

## Chapter #1: CONTROL How to win the social game

### SCIENCE OF FAKE

1. Pushing through, faking it, trying to make it work— simply doesn't work.
2. When you force yourself to go to events you are dreading, you are not only miserable, but your misery is contagious.
3. No matter how many behavior hacks you learn, if you go to events that make you unhappy, it will be incredibly difficult to increase your memorability.
4. *Confidence is contagious and so is lack of confidence, and a customer will recognize both.*

### YOUR SOCIAL GAME PLAN

1. HACK #1: The Social Game Plan Take control of your interactions and play by your social rules.

Skill #1: Play Your Position: You can get along with anyone, but you don't have to get along with everyone.

1. My Thrive Locations: Bars, Nightclubs, Cafés, Boardrooms, Coffee Shops, Nature, Dinner Parties, Casinos, Black-Tie Events , Cocktail Parties, Theme Parks, Festivals
2. My Survive Locations: Restaurants, House Parties, The Gym, Phone Calls, Video Chats, Networking Events
3. Now you know which invites to say yes to and which ones to skip. Put yourself in a position to be successful before you even arrive.

Skill #2: Work a Room

1. The Start Zone is the starting point at all events. Emotionally, it's the place where nerves are running highest
2. The Side Zone is also filled with secret traps that people often fall into. don't get to meet many new people.
3. The Social Zone is where the magic happens. Drinks in hand, people are ready to mingle, if not desperate to have someone to talk to. You become their savior if you rescue them from drinking alone.

Skill #3: Know Your Team

If you want to go fast, go alone. If you want to go far, go together.

By controlling where, how, and with whom your interactions take place, you can set yourself up for more success.

### TAKING CONTROL

Succeeding with people is about engineering what works for you.

## Chapter #2: CAPTURE How to make a killer first impression

### THE SCIENCE OF FIRST IMPRESSIONS

1. We decide if we believe someone, if we like someone, and if we trust someone before we have even heard him or her speak.

2. Teachers who got poor rankings from the two-second clips also got low rankings from students who took a semester's worth of classes.
3. You can use the first impression to hack an entire interaction.

#### LEVELING UP

1. Level One: Are you friend or foe?
2. Level Two: Are you a winner or loser?
3. Level Three: Are you an ally or an enemy?
4. The power of our first impression lies not in what we say, but how we say it.
5. The most popular TED Talkers leveled up their audiences before even getting to their big idea.

**HACK #2: The Triple Threat** Make a powerful first impression by nonverbally hacking all three levels of trust.

With a first impression, you are a Triple Threat when you use your hands, your posture, and your eye contact

1. Skill #1: Use Your Hands: Bottom Line: Keep your hands visible. Never skip a handshake.
2. Skill #2: Be a Winner: Stand like a winner. Look like a winner. Interact like a winner.
3. Skill #3: Engage with Eye Contact: They make eye contact with specific faces in the crowd and speak directly to them—making everyone watching feel like they truly matter. The sense of togetherness you get during a stellar TED Talk comes when you feel you are experiencing the slides and presentation along with the speaker. Viral TED Talkers speak to you, not at you. Why is eye contact so powerful? It produces oxytocin, the chemical foundation for trust. We're programmed to interpret it as a nonverbal signal of goodwill. When you like someone, you look at them more.

Bottom Line: Use eye contact to build trust. Gaze to produce connection.

#### ULTIMATE SOCIAL WEAPON

1. The Triple Threat is a tool you can turn to when your nerves are high.
2. You can trust me, I have a winning idea, and I'm here to help you. That's how we become memorable.

#### Chapter #3: SPARK How to have dazzling conversations

**DEATH OF SMALL TALK:** Like any good people hack, Big Talk means skirting conversational norms, challenging chitchat status quo, and shirking social scripts. Roller coasters command a little extra height and so does Big Talk.

#### SCIENCE OF SPARKS

1. The best conversations have specific jolts of energy and excitement—I call these star moments “sparks.”
2. When you produce dopamine during a conversation, you not only give your partner more enjoyment, you are also assigned more significance, which increases your memorability.

### Step #1: Conversation Sparkers

1. Memory and Learning, Pleasure, Interest
2. If we abandon social scripts and push ourselves to use conversational sparks, we are more likely to enjoy our interactions and remember what was actually said.
3. If you keep using social scripts, you will be stuck in small talk forever
4. Working on any exciting projects recently?
5. What was the highlight of your day?
6. Working on any personal passion projects?
7. Have any vacations coming up?
8. What's your story?
9. What are you up to this weekend?
10. What do you do to unwind?
11. Novelty doesn't just hack your in-person conversations—it also adds spark to interactions both online and off.
12. When it comes to salutations, the more unique the better:
13. Look for topics that get people excited, make people interested, and create sparks.

