

MANIPULATION TECHNIQUES



*The Ultimate Guide to Influence People with Persuasion,
NLP, Dark Psychology, Emotional Intelligence,
Mind Control and How to Manage Your Emotions*



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Disclaimer

CHAPTER 1:

Mind manipulation for Beginners:

Introduction

It's a word we hear all the time, usually in regard to personal relationships.

“He was really manipulative.”

“I'm so glad I got out of that manipulative relationship.”

But what does it mean? Where are the origins of manipulation in human nature? Why and how do we use it? How can we recognize and avoid when it's being used against us?

It's Psychological

When we talk about manipulation in this context, what we are really talking about is psychological manipulation. This type of manipulation is defined as having a social or psychological influence over another person or group. Social influence in and of itself is not necessarily harmful or fall under the category of dark psychology. Psychological manipulation seeks to change the perceptions or behaviors of its subject, to fulfill the desires of the manipulator.

Manipulation can also be a two-way street between the manipulator and the manipulated. People who are vulnerable to being manipulated also validate the manipulator's actions, which cycles back into a greater desire to feel that power over the manipulated.

Using Manipulation

Two basic theories have been popularized about the use of manipulation and the character of the people who use it. The first theory was developed

by forensic psychologist George K. Simon. Simon believes that true manipulation is achieved through the use of covert aggressiveness. His theory holds that there are three things a manipulator must know in order to be successful:

1. How to conceal their true intentions;
2. How to determine their subject's weaknesses and vulnerabilities; and
3. How to brush aside any feelings of guilt or remorse at their actions.

According to Dr. Simon, manipulators use a large number of techniques to undermine their subjects, many of which we'll cover in-depth later in this book. Simon's list of manipulative tactics includes, but is not exclusive to:

Lies and lies of omission (deception), rationalization and minimization, denial, evasion, and diversion, shaming and vilifying, playing the victim or the servant, projection of blame, feigning innocence or confusion, and using anger as a weapon of control.

Another psychologist named Harriet Braiker centered her theory of manipulation almost entirely on the control that manipulators have over their subjects. She identified several ways in which manipulators prey on the weaknesses of their subjects in order to gain and maintain control of them. Those methods include:

1. Using positive reinforcement, such as praise, false sympathy, apologies, and gifts;
2. Using negative reinforcement, such as removing a task or request if only the subject will do what they want;
3. Using intermittent reinforcement, which causes the subject to feel unsure about whether they're doing anything correctly, or what the reward or punishment will be;
4. Causing mental trauma to convey a point, which may scar the subject and bring about anxiety about when and if the trauma will occur again; and
5. Using punishment, including verbal abuse, silent treatment, threats, blackmail, or intimidation.

Exploiting Vulnerability

Both Simon and Braiker agree that a manipulator must first find a weakness in their subject before beginning to employ manipulative tactics. Their combined inventory of emotional vulnerabilities is a veritable laundry list of the softer side of humanity. These vulnerabilities are:

1. Lack of assertiveness or the ability to stand up for themselves;
2. Being too eager to please others or being emotionally dependent on others;
3. Low self-esteem or the belief that they deserve to be treated in a manipulative manner;
4. Naivete or willingness to give their manipulator the benefit of the doubt, being a Pollyanna about the capabilities of others;
5. A lack of a strong sense of self.

Renowned psychiatrist Martin Kantor offers even more traits which make a person susceptible to becoming the subject of a manipulator. According to Kantor, not only are these people naïve, dependent, and lacking in self-esteem, they may also be narcissistic, craving the attention from the manipulator. Also, people who are vulnerable to manipulation may be materialistic, greedy, or masochistic. People who are lonely, elderly, and altruistic may also fall prey to a manipulator, as well as those who are impressionable and/or impulsive.

Why Use Manipulation?

People who use manipulation do so because they feel there is something to gain from their actions. There are several reasons why people do this, but much of it comes down to the need for power or control. There are some that use manipulation for the purpose of defrauding others, such as the many elder scams we hear about these days, and there's always the classic Nigerian prince email- send them a thousand dollars so they can send you a million! This seems too good to be true because it is. Some people use

manipulation as a game, to see if they can control others, but for their own amusement, not to achieve a particular goal.

Some manipulation stems from true sociopathy, psychopathy, and other personality disorders. In these cases, especially socio- and psychopathy, the perpetrators of the manipulation are incapable of feeling empathy for others and see people as tools to be used in their game of life. They may not even be trying to hurt people, but don't know how to treat them as human beings, and therefore feel nothing when others get hurt.

Real-life Scenarios to Help You Understand Using Manipulation

Manipulation occurs every day, all around us. If we choose to be a manipulator, how can we be sure to do it effectively? Let's say you want your girlfriend to move in with you, but she's resisting because she likes the freedom of living alone. You could try a persuasion argument, but if that doesn't work, what's your next step?

You could undermine her sense of independence, but beginning to point out that one time she burned a meal and almost started a fire. Is she sure she should be living alone? You could also remind her that she needs someone to make sure she gets up for work on time because she's a heavy sleeper that sometimes misses alarms. By planting the seeds of doubt in her mind, she will begin to question her own capabilities and will come to the conclusion that she needs to live with you.

To be an effective manipulator, much like being an effective persuader, you need to know your audience. Prey on the insecurities of your subject to open their minds up to doubt. Remember, the goal of manipulation is to change your subject's perception of reality.

Don't Want to Be Manipulated?

No one wants to feel that they've fallen victim to a manipulator. It's a sinking sensation that causes self-doubt and self-loathing. It's happened to everyone- you find out a friend wasn't really a friend, you have a romantic

relationship go sour, or you have an issue with a coworker that wasn't quite on the level. How can you learn to recognize the signs of manipulation before you get hurt?

There always warning signs or red flags when it comes to manipulation. Being aware of and being able to spot these signs will help you avoid the use of psychological manipulation against you. If you feel you are being manipulated, take time to look for these signs:

1. Denial of truth, especially in regard to promises made or insults hurled;
2. Use of guilt or blame, by turning everything into someone else's fault;
3. Use of anger or threats, against you or others;
4. Use of belittlement towards you for minor 'infractions';
5. Testing of limits, to see how far you can be pushed before becoming emotional;
6. Convincing you to give up something you love, like a possession or a hobby; and
7. Lying or cheating to get something they want, regardless of the cost to others.

If you can be aware enough to see these warning signs, you may be able to remove yourself from the situation or relationship before the damage is done. It's important to remind yourself that you are not deserving of manipulation and that you've done nothing to provoke it. You are not someone else's puppet or pet- be yourself and find the strength to stand up to your manipulator.

Don't be a puppet!

CHAPTER 2:

Character Traits of a Manipulator

Is language the primary tool of deviously manipulative people? How can words have such a powerful effect on us?

How a manipulative person mind works, is most likely only something a manipulative person could comprehend. The rest of us look on in confusion, wondering why or how someone could behave this way. Though, in some small way, we can all be a little manipulative at times. For example, most people will be willing to bend the truth, or omit information, on the odd occasion. For much the same reasons, such as trying to get others to do something for them or even to get permission for something. Trying to convince someone of your argument or to get them to come around to your way of thinking, is a natural and evolutionary process. Pinker and Bloom (1990) argued that we evolved to use language because it helped us to adapt to our environments (4a). Surviving hostile elements is easier if we can persuade others to help us persevere.

The use of language to manipulate others to help us is the evolutionary adaptation, appears to be a natural process. Why then, do some individuals manipulate others for more perversive means? Not for survival or evolutionary means, but purely for their own selfish needs. If they cannot achieve this control, they feel helpless and lack any agency in their lives. Why? Are they evil, are they unkind, are they born that way? Some might say it is a personality disorder that is bordering on a narcissistic level.

We will all try to persuade someone at some point in our lives, but we are not all narcissists. Whatever the reason for our attempts at persuasion, we usually want to remain on good terms with the person we are trying to manipulate. Not so for those who manipulate to control.

Kier Harding, a lead Mental Health practitioner, wrote a relevant article in The Diagnosis of Exclusion. He argued that those diagnosed with a

personality disorder are actually people who are not very good at manipulating. (4b) Their attempts tend to be forceful and over exaggerated. Whereas a skillful manipulator will aim to persuade someone less overtly. It is because they are not very good at it, that makes them unlikable characters with poor interpersonal skills. Usually also with a low self-esteem because of their background in life. This could be an argument indicating that controlling manipulators are from dysfunctional backgrounds.

How then can we recognize such a deviant person?

Common Traits

Use of Language

We have shown how powerful language can be, as a prime tool of persuasion. There is more to the manipulative controller though than mere words. They will use tactics that mislead and unbalance their target's inner thoughts. We now understand that through language, they will:

- Use mistruths to mislead and confuse their target's normal thinking pattern.
- Force their target to make a decision at speed, so they don't have time to analyze and think.
- Talk to their target in an overwhelming manner, making them feel small.
- Criticize their target's judgment so they begin to lose their own self-esteem.
- Raise the tone of their voice and not be afraid to use aggressive body language.
- Ignore their target's needs, they are only interested in getting what they want and at any cost.

Invasion of Personal Space

Most of us set boundaries around ourselves without realizing we are doing so. It is a kind of unspoken rule to protect our own private space, such as not sitting so close that you are touching another person, especially a

stranger. A manipulative character cares nothing about overstepping such boundaries. Whether this is because they do not understand, or they do not care is unclear. Initially, they are unlikely to invade their target's personal space. They will seek to build up a good rapport first. This shows that they do understand boundaries because once they gain the confidence of their target, they will then ignore them.

Fodder for Thought

Manipulators tend to be very ego-centric, with limited social skills. Their only concern is for themselves. Everything they do in life will be in relation to how it affects them, not how their actions affect others. Does this mean that they have a psychopathic disorder?

Take empathy for instance. Controlling manipulators are unlikely to ever show empathy. Empathy is a natural human emotion that aids in our survival techniques. A study by Meffert et al. indicates that those with a psychopathic disorder are able to control empathetic emotions (4c). They lack sympathy of any kind because another weakness is simply another tool for them. When they detect any weakness in their target's resolve or personality, they will exploit it. The consequences to their victim are of little importance. The targets weakness's feed the manipulator's strength, making them bolder and often crueler in their actions.

Creating Rivalry

Another tactic of the controlling manipulator is backstabbing. They may tell you how great a person you are to your face, making themselves look good. Behind your back, they are busy spreading malicious gossip and untruths about you. This is a classic trait of a controlling manipulator as it creates a rivalry between people. Then, they can pick sides that will make them look favorable, particularly to their target. It can act as the first stage to getting close to their target. Once bonded, they can start to build up trust, making it easier to manipulate the target in the future. If you recognize a backstabber, keep them at a distance. Their agenda is selfish so it is better not let them into your personal life. There is no point treating them as they treat you, in revenge. It will turn out to be exhausting playing them at their own game. If

they know that you are on to them, they may attempt to lure you back with praise, remember that it is false.

Domineering Personality

It is unlikely that a manipulative person will outwardly show any form of weakness. An important part of their facade is to show conviction about their views. They seek to impress, believing they are right about everything. Almost to the point that if they realize they are wrong, they will still argue that they are right. On a one-to-one level, that invariably means that your position is always wrong. As they will chip away at your beliefs, they seek to undermine your sense of self-esteem. Once they have achieved this, then there is no holding them back. They seek to domineer others, often speaking with a condescending tone to belittle their victims. Using ridicule is yet another tool against their target, merely because it will make themselves look better. If you ridicule them back, they will seek to turn the tables, accusing you of being oversensitive to their “joke.” The kind of joke that only the teller sees the funny side.

