old son. Despite Mom’s best efforts, the boy keeps trying to open the door leading to the outside corridor. Finally, the young mother tells him, “You better not

go out there or the policeman in the hallway will arrest you.” This little warning serves to keep the boy away from the door.

Of course, had the little boy worked up the nerve to open the door, he would’ve immediately discovered two facts:

1. There was no policeman in the hallway.
2. His mother sometimes lies to him.

From such relatively benign childhood experiences comes a familiarity, a comfort zone with trusting those in power: parents, teachers, police officers, members of the clergy, bosses, doctors, and so forth. Of course, this reality may be subject to exploitation, but it often is based in common sense. There are definitely occasions when deferring to a medical professional can be the prudent choice, for example, when your doctor presents the evidence to prove that cigarette smoking is detrimental to your health, you form a new belief—and in this case, one that can enhance your survival.

Perhaps the most notorious manifestation of obedience to authority is the Milgram Experiment. Stanley Milgram, a psychologist at Yale University, conducted a study in which “teachers” were asked to administer an electric shock to a “learner” for each mistake made during the experiment. (The teachers were not aware that the learners were hired actors and the electric shocks were fake.) As a result, 60 percent of the teachers obeyed orders and “punished” the learner with the highest possible voltage (450 volts), and 100 percent of the teachers willingly dished out at least 300 volts.

When ideas are presented from a position of authority, whether vested or created in the case of thought leaders, beliefs

form more quickly. Many people will argue that our lack of critical thinking has caused many of the challenges facing our society today, and I wouldn't disagree. But, as a persuader, depending on your position, your goal is to gain compliance with an idea you are presenting, so the fastest way to gain compliance is to present yourself as an expert to the current beliefs. Make your argument congruent with the current belief set and you have a message that will be well received.

If you hope to change that belief, you start with a persuasive argument from a position of authority from experts. Those experts not only identify currently modifiable beliefs, they present with great authority the solution to the problem in the easiest possible way for people to understand it. Beliefs and values have much in common, and if you are to create beliefs that will endure, they need to support and evolve the values of the individual or group.

Ethical Expertise

In the words of public relations pioneer Edward Bernays, "Propaganda is of no use to the politician unless he has something to say which the public, consciously or unconsciously, wants to hear." The same sentiment might be applied to any authority figure or expert. Therefore, any form of marketing or publicity that utilizes an "expert" or a "voice of authority" in an honest manner will deftly play into this human condition without abusing it.

For a fine example of this technique that many see as being used for the greater good, let's return to the issue of global warming. None other than MTV has kicked off a campaign designed to educate its viewers about climate change. Offering information provided by, among others, the Natural Resources Defense

Council, the music network is relying on the time-proven tactic of citing “experts.” While there remains some controversy about the causes or even the reality of global warming, it’s difficult to imagine anything negative arising from MTV’s efforts.

It’s not unlike the mandatory seat belt law. While some of us fasten our seat belts to avoid getting a ticket, many more do so as a safety measure. We don’t wait until we see another vehicle spinning out of control to snap the seat belt into place. We fasten it upon entering a car. It can be a little uncomfortable to wear, but if we arrive at our destination without needing that seat belt, we typically don’t regret using it.

To apply this same mentality to climate change—to be unconcerned whether the human role in global warming is overstated—would be to live with a vision for the future. So, MTV and its partners are using public relations to create a new belief: why not alter our lifestyle as if our very existence were hanging in the balance?

Magic

The second secret mentioned earlier revolves around the fact that, at times, most humans very much *want* to be fooled. We *want* to believe in magic. Why else do we marvel at card tricks, sleight of hand, and other illusions? An existence in which every single act has been logically explained runs contrary to the typical human spirit and thus, many of us are ripe for the fooling.

As Exhibit A, consider the cautionary tale of marauding Martians landing in New Jersey.

On October 30, 1938—the night before Halloween—Orson Welles and his radio troupe, the Mercury Theater of the Air, put on a radio adaptation of the H. G. Wells science fiction

novel, *The War of the Worlds*. Presented as if it were a newscast, the story of a deadly Martian invasion (beginning in the fictional Grover's Mill, New Jersey) was mistaken by many listeners to be true. Despite Welles's periodic interjections during the show that this was only a radio play, the result was mass hysteria. Americans, mostly in the Northeast, armed themselves, hit the road, hid in basements, and essentially panicked.

"All unwittingly, Mr. Orson Welles and the Mercury Theater of the Air have made one of the most fascinating and important demonstrations of all time," Dorothy Thompson later wrote in the *New York Tribune*. "They have proved that a few effective voices, accompanied by sound effects, can convince masses of people of a totally unreasonable, completely fantastic proposition as to create a nation-wide panic. They have demonstrated more potently than any argument, demonstrated beyond a question of a doubt, the appalling dangers and enormous effectiveness of popular and theatrical demagoguery."

Needless to say, there are lessons to learn from Welles's much-too-believable acting. Each of us retains a tiny bit of little kid in us and that little kid *wants* to be dazzled and maybe even deceived. We want to believe that wearing a particular article of clothing, eating a particular type of food, going to see a particular movie, or whatever, could result in an almost magical transformation and thus make us feel more confident or calm or sexy or successful or happy. (Remember what psychologist Gregory Lester said, "Beliefs are designed to operate independent of sensory data"). The trick, as it were—if you're seeking to meld ethics with profits—is to commence from a position of honesty.