### Step #2: Push Hot Buttons

1. One of the ways you can create conversational high points is by looking for someone's hot-button issues. This is a topic, hobby, or activity that lights someone up.: Smiles and uses more animated gestures
2. When any of these engagement cues happen, you know that you have just sparked some dopamine and pushed a hot button
3. The more specific you can be, the more likely you are to find a hot button.
4. They looked at a user's profile and guessed what might be a dopamine worthy conversation sparker. "You mention," "good taste" and "noticed that" all have great reply rates
5. The moment someone lights up, you know you have just pushed a hot button. This is when you can ask for background stories, details, and dig deeper. That produces both great conversation and more dopamine, which makes you more memorable

### Step #3: Wake People Up

1. The researchers found that slightly unusual or surprising requests pique the most interest. 7 It's like coffee for the brain. Unique questions, unexpected stories, and uncommon occurrences keep us alert in conversation. In other words, being different wakes people up.
2. Entrepreneurs who added a unique request, tried something a little different, or added interactivity to their pitch had a much higher likelihood of getting a deal.
3. Sharks hear dozens of pitches every episode, so when an entrepreneur tries something unique, it sparks dopamine for the investors and wakes them up.

4. Spice up your job title., Stop posting food pictures and sunsets on Instagram, Put a unique quote in your e-mail signature, Don't serve coffee to clients; serve vanilla tea, lemonade, or cake pops, Stop bringing casserole to potlucks. Whip up a recipe no one has tried before, Instead of sending thank-you cards, send thank-you stickers—or pins, or lollipops, or popcorn
5. Don't be afraid to try out a new joke, tell a silly story, or ask a nontypical conversation sparker. You'll spice up your night, add flair to theirs, and have conversations you will never forget.
6. It is not your customer's job to remember you. It is your obligation and responsibility to make sure they don't have the chance to forget you.

#### Chapter #4: HIGHLIGHT How to be the most memorable person in the room

The biggest thing I learned during my Vow of Silence is that the best conversations aren't about what you say, they are about what you hear.

#### SILENCE SCIENCE

1. Talking about ourselves gives us pleasure.
2. "To be interesting, be interested"
3. Then, to my great surprise, my silence won me more friends than my overeagerness ever had.
4. Step One: When you ask dopamine-worthy conversation sparkers and listen to people's responses, pleasure is produced.
5. Step Two: How do you honor what they say? What are you listening for? How do you respond to their self-disclosure? A great interaction is not one sided.
6. Being quiet didn't just help me learn how to avoid interrupting, it also taught me a new way of listening.
7. *I never learned anything while I was talking.*

#### SILENT SLOAN

1. Silent Sloan led with what he heard, not with what he said. He listened with intent and then followed up with action.
2. *You bring out the best in yourself by looking for the best in others.*

#### SKILL #1: BE A HIGHLIGHTER

The best communicators do the exact same thing—they serve as conversational highlighters. They listen to learn more about a person, to remember what was said and then find the important points to act upon.

HACK #4: Highlighter Bring out the best in people by highlighting their strengths.

1. "Thinking about you is like remembering I have ice cream in the freezer."
2. It is about truly expecting the best from people and helping everyone in your life perform, act, and show up as the best, most honest version of themselves.

#### Pygmalion Effect

1. The Pygmalion myth is about the self-fulfilling power of expectation.
2. In other words, great expectations are met with greatness.

## Positive Labels

Humans love to be given positive labels. They improve our self-image and gently push us to be better versions of ourselves. So as you use conversation sparkers and see what unexpected directions they lead you in, allow yourself to be impressed by the person across from you. Listen for their eloquent ideas. Find ways to emphasize their strengths. Celebrate their excitement.

## Exponential Excitement

Another way of highlighting is to celebrate the victories of others as if they were your own. Good feelings multiply around other good feelings—and divide when they are not matched. When you see someone who is proud, excited, or passionate—mirror and match it.

### SKILL #2: BE A RAVER

1. Seize introductions as the perfect way to highlight people.
2. Why are raving introductions so powerful? First, you give people positive labels right at the start. Second, you tee up a great conversation and possible discussion topics for the people involved. Third, you get people talking about themselves—what they do and who they are, which produces dopamine.