Passive Aggressive Behavior

A common trait of many hard-core manipulators is passive aggressive behavior. Because they prefer to be popular, they do not wish to be seen as doing anything wrong. Not that a manipulator would ever admit to doing anything wrong. They are experts with facial expressions that are meant to dominate and intimidate. This may include; knitting eyebrows, grinding teeth and rolling eyes. It may also include noises such as tutting and grunting sounds. It is a very common behavior for such a character, as there is little anyone else has to say that they will agree upon. For most manipulators, it is their life’s ambition to show people up by proving them wrong.

This can range from the confrontational look, where they seek to stare their target down. Or, It could be in response to their disagreement on something their target said. They may smirk and shake their head, turn their back, anything to show their strong disapproval. It is all a ploy to make themselves look superior and put others down.

Moody Blues

What of emotional stability of the manipulator? Is it that which makes them behave the way they do? Do they even know what happiness is? The answer to that is a most definite yes, at least to the latter.

Happiness is a tool used initially to help them manipulate, a happy target is more likely to comply. This, in itself, makes the manipulator happy, or at least in a sense of what they consider happiness. But their joyfulness is a perverted model of what most others consider happiness to be. Their happiness is often built on the foundations of another's misery. A misery that they have caused with their cruel manipulations. Equally though, a manipulator is prone to mood swings. Most likely to happen when things are not going to plan. One minute they are euphoric at their latest conquest. Then next they could be completely deflated at their failure to succeed. One thing is certain for those who live with or become a target of this type of domineering character, they will be unhappy all the time.

Intimidation

One aspect of manipulation, often used as a last resort, is intimidation and bullying. When everything else has failed, they begin to use threats to get their own way. Some though may use intimidation from the onset. It may in a source of authority. For example, let's take the role of a manipulative boss. You have requested a day off. They don't want to allow you your request but have no choice, it is your right. This type of person would want their pound of flesh first. They will set goals for you to reach so it will delay or cancel your request, such as moving project deadlines forward. This way they have their little victory over you.

Alternatively, such a manipulator may use the tactic of the silent treatment. Ignoring someone to the point that it becomes obvious you have displeased them. They seek to make you feel the guilty party.

Other more direct intimidating actions may include stance. Using their height or build to tower over you, or standing uncomfortably close.

Be careful as they will seek revenge for wrongdoings they perceive done to them. Nothing will go unnoticed under their watchful eye. Everyone is a

potential target. But, the weak are more likely to walk into their traps, because they are the ones who are easier to dominate. The vulnerable will have little resistance and are easier to bully and coerce. Many of these traits seem more fitting to men, but women can be cruelly manipulative too.

This is a person who will never back down in an argument. Never admit they are wrong. Never apologize for anything. A manipulator will never show respect but will expect everyone else to show them respect.

They love nothing more than to embarrass others. Playing the dumb one is common practice, just to force another person to explain themselves further. At every opportunity, the manipulator will jump in with some sarcastic remark, “hurry up, we’re all waiting for your intellectual explanation,” or “why has no one else ever heard of this?” Their sole aim is to make the other person look a fool, but without seeming to be the one who made it happen. Oh no, the victim did that to themselves because they are stupid.

So, what of the victims of such a manipulator? Let’s now move on to the other side of this role.

CHAPTER 3:

Techniques of Manipulation

There are literally hundreds of techniques that manipulators implement in order to get their way. Some are manifestations of their own personality played out in real time, while others are tried and true methods of persuasion and manipulation. Many of the methods listed in this chapter aren't just used by master manipulators in single shot situations. Some of them are actual techniques researched for their ability to produce high-quality results within corporate or business settings. It is a stark realization that techniques of manipulation are used on people across the spectrum.

Manipulation within a corporate environment isn't a technique written in the handbook or taught in any class. They usually start from the top down and then are mimicked within the ranks because they are found to be successful at producing the quality end result needed. Those looking to move up the corporate ladder might find themselves using these techniques simply out of wanting to move up. While others use them for their own self-gratification.

Whether you are looking to implement these techniques for your own purposes or are attempting to understand them in order to not fall victim, the following information will give a full understanding of the research behind them and the probable situations used. Remember, if you are planning on implementing any of the techniques below, you first must master the items in the aforementioned chapter. Those with little manipulation skill or moral withholding to employ them, might find themselves in a bad situation for everyone involved. While you may learn the ins and outs of some of the techniques, remember that they are often used in very unforeseen circumstances such as charity drives, promotions, financial obligations, and even in places such as religious institutions. No one is clear and safe from manipulative techniques but if you become aware

of the most widely used, you may be able to escape without falling for the manipulation at hand.

The Fear-and-Relief Technique

The Fear-and-Relief Technique is explained in the title alone. This technique combines both negative and positive actions. The point of the technique is to introduce some sort of situation or dialogue to the victim that would put fear or anxiety into their system. The plot has to be solid enough to have that situation at hand affect them in the immediate moment. For example, You are the Manager of a department inside of a corporation. You know that the job you have is outside the scope of your employee's job description. You know the employee is not willing to work outside of the job description. So, you first introduce the fear. You may specifically target the employee, saying their work ethic has decreased and there are future layoffs coming. This will have them fearful for their job, which to them, translates to food, care for their families, their home, their children and so on.

The second part of the fear-and-relief technique is to then introduce something that may offer some relief but is not something in a normal situation you could ask for them to do. Using the example above: Your employee is distraught, frightened, and worried about their livelihood. The manipulator then turns the tables, giving the employee a comforting talk. They let them know they don't want to see them go, often lying about their emotions for that employee. The manipulator then comes up with a "brilliant" idea. There is a project that normally would not fall on them, but if they volunteer to take care of it, it would show they are more important to the department than any other employee. The manipulator might even promise to put in a good word for them during evaluations. This employee is so relieved that there is a way to save their job they not only take the extra responsibility but they thank the manipulator for helping them out.

The Mirror Technique

The mirroring technique is sometimes used without even knowing. However, for a master manipulator, it can be one of the easiest ways to gain trust from a person. There are two levels of this technique. To begin the manipulator must choose their target carefully, knowing they will be capable of lowering their own physical personality to reach the targets. This technique is quite often used by narcissists but has been employed in such things as interrogations, and interviews by journalists.

The manipulator then begins to mirror the other person. It is a subtle change, first focusing on their body movements. Crossing arms, legs, facial expressions, posture, etc. Then the manipulator moves on to their speech patterns and habits. If the person has a low calm tone, the manipulator moves theirs to match. If the target has a loud boisterous personality, the manipulator will slowly move theirs up to match. Often times, for master manipulators, they are even able to mimic things like accents and breathing patterns.

The point of the mirror technique is to attract trust from the target. Without knowing it, as you begin to mirror every aspect of the person in a subtle manner, the target starts feeling as if they are seeing themselves in the manipulator. There is nothing more comforting than your own persona. This allows the target to relax a bit and begin to trust the manipulator more than before. It can be a very powerful technique. Within the public, this technique is often implemented by Police, Military, and during such events as hostage negotiations.

The Mirroring technique is also taught to select groups of people, such as special forces military, spies, and black operatives for use in their work. These techniques not only bring comfort, but they bring empathy. When the target sees themselves in the manipulator, they are then more likely to empathize with the manipulator. This allows for manipulation to begin. When the target has removed all suspicions or nerves with the manipulator, sees themselves in them, has a sense of empathy, and trust them, the manipulator can see the core of that person and in turn, exploit them for their own personal purposes.

The Guilty Approach

The guilt approach can be combined with other approaches such as the mirroring technique for the best results. The guilt approach is when the manipulator uses one of several different techniques to bring the feeling of guilt into the target's emotions. They may unreasonably blame them for something that has happened. They may target their emotion soft spots. Or they may even begin to put the blame of their own success or failures on the target themselves.

In order to accomplish most of these, the manipulator must know the target pretty well. They must have earned their trust. They must know how the target will react and change their tone or tactics accordingly to get the best reaction from them. The point is not to anger the target but to make them feel genuinely responsible for what the manipulator is putting on them. They must have empathy for the manipulator and trust them enough to believe they are telling the truth.

This approach is used for both physical or financial gain, and for a boost in the manipulator's self-esteem. The guilty approach brings up feelings of good will, obligation, protection, nurturing, or instinct toward the manipulator. They then can take those and exploit them to get the outcome they were looking for. They may extort those feelings and receive a financial gain from it. They may turn the target against someone else which will ultimately lead to the manipulator's gain. They may also use the person's empathy to stoke their own ego and make them feel as if they were worthy of the praise.

In more dangerous situations, this technique can be used to twist the target into doing something heinous or nefarious. Having them kill someone for them. Having them take the blame for something they didn't do. Putting their own lives on the line for the manipulator who walks away free and clear. Oftentimes a manipulator can use this tactic on parents of a child who has been killed or kidnapped. They can use it on boyfriends to get revenge on someone that has hurt them in the past. The Guilty approach is used all of the time, even in small situations where someone who is ill uses that illness to obtain free things and advantages they would not have had otherwise. It is manipulation through emotion, one of the most powerful directives we have.

The “Victim Card”

The victim card, in many opinions, is one of the more egregious methods of manipulation. But before we talk about the manipulative form of this, let's clear up the other end of the spectrum. There are people who have undergone serious traumatic events that, due to psychological affliction from the event, are stuck in a perpetual rotation of self-victimization. These people are not consciously attempting to manipulate anyone. They are truly suffering from PTSD or other mental illnesses due to the trauma they perceived. From that, they are unable to pull themselves from this place without psychological intervention. Some of the signs of someone with a true victim status are:

- They struggle to take responsibility for their own actions or thoughts.
- Their life has not moved on from the event, especially inside of their mind.
- The anger they held from the event still holds true long after the event is over.
- They believe that controlling their own lives is impossible.
- Oftentimes this will lead to manipulation because the victim feels powerless in their own lives.
- Trust is not an easy thing for them.
- They are always on the edge of their emotions and tend to argue quickly.
- They have a negative self-image and feel sorry for themselves.
- They feel as if everyone else around them has more or has what they want. They compare themselves to others.
- Their attitude is always negative, glass half empty, about every situation
- They believe their life is not being lived to the fullest.
- They often defend their right to be a victim to the death.
- There is often a solitude they put themselves into, cutting family and friends out of their lives.

If you know a person like this, it is best to help them find professional help and therapy. Oftentimes therapy will help them push past the victim status and take their lives back into their own hands. Now, when it is not a situation of true victimhood, it can be a serious case of manipulation.

When it comes to master manipulators the signs are a bit different than the above. Oftentimes the manipulator will talk about their issues but never directly ask for what they need or want. They will skirt the issue, dropping hints, giving stories of how hard things are, but never come forward and directly say what they need. It sometimes confuses the target in knowing what exactly they want. Other times, it chips away at the target's goodwill, resulting in their offer to help with whatever is needed.

When a target is with a manipulator playing the victim, they will find that they feel guilty almost every time they are with that person. When you have conversations with them you are left feeling guilty, but you aren't exactly sure what you feel guilty for. There is a ball in the pit of your stomach and a general uncomfortable feeling.

