

Index

A

Abortion debate, the, 149
Achilles, 144–145
Acknowledgment: of disagreements, 38–39; of emotions, 109
Action: conjuring up, 26; consistency of, 18
Actors/acting, 26, 52, 146, 147
Ad-libbing, relying on, problem with, 16
Adrenaline, using, 176–177
Agenda, agreeing on the, 37–38, 150
Agnew, S., 156
Agreement, getting, 37–38, 105, 106–107, 110, 135, 136, 142, 150
Alcoholics Anonymous, 108
Alignment: addressing, 24, 25; and the allied-opposed continuum, 136, 137; importance of, 1, 21, 43, 84, 111, 161, 162, 170, 188; requirement for, 3; roadblocks to, awareness of, 175–176; way to, 173–174
Allied-opposed continuum, 123, 135–137, 141
Alliteration, use of, 90, 156
Alpha dog, 137, 139
Alternative idea, real, checking for a, 158
Antithesis, described, 90
Arguments ad hominem, 144–145
Arguments, phrasing, 149

Aristotle, 145
Arm gestures. *See* Hand and arm gestures
Articulateness, checking for, 157–158
Asian cultures, 72, 142
Audiences: concerns of, focusing on, 60–62; failure to effectively relate to, example of, 176; points of view of, understanding, 149; using language familiar to, 62
Authenticity: defining, 18–19; demand for, 7, 28; destroying your, 162; and emotions, 17, 18–19, 170; failing at, reason for, 1, 3; and getting gestures right, 166; importance of, 33; need for charisma and, 7–8; and passion, 98, 100; and preparation, 16; proxy for, 19; requirement for, 1, 28–29, 170; and self-revelation, 160; steps to, 30–31, 119, 170–171. *See also* Connectedness; Openness
Authoritative arc, the, 94–95
Awareness: of alignment roadblocks, 175–176; conscious, 121, 144, 168, 169–170, 178, 182; of content, 8; importance of, 17, 165, 169; unconscious, 121, 178

B

BATNA (best alternative to a negotiated agreement), 149–150
Battle of Britain, 69

- Battle of France, 69
 Becchina, G., 112–113
 Behavioral change, example of, 49–51
 Berlin speech, 62
 Bilingual speakers and gesturing, 183
 Blind people and gesturing, 183
Blink (Gladwell), 112
 Body language: change in, looking for, 141; closely attuned to, while listening, 107; and connectedness, 31; controlling, by controlling intent, 173–175; importance of, 1–2; learned, changing, difficulty of, 32; monitoring, 123; and openness, 30; and persona, 52; and persuasion, 135–136; positive, excess of, 142; practicing, 26; primacy of, 3; reading, 2–3, 47, 48–49; trying to control, at the wrong level, 3, 52, 54; unconsciously interpreting, in terms of intent, 163–164. *See also* Gestures; Nonverbal communication
 Body orientation, and the allied-opposed continuum, 135–156
 Bonding, 108
 Book recommendation sources, 61
 Brain research, 1–2, 4, 162
 Branson, R., 138–139
 Breathing, proper, importance of, 96–97, 177
 Bush, G.H.W., 45–46
- C**
- Carter, J., 155
 Center for Nonverbal Studies, 186
 Change, behavioral, example of, 49–51
 Changing minds, process of, 102, 120, 164–165
 Charisma: defining, 16–18; desire for, 7; and getting gestures right, 166; importance of, 33; and listening, 101–110, 117; need for authenticity and, 7–8; and passion, 98, 100; requirement for, 1; and self-revelation, 160; steps to, 31–32, 119, 170–171. *See also* Listening; Passion
 Churchill, W., 63–64, 66, 69, 166, 187
 Cicero, 145, 146, 162
 Clarifying, 105–107, 118
 Clarity of message, 157–158, 170
 Clinton, B., 45, 65, 66, 119, 123
 Clinton, H., 65
 Closed conversations, experiencing, 40
 Closeness, connection as, 71–73
 Comfort, general sense of, feeling a, 141
 Commitment: superficial, 142; understanding the, importance of, 147
 Committed-uncommitted continuum, 123, 141–142
 Communication: elements of, 101; evaluation of, 148; leadership, 164–165, 170; leadership as, 173–188; mismatched, result of, 54; nature of, 11; procedural matters of, openness about, 41; reciprocal, 66–67; two conversations of, identified and described, 1, 8–9. *See also* Nonverbal communication; Verbal communication
 Communication skills, improving, 180
 Compromise, agreeing to, 107
 Concluding open communication, 41
 Confessional age, self-revelation in the, 160
 Confidence, 56–57
 Connectedness: described, 30–31; expression of, 185; importance of, 59; lacking in, effect of, 116; layering, with the other disciplines, 171; and listening, 112, 119; and nonverbal communication, 71–78; and showing passion, 79, 80; and verbal communication, 59–70
 Conscious awareness: achieving, 121, 178, 182; gesturing without, 144; and persuasive nonverbal communication, 168, 169–170; of power and deference, 182
 Conscious expertise, proceeding to, 168
 Conscious thought: aligning emotional intent with, 170; bridging the divide between unconscious thought and, 178–179; sidestepping, 26; vs. unconscious