### SKILL #3: DON'T BE A GOLEM

1. The golem effect is when low expectations lead to poor performance.
2. Being a highlighter is about constantly searching for the good in people. When you tell people they are good, they become better. When you search for what's good, you feel great.

### BONUS: HELP PEOPLE IMPRESS YOU

Have you ever wanted to impress people with your knowledge? Your experience? Don't try to impress people, let them impress you.

### HACKING LISTENING

1. Real connection comes from interaction.
2. Being an amazing listener is not just about what you hear, it's how you respond to what you hear.

## Chapter #5: Intrigue (How To be ridiculously likable)

Hi Vanessa! My name is Lewis and I wanted to reach out because I saw you're also friends with Nick Onken, we do work with Pencils of Promise together. I'm based in LA and saw you're from here. Do you ever get back in town? Would love to connect.

### SIMILARITY-ATTRACTION EFFECT

1. "Birds of a feather flock together" is a far more accurate cliché than "opposites attract." This is called the similarity attraction effect. It says that "people like and are attracted to others who are similar, rather than dissimilar, to themselves."
2. We are constantly searching for reasons to think, feel, or say, "Me too!"
3. Whenever you say a version of "Not me!" you are handicapping your connection from the start.
4. Don't fall into the "Not me!" trap; instead, find a way to say "Me too!"

## SEARCHING FOR “ME TOO”

1. We like people who look like us.
2. We are also drawn to people who think like us.

HACK #5: Thread Theory Find and follow threads of similarity to be more socially attractive.

### Step #1: Search for Threads

1. Thread Theory is the ultimate tool for opening any conversation
2. The more threads you share, the more you will be able to talk about—and the more ridiculously likable you will be.
3. There are three main categories of commonalities that you can pull from at any time: People, Context, Interests
4. How do you know the host? → You work at \_\_\_\_\_, do you know \_\_\_\_\_?
5. I saw we are mutually connected through \_\_\_\_\_ → You went to school, do you know \_\_\_\_\_?
6. I saw you speaking to \_\_\_\_\_, have you known each other for very long? → Are you a friend of the bride or groom / roommate A or roommate B / an employee or the boss?
7. How long have you been a part of this group? → Do you usually come to these types of events?
8. Every answer you hear is one more step in getting to know them and being further along in conversation. Don't let it faze you, let it fuel you.

### Step #2: Follow the Thread

1. The Thread Theory is not about simply pointing out similarities; it is about exploring them. Once you have found a common thread, you can make it stronger by following it.
2. Of course, in day-to-day conversations you can't ask why over and over again, but you can get a conversation to go much deeper much faster if you use the spirit of the Five Whys.
3. “Why” gets you beyond small talk into an exploration of motivations, dreams, and interests. And every why helps you find more threads. In this way, the Thread Theory ensures you will never run out of things to talk about.

### Step #3: Create Ties

1. He tied his abilities to their needs.
2. Every time you offer help, support, and advice, you create a deeper bond with someone and a permanent similarity.
3. Don't offer help you can't give. Don't make hollow promises. Create ties only with people who you genuinely want to be connected to.

## PART II THE FIRST FIVE HOURS

### Chapter #6: Decode (How to uncover hidden emotions)

Genius is only a superior power of seeing

## FACE SCIENCE

1. Microexpressions are an innate universal human behavior.
2. Since everyone falls prey to the same seven facial tells, we can study them, spot them, and decode them.

## HOW TO DECODE FACES

HACK #6: The Decoder Spot the seven microexpressions during interactions to uncover truth.

1. Congruency
2. Connection: People make microexpressions while they are talking and while they are listening
3. Speed

### Step #1: Spotting

1. Anger: Lowered eyebrows that are pinched together. Tightening of the lips—either pressed firmly together or in a position to yell
2. Contempt: Contempt is a cue of serious dislike and scorn. A one-sided cheek lift Pulling up the right or left corner of the mouth.
3. Happiness: Corners of the lips equally pulled up Possible lip parting with teeth visible Engaged upper cheek muscles Wrinkling along the sides of the eyes
4. Fear: Widened eyes Lifting of the upper eyelids
5. Surprise: Raised, rounded eyebrows Widened eyes Dropped-open jaw
6. Fear is marked by flat eyebrows with horizontal lines across the forehead. In surprise, the eyebrows are rounded like upside-down Us.
7. Disgust: Wrinkling of the upper nose Lifting of the upper lip
8. Sadness: Drooping of the eyelids Puffing or pouting of the lower lip Pulling the corners of the mouth down into a frown