The manipulator will point out other people's actions, downfalls, or even manipulation. They will always justify their own with a basis in the situation in which they experience. If the target criticizes them in any manner, the manipulator will immediately attempt to make the target feel selfish or guilty.

But I Love You So Much...

The form of manipulation also goes along with, "If you really love me." Both are used primarily in close relationships where both people know each other very well. Oftentimes, due to the relationship itself, it is hard to figure out whether or not you are being manipulated or not. When the person uses either of those phrases to get what they want, it is manipulation. Healthy relationships center around talking and coming to a common ground, not manipulating to get what they want. This can happen between couples and between children and parents.

If you are confused about whether your relationship is a manipulative one or not, there are some pretty standard things you can look at. First, is your

relationship clear and concise or is it often hard to manage and difficult to navigate? Good relationships should be clear and concise. You know the person, they know you, and you don't feel the need to bribe or manipulate to get what you want. You know simple conversations will yield the right result for both of you. Manipulative ones can be confusing, disjointed, and complicated to understand.

Secondly, if you are constantly being blamed or shamed for your choices. If you are being bullied by the other party, this is usually a manipulation technique for both control, and to push you where they think you should be in the relationship. Bullying is not okay, nor is the blame game. It's not about who is right or wrong, it is about how to fix the problem and move forward.

Third goes along with the second thought in that control is not part of a relationship. In a relationship, you are two individuals coming together. You are not "becoming one" as the wedding vows say, you are still two different people with ideas and dreams. Ideally, they will coexist with your partner, but when they don't, you will be able to tell if the other is attempting to control you or not.

One of the other ways to figure out if you are in a manipulative relationship is to look at all the small faults you each have. Is it never putting clothes in the hamper? Is it never putting dishes in the sink? There are small things that bother us all about the people we spend the most time with. A healthy relationship will involve discussing them, and also finding the humor in those little things. A manipulative relationship will often be filled with nitpicking. Every little thing you do is put out there in a negative manner by the manipulator making you feel uncomfortable and self-conscious. This is a control tactic.

Ultimately, if you are having to hear the words, "I love you so much," or "Don't you have a heart," or "But I thought you loved me," then there is a good chance that you are becoming the victim of manipulation. It is not always the end of the world. It could simply be they really want something and are afraid to ask for it, but either way, it should be immediately addressed.

Bribery

Bribery, one of the most widely used forms of manipulation on the planet. There isn't a single person who hasn't used bribery at some point in their lives. Whether it's, give me your allowance and I won't tell mom you hit me, or promising your child an entire cake if they just sit still in church for ten more minutes, you are using bribery. Of course, there are all types of levels of bribery. There is financial bribery, criminal bribery, political bribery, and the list goes on and on. Bribery includes the manipulator giving the target something (usually money) in order for the target to do something for them in return, something that will allow the manipulator to highly profit from the venture.

CHAPTER 4:

Victims of Manipulation

Three ways of becoming the victim of a controlling manipulator

We have looked at the character of the controlling manipulator, but what of their victims, how do they become ensnared? It might surprise you how much we are all manipulated in our daily lives.

There are the situations where any one of us could find ourselves being easily persuaded. Every day we are bombarded with advertisements, all urging us to buy their wares. Extolling the virtues of one product over another. Building a discourse where not buying certain goods is almost seen as unthinkable, out of sync with the zeitgeist.

1. Sales Tactics

This is the obvious example of such a situation. It seems to be the acceptable face of social manipulation. Commercial products always seem to carry some type of manipulative tactic. All in aid of getting the public to buy the goods. The worse of it is that we are aware of the scheming maneuvers, and yet we still fall prey to them.

When marketing is done well, it works. That's why advertising is a multi-million dollar enterprise. Companies do not have huge advertising budgets for no reason. For example, how often do we succumb to their, "Buy One Get One Free" offers or half price sales? (5a). They seem like a real bargain, saving our hard-earned bucks. Often, we are coerced into buying products we might not even need or ever wanted in the first place. The offer tempts us with generous words, such as "Free" or "Reduced." Yet, it is a marketing ploy to manipulate customers to empty out their purses and wallets. It even has its own acronym, known as BOGOF. Customers are

seduced by attractive false pretenses. Are the stores or companies really being kind in giving us free products? How can they afford to that? The truth of it is that they are not giving anything away for free.

Economist, Alex Tabbarok,* informs us that there are many ways that these offers can seduce us. The cost of a product is seemingly reduced, giving the customer an offer that's too good to refuse. Most likely the price of the product is increased prior to the offer, so the customer pays more in the first place. (5a) Most larger shops buy their goods in bulk. This means that the price they pay for an individual product is far less than the price they charge their customers. That is acceptable because they are a business after all, and must make profits to keep going.

You may also note that the BOGOF temptation is used on a lot of perishable items. If the stores have a surplus and the sell-by date is fast approaching, it makes commercial sense to reduce the price, or use BOGOF. If you are coerced into buying this type of bargain, make sure you can eat it all before it expires. Some have argued that this practice of promotion has led to an increase in food waste. The stores and shops refute this theory completely.

Such commercial practices are seen as choices that adults can assess intelligently. No one is forcing us to participate in the offers. We all have individual agency and should take responsibility for our actions. Yet, somehow, we are blinded to the persuasiveness of such marketing methods.

We live in a consumerist society. The need to own the latest gadget or have the latest model can become crucial to the buyer. Not only for their standing in society but also their sense of self. Advertisers take advantage of our weak areas and offer us unmissable deals at supposedly low rates. If customers cannot afford it, no problem, they will be offered credit for their purchase.

It should come as no surprise that advertising has such a powerful impact on our lives. Linked to the massive increase in consumerism over the last few decades, is a similar increase in marketing efforts. In the 1970's, it was believed that the average person viewed around 500 adverts, that has now increased to 5000 ads, in a single day. Whilst that might seem excessive and may not apply to everyone, it does show the pervasive nature of advertising

in everyday life (5b). Advertising is proven to work, overtly manipulating the shopper and often tagging into their emotions to coercing them to purchase the product in question. Though it may not work every time and on every person, it is successful often enough to make it a profitable venture.

Of course, no one is physically or mentally abusing customers, or attempting to ruin their lives. It is a business tactic, not a personal ploy. Even though it is done subtly, it can have a powerful effect on the lives and wellbeing of individuals.

Some people are far more vulnerable to manipulation than others. Some are very impressionable, and sometimes vulnerable too. A classic target for scammers and strong-armed sales personnel, are the elderly. They are easy to confuse when a strong character is knocking on their door. This part of the population is perfect for the controlling manipulator. Their weaknesses can be taken advantage of. Such people will not fully comprehend what is being put to them. Even if they do understand, they may fear to say “no.” That makes them the perfect target for unscrupulous manipulators.

2. Working Environment

Anyone who is vulnerable is a potential target of a manipulator. It is not always the obvious people that can get ensnared. Already we have learned that such a character will initially behave with impeccable manners. This false front is performed to impress and gain trust. If you do not know this person already, it may be hard to recognize that you have become their target. That is until it is too late. On a personal front, this type of relationship can occur at work, or even in intimate relationships.

Consider your place of work. Do you have a boss that makes your life a misery by demanding work at higher and quicker levels constantly? Browbeating you to meet impossible targets. Warning you of a reduction in your salary or canceling any bonuses. Could even threaten to sack you. At that point, you become trapped. This person knows we all have responsibilities, such as mortgages or rents and families to support. We cannot walk away. In such a situation, any of us could become this vulnerable person. This is the victim of a controlling manipulator.

Here are some typical manipulative tactics of this character. See if any of the sound familiar in your current work situation. "Careerizma" is a career website that provides useful guidance and resources. In a relevant blog article, they cover this exact topic (5c).

- Fake Praise

The boss said they liked your idea and think you're a great person, but then they go with someone else's idea instead. What was the point of the pretense in the first place? Like many manipulators, they like the feeling of control. By leading you astray, it gives them a sense of power over you. This is about building a person's confidence up with false praise, and then crushing them. At this point, they may belittle you or devalue your work. Diving in with the kill to make you feel worthless. Now they have you like a puppet under their control.

- Stealing the credit of your talents

Using you to write up their own reports, then taking all the credit for it. This is a classic manipulative strategy. They tell you that you're perfect for the job. Show you how they trust in you as the best person to get the job done. All that encouragement was a complete front for their real plans. Once the job is completed, they claim any praise for themselves. Now you are left on the sideline, feeling well and truly exasperated. Should you question them about it, they'll claim your report was a total mess. It's better now because they spent all morning putting it right.

- Embarrassing you

Putting people down, in front of others, makes these characters feel powerful. Say that you put forward an idea, they may laugh and ridicule the very thought of it. After a while, you no longer believe in it yourself. Were you to confront them about their behavior, they' would come back at you with sarcasm, "Hell, man, can't you take a joke?" Cruel jokes and sarcasm, all will be done at your expense.

- Blame shifting

Whatever has gone wrong is everyone else's fault, but theirs. Never would they admit up to their own shortcomings and mistakes. Not only that,

they'll often deny any negative things they might have done. Should you attempt to explain the wrong they did, they would only claim that your version of events is wrong. Typically, they will say, 'I don't normally behave like that, only when I'm around you.' This is what Freud called projection. They are projecting their own misdemeanors onto someone else.

- Belittling

Making others feel irrelevant. Such as, if you walk into their office they don't stop whatever they're doing to greet you. Instead, you get a wave of the hand to come in. They know you are there, but take an age to get to you. It leaves you sitting there feeling insignificant, which is exactly how they want you to feel.

Quite often they will bring irrelevant information into an argument, especially if they are losing. Moving goalposts whilst in a discussion is a classical way to make themselves look good. These people must have the last word, always.

Unappreciative of anything you do and pushing you to your limits are all signs to watch out for. If you hear these bells, you are working for a manipulative controller.

Working with such people can be a game of survival and not everyone has the strength of character to win. Some, once they've identified them, will stay clear of such people. Their tactic is to keep them out of their lives by avoiding them. That can be difficult if the person doing the manipulation is your employer or your partner. Others may stand up to them and confront them. This is risky but done in the right way could result in the manipulator moving on to another target. Most of the time we have no choice other than to put up with them. We all have our own strategies on how to deal with people we don't like, but the handling of a narcissistic manipulator takes courage.

Working with a controlling figure can make your life unhappy, living with one can make your life hell. Have a look at some of the signs to look out for, to know if you are in such a relationship.

3. Personal Relationships

This is a terrible situation to find yourself in. Being in a relationship whereby your supposedly loving partner keeps you on a leash. When someone wants to control everything that you do, it can become a dangerous situation to find yourself in. This type of partner might tell you it's for your own good. They are keeping you safe, under their protective wing. Yet, being on the other end of such treatment does not feel safe. It is a suffocating experience that comes with other serious problems, such as sexual, physical and mental abuse.

CHAPTER 5:

Manipulation In Dark Psychology

Now that you have had all of the basics broken down and explained for you, the rest of this book will be comprised of in-depth elaborations of those basics, so that they can be put to any use that you see fit. Whether those users are defensive or offensive is up to you. This chapter will cover manipulation, the most fundamental and necessary component of dark psychology. No matter what way a practitioner of dark psychology chooses to go about his or her work, he or she will *always* employ manipulation in one way or another, so it is important that you read this section carefully. If you want to defend against dark psychology, you have to know the signs of manipulation like the back of your hand, and, if you want to practice dark psychology, you likewise have to know all the functions of manipulation so you can put them to use.