Many of our best scholars see any attempt at persuasion as manipulation, discounting the idea that many people

have legitimate needs and want to be educated. “What is the difference between unethical and ethical advertising?” asked anthropologist Vilhjalmur Stefansson. “Unethical advertising,” he continued, “uses falsehoods to deceive the public; ethical advertising uses truth to deceive the public.” This is a very dangerous view from the perspective of the persuader, but it is a good reminder that our job is not to deceive but to lead people to their own most logical conclusion, which happens to be the one you want them to have.

A BLACK BELT IN PERSUASION

Practitioners of certain martial arts—such as judo, aikido, and wing chun kung fu—understand and appreciate the principle of exploiting momentum. “The highest technique is to have no technique,” Bruce Lee said. “My technique is a result of your technique; my movement is a result of your movement.”

For example, a charging opponent can be met with a subtle redirection. Using “existing beliefs to persuade” can work in a similar manner.

We have learned that humans often create beliefs based on evidence. In other instances, the mere power of suggestion is enough. Sometimes, we are ready to believe in the fantastic—contrary to all common sense and logic. Regardless of the motivation, the creation of beliefs and the ensuing behavior these beliefs inspire are universal human qualities. This is the *momentum* mentioned earlier.

Those seeking to persuade customers to *believe* in their products or services are analogous to the martial arts master calmly surveying a situation. Recognizing that humans crave beliefs—*need* beliefs—the master welcomes this instinctual drive.

However, much like the aikido practitioners who guide an opponent into the direction of their choosing, those seeking to persuade must play on this natural human desire to embrace beliefs. If humans need to believe, why not aim that belief in *your* direction?

This requires innovation, endurance, and flexibility (much like martial arts training):

- *Innovation*: In a society based on information overload, originality always stands out, and uniqueness rarely goes unrecognized. It's logical to learn from those who came before you, but we must never be afraid to put our own stamp on our efforts.
- *Endurance*: "Modern propaganda," wrote Edward Bernays, "is a consistent, enduring effort to create or shape events to influence the relations of the public to an enterprise, idea or group." (See Chapter 2.) Remember: You're in this for the long haul.
- *Flexibility*: Sometimes you have to trust your instincts even if it means bending a few accepted norms. In the words of Bruce Lee: "All fixed set patterns are incapable of adaptability or pliability. The truth is outside of all fixed patterns."

HOW TO CREATE PERSUASIVE BELIEFS

From a very practical standpoint, I learned much about leveraging and creating new beliefs while growing up in a religious cult. I found that people were eager to move from one idea to the next when presented in context. They were very willing to modify their belief in ways sometimes not beneficial to

themselves when the new belief supported an even deeper core belief like the idea of salvation or the difference between heaven and hell.

In most persuasion events, the choices that people make are not unlike the decisions around salvation; they are looking for a concept that is easy to understand and accept without having to think further.

To create beliefs in your audience:

- Build on existing beliefs and bridge those beliefs to the new idea.
- Create a highly charged environment where the lesson will be experienced with full emotional impact so that it is instantly imprinted as being real.
- Have authorities and experts present to deliver information crucial to acceptance of a new idea.
- Reduce the message to the smallest, hardest-hitting component possible and deliver it with great intensity.
- Repeat the message regularly and in multiple formats so that it becomes well accepted.
- Leverage social proof so that new believers become true believers. Allow them to quickly see that they are part of a group that sees things the same way.
- Reward their acceptance and adherence to the new belief through public and private recognition when possible. For example, you may offer them insider information (where legal) or make them part of an advisory group, and so on. The more authority people perceive that they have in a group, the more likely they are to spread the word of the group.

- Give the group both overt and covert ways of recognizing themselves when possible. A ribbon or a ring can be a powerful token that allows those in the know to recognize each other easily. Fraternal organizations like the Freemasons do this by wearing a ring that identifies their membership. Breast cancer research supporters wear a pink ribbon. People involved in religious practices often wear tokens of their affiliation like the Star of David or the crucifix. Covert means of recognition may include special phrases or words used to recognize each other. Alcoholics Anonymous did this effectively for many years by publicly calling their meetings gatherings of friends of Bill W.

Let me ask you a very important question right now: What beliefs do you hold about persuasion, sales, advertising, marketing, and public relations? Do those beliefs support you or keep you from being the most effective persuader you can be? Where did those beliefs develop? As you begin to understand your own beliefs and their roots, you'll better understand how to create powerful beliefs in your targeted audiences.

Implementation Is Everything

Money Follows Action

Before you read the next chapter, take the following actions:

Create messages that polarize people and that feed the desires of your supporters. The better the messages for your true believers (existing happy customers), the more likely they

are to become evangelists who will spread your message far and wide.

Develop your expert status. Be sure to have powerful opinions and share them.

Find the areas of your marketing, advertising, and sales process where you can deeply connect with the buyer's sense of identity. Play to their definition of who they are as a person or who they are as a company.

By deeply connecting with the existing beliefs of an audience, you are able to more quickly change their beliefs or enhance them. And people who accept other's beliefs as their own are much more likely to spread those beliefs and defend them. Belief making should be a core component of your marketing strategy.

ESSENTIAL FURTHER STUDY

Books

The 48 Laws of Power—Robert Greene (Viking, 1998)

Power vs. Force—David R. Hawkins (Hay House, 1995)

Battle for the Mind—William Sargant (Malor Books, 1997)

Viral Video and Web Sites

Mutant Milk: [youtube.com/watch?v=h0awf4sino&feature=related](https://www.youtube.com/watch?v=h0awf4sino&feature=related)

Movies

Our Brand Is Crisis—Koch Lorber Films (2005)

Marjoe—New Video Group (1972)

Jesus Camp—Magnolia (2006)