### Step #2: Responding

1. Anger: Explore, Stay Calm, Explain
2. Contempt: Find the source, Reevaluate, Build rapport
3. Happiness: Celebrate, Capitalize, express gratitude
4. Fear: Address, sooth, Comfort
5. Surprise: Clarify, qualify, equate
6. Disgust: Permission, openness, solve
7. Sadness: understand, empathy, space

### Step #3: Understand Outliers

1. The Eyebrow Raise: Eyebrow raises show: Engagement Attention Curiosity
2. Facial Punctuators: Facial punctuators: Highlight ideas Accent words Can be one of the seven microexpressions
3. Squelching: Squelching can be seen if someone is: Lying Embarrassed of their reaction Hiding their true feelings

## Chapter #7: SOLVE How to crack someone's personality

1. "Getting the best out of people is like solving a puzzle,"
2. First, he sits down with each person and uses probing, insightful questions to seek to understand them. He both watches and listens—looking for body language tells, facial expressions, and behavioral traits.
3. Second, he spends time with them—and not two arms' lengths removed. He tries to see them in action. "There is a world of difference between what people say and what people do," said Nicolosi.
4. Third, he listens to the words they use and then speaks their language back to them. This allows him to align what he wants to accomplish with what they want to accomplish.
5. "People come in a host of flavors, and understanding what flavor they are—and therefore what their hot buttons are—is necessary to lead and motivate them." Nicolosi solves people puzzles, and so can you.

### **SOLVING THE PEOPLE PUZZLE**

1. This psychological principle posits that all humans have five basic personality traits: openness, conscientiousness, extroversion, agreeableness, and neuroticism (easily remembered as OCEAN).
2. Openness: This trait reflects how you approach new ideas. It also describes how curious you are, your level of creativity, and how much you appreciate variety and originality. High: Enjoys novelty, change, and adventure. Low: Savors traditions, routines, and habits.
3. Conscientiousness: This trait describes your approach to getting things done. It measures your self-discipline, organization, and reliability. High: Loves to-do lists, organization, and schedules. Enjoys digging into the details and making things "perfect." Low: Typically prefers big ideas and strategy. Might find lists and schedules stifling and overwhelming.
4. Extroversion: This trait describes how you approach people. Do you get energy from social situations, or do they drain you? This probably affects your talkativeness and optimism. High: Gets energy from being with people. Tends to be cheerful and seeks out social time. Low: Craves alone time and finds being with people draining.
5. Agreeableness: This trait describes how you approach cooperation and working with others. It also speaks to how empathetic and quick to forgive you are, and how much attention you pay to the mental states of others. High: Easy to get along with, very empathetic, and enjoys caring for others. Low: More analytical, practical, and skeptical—prefers to keep emotions out of decisions.
6. Neuroticism: This trait describes how you approach worry. It also explains how emotionally reactive you are to your environment. High: Tends to be a worrier. Frequently experiences mood swings. Low: Typically calm, stable, and has very little mood fluctuation.
7. Without realizing it, I was following Nicolosi's guide to figuring people out. I was asking purposeful questions. I was listening and watching for behavioral clues. Then, I was using their



individual cipher, or personality matrix, to predict and optimize for their behavior. This led me to one of my most powerful people hacks: speed-reading

## **PERSONALITY SCIENCE**

We can't alter people's nature. Instead of trying to change the people in your life, learn how to decode, optimize, and predict their behavior.

## **SPEED-READING THE MATRIX**

### **HACK #7: Speed-Read Use the matrix to solve people's Big Five personality traits**

When used correctly, it clears up miscommunications, prevents arguments, spices up chitchat, and accelerates bonding.

1. Step #1: You
2. Step #2: Them

#### **The Direct Approach**

1. As a Conversation Starter:
2. As a Game
3. As a Formal Process
4. As a Virtual Process
5. As a Communication Process

#### **The Speed-Reading Approach**

1. OPENNESS Possible Questions: Have any big vacations coming up? I just tried \_\_\_\_ for the first time. Have you ever done that? Tried any new restaurants lately?
2. CONSCIENTIOUSNESS Possible Questions: Have any big projects coming up? What's the plan? Did you make any goals or New Year's resolutions this year?
3. EXTROVERSION Possible Questions: Know anyone else here? What are you up to this weekend? What's your ideal day look like?
4. AGREEABLENESS Possible Questions: What do you want for dinner? Are you usually the peacemaker? Want to join us later?
5. NEUROTICISM Possible Questions: How has your week been? Is this your busy season? Anything else I should know?
6. Your first impressions are 76 percent accurate: Gut Check, Verbal Check, Digital Check

#### **Ethical Speed-Reading**

1. Speed-reading is about empathy.
2. There is no "best" or "normal" personality orientation.
3. Personality traits are not stereotypes.