That being said, make sure to pay attention as we begin with an in-depth look at the history manipulation.

History of Manipulation

We can trace the beginnings of manipulation all the way back, almost assuredly, to the beginnings of primitive accumulation, wherein people accrued power in their communities by first gaining land and surplus goods by way of old-fashioned physical force and then translated that surplus of land and material into power and influence with the people around them. This is a great place to start with manipulation because it highlights how manipulation generally has some kind of material basis, even nowadays, when most practitioners are people who pride themselves on their cunning and their ability to produce power from nothing.

You can see this perspective, that manipulation is the production of influence from simply the ability to impose upon others, in primitive

accumulation's transition from tribal fiefdoms into first Feudalism and then Absolute Monarchy. In other words, across generations, as those surpluses, the basis of the manipulations carried out by those in power, grew and grew, the owners' of those surpluses converted their brute force manipulation into systems of manipulation and control over the people who relied on their material surplus to survive.

This may sound too abstract. At its basis, however, the power inherent in this relationship functions the same way power does now. *Because* the manipulators had gained power, they were able to bend the wills of the people around them to their own wills. Being good manipulators, (and in some cases even dark psychology practitioners!) over time, they developed long term thought patterns of justification, often through religion. That is, they billed themselves not as lucky to have received that surplus (most likely from their familial lines), but as ordained by God to have more. They then could spread these justifications easily, because, by virtue of their roles as purveyors and owners of goods, services, and land, they already had an excess of influence over the thoughts of other people.

This speaks to the significance of manipulation on a fundamental level. Manipulation may be a method for accruing power, but it must also be predicated on an already existing power in order to be truly potent. So, their manipulations by which everyone around them, out of necessity, came to believe that they simply *deserved* more of the surplus production of the community developed across the centuries into a complex system of belief, such that, all still based in the fluke of whose ancestors were capable of retaining a surplus of basic resources, some people were worshipped like gods and many others lived on the streets and begged for scraps of food.

You can see from this how significant the power of manipulation can be. It is only through manipulation that history can generate, across about a thousand years, a figure like Louis XIV, The Sun King who built Versailles. In the introduction, when dark psychology's long subterranean past as a driver and mover of human history was covered, this is what was meant. In other words, on some level, the systems that built into monarchy must have started with intentional, proto-Machiavellian falsehoods and cynical actors.

There is no other way for massive swaths of people to begin believing in the divine rights of people who got lucky.

This speaks to manipulation on a level much larger than the interpersonal, which is where most of this book's explorations have been located so far, but primitive accumulation, Feudalism, and Monarchy are not wholly unrelated to smaller kinds of manipulation. In fact, as with all things, what one might call *structural* manipulation is made up of many, many instances of individual, interpersonal manipulation in a sense. Because of this, the history of structural manipulation warrants studies for anyone eager to learn more about the craft in general. Which is to say, no, in the modern world you probably can not establish a territory for your great-great-grandchildren to rule over by way of accumulating excess water and land, but in understanding how primitive accumulators turned their resources into power by way of myth, you could theoretically begin to create your own myths on an interpersonal level.

In other words, understanding manipulation to the fullest can be looked at as the carrying out, by way of *action*, of a purely Machiavellian perspective. Look around you with the cynicism of some kind or another in your mind while forgetting about ethics, morality, or any pesky limits to human behavior; what do you see? Chances are, if you give this exercise enough time and attention, you will find that social relationships that seemed just before to be purely non-coercive are in fact predicated on subtle, but endless, manipulations. The word “endless” means stable in the preceding sentence, which should convey to you what manipulation aims to do. *Manipulation always aims to replace non-manipulative social patterns with itself in perpetuity.* Even short term manipulations are (or should be) a part of long term goals to morph the world around you, the manipulator, to your whims, will, and desires.

Manipulation In Dark Psychology

So, how does manipulation, which seems to be simultaneously an individual action or set of actions and a way of thinking or even a system of thought, relate to dark psychology, which, you will remember, is *always*

predicated on doing and action. How does such a multifaceted thing function as a *tool* in the service of dark psychology?

Well, some of that tool, especially the more abstract or long-spanning parts of it that were just covered, really shouldn't be in your mind when you're on the lookout for manipulators or for people to manipulate. Those ideas work better in the study, as a means of better understanding the phenomenon of manipulation. This is not to say that they turn manipulation into an object of study in the staid, dull way that dark psychology is always in opposition to. Much to the contrary, the study of another variety can be, in itself, an active, tool and use oriented activity. Think about it, with that background, or history, of manipulation under your belt, you have a fuller picture of manipulation as a whole. That, in itself, would help anyone in practicing manipulation, either by way of imagining *how* exactly primitive accumulators developed such wide-reaching manipulations in service of protecting their surpluses or by way of seeking to understand *what* that primitive manipulation looked like, such that you can better avoid manipulation in the present tense.

In other words, dark psychology is not averse to study as a whole, and it is averse to study for its own sake. Any information that is practically applicable is itself a tool that should be used ruthlessly and without compunction when you are dealing with the world of dark psychology, because, more than anything, the world of dark psychology is rooted in practicality without exceptions.

These facts should speak to why manipulation is so useful in the context of practicing dark psychology. Manipulation is, after all, an incredibly practical way of getting things from other people. Provided one is willing to treat others as either obstacles or paths to getting what one wants, manipulation is exceedingly practical.

Let's look at an example. Imagine, for instance, there are three people who need money for some reason or another. One of the people who we will call Number 1, is a moralist and empathic. Another of the people who we will call Number 2, is pragmatic and somewhat amoral but does not practice dark psychology. The last of the people, who we will call Number 3, is one

hundred percent pragmatic, unfettered by morality, ethics, or principles, and well versed in dark psychology.

Imagine that Person 1 meets, at a coffee shop or in a restaurant, an older, lonely person who talks to him or her for quite a while. After that, while the two of them sit down together and continue talking, maybe ordering more food in the process. Person 1, in the midst of the conversation, learns that, on top of being lonely and old, the person he or she is talking to is also struggling financially. After an hour or so has passed, Person 1 realizes he or she is late for a job interview and gets up to pay and then go. The older person, because he or she is so grateful for the conversation and the personal attention, offers, despite his or her own lack of resources, to pay for Person 1's items. Person 1, being a moralist, politely tells this older person that he or she could not possibly accept money from him or her in good conscience, then pays for his or her own meal and goes.

Imagine this same scenario, but with Person 2 in place of Person 1. He or she meets the sad, old wastrel and, begrudgingly, sits down to talk with him or her. Perhaps the conversation is not nearly as generous, because Person 2, as a pragmatist, can not be bothered to show as much compassion to the wretch as Person 1 did. Nonetheless, when Person 2 gets up to go, the old, lonely person offers, still grateful for any kind of attention at all, to pay. Person 2, being a straightforward pragmatist, accepts. Then he or she goes off, satisfied at having saved some money.

Now, imagine Person 3 in the same scenario. He or she meets this sad, older, lonely, poor person in passing at a restaurant, and notes immediately that he or she is easily susceptible to manipulation because he or she is in want of human contact. Immediately, Person 3 sits down with the crone and delights him or her with his or her wit, kindness, and generosity of spirit. Two hours pass. Person 3, in passing, mentions to this wretch that he or she has neglected to go to a job interview because he or she feels such a connection with him or her. The older lonely person feels immediate guilt, but Person 3 assuages all of it with a wave of the hand. What is more, Person 3 offers to pay for the older person's food and drink. Afterward, the two exchange numbers. Already, Person 3 knows what he or she will do next. The two develop a friendship, meeting multiple times at the same

place. In about the span of a month, Person 3 has established a pattern of paying for the food when they are together, then asking later in the week for some kind of small "loan" from the older person because of his or her money troubles. Within three months' time, Person 3 has received, piecemeal, thousands of dollars from the older, lonely person.

What this hypothetical is meant to illustrate is the kind of lateral, unexpected thinking that dark psychology can bring out. Person 3 displayed care and generosity from the jump because he or she wanted something from the older, lonely person, knowing full well from the jump that he or she would have a massive return on investment, provided he or she put in enough time and energy. Where the pragmatic but ultimately not clever Person 2 gained only a free meal on the way to a job interview, Person 3 gained thousands and thousands of dollars and the promise of however much more he or she might need or want in the future. This is the power of manipulation while thinking through the lens of dark psychology.

How to Detect and Avoid Manipulation

Imagine, for a moment, that, in the above hypothetical, you are not Person 1, 2, or 3, but rather the older, lonely person. Maybe you are not so wantonly lonely, needy, broke, or obviously susceptible to manipulation from strangers. This does not matter. You could still be the target of a manipulator's plans, even if you yourself are interested in taking up the study and implementation of manipulation to better your own life. *Everyone is susceptible to manipulation on some level.* We all want things, which means that, without the proper mindset, we are all viable prey for those that wish to use and contort ours wants to their own ends.

Perhaps you always want to believe your friends or loved ones when they tell you things, even if you have a feeling they are either lying or skewing the facts. Perhaps you have the opposite problem, and you always disbelieve people. In either case, you are susceptible to manipulation if the manipulator is skilled enough. This may seem counterintuitive. After all, isn't distrust a catch-all defense against potential manipulators? The answer to that question is, emphatically, no! Manipulation can take many, many forms.

As an example, Imagine two people you know have an incredibly heated, drawn-out fight. For about a month now, they have not talked to each other. Then, one day, one of them tells you that, before the fight, the other one told him or her that, despite what that other friend had told you, he or she actually hated an object of yours that you had always been slightly self-conscious of, of which your other friend had insisted to you up and down multiple times that he or she was a fan. At that moment, if you are too untrusting a character, especially with your insecurities regarding that object, you are more than likely to believe the friend you are talking to, and, as a result, to take his or her side in the argument. You might even wind up cutting off that other friend. Now imagine that the friend who came to you with that information was, in fact, manipulating you. Imagine that he or she actually planted the idea that your other friend was dishonest in your mind because he or she knew you were both distrustful and insecure about the object in question. That friend did a very good job manipulating you!

If you want to avoid a situation like that from ever happening to you, the first step is to learn your own insecurities and weaknesses. Of course, this is an exceedingly daunting task. Remember, the subconscious is, by definition, out of the realm of things of which we are aware. That being said, it is not impossible to become cognizant of these limitations or weaknesses. One way to become aware, though it can be very expensive, is to go to therapy. It may sound too basic to work, but, in actuality, therapy may be the best way to protect yourself against manipulation. Through the process of therapy – especially psychoanalysis, through Cognitive Behavioral Therapy, Dialectical Behavioral Therapy, or any other variation of “the talking cure” could be useful here – you not only learn quite a bit about yourself, but you also, occasionally, learn to overcome weaknesses and insecurities that a manipulator could exploit. Even if you don't lose those weaknesses entirely, the process of learning about them, becoming aware of them, is itself a defense. Imagine if the scenario above happened, but you knew yourself to be slightly too distrustful and too insecure about your object. It may very well wind up going differently!

Let's assume, however, that therapy either is not an option for you or would not work. How do you protect yourself against becoming the target of manipulation? While any full answer still must involve gaining self-

awareness about your faults, perhaps through downloading a therapy workbook from the Internet or thinking critically about your own behavior, the answer can also lie in distinguishing the patterns that manipulators often use. For instance, does this person vacillate between being incredibly kind, forthcoming, and generous on the one hand and exceedingly needy and controlling on the other? Does it seem like this person is always expecting something of you, and are those expectations predicated on him or her having helped you out in a way that hits close to home? Did they give you something you are always in need or want of, like validation, an ear, or attention? The underlying question, here, is, does it seem like, when you are with them, you always come away feeling like you either *have to* do what they say or what they say is somehow always what you want? These are the kinds of questions you have to ask yourself if you want to sniff out manipulators before they have you under their control.

Though, admittedly, without increased, even impeccable, knowledge of your own self and weaknesses and desires, you will never have a full defense against manipulators. This is because masters of manipulation know how to conceal what they are doing. Remember, dark psychology is better than all other forms of social control at keeping itself hidden from view. When a person is good enough at manipulating, no one ever knows what that person has done.

CHAPTER 6:

The Art of Manipulation and Persuasion

Manipulation is the dark side of persuasion. We aren't going to tell you how to be manipulative because that's not going to do the world any good. You might be able to get what you want, but you would hurt people along the way. Nothing worth something substantial is going to be gained by taking from other people first. If you really want long-lasting influence, you have to start to gain ways that you can be more of a positively persuasive person.

Don't persuade individuals who aren't going to be able to know any better. If someone isn't very intelligent and truly has trouble understanding basic concepts, then it's not a good idea to try and manipulate them. You should only help inspire others to think the things they would be able to on their own, just with a little guidance. To inspire someone is to give them a good idea that influences their own thinking patterns. It doesn't involve planting an idea in their head and tricking them into thinking something they wouldn't ever have thought on their own.

Never persuade someone to do something that you wouldn't do yourself, if in the same situation. If you aren't willing to do it, then it's a safe bet that it's not morally right to expect someone else to do it either.

Persuasion should not involve you taking from the other person. You shouldn't take something from them that leaves them with nothing. If you do take from them, then you should be giving them something of equal or greater value in the process. It is a shared experience that helps both of you become better people in the end.

There should always be a sense of freedom felt by the other person. Think of it like you would if you were to find a lightning bug in a glass jar. You could put a lid on the jar and keep that lightning bug for your enjoyment. Or you could help the bug and set it free. If you keep it in the jar, it will eventually die, but if you set it free in the world, it will go wherever it

pleases. You can still help people by giving them their own freedom to make decisions that are best for themselves.

First, let's look at the frequent lies and deceptive tactics that you should avoid using at all costs and some other reminders of how you might have been manipulated in the past.

Deception and Lies

It is important that you are never deceptive on your journey of persuasion. The moment that you start trying to trick people into thinking something other than reality is when you become negatively persuasive. Lying is tricky. You could do it if you really wanted to, but with every lie, there is a truth. The lie could be long-lasting, but the truth will always remain just as long as the lie. It is only a matter of time until the lie is eventually discovered—if it doesn't eat away at you first.

You don't want to try and convince others of anything that is untrue. You should be cautious of the other ways that could be considered lying. Withholding the truth can sometimes be considered lying if you are intentionally keeping secrets in order to persuade the other person. Of course, there will always be things that not everyone necessarily needs to know. If you were staying in a hotel room, you wouldn't really want to know what everyone has ever done in that room. It would probably be more important for you to know if that room has bed bugs, however! If what you are withholding from the other person could negatively affect them, then it's safe to say that you should share the truth.

It is pretty easy to lie! For example, one of these is a lie. Pick out which one you think it is:

- A whale's heartbeat can be heard when you're within a two-mile radius.
- There are over 2,500 squirrels that live in Central Park.
- Coca-Cola used to contain cocaine.

Which one do you think it is? Guess what? All of these are true. The actual lie that was stated was that "one of these is a lie." It is just that easy to lie!

You can do it whenever you want, at any time. The thing is, you won't always get away with it. If you don't get away with it, then you are going to cause more problems than what you might have had in the beginning when you initially chose to state the lie.

Is lying always wrong? That's for you to decide. Is it wrong to lie to a toddler about their pet cat getting run over by the neighbor's car? Is it wrong to lie to a customer about how good they look in a dress so you can make a sale? Is it wrong to lie to your spouse about cheating after you already broke things off with your mistress? We all might have different opinions about these. Maybe you think all are fine; maybe you think all are awful. Either way, they are common, and they are real, and we need to look out for these lies.

There are some common signs that someone is lying, and you need to be aware of these signs. First, look at the way that they are talking. Are they stuttering? Stuttering is a nervous tick that we can have, especially in high-pressure situations. Look at how someone might be stuttering or tripping over their words. If they are simply having trouble finishing a sentence, they might be nervous. If they struggle to keep up with the story and go off on too many over-explained tangents, they might be lying or at least bending the truth in their favor.

How long is it taking them to answer? This could indicate two different kinds of lies. If they take way too long, then they are thinking of the best way to respond that makes them look good. If they don't take long enough and answer really fast immediately after being asked, then they might have these answers already perfectly planned out. Look at what is being asked to determine whether or not they might be lying.

Are they seemingly nervous in their movement? Fidgeting, shaking legs, and playing with their fingers can be nervous ticks but adding them to sweating, shifty eyes, and frequent swallowing could indicate that they are lying. If they are too still and incredibly tense, then this might also mean that they are doing their best to stay composed. New manipulators who are still practicing their methods will likely be the ones to take too long to answer and be nervous and shifting. Skillful manipulators will be very still, collected, and ready with the perfect answer to all questions.

If they seem to look off to the right, then this might be a sign that they're lying. This is because the left side of your brain is in control of logic, and the right side is in charge of creativity. If you look at the left side, this means your brain is using the memory reasoning aspects of your brain, and you might be trying to recall details. You are using logic to help you remember the answer. If you look to the right, you are tapping into your creative side. You are trying to come up with excuses and lies in order to cover yourself.

If they are covering their mouths, then it might be a sign that they are attempting to withhold information. Trust your gut if you really think people are lying. Be careful if you decide to call others out. You don't want to accuse someone and have them end up losing your trust in the process.

Mind Control and Brainwashing

The difference between mind control and brainwashing is what your intentions are going to be. When you are brainwashing, you are wiping their head clean of everything that they might want to think on their own. You are trying to take their own thoughts and ideas away and instead replace them with your own. This is malicious intent.

Mind control is a little better, as you will still be able to help influence the way that they think, but you will not do it in a way that limits their own freedom. There are a few mind control tactics you can use for good.

The first tactic you can use is the amplification method. This involves highlighting the best parts of something and really running with that. To be honest, you should always make sure everyone is aware of the negative aspects. However, an amplification tactic can help others to get really excited about the smaller details of a project. If a company is rebranding, they might come up with a new catchphrase and let this become their point of selling. Maybe it's an image or a phrase that helps you to best remember the new products that they have created.

You can also make things seem scarcer. You might limit yourself or the things that you are trying to sell in order to make them more popular. Others

will want to take advantage of the limited options in order to alleviate any fear they might have later over not following through with the purchase.

Point out legitimate compliments that go beyond just the basic ones that others are used to hearing. Don't tell someone that you like their shoes. Tell them that they have a great style! Don't say, "That's a good idea." Instead, try something like, "You have a really great ability to come up with new ideas." Give them more substantial compliments besides what is frequently said in order to give yourself a little advantage.

Go out of your way to do something nice for others—but don't accept anything in return at first. You'll want to show that you legitimately care and appreciate them, and you aren't just doing nice things to get something from them.

Help others to see the reason that there needs to be some action right now. Give them your perspective and remember to use objective phrasing rather than something that sounds more forceful. Don't say, "You should do this." Instead, say, "I feel as though doing this has helped me, so you might find it does the same for you if you try." Others want to think that they are coming up with all of their own ideas; they're not always going to be so keen to take on all the thoughts that you have.

Use logic and science to back up your argument. If I told you that 80 percent of people who read this sentence believed I didn't make this sentence up, would you be more compelled to believe it? Of course, there's no way of knowing that it's true, but facts and numbers are going to help more people be willing to believe the ideas that you're sharing.

Remember the small details about other people. Ask about their family, remember their pet's name, discuss their interests, and so on. In order to better remember, associate that trait with something about them. For example, maybe your employee's husband's name is Ray, and he just got out of the hospital after surgery, which is why your employee, Susan, had to take a few days off. Remember that Ray is her husband because she has Red hair. Associating the two R's with Susan will help you to remember more. Then, when she comes back, make sure to not just ask, "How's your husband?" Instead, ask her, "Is Ray glad to be back home?" It's so much

more personal and shows that you legitimately care and aren't just asking to be nice.

Be flexible in the way that you are asking for things. If you show that you are angry, they didn't agree at first or are unwilling to compromise, that will be the first turn-off for the other person. Negotiation is all about letting both parties have a say so that everyone comes out of it feeling happy and comfortable with the decisions that they've made.

Always show positivity and enthusiasm. If you can't be excited about your own persuasion, why should anyone else?

Have backup plans for what you might be trying to persuade others of. Not everyone is going to say "yes," and the most detail-oriented plans we have can still go in completely opposite ways. Be prepared for what you might do when everyone turns down your offers.

Put yourself in their shoes so you will understand the things that might be red flags for them. Envision why they might just say no, not just what you will do if that's the way things go. If you can walk in someone else's shoes, you will better enable yourself to understand exactly where they're coming from.

Understanding Body Language

The first thing you will want to do when reading someone's body language is to remember the context that you are in. If you're giving an interview to a potential new employee, then, of course, they are going to be nervous. If you're interrogating a husband for the murder of his wife, then he is going to be nervous, but he's also more likely to be a manipulator than the person in the first example. The context is going to help reveal whether or not you should really have your guard up to protect against potential manipulators.

Look at the way that someone is holding their body. Are their arms crossed? Are they closed off? Rigid? Shaking? Start by taking in their overall stance first, and then you will be able to better understand the actual message they might be trying to show with their body language. Their posture and the

way that they are positioned can give you an idea as to what they're saying through their bodies.

What is their smile like? Squinted eyes and wrinkled cheeks will show that it is a genuine smile. Eyes that stay the same and cheeks that barely move is a good sign that they are just faking the smile. Their eyebrows will also reveal a lot about whether or not they are genuinely smiling. Raised eyebrows can mean that they are really excited about something, whereas turned in eyebrows with a smile could mean that they are happy but still questioning what is going on. Straight and unchanged eyebrows are usually a sign that the smile is fake.

Pay attention to the way that they are nodding. Not everyone will realize it, but sometimes when we're saying "yes/no" while also lying, our heads can actually turn in the opposite way. Let's say that you're asking your spouse if they have a problem with you throwing a party this weekend. They might state "no problem" to keep the peace, but they could also end up nodding their heads up and down in a way that usually lets us know that the other person disagrees. This isn't necessarily manipulative, as they might just want to be nice and make the other person happy. It's still an example of how our heads can move oppositely of what we're trying to say, revealing our true intentions.

What is their tension like? Do they have a clenched jaw? Look at the corner of their jaw right below their ear. You will be able to see if they are really holding their jaw clenched at this point, depending on their facial structure. We all clench our jaws from time to time, especially if we're experiencing constant stress. However, rapid clenching and grinding can indicate that they are thinking deeply, which might mean that they are lying.

If they're scratching their heads or picking at something, they might be a little confused. They could be searching for more understanding, but it could also indicate that they are looking for a better lie to cover their tracks.