- thought, 2, 3, 4, 10, 13, 25, 114, 166, 167, 174, 182
- Consequentiality, checking for, 158
- Consistency, 67, 188
- Content: ability of gestures to convey meaning independent of, 9–12; awareness of, 8; being passionate with, 79–92; as coming second, 10–11, 12, 13, 166, 167; and connectedness, 31; controlling, 16; coordination of gestures and, importance of, 4; effective presentation of, 29; gestures trumping, 148; importance of, assumption about the, 1; persuasive, 143–160; practicing, 26; and trying to consciously control gestures, 3. *See also* Verbal communication
- Context, framing the, 37
- Conversations: dominating, 140; withdrawing physically from, 139. *See also* Two conversations
- Counterexpressions, 133
- Courage, 39, 83
- Credibility, destroying your, 162
- Critical feedback, 103–104
- Cruise, T., 18
- Cultural differences, addressing, 142. *See also* Asian cultures; Mediterranean cultures; Western cultures
- D**
- Decision making, emotional aspect of, 165–166
- Decoding emotions, 12–13, 14–15
- Defensiveness, 23, 57–58
- Delivery, importance of, 145
- Demosthenes, 145
- Direct language, using, 63–64
- Disagreements, acknowledging, 38–39
- Discussions, taking control of, subtle way of, 106–107
- Distance: closing the, 141; and connectedness, 71–73, 119; and openness, 46, 127; and powerful people, 140
- Doubts, leaders concealing, 187
- Dramatic pause, using a, 93–94, 139
- E**
- Ekman, P., 44, 45, 131, 132, 133
- Election years, debates during, 145
- Elizabeth, Queen, 139
- Emotional expression: facial, near-universal grammar of, 45; focusing on, vs. conscious awareness, 169–170; and gesturing, 185; importance of, 17, 18–19; lacking in, effect of, 116; social taboo against, overcoming, 80
- Emotional justification, 165, 166
- Emotional state: of openness, focusing on the, 58; others', becoming attuned to, 120
- Emotional truth, finding, 26
- Emotions: acknowledging, 109; and authenticity, 17, 18–19, 170; and being passionate, 31, 80; checking, 83; concealing, identifying people who are, 44, 131–132; controlling our, 168; conveying, through gestures, 12, 13; conveying, through rhetoric, 86–89; and decision making, 165–166; decoding, 12–13, 14–15; fully experiencing, effect of, 99, 170; gestures coming from, 166, 167; identifying and responding to, 108, 109; labeling, 80–83, 179; and listening, 32, 114; reading, being good at, 110, 119; underlying, focusing on the, 169; withholding, 86. *See also* Passion
- Empathic listening, 108–110
- Enjoyment, element of, importance of, 17–18
- Enron, 28, 39, 83
- Essential nonverbal skills, improving, example of, 115–118
- Evaluations, 360-degree, receiving, benefit of, 50, 116
- Exercise, benefit of, 177
- Eye contact: and connectedness, 72, 74, 119; and openness, 44, 127; and powerful people, 139; and sincerity, 132
- Eyebrow flash, the, 45, 75, 119, 124, 125
- Eyes, expressions of the, 44, 125, 132, 133, 141, 147

F

Facial expressions: changing, 8; and the committed-uncommitted continuum, 141; and connectedness, 75; controlling, issue of, 44, 130; improving, example of, 117–118; and the open—closed continuum, 124–127; and openness, 45; and passion, 97.

See also specific facial features

Facts, use of, 151, 155–156

Fads, 68, 70

Fallacies, logical, 144–145

Familiar language, using, 62

Fat Man in the Middle Seat

(Germond), 65–66

Fear, experiencing, addressing, 176–180

Federal Aviation Administration (FAA), 83

Feedback: from 360-degree reviews/evaluations, 50, 116; and listening, 101, 103–104, 111, 118

Feet and legs, action of the, 130, 134, 141, 175–176

Fight-or-flight reactions, 23

Figures of speech. *See Tropes*, using

Filtering, ways of, 60–61

Followers: leaders defined by their, 175; and listening, 114; need for, 102–103

Forehead wrinkles, meaning of, 124

Four Weddings and a Funeral, 84

Frame of reference, listening to new ideas within our, 60

Fringe sources, listening to, 61

Full disclosure, importance of, 160

G

Generalizing, problem with, 104

Germond, J., 65–66

Gestures: ability of, to convey meaning independent of words, 9–12; ascribing intent to, 3, 22–23, 47, 48–49; changing, 8; as coming first, 10–11, 12, 13, 166, 167, 185–186, 187; controlling our, 168, 169–170; conveying emotions through, 12, 13; coordination of content and, importance of, 4; of

defensiveness, 23, 57–58; as a field of study, 145, 146–147; misguided belief about, 8–9; most widely used, 186; observing and decoding your own, and those of others, 169; and openness, 30; and passion, 97–98; signaling intent through, 12–13; thinking about intent rather than, 25–27, 52–53, 55, 56–57; traditional approach to speech and, addressing the, 184–185; trumping content, 148; trying to consciously control, issue with, 3, 53; why we use, 182–184. *See also specific gestures*

Givens, D., 186

Gladwell, M., 68, 70, 112–113

Glomming, described, 104

Goals, clear and transparent, 149–150

Goldin-Meadow, S., 183–184

Good feedback, 103–104

Grandstanding, checking for, 158

Grant, H., 84

Gray, JS, 65–66

Greeks, the, 143, 144–145, 149

Gregory, S., 181, 182

H

Hand and arm gestures, 46, 47, 48, 97, 127–128, 133, 134, 141, 167, 186

Head posture, 75, 126–127, 134, 186

Heart posture, 76

Height, and the powerful-subservient continuum, 137, 138–139, 140

Hierarchy of needs, 61–62, 159

Hitler, 69

Honesty, 81–83, 179. *See also Truth telling*

Hyperbole, described, 92

I

Improvisation, relying on, problem with, 16

Information overload, 59, 68, 120, 121–122, 152, 159, 171

Insomniac, benefiting from being an, 179

Intellectual justification, 165

Intellectual rocker posture, 77

Intellectualizing, too much, avoiding, 5, 56, 170

Intent: ascribing, to gestures, 3, 22–23, 47, 48–49; to be connected, creating the, 77–78; clarifying, importance of, 187; clarity of, addressing the, 36; concealing, issue with, 36; controlling body language by controlling, 173–175; described, 2; determining, along a continuum, 123–142; emotional, focusing on your, 169–170; making snap nonverbal judgments about, 113–114; new, change to go along with, 32; signaling, through gesture, 12–13; signaling, with posture, 75–77; thinking about, rather than gestures, 25–27, 52–53, 55, 56–57; transparency of, importance of, 40; unconsciously interpreting body language in terms of, 163–164; understanding, importance of, 147; working at the level of, 4

Intentions, other people's, reading, 121–142

Interrupting, 139

Interviews, drawing on your unconscious expertise during, 129

Intimate space, 72, 73–75, 140

Irony, described, 92

J

J. Paul Getty Museum, 112–113

Job interviews, drawing on your unconscious expertise during, 129

K

Kennedy, J. F., 62, 89, 90–91, 156

Kent State University, 181

King, M. L., Jr., 81, 86–87, 88, 93, 94

Kinsey Reports, the, 63

L

Language: familiar, using, 62; simple and direct, using, 63–64. *See also* Body language; Content

Larry King Live, 181

Leadership: as communication, 173–188; effective, price of, and reward resulting from, 188; heart of, 165; key to, 15–16; in the media age, 16, 28; paradox of, 27; secret to, 170

Leadership communication: essence of, 164–165; secret to, 170

Learning and gesturing, 183–184

Legs and feet, action of the, 130, 134, 141, 175–176

Letterman, D., 30

Limelight, enjoying the, importance of, 17–18

Listener, job as a, 120

Listening: described, 32; filtering and, 60–62; layering, with the other disciplines, 171; to new ideas, 70; and nonverbal communication, 107, 111–120; and powerful people, 140; the role obligation plays in, 66–67; and verbal communication, 101–110

Livingstone, D., 140

Logical fallacies, 144–145

Love, expressions of, 11–12

Love stories, 152, 153–154

Lying, indicators of, 44, 123, 132–133, 162. *See also* Sincere-insincere continuum; Truth telling

M

Maclean, N., 84, 85

Mantra, repeating your, 179, 180

Maslow, A., 61, 159

Mattel, 28

McLuhan, M., 31

Media age, leadership in the, 16, 28

Mediterranean cultures, 72

Medium, in the communication process, 101

Mehrabian, A., 12–13, 14, 161

Mental imaging, 180–181

Merck, 39

Message: clarity of, 157–158, 170; consistency of, in both conversations, 188; and feedback, 101

Metaphors, use of, 89, 156, 157

Method acting, 26, 52

Micro expressions, 133

Mind-set, rehearsing your, 26–27

Mirroring, 135, 136, 137, 138, 140, 141

Mismatched communication, result of, 54

Morris, D., 184

Mouth, expressions of the, 45, 126, 133, 147
My Life (Clinton), 65

N

Needs: deep, listening to ideas that fulfill, 61–62; hierarchy of, 61–62, 159
 Negotiation, 149–150
 Nervousness, problem with, 163
 New and unusual, embracing the, 70
 News sources, 61
 Nicholson, J., 17
 Nodding, effect of, 45–46, 119
 Noise, defined, 101
 Nonverbal communication: and connectedness, 71–78; connection between verbal communication and, 8, 14, 15, 143–144, 145, 146, 147–148, 162; cultural differences in, addressing, 142; defined, 1; effectively conveying, 29; and important dialogues, 12; improving, example of, 115–118; learning how to control, importance of, 16, 163, 167–168, 169–170, 188; and listening, 107, 111–120; mastering, importance of, 15–16, 167–168, 169; as multidimensional, 184; and openness, 43–58; and passion, 93–100; persuasive, 143, 144, 145, 146–147, 161–171; primacy of, 161–163, 166–167, 184, 187; and reading other people's intentions, 121–142; thinking about, and reading intent, 123. *See also* Body language; Two conversations
 Nonverbal impulses, 2
 Nose, expressions of the, 125–126

O

Obama, B., 18, 81–82, 155
 Objective sources, listening to, 61
 Offstage beat, 99–100
 One-upmanship, avoiding, 108–109
 Open-closed continuum, 123, 124–131, 141
 Openness: adopting, result of, 32; building on, 136; caution involving, 39–40; described, 30; emotional

state of, focusing on the, 58; gesturing, effect of, 187; layering, with the other disciplines, 171; and listening, 112; meaning of, and guidelines for achieving it, 35–38; and nonverbal communication, 43–58; physical components of, 44–48; and showing passion, 79, 80, 98; trust and, 39, 43–44, 186; and verbal communication, 35–41