#### **Step #3: Us**

#### **Bonus: The Personality Advantage**

1. Openness Advantage High: If you know you are pitching a high open person, lead with all the exciting new benefits and give them time to brainstorm ideas with you. Low: If you're pitching a

low open person, lead by describing what you're not changing. Then present a rational, evidence-based case for your new idea to help them overcome their apprehension about trying something new.

2. **Conscientiousness Advantage High:** A highly conscientious person will want to hear a long, in depth proposal without missing details. Be prepared for lots of questions. **Low:** A low conscientious person is most interested in your executive summary or brief overview. You'll want to give a short, punchy synopsis—the details would only bore them.
3. **Extroversion Advantage High:** An extrovert is listening for social proof in a pitch—what do other team members think? They also won't mind an impromptu group brainstorm session. **Low:** An introvert won't like being put on the spot for questions. They'd prefer to have time to review your proposal on their own before making a decision.
4. **Agreeableness Advantage High:** A high agreeable person might say yes to your face, but no later on. They typically want to avoid confrontation and protect everyone's feelings—which might make them hesitant to bring up the real issues on their mind. **Low:** A person who is low agreeable might be skeptical of your claims until they get their hands on evidence. Be prepared for tough questions!
5. **Neuroticism Advantage High:** A high neurotic likes to hear that you're worrying about everything for him. In other words, to keep a neurotic calm, convince them you've thought about and solved every potentiality so they don't have to. This builds trust. Pro and con lists help show you have thought about both sides. **Low:** A low neurotic isn't as concerned with what-ifs, so bringing them up could worry them unnecessarily. Within reason, they will take your word for it. So do your due diligence, mention you did your due diligence, and leave it at that.
6. "I discovered that my real love was not marketing, but getting a visceral sense of who people are and what they want and why. It became my passion to get into other people's mind-set."

## Chapter #8: APPRECIATE How to get the best from people

ClientJoy taps into a deep human need—the desire to be genuinely appreciated. According to the U.S. Department of Labor, the number-one reason people leave their jobs is because they “do not feel appreciated.”

### **THE PSYCHOLOGY OF APPRECIATION**

There were five different ways people tended to express love—what he calls the 5 Love Languages.

1. Words of Affirmation
2. Gifts
3. Physical Touch
4. Acts of service
5. Quality time

### **JUST SAYING THANKS ISN'T ENOUGH**

1. 70 percent of US employees say they receive no praise or recognition in the workplace.
2. When we feel underappreciated we: Are less productive Have a harder time working on teams Are less motivated Feel more discouraged Complain more Have lower life satisfaction Have lower job satisfaction Appreciation is essential for a happy life, happy relationships, and a happy workplace
3. Asking someone to use their nonnatural appreciation language is like asking someone to write with their nondominant hand—it's difficult, sloppy, and frequently causes misunderstandings.
4. *Next to physical survival, the greatest need of a human being is psychological survival—to be understood, to be affirmed, to be validated, to be appreciated*

#### **HACK #8: THE APPRECIATION MATRIX**

1. #1: You: Know What to Ask For, Understand What's Missing. When you get to know yourself, you know what makes you happy, what to ask for, and how to have smooth interactions
2. #2: Them: What They Do For You The easiest way to know how someone likes to be treated is to see how they treat their favorite people.
3. #3: Us: He found that the couples who used more "I, me, mine" had lower rates of relationship happiness and satisfaction than the couples who used more "we, our, us."
4. BONUS: DON'T BE BORING

#### CHAPTER #9: VALUE How to get along with anyone

Varty's genius move was to tap into Martin's ideals. I call this finding someone's primary value.

#### **THE SCIENCE OF VALUE EXCHANGE**

1. I learned that animals give and take what they need to survive. Humans are not so different.
2. He argues that all interactions are actually transactions. That people cooperate simply to give and take resources from each other. "A resource is defined as anything that can be transmitted from one person to another."
3. Resources include physical items like money and food as well as emotional resources like love, advice, and status.
4. If these needs are met, we are able to grow up, gain independence, and feel secure in our surroundings and relationships:
  - Love Affection, acceptance, and likability
  - Service Support, care, and warmth to provide comfort
  - Status Responsibility, praise, and titles to evoke pride
  - Money Coin, currency, or tokens that have been assigned value
  - Goods Tangible products, objects, or materials
  - Information Advice, ideas, opinions, and teaching
5. We both give each of these resources and take them during interactions.
6. Especially with the nonphysical resources like Love, Service, and Information, we give what we most want

- Misunderstandings here can cause needless tension, even breakups. Here's why: Power, needs, security,

## **FINDING VALUE**

This parable demonstrates that value is in the eye of the beholder.