How to Predict Others

Sometimes we just look at the pattern of behavior of people based on their actions alone. We think that this is the way that they are going to act in any

given situation. People show a lot through their actions, but it's important to still pay special attention to the decisions others are making to see if there is a hidden truth.

Make sure that you understand the full context of the way in which others are sharing their actions with others. You don't want to make assumptions just gathered from the basic understanding of a person. For example, you might have an acquaintance who is frequently hanging out in your circle of friends. This person is very closed off and quiet. They aren't very friendly to you, so you assume they don't like you.

You have predicted that if you invited them out for a solo hangout session, they would decline. However, you might not realize that this person is just very socially anxious. They don't do well in group settings but would absolutely love to get to know you one-on-one. You only made an assumption based on the basic level of understanding of this person, but there was a hidden truth overlooked when connecting these dots.

Don't let one single outlier be a reason that you assume someone is going to act in a certain way. Maybe you meet someone for the first time at a party, and they end up getting really drunk. You might assume that they are an alcoholic, especially since they were so willing to go over their limit after meeting new people.

Later on, you might discover that the night they met you, they had just gotten out of a relationship and wanted to let loose at the party after an especially hard day. Don't make assumptions based on what you have already learned. Consider other aspects to help you determine the entire truth or the bigger picture.

Get to know other people. Study human behavior! Always question why others do the things that they do. Understand the motives behind others. What is it that they really want? Are they searching for a greater truth? Are they fulfilling an empty part of themselves? Are they trying to make connections? Are they simply bored?

Decide if people are passive or if they are active. Do they let others do as they please and remain calm and composed throughout the situation? Are they more likely to assume leadership positions with or without prompting?

Are they reactionary or do they think more slowly? Will they give themselves a moment to think through their emotions and then respond, or will they jump and be aggressive at the first sign of a threat?

The more you practice analyzing others and going over data collected in your head, the easier it becomes to be able to persuade them and protect yourself from other's control.

CHAPTER 7:

Mind Control and Brainwashing

Now that we've established the fundamentals of dark psychology, we can start to take a deep dive into mind control and brainwashing. Those who use dark psychology can use mind control and be totally undetected – they know how to target those who are most susceptible and employ their tactics. We'll also explore how mind control and brainwashing can be used on a much larger scale in the media, with images, sound, restricted choice through advertising and more.

Brainwashing tends to be a little more “personal” and subtle. Brainwashing often requires the victim to be isolated, and more dependent on the individual or group of individuals who are brainwashing them. This is a favorite tactic of cults, religious groups, and yes, even your favorite sports teams.

Let's focus on national, televised sports, the most seemingly innocent form of cult worship. Billions of people all over the world tune into to watch football, baseball, swimming, car racing, cricket, volleyball, curling... the list goes on. Those same billions spend even more billions of dollars on tickets and travel to live games, merchandise, and the access to watch their favorite teams on their favorite channel in the comfort of their own home. What would happen if the Super Bowl didn't air in February? An honest, logical guess might be: “The world would end as we know it.” Championship games of all kinds draw larger audiences than political rallies, religious observations and even the release of the latest iPhone.

But let's see what happens: Does it really affect a fan's life if the Patriots win or lose the Super Bowl again? Not really, yet millions of television screens turn to the game every February regardless of their team affiliation. What kind of power is this?

A dangerous one, that's it. Just how the politician or businessman has a wide reach in order to emotionally manipulate an audience, large groups of brainwashers can wipe your conscious down to the bare essentials. Then it replaces that person's "personhood" with an identity, set of ideals, beliefs, likes and dislikes that aren't their own.

How is the NFL or NHL capable of Advertising and affiliations? The NFL is one of the largest and most prominent sponsors and advertisers of the United States military. Commercials for different branches play during breaks, certain games or national anthems are dedicated to veterans, POWs, or current individuals serving. Players even don camouflage, military-inspired gear as part of this relationship.

Then there was the debate over the national anthem when Colin Kaepernick knelt in solidarity for all of his fellow people of color brutalized by police violence. The NFL immediately launched a vociferous media campaign, that was picked up by NFL fans everywhere. Soon, stickers, hats and t-shirts could be found everywhere saying "I stand for the anthem."

The NFL took this opportunity to use their fan base's interests, as well as the hold on they already had on loyal fans. As television ratings were dropping, the NFL created a problem that didn't exist, turned it into a media tornado, and unleashed their rhetoric on millions of viewers nationwide. It had a discernible effect by creating a reason for people to watch other than for the game itself.

The Fundamentals of Brainwashing

Many people tend to get hypnosis, CEM, NLP and brainwashing confused. But brainwashing isn't just a dark psychological technique, but one identified by psychologists all over the world as well. It's not only a tool of sports teams, in fact, but it's also been the go-to method of acquiring members for cults for decades, if not centuries.

Brainwashing from here on out means the process of forcing an individual into accepting belief systems completely and utterly different than their own, often under duress.

The simplest example to illustrate brainwashing are cults, or small groups of individuals who practice either a form of religion or other belief that from the outside looks a bit sketchy, questionable, and perhaps even evil. Some examples of famous cults and their leaders include:

Jim Jones, leader of the People's Temple Cult. Jones was a zealous religious leader who convinced hundreds of his followers to participate in a mass murder/suicide by drinking poisoned Kool-Aid.

Children of God/Family International, founded by David "Moses" Berg. Founded in California in 1968, members were encouraged to have sex with children to achieve "divinity." This cult still exists today on multiple continents and over 70 countries. This cult, in particular, was perpetuated by founder David Berg's master of propaganda writing and publishing, which drew new members to his group and kept older members close by.

Branch Davidians – This was a splintered extremist group of Seventh Day Adventists that had been in existence since the 1950s. It wasn't until leader David Koresh took over as leader that he began to claim that he was the Messiah and claimed all women and female children for his own. The group did believe that the end of the world was nigh, but many never got to see it. The cult was disbanded in 1993 after a standoff with FBI agents that resulted in more than 80 deaths.

Raëlism. Followers of this cult, founded in 1974, believe that all life on Earth is scientifically created, thus, not organic, and challenging all prevalent scientific theories of evolution. The Raël creator is named "Elohim" and that leaders within the movement are former aliens that will teach the earth how to carry on Raël traditions, including peace and mindfulness

Now that we have a few examples of cults, let's dissect what makes up a cult. Usually, this small, strange group will have one or two leaders with strong personalities that lead their followers and often make decisions on their behalf.

Cults also usually seem very accepting at first, but that's because they're looking to increase their numbers. Don't mistake friendliness for desperation on their part.

Cults also make followers feel safe. The boisterous and charming leader is also a comforter – those who end up lost or confused by traditional religion are comforted and brought into the fold. Existential questions like “Why am I here?” and “What is my purpose in life?” are easily answered by the cult’s lore (usually a cult will have a few strong oral storytellers, too).

Acceptance. Purpose. Belonging. The things people crave most of all are the things cults are most willing to dish out.

Cults and Brainwashing

Cults and brainwashing go together like peanut butter and jelly. The latter enables the former. In this book and in this context, brainwashing is a type of total “reboot” of thought and framing of the mind. Again, unless the victim is perceptive, this technique will likely go unnoticed.

Before we return to cults, it’s important to establish that this is not the only way brainwashing is used. For example, a dress code at your job could be brainwashing if you work there long enough for the brainwashing to work its way in. After working there long enough, you might believe that a certain length of the skirt is more appropriate than another or a style of shoes more “business casual” than just “casual.” This can be harmful in the long run because the victim has internalized the self-reproach the dress-code encourages.

Video Hypnosis

Hypnosis and brainwashing can sometimes go hand and hand.

While hypnosis and brainwashing have been around for centuries, just like many of the techniques described in this book, the technology book of the last century and a half has led dark Psychology users to discover new methods of manipulation, brainwashing, and persuasion.

Video hypnosis is easy to achieve today. Nearly every American family has a television in their home, a phone in their pocket or a laptop in their backpack. Each one of these devices has the power to bring us any kind of information you want (like this book) in a split instant. Video hypnosis can

be found on YouTube, and even some cable access channels might let your local unpracticed dark psychologist on the air for a bit of practice.

The technique of video hypnosis also incorporates neuro-linguistic programming (discussed later in the book) by embracing both the power of language and hypnotic suggestion.

As our society has become more accustomed to receiving all of our information through devices, video hypnosis, in turn, has become more effective and productive. The subject of the hypnosis easily follows along with the video, because more and more of their daily information is being disseminated that way. In a way, the evolution of technology can be thought of as dark Psychology on a much grander, macro scale. It's changed the ways our brains are wired so that visual associations have become much stronger and powerful than verbal associations.

Subliminal Hypnosis

Some readers might remember back in 1969 when there were whispers of a secret message in the Beatles song "Revolution 9" that made some fans believe Paul McCartney was dead. This technique, called backmasking, was actually a popular musical trick made famous by the Beatles on their album, "Revolver."

To back mask music, a sound or song is recorded backward and then is played forward for listening. This technique became incredibly controversial during the late 20th century in the music industry – many Christians accused bands of hiding a secret, evil messages through backmasking in their music that promoted devil worship. The Christians were on to something though – they figured out that messages communicated through music might go straight through a person's conscious mind and lodge in the unconscious, without the person even realizing it.

Another method of subliminal hypnosis doesn't require backmasking, but just two different tracks of sound. One will contain pleasant, ambient noise, while the other disguised sound file will spell out the hypnotist's suggestions meant for the listener's shadow and subconscious mind. These

messages must be repeated, however, for maximum effect. Unlike the conscious, the subconscious part of the brain has a bit of a harder time latching on to patterns when they are discreetly hidden.

Subliminal hypnotism is the most common form of dark Psychology used by the media. It can be played on the radio or television. It can be heard in music, as discussed previously, or seen on billboards. Subliminal messaging and hypnotism is everywhere. Dark psychologists who are not confident in their “one-on-one” powers might use this technique to break down their target. Or perhaps, even more vindictively, reach a large group of people all at once.

Think of your favorite commercials (often people remember a Super Bowl commercial or two that made a real impression on them). What jingles and ads first come to mind? McDonald's? KFC? Nationwide Insurance? Dyson vacuums? Which ones are the most convincing? Sometimes you might not understand why you absolutely need to buy that vacuum or insurance policy right now. That's subliminal messaging for you. You've been told to buy it by the ad's undercurrent. And now, exactly as advertisers planned, you'll go and make your purchase.

Brainwashing and Deception in Psychological Research

Believe it or not, brainwashing can be found in the experimental side of the scientific field just as much as it can be found in advertising. Brainwashing is necessary because researchers need willing subjects to act as controls and variables. Some research projects are very long and involved, or involve the individual experiencing discomfort, so the more pliant the subject, the more likely the project is to have success.

A study done at the University of Washington in Seattle focused on what types of students and what kind of circumstances were required for a participant (student) to cheat on a test. For most normal individuals with little experience in dark psychology, and those who possess (or believe they possess) a moral compass, admitting or being discovered to cheat can be embarrassing and make the subject feel self-conscious. So the researchers used deception and repetition to brainwash the subjects into thinking that

they weren't participating in a study on cheating at all, rather they were simply taking a test and being timed to see how long it took them. Although the subjects knew that this was a psychological study and that there might be other variables that were being tested beyond their knowledge, they were more likely to believe the researchers because of the pattern of lying, deception, and repetition. Researchers were planted throughout the room and the study was videotaped. Those in charge of the study took note of which participants looked at their phones or looked at other students' papers. During the entire test, no one was called out, no matter how obvious the cheating was.