Oprah, 61

Oratory, art of, 145, 146. *See also* Persuasive communication

P

Paradoxes, 3, 4, 25, 27–28, 52, 54, 70, 101, 168, 169, 170
 Parallelism, described, 90–91
 Paraphrasing, 104–105, 118
 Passion: described, 31; focusing on, 99; layering, with the other disciplines, 171; nonverbally communicating, 93–100; verbally communicating, through content, 79–92
 Pause, dramatic, using a, 93–94, 139
 Pelvic posture, 75–76
 Penguin gesture, 58
 Penn and Teller show, 175
 Persona, new, creating a, 51–57
 Personal responsibility, 37, 109
 Personal space, 72, 73–74
 Personification, described, 92
 Persuasive communication: and the allied-opposed continuum, 135–136; art of, 143, 188; importance of both conversations to, 187; and listening, 102, 120; and the nonverbal-verbal connection, 143–144, 145, 146, 147–148; powerful, as the reward, 188; principles of nonverbal, 161–171; rules of verbal, 149–160
 Phrasing arguments, 149
 Pitch, 94, 95, 96–97, 134
 Points of view, understanding the, of your audience, 149
 Political debates, 145
 Pomposity, 18
 Positions, adopting other people's, 136

- Posture, signaling intent with, 75–77
- Power and deference, issue of, and matching wavelengths, 181–182
- Powerful-subservient continuum, 123, 137–141, 185
- Practice, importance of, 4, 8, 26, 27–28, 29, 56, 58, 163
- Preparation, importance of, 16, 27
- Presence, described, 95, 96
- Problems and solutions, dealing with, 150–151
- Procedural matters, openness about, 41
- Public debate, 145
- Public space, 71, 73
- Q**
- Quayle, D., 181
- Queen Elizabeth, 139
- Quest stories, 152–153, 155
- Quiet moments, passion expressed through, 98
- Quintilian, 145, 146
- R**
- Rags-to-riches stories, 152, 154
- Reading others: and their emotions, 110, 119; and their intentions, 121–142
- Reagan, R., 155
- Receiver, defined, 101
- Reciprocal communication, importance of, 66–67
- Reconnection, desire for, 112
- Rehearsing. *See* Practice, importance of
- Relapse, issue of, 24–25
- Repetition, use of, 86–87, 91
- Resistance, avoiding, 151
- Resonance, described, 95
- Resonance point, maximum, described, 97
- Respect: earning, 40; for followers, 102
- Responsibility, taking, 37, 109
- Restraint, verbal, using, 83–86
- Revenge stories, 152, 154
- Rhetoric: conveying emotions through, 86–89; defined, 143, 144, 194*n*1; effective and modern, creating, requirement for, 147. *See also* Persuasive communication
- Rhetorical honesty, example of, 81–83
- Rhetorical questions, described, 89
- River Runs Through It, A* (Maclean), 84–85
- Roadblocks, alignment, awareness of, 175–176
- Role play, use of, 30, 31, 50, 51, 54–55, 76, 116
- Romans, the, 145–146, 162
- Rule of threes, using the, 86, 88–89
- Russian Olympic athletes, 180, 195*n*1
- S**
- Safety issues, communication dealing with, 159
- Safire, W., 156
- Secrets: keeping, merit in, 150; revealing, 160, 162
- Self-awareness, importance of, 165
- Self-control, developing, need for, 162
- Self-preservation tendencies, problem with, 23–25
- Self-revelation, as requisite, 160
- Self-understanding, developing keen, need for, 162
- Sender, defined, 101
- Sense memory, creating a, goal of, 56, 58
- Shaking hands, 46, 127–128
- Shared emotional experiences, bonding over, 108
- Shocking idea, checking for a, that's also not surprising, 158
- Shoe Bomber, the, 18
- Shortcuts, 11, 19
- Shorter people vs. tall people, 139
- Shoulder shrug, 186
- Similes, use of, 89, 156
- Simple language, using, 63–64
- Sincere-insincere continuum, 123, 131–135, 141
- Smiling, 45, 126, 133
- Snap nonverbal judgments, making, about intent, 113–114
- Social aspect, paying attention to the, 68
- Social space, 71–72