**HACK #9: Primary Value** The underlying motivation that drives a person's decisions, actions, and desires.

These matrices are like CliffsNotes to relationships. They give you an instant, accurate snapshot of a person to guide your interactions.

## **FINDING PRIMARY VALUES**

1. Service, Money, Goods, Information
2. All of us have a cherished need that we are looking to fill during interactions.

### **#1: You**

1. Filling a Missing Need, Finding What We Lack, Giving Us Purpose
2. Knowing your primary value is the key to contentment.
3. Our primary value is at the heart of who we are, the choices we make, and what drives us.

### **#2: Them**

1. Most people's choices make sense to them. When they don't make sense to you, it's usually because you are being driven by a different primary value.
2. Appeal to someone by focusing on what they value, not what you value.
3. I think uncovering someone's value language is the most difficult layer of the matrix. I use three tactics:
  - Complaints and Brags
  - Nonverbal Cues
  - Behavioral Cues
  - Worries

### **#3: Us**

No act of kindness, no matter how small, is ever wasted. To put this in perspective, Matt thanked John for asking him to work for free. At first glance this seems counterintuitive, but if you know that Matt's primary value is Information, it makes sense.

## **The Hunt for the Heart**

Your goal as a hacker is to do the same thing. Hunt for people's values, hunt to give them meaning, hunt for heart.

## **PART III THE FIRST FIVE DAYS**

### **CHAPTER 10 CONNECT** How to speak so people listen

When Paone speaks, people not only listen—they beg to hear more. Paone accidentally stumbled upon the ultimate shortcut to connection. She is a storyteller

*Stories are a communal currency of humanity.*

## **SCIENCE OF STORIES**

1. Stories give us a chance to say “me too,” activating the similarity attraction effect. Stories create conversation sparks—they give us pleasure when we listen. Stories help bond storytellers to story listeners.
2. Even simple stories rev up brain activity and sync us up with the people around us. *The shortest distance between a human being and truth is a story*

## **STORY HACKER**

HACK #10: The Story Stack Share, tell, and hunt for captivating stories to capture imagination and attention.

## **STORY STACK**

Trigger Topic, Sparking Stories, Boomerang

## **THE ART OF STORYTELLING**

1. Start with a Hook
2. Champion a Struggle
3. Utilize Provocative Words

The author Susan Cain used this structure to get over 14 million views on her TED Talk on introversion.<sup>6</sup> She used the hook, struggle, and boomerang format to captivate her audience.

Hook, Struggle, Unique Words, Boomerang

One of my researchers, Robby Smith, and I designed a small experiment to analyze the types of New York Times articles that go viral. Here are the categories we used:

1. Question: For instance, the article titled “Can You Get Smarter?” from October 2015.
2. How to: Many headlines suggested tips, self-help, or a way of doing something new. “What You Can Do about Climate Change” was the title of an article from December 2015.
3. History: Other titles referenced a time, period, or moment in history, such as “The Hard-Working Italian Origins of the Rockefeller Center Christmas Tree” from December 2015.
4. Snark: This category included any headline that had a clever, funny, or punny title. We all laughed when we came across “This Column Is Gluten-Free.”
5. New: For example, “Everything You Need to Know about the New SAT” came out in October 2015.
6. Story: Well-crafted headlines can imply you’re on the brink of reading a great story about a person or place. “My Dark California Dream” or “Lady Gaga and the Life of Passion” are two examples.
7. First, the writers hook you with the slightest hint of a story in their title. Then, they quickly introduce a struggle or challenge that needs to be solved, and finally, they paint a picture with attention-grabbing words. Whether you want your pitch to go viral, your e-mail to be read, or people to like your status updates, hook people with the power of stories.

## **REALITY BITES**

1. According to Dr. John Gottman, 69 percent of relationship conflicts are never solved!
2. If we know what we fight about and how it happens, we can turn down the heat on our arguments. Find out what your top issues are and how to solve them.
3. “There is connection through failure. When you hear someone else’s failure you are less judgmental of your own,”
4. The best stories are the ones that share both failures and successes. Don’t be afraid to share something a little embarrassing, a little vulnerable, a little scary. These are the stories that build the best connection.