After the study was over, the researchers were able to collect their data on what types of students were more likely, to be honest, and tell the truth, and which were more likely to cheat and lie. Several researchers after the interview admitted that this form of deception was necessary for studies like this to be accomplished, or otherwise their results wouldn't be as reliable.

There is a current ethical debate raging about this though – it's been happening for years. The debate about whether deception and brainwashing are moral and right when conducting scientific, psychological research is as old as the study of Psychology itself. Many researchers advocate for it, again, because they believe that results wouldn't be as valuable without it. Others that argue against the deception and brainwashing believe that it is harmful to the participants, even if they sign agreements to participate, and that some studies can cause permanent psychological damage.

Those against deception and brainwashing often don't even have any logical argument other than their own moral code for why they are against these methods that are used. Instead, they are uncomfortable with the idea of being deceived, manipulated and brainwashed and acting sometimes opposite to how they might behave in regular society.

Destroying the Ego

So far, we've covered some of the lighter and less risky forms of brainwashing. In reality, brainwashing can be very dangerous and completely reprogram someone's mind. Consider yourself warned.

Brainwashers' first goal is to destroy their victim's ego and sense of self. This literally "breaks open" the mind of the victim and allows the brainwasher to burrow inside. The brainwasher will identify the most prevalent aspects of their victim's personality. Are they friendly? Introverted? Hardworking? Lazy? Love-stricken? The brainwasher will head straight for the traits that make up their old identity and work to destroy them. But this is necessary for them to get deeper into their victim's shadowy psychological realms.

After this attack, the victim will start questioning who they really are. Victims will be overcome by a sense of doubt and fear, and spend much of their time reevaluating their belief systems and even their concept of reality. The brainwasher will keep assaulting these qualities. For someone that sees themselves as amicable friendly and easy to get along with, the brainwasher may say something like "You know, you're not as friendly as you think you are." The brainwasher might also say "I heard 'so-and-so' say that you've been acting pretty bitchy lately." Another version of this: "Man, have you met 'so-and-so'? They're so nice, I don't think I've ever met a nicer person in my entire life."

The brainwasher is patient and can take their time launching these attacks on their target for weeks or even months. They want their victim tired, drained, disoriented, and no longer willing to put up a fight. Finally, once the victim has reached this level of acceptance, they just give up. And therefore they are much easier to manipulate and brainwash and are much more likely to start believing anything that they hear. Their guard is down, and the brainwasher strikes.

Once the victim has been broken down, the brainwasher will now start making them feel guilty. For lack of a better term, they take their victim on a guilt trip. This concept may be familiar to even those who haven't used dark psychology before – the term has entered the modern day lexicon. Parents and lovers are especially good at using guilt and the guilt trip to get their children or significant others to feel bad about themselves and do what they want, granted, on a much smaller scale than what brainwashers hope to accomplish.

The brainwasher will continually tell their victim that they are bad and unworthy of affection. They'll cause the victim to question their identity even further, all the while building up a snowball effect of guilt. They'll remind the victim of anything negative that's happened around them, and continually bring it up in conversation. They'll make the victim associate themselves with those negative events and accept culpability, even if they're not responsible. And if a brainwasher doesn't have enough negativity in their arsenal, they'll make up mistakes and qualities about their victim to feel bad about. Brainwashers have never been limited in their creativity. Brainwashers might target the way that their victim dresses: "You're dressed like such a prude" or "You dress like such a slut."

A brainwasher could also make someone guilty of their belief system. "You know, I know you're a practicing Catholic and all of that, but how can you be a part of a church that abuses young children?" They could even make them feel bad about their physical makeup: "Did you know that your teeth are a bit crooked? I mean, you'd have a lovely smile if you just got them fixed. Why haven't you ever gotten braces?"

This guilt, over time, will be mixed with feelings of shame and a lack of self-worth. The victim will slowly begin to feel as if everything they do, from the moment they wake up to the moment they lay down and go to sleep is wrong.

Betrayal

At this point, the brainwasher's victim has become a blob of self-hating goo. They believe that they aren't worthy of love and affection, and they don't trust any decisions they make or anything that they say. Now the brainwasher is going to get the victim to say it out loud. This is a pivotal point in the process of brainwashing. While the victim is suffering mentally, they perhaps have not had a chance to vocalize what they're feeling. This is a make or break point for the brainwasher because if someone else gets to them first, and talks the victim back up, they can undo all of the brainwasher's work at this point. If not, then this begins the turning point in which the victim is now completely subject to the brainwasher's will.

The brainwasher will now engage in a series of physical threats, mental assault and combine the two in order to force the person to totally renounce who they were before. This has to happen multiple times and in multiple ways, for a personality is not a one-dimensional thing.

The brainwasher will first get the victim to say that they want nothing to do with their friends, and admit that all of their friendships were false and based on lies because the victim was not who they thought they were. Then the brainwasher will go for family members and repeat this process. The process then begins with the victim's belief system. If they're a practicing member of a religious group, the brainwasher will work on getting them to say something along the lines of "You know, you're right. There are a lot of things that are just so messed up about the Catholic church. I can't believe that I was under their influence for so long. I don't think I'm going to be going to mass any more."

This process is not painless for the victim, however. They'll experience more feelings of guilt and shame because deep down they'll feel like they have betrayed who they once were. Since they are probably a normal, rational human being conditioned to behave properly in society, there will still be remnants of society's influence. The victim will recognize that they have betrayed friends and family members, further distancing themselves from their previous identity.

Climax

Here comes the identity crisis. This shows that the brainwasher is on their way to getting what they want. The victim after having pushed away most of their confidants will start turning to the brainwasher to ask about their new identity. They might ask the brainwasher to supply them with answers about who they are, where they are, and why they are still around. They might even ask their brainwasher what they should do next.

The brainwasher needs to be a bit more delicate than their previous aggressive actions because this is where the victim is most vulnerable and breakable. If the brainwasher is not careful, they can cause a psychotic

breakdown, ultimately destroying the psyche of their intended victim, and losing all of the hard work they've put into creating a clean slate.

CHAPTER 8:

Manipulation and Emotional Exploitation

Why me?

Why do some people get taken advantage of and others don't? It seems like a crap-shoot, I know. But it's really not.

Everything happens for a reason. If you're gullible, then chances are there is something in your upbringing that made you that way. If you seek approval at all costs, chances are you couldn't find that in your childhood. As sad as it is, what happens to us in our younger years does more to shape us than anything else.

Some children are nurtured. They had stable families with no traumatic upheavals. And they seem to have it all together. Here's the deal; no one has it all together. But some have it more together than others.

If you're frequently the victim of manipulation, then you really need this book. You've got to learn to watch for signs of that whenever you're dealing with authority figures.

You may not fall for it from everyone, but you may have a harder time seeing it in people you're supposed to trust: your boss, your kids, and even your spouse. If people are often trying to sway you to their way of thinking or doing things for them that they should be doing for themselves, then you might have something you should be watching out for.

Here's an example of a person who is being manipulated or emotionally exploited:

Jane goes to work each day. She wants to do a great job and please her boss at all costs. One day, Jane is feeling ill. She's got a terrible headache and calls in to ask her boss for the day off. He tells her he can't spare her today, just come in and do your best.

Sounds reasonable, doesn't it?

Only when Jane gets into work, she finds there are two extra people who've been scheduled to work too. They're actually overstaffed. So, she goes in to tell her boss she really is feeling terrible and since the place is overstaffed, can she please have the day off? She understands she's giving up the pay for that day.

Still, he says he really needs her. She's a great worker. Sorry, she can't leave. And as a matter of fact, she needs to go scrape all the gum off the salesroom floor, and after that, the toilets really need a good scrubbing. And then he needs her to drive downtown to pick up his lunch. He's a diabetic, and this is the only place that has those sugarless twinkies he loves so much. It's his one treat for the entire day; he so needs it.

Jane doesn't say what someone who refuses to be emotionally exploited does. She bows her head, tells him she'll do it all and even thanks him before leaving his office.

She could've handled things very differently. She could've done things in a way that would've made her boss see that she wasn't a person who could be taken advantage of nor manipulated. With just a few words said differently, she could've stayed home and taken care of herself.

These words are simple and unfortunately people with the affinity to be emotionally exploited use them far too sparingly.

Here they are – the magic words: I'm sick, I won't be coming in today. (There is absolutely no reason to ask a question here. You are sick, and you won't be in – end of subject)

When asked to do something you feel uncomfortable doing, unsafe doing, or that it's not your responsibility to do, here is what you say: No. I will not do that.

When asked why you won't be doing it, here's the magic answer: Because I do not want to.

Now, if you've been giving in to this person for some time, then you can expect some negative feedback. They do think they can manipulate you

after all. Don't let them say too much. Cut them off with some quick words of your own. Such as, you have my answer. Goodbye.

It takes practice but staying true to yourself over being true to anyone else is important, and you can do it. The way I think about it is like this. If I'm sick and someone wants to keep pushing me to work anyway, I ask myself, would you die for this SOB? Usually, my answer is no. Now, when it's a helpless little kid or a helpless elderly person, I suck it up and do what needs to be done. Other than that, it can wait, or someone else who isn't feeling sick can do it.

Here are some ways people can manipulate you or emotionally exploit you and how to handle each situation:

Love Flooding

This is when someone is buttering you up to get you to do something that they know you won't want to do. They may come and lather you with affection. Sweet kisses, hugs, nuzzles. "Baby, I love you. Can you get up and do my laundry really quick so I can stay in bed and sleep?"

Normally, you might be nice and do it. But last night you were up with the baby six times. And you've got an appointment with the dentist that you're not looking forward too after lunch. You don't want to get up and even start your day, much less someone else's – even if you truly love that other person.

Here is how you handle this sweet talk but still know that it's a manipulation:

"I love you, but our child kept me up, and I'm not looking forward to my day as it is, so no. You're on your own with your laundry, and as much as I love your affection, I'm not looking for any at this moment. I need my sleep. Night-night."

Lying

Most people can't abide liars – I'm one of those people. I will bend over backward for you, but if I catch you lying to me, then that's over and quick.

Lying happens a lot when someone wants you to give them some money. Here's an example and how you handle it without getting duped.

"I hate to ask, but I don't have a dime to my name, and little Susie has a terrible cold. The medicine is only ten bucks, but I don't have it. If I don't get some money, she'll suffer all night. And I don't get paid until Friday – that's three days away. I'm just worried about Susie is all, or I wouldn't even ask to borrow twenty bucks."

"I thought the medicine was ten dollars?"

"Yeah, it is. But while I'm out, I thought I'd pick up something to eat. You know, hamburgers, fries, a soda or two. Poor Susie is dying for her favorite junk food too. Poor baby."

All of a sudden, you see little Susie running around behind her momma's back, jumping off the furniture, laughing her head off.

Now is your chance to do what's right. So, you say, "She looks fine to me. I would've bought that child's medicine had she been sick. Don't ask me for money anymore." Then walk away without looking back.

Withdrawal

This is a hard one. When someone gives you the cold-shoulder or shuts themselves off to you just because you won't do what they want, then it hurts. I don't care who you are or how tough you might be. When someone turns away from you only because you won't do what they want, it's a terrible manipulation and the epitome of emotional exploitation.

It's easy to say, just don't let them get to you, but man, that's right at impossible. That is until you realize why they're doing it.