Soliloquizing, avoiding, 65–66
 Solutions, dealing with problems and, 150–151
 Sources, listening to, 60, 61, 70
 Soviet athletes, 180, 195*n*1
 Space, and the powerful-subservient continuum, 137, 138, 139, 140
 Spitzer, E., 36
 Spontaneity, preparing for, 27–28
 Stanislavsky, C., 26, 52, 53
 Stanley, H. M., 140
Star Wars, 152, 158
 Stereotyping, tendency toward, 48
 Stillness, extreme, effect of, 98
 Stories, use of, 151, 152–155
 Stranger in a strange land, stories about a, 152, 154–155
 Subconscious mind, the.
 See Unconscious entries
 Submission gesture, instinctive, 186. *See also* Powerful-subservient continuum
 Superficial commitment, 142
 Surprise, element of, importance of, 18
 Synecdoche, described, 92

T

Tact, essentialness of, 85
 Tall people vs. shorter people, 139
 Telephone conversations and gesturing, 183
 Thin-slicing, 112–114, 120, 124
 Thoughtfulness, as requisite, 33
 360-degree reviews, receiving, benefit of, 50, 116
 Threes, rule of, using the, 86, 88–89
Tipping Point, The (Gladwell), 68
 Tone of voice, rising, 93, 94
 Torso, action of the, 46–47, 112, 127, 130, 134, 141
 Transactional model, 103
 Translation, 106
 Transparency, issue of, 149–150, 163
 Tribal call, using a, 68–69
 Tropes, using, 89–92, 151, 156–157, 194–195*n*14
 Trust: building, posture for, 76; creating, through paraphrasing, 105; essence of, 43; firmly establishing, 80; and framing the

context, 37; lacking, example of, 176; and openness, 39, 43–44, 186
 Trusted sources, listening to, 60, 70
 Truth, emotional, finding, 26
 Truth telling: direct, power of, 63; reluctance toward, 81; signals around, monitoring, need for, 123; uncomfortable, 83. *See also* Sincere-insincere continuum
 Two conversations: identified and described, 1, 8–9; importance of, grasping the, 187–188; mastering the, simple way to, 29–32; mastery of the, as essential, 148. *See also* Alignment; Nonverbal communication; Verbal communication
 Tylenol scare, the, 39–40

U

Unconscious awareness, and making it conscious, 121, 178
 Unconscious experts: being, at determining intent along a continuum, 128–131, 132, 133, 137, 139, 141, 142; learning to be, 2–3, 22–23; and openness, 47, 48–49; and persuasion, 163–164; proceeding from being, 168; wanting to be, at reading others, 122
 Unconscious thought: bridging the divide between conscious thought and, 178–179; conscious thought vs., 2, 3, 4, 10, 13, 25, 114, 164, 166, 167, 174, 182
 Understanding, checking for, 106
 Unusual and new, embracing the, 70

V

Validation, 102, 114, 118
 Verbal communication: and connectedness, 59–70; connection between nonverbal communication and, 8, 14, 15, 143–144, 145, 146, 147–148, 162; cultural bias toward, 184; defined, 1; learning how to control, importance of, 188; as linear, 184; and listening, 101–110; and openness, 35–41; and passion, 79–92; persuasive, 143–160; reason

- for, addressing the, 184–185.
 - See also* Content; Two conversations
 - Verbal restraint, using, 83–86
 - Victorian period, 147
 - Video recording, use of, 118
 - Visual cues, gestures as, 13
 - Voice, use of the, 93–97, 134
 - Volume level, 93
- W**
- Wavelengths, matching, 181–182
 - Webster, S., 181, 182
 - Western cultures, 72, 128, 142, 152–155, 184
 - Weygand, General, 69
 - Whistle-blowing, 83
 - Whole body, listening with one's, 111–112, 114, 119
- X**
- Words. *See* Content; Verbal communication
 - Workaday worlds, change in our, 33
 - Working the Room* (Morgan), 17
 - World War II, 69, 187
 - WorldCom, 28, 39, 83
 - Wright, J., 81, 82
 - Wrinkles, forehead, meaning of, 124
- Y**
- You and we*, using, 65–66
 - YouTube, 148
- Z**
- Zeri, F., 113