## CHAPTER #11: EMPOWER How to lead people

*I’ve come to believe that knowing where to go is important, but explaining why and how to get there is even more important. —Patti Sanchez*

### **SCIENCE OF OWNERSHIP**

1. We love things that we have made because we see them as an extension of ourselves. This means we place a higher value on them.
2. When we give up control, we gift power.
3. HACK #11: Own It! Empower people by giving them buy-in, control, and ownership.
4. Leading people is about communicating a mission and then letting them take part in it. If you want to motivate a colleague, empower a team, or inspire a friend, all you have to do is figure out how to give them ownership
5. *People appreciate directness and honesty. The best bullshit is truth because it’s totally disarming.*

### **EMOTIONAL OWNERSHIP**

1. Before leaders can inspire action, they have to get emotional buy-in.
2. Always use the word “because” when asking for something.
  - Tie to Them: “Because I’m Worth It,” Tie to You, Tie to Us
3. Knowing your why starts with being mission driven.
4. If you want to get buy-in from people in any area of your life, you have to know your why: the mission that is driving the action.
5. You cannot empower people without knowing what drives you—because it will also be what drives your people. Bottom Line: Give people emotional ownership over ideas, goals, and projects

### **SKILL OWNERSHIP**

1. Let the right person use their skills and then step back
2. Every time someone uses their talents to accomplish part of a goal, they feel more ownership over that goal—and this makes them want to achieve it even more.
3. Instead of randomly delegating or hoping people will self-select, you want to divide the list by skills. This highlights people’s abilities so they feel capable, as opposed to burdened.
4. Bottom Line: Focus on someone’s skills to turn their emotional buy-in into action.

## **CUSTOMIZED OWNERSHIP**

1. When you give up control, you let other people take ownership, and everyone wins.
2. The more you can allow people to customize a process or implement their own strategy, the better their participation will be.
3. “When I was trying to get other people to have ownership or engagement, it wasn’t about the telling, it was about letting other people come in to the idea and being purpose led,”
4. Being a good leader is not about micromanaging—it is about empowering your team by letting them customize their work.
5. Bottom Line: To get people motivated, give them ownership.

**BONUS: PASSION OWNERSHIP:** You can both solve people problems and empower people to solve problems.

## Chapter #12: REVEAL How to build lasting relationships

1. Secrets are about releasing a vulnerability. When we share them—even with strangers—we get relief. We feel less alone
2. “People bond incredibly fast at these events. It’s as if secrets are the door to connection people have been looking for,”
3. “Sharing our most vulnerable stories is a courageous act that channels intimacy with others and builds lasting relationships,”
4. our secrets don’t have to prevent connection—they can encourage it.
5. We are afraid that our secrets will cause people to not accept us. But oftentimes, sharing our secrets is the fastest way to find acceptance.

**SECRET SCIENCE:** Most of us stand out in our own minds. Each of us is the center of our own universe. Because we are so focused on our own behavior, it can be difficult to arrive at an accurate assessment of how much—or how little—our behavior is noticed by others.

**VULNERABILITY IS ATTRACTIVE:** Trying to be perfect is not only impossible, it’s boring. Trying too hard smells like desperation. And staying in hiding is exhausting. Vulnerability is sexy—it shows we are relatable, honest, and real. That is attractive. And the science proves it: “A blunder tends to humanize him and, consequently, increases his attractiveness.”<sup>5</sup> Vulnerability sounds like truth and feels like courage.

**HOW TO BE VULNERABLE:** I was uncomfortable—physically and socially—and I was not the only one. All I had to do was reach out.

**FAVOR ME? :** When someone does a kindness for you, they are more likely to like you.<sup>6</sup> This is dubbed the Franklin effect.

**HACK #12: The Franklin Effect Don’t be afraid to ask for advice, share a vulnerability, or admit a weakness—they bond you to people.**

## **ASK FOR ADVICE**

1. Asking for advice softly admits a vulnerability.

2. Asking for advice gets people talking.
3. Asking for advice helps you solve someone's matrix.
4. Never ask for advice you don't actually need. Vulnerability is about honesty, it's not a trick to be used without integrity.

#### **LOOK FOR ADVICE OPPORTUNITIES**

1. Don't miss casual opportunities for favors.
2. Don't be afraid to ask for casual advice
3. Don't undervalue unsolicited advice.