They want you to feel terrible for not giving in to them. They want to make you hurt. And for what?

Most of the time, what they wanted doesn't amount to a hill of beans.

Here's an example and how you should handle it:

You come into the living room, your arms full of groceries you need to unpack and put away. Your mother is sitting in the living room, doing her

nails. ‘Can you run out and feed my dogs, real quick?’

‘I can’t, Momma. I’ve got to put these groceries away, and I’ve got another armload in the car, then I’ve got to get to the school to pick up Ariel and get her to the doctor to get those warts of hers frozen off. Sorry.’

‘My nails are wet. I wouldn’t ask you if it wasn’t important.’

‘I’m sure your dogs won’t die before your nails dry, and you can get out there to feed them, Momma. I really am in a huge rush right now.’

‘It’s just a small favor. You’re being selfish. The dogfood is right there by the backdoor. You’re right there by it. Now, put one scoop in pen for Fancy and then get a scoop out of the other bag for Bossy, he can’t eat what Fancy does.’

‘Mom, I know what they eat and how they eat it. I just don’t have time right now. If you don’t want to go outside, I’ll feed them as soon as I get back home.’

The bottle of nail polish goes flying. Nothing but the sound of stomping is heard as the room is vacated. The sound of a door slamming is the last thing you hear.

It’s not the first time this has happened, and you know it won’t be the last. What do you do? The last time she got mad like this, it was three days before she said one word to you?

Calmly, you go to where they’ve shut themselves off from you. You don’t have to open the door, just speak calmly through it. “You’re upset, that’s plain to see. I am busy, that is also plain to see. You can pout, you can keep your distance from me, and you can keep your words to yourself too. You aren’t hurting me if that’s what you were going for. You’re hurting yourself. You deny yourself human interaction.” And then you walk away. You don’t go do what she wanted you to do, you go on about your business, and if she’s still not talking when you get back, you reiterate to yourself that she is only hurting herself, you can’t be hurt by that.

Love Denial

Much like Withdrawal, love denial is when a person who loves you holds back that attention because you won't do something, they want you to. You can use the same type of scene from above to deal with that person. You will still talk calmly to them and let them know that what they are doing is only hurting them and not you. They are the ones who are missing out on love and attention by acting the way they are. You have to stay strong here and remain calm. They learned this. It was done to them. Have empathy for that, but don't tolerate it. Don't give in to it. They will learn that at least you won't be manipulated by this action.

Choice Restriction

Many of us have done this with our children. We offer only the choices that we want them to take while ignoring the one we know they really want.

For instance, little Sally is looking at the candy bars in the grocery store. We hold up grapes and apples. "Sally, you get to pick the treat today. Is it going to be apples or grapes?"

With only the two things to pick from, she's stuck.

But that's a child, and you're doing it for good purposes, not evil ones.

Now you're a grown person and you want to eat Chinese for lunch. You and your sister are in the food court at the mall and there are tons of choices. So, it stuns you when your sister says, "Oh, I don't want Chinese today. I'll let you pick though – Pizza or burgers? Go ahead. You get to pick."

I'm pretty sure there aren't lots of you who even need to know what to say here, but I'll put it out there, just in case.

You say, "Get a grip, sis. I'm getting Chinese. You get whatever the heck you want."

Reverse Psychology

Again, many of us have used this method of manipulation on our own children and even grown individuals to get them to see things our way.

You want your kid to put on their protective shoe coverings to go out into the rain. You know that your son hates to be told what to do. So, you say, “It’s pouring out, but I don’t see any reason for you to put your galoshes on over your new shoes. They should be fine.”

“I don’t want my shoes to get ruined, Mom. Gee whiz! I’m wearing them today.”

You smile, mission accomplished.

But what if it’s happening to you?

Your hubby would like his favorite shirt washed but doesn’t want to do it himself. He says, “Aw, man. My favorite red shirt is dirty.” He grabs up the red shirt and a handful of other clothes out of the hamper. Your white shorts and blouse are in the mix. “I’ll just do a load. Don’t worry, babe. I’ve got this.”

You might be overlooking the obvious. He’s hoping you will see the whites and stop him, take over, do the load yourself.

But you see what he’s doing and stop him. “Oh, here let me take those whites. No reason for you to wash these with that red shirt, it’ll turn them pink. There you go. You’re good to go now, babe.”

He’s left frowning as his ploy did not work and you walk away with a smile on your face.

Semantic Manipulation

This one is pure torture. I am positive that you’ve said or been told, “I’m not going to argue semantics with you.”

This is when someone wants to use your words, turn them into pretzels, and do their level best to drive you insane.

Think about any argument you’ve ever had with a child over doing their homework. “But I thought the teacher meant next Tuesday, not today. Why would they expect me to be able to turn it in with only one night to finish it?”

“Um, because it’s only three lousy questions that would’ve only taken you ten minutes to finish.”

You’re out of your mind, and they’re still trying to tell you what they thought.

Although it’s nearly impossible to shut this type of thing down quickly, you must try. A calm voice never fails to get someone’s attention. “Well, you were wrong about that. So, here it is in nice simple language for you. Do the questions now.” Then walk away without saying another word. Don’t listen to the rubbish that will surely pour from their lips, just keep on walking.

My best advice to you when you are faced with any type of manipulation at all is to walk away. Sometimes there are no words that will get through to a person. Sometimes you must just remove yourself from the equation.

If words are a thing you find necessary, say them with a calm tone, make it short and concise, and do not expect an answer. Walk away. Leave them on their own to think about what you said or did not say.

Most of all, remember that this is their problem, not yours. Don’t let it become your problem.

CHAPTER 9:

How the Dark Triad Can be Applied

It is important that we not only understand the three parts of the Triad, but also the different ways that it is able to manifest itself in actual behavior. Let's take a look at the behaviors that can show this in each of the three Triad areas.

Machiavellian Actions

We already discussed how a Machiavellian person is like a political schemer who is very concerned with how the public sees them. They are almost concerned with that as much as they are with their pursuit of self-interest above everything else. So, how is a Machiavellian person going to behave? This can be hard to recognize because these kinds of people are, in their nature, adept at being able to hide all their true intentions from public scrutiny. However, there are a few different signals that you can see when you are dealing with a Machiavellian person.

First off, these people are going to have a very clear distinction between what they are and how they come across when they are out in public. For example, there are a lot of cases where a serial murderer was able to get away with the crimes for a very long time. And the main reason for this is because their outward image is so far removed from what people would imagine a murderer to be like.

A good example of this could be a religious leader. This person would spend time running their congregation, spend time doing some charity work, and seem like they always help regular people. But then on the side, they will commit horrific acts of violence. The public actions of this person are the masks that hide the private side away from scrutiny for a very long time.

Of course, there are examples of this distinction in areas that aren't as extreme as serial murder. There are many talks where the leaders in the field of business were able to ruthlessly cut jobs in order to get profits without worrying about the people it would hurt. And these bosses, if they are really talented with the work, are able to act like they are behaving in this manner because it is a necessity, rather than just because they want more money.

Another hallmark that you will run into with Machiavellianism is a willingness to exploit other people. Let's keep with the idea of someone who is in an office and just started there. Someone who isn't a Machiavellian would look around that office and see that there is a room of different co-workers that they could get to know. But a newcomer who is a Machiavellian would see each person in front of them as another resource to exploit or use. Rather than seeing these people as fellow human beings, the Machiavellian individual would see weaknesses and other things to exploit when it works for them.

Another principle of Machiavellianism that comes from "The Prince" is the idea that the person will only keep their promise or their word when doing so will serve their own self-interest. Many people believe that a Machiavellian person is someone who isn't trustworthy, but this isn't quite right. If it is going to serve their own interests to keep their word, such as when they want to build up trust with their victim, then they will keep their word. And in many cases, when this type of person isn't able to keep their word, they will be able to do it in a way that can make them appear noble and even praiseworthy in the process, leaving them in a good light, even when they decide not to keep with the promise.

And the final hallmark that shows up for this kind of person is the ability to instill fear in others around them. This idea comes directly from "The Prince," which is going to urge a person to be both loved and feared at the same time. If it is not possible for the person to be both, then the book states that it is better to be feared than loved. This concept of the desirability of being feared and loved at the same time is directly related to the trait of splitting up the private and the public perception. The perfect Machiavellian

is then able to inspire obedience and fear in the people who are most likely to claim to feel love stronger than fear as a result.

The Psychopathic Actions

In addition to some of the Machiavellian actions that we talked about above, there also need to be some actions that are considered psychopathic. Unless you have some training as a psychotherapist with intimate access to a person, it can be hard to recognize them as a psychopath on the basis of theoretical knowledge. Since this is not likely, it is important that you are able to recognize some of the outward signs of psychopathy.

Charm is a very common outward behavior of a psychopathic person. It is going to be more of superficial charm and never a deep or a genuine charm. If you think about someone who is genuinely charming, you would be able to pinpoint that they have a very positive personality that was under this display of the behavior. This is not something that you are going to see when a psychopath is trying to be charming.

Psychopaths have the ability to show all the signs of charm, including an interest in those around them, an apparent warmth, and physical attractiveness. But the inward motivation to these displays is going to be a red flag. Psychopaths are only using charm in order to get a certain result. They see that if they present charm to someone, that person will feel good and the manipulator can use that to their own advantage. Remember that charm, just like everything else the psychopath does, is going to be calculated and shallow. There isn't going to be any depth of feeling behind the behavior.

Another sign of a psychopath is lying. Of course, lying is not enough to place someone in the category of a psychopath, but when it is combined with other signs, it can be a problem. A psychopath will find that lying is very natural, and they can do it in a very convincing manner. They also aren't going to show any signs of lying simply because they don't have an emotional attachment or any feelings of excitement, guilt, or shame about the lies that they tell. In the mind of a psychopath, lying is just "doing what is needed at the time," nothing more and nothing less.

A lack of remorse is another feature that is going to show up with a psychopath. Many people who have committed crimes, such as murder, would show a sense of shame or guilt over what they do. But a psychopath is not able to feel remorse at all. They are able to do these actions and these crimes without any feelings about it at all. Linked to this is a lack of guilt. Most humans are going to feel at least a little guilty when they go against a moral norm. But psychopaths are not going to think in terms of what is right and what is wrong. They look at things in terms of what is useful and what is not useful to them. Remorse and guilt don't fit into this at all.

A psychopath may also have a lack of impulse control. Most people are born with internal controls that will help them not act rashly in most cases. But a psychopath will not have these mechanisms. If a psychopath sees an opportunity they want to exploit, they are going to do it without a second thought. This can make them very effective when it comes to running a business or even in the military, but it can cause issues when it comes to rash decisions that could be criminal.

Psychopaths are often incapable of empathy. They may be able to fake it if it suits their goals, but they do not have real empathy at all. Other humans are just there to provide something of value to the psychopath and nothing more. If the psychopath sees that there is something bad that is happening to another person, they would just wonder how this affects me or if they could use that to their advantage. It would never be a feeling of empathy towards that person.

Narcissistic Actions

An early sign that can show up with a narcissist is fantasies and even daydreams about immense levels of status and power. Many narcissists will report that they had fantasies of being adored and worshipped even when they were children. While many non-narcissistic people may have this kind of daydream on occasion, the narcissist will feel that they deserve this elevation and praise because it is their basic right. And the fact that there are times when they are not being revered or worshipped is seen as a personal affront