#### **BE GRATEFUL**

1. To double the power of the Franklin effect, thank someone when they've given you advice—and show them that you're taking it seriously. You'll make people feel validated, helpful, and included.
2. Don't underestimate the basics, either: Always send a thank-you card

**BONUS: ANTI-PERFECT:** In fact, when I share a confession or embarrassing story in my articles, more people read it, comment on it, and share it. We all have weaknesses. The right people will like you for them.

**IT'S NOT ABOUT THE SINGING:** Life is not about being perfect, it's about living it your way.

### CHAPTER #13: PROTECT How to deal with difficult people

#### **SOCIAL FEAR**

1. First, prevent good people from becoming difficult. Second, stop difficult people from being impossible.
2. When you interact with people, what are you afraid of? These are your gremlins.
3. Our gremlins give us social anxiety, make us awkward, and muddle up our charisma. They're also largely invisible to us

#### **SCIENCE OF FEAR**

1. Emotional Hijacking: When your Low Road is in an emotional fear response, you cannot connect with your High Road, make logical decisions, or act in your best social interest.
2. Your gremlins are not just distracting; they force you into survival mode.
3. Triggers from your past can also condition you to react fearfully to relatively minor events.

#### **NUT JOB**

1. HACK #13: The NUT Job When dealing with difficult people, name the emotion, understand the feeling, and transform the fear.
2. The NUT Job both prevents crazy and calms crazy.
3. Step #1: Name: What is this person afraid of? Typically, when someone is emotional and we are not, we try to counterbalance them by staying calm. But this doesn't work. Decoding microexpressions is also incredibly helpful for naming—especially when someone isn't being as



vocal about their emotions as you'd like. Naming an emotion you read on their face is just as effective.

4. Step #2: Understand: What is this person seeking?
5. Step #3: Transform
6. When you Name, Understand, and Transform someone out of their difficulty, you become their ally.
7. You can't argue with a feeling, but you can acknowledge it.

#### **BONUS: HOW TO SAY NO**

1. Toxic people are not worth your energy.
2. When you say no to the wrong relationships, you make room to say yes to the right ones.
3. Step #1: Eat Humble Pie: You can set boundaries and say no without offending anyone.
4. Step #2: No Hemming and Hawing: Don't beat around the bush
5. Step #3: No Excuses
6. Optional Step: Step It Up: You cast the people who you want to play a role in your life. Choose wisely

#### **CHAPTER #14 ENGAGE How to turn people on**

His sincere curiosity makes him incredibly engaging.

#### **SCIENCE OF POPULARITY**

1. Specifically, popular people are more attuned to other people's popularity.
2. Popular people literally make us feel good.
3. popular people are more attuned to social signals, social hierarchy, and relationships—and they place higher value on these cues
4. You don't impress people by mentioning your accolades, accomplishments, or awards. You impress them by mentally turning on their reward systems
5. Regardless of how popular you are, anyone can learn how to be more socially attuned.

#### **SOCIAL ATTUNEMENT**

1. Making people feel this way is called attunement—and it is one of the most underutilized social skills.
2. HACK #14: Attunement Turn people on by making them feel wanted, liked, and known.

#### **#1: Reciprocity**

1. the most likable students also liked the most other people.
2. We are more inclined to enjoy being with people who visibly enjoy being with us. In social psychology, this is called the reciprocity effect.<sup>6</sup> We like people who like us.
3. Hack #1: The Social Game Plan: When you say no to survive situations and embrace thrive situations, you encourage people to also interact in a way that works for them.

#### **#2: Belonging**

1. The greatest gift we can give the people we encounter is to help them feel accepted for who they are.
2. Love/Belonging:, Esteem:, Self-Actualization:

### **#3: Curiosity**

1. Being curious about someone is one of the best ways to show you like them.
2. Curiosity is the final step in the final chapter of the final hack because curiosity should be the driving force behind every human behavior hack you use.

### **LEVELING UP**

*From time to time I sit next to people on a plane or at a conference and they want to talk. Even if I am not in the mood, I know that if I want to have a good discussion, it is up to me. I can't blame people for not being interesting or not being good to interact with. I take full responsibility for my interest. Even if I am different from someone, I try to learn from them. Even if I am not interested in something, I try to engage in a new way. I believe we are responsible for having captivating conversations, interactions, and relationships*

### **You are in charge of how you want to interact**

Don't impress people; engage them. Turn people on by showing them you are turned on by them. Attunement is about allowing people to be themselves with you. And the more people we truly like, the more people who will truly like us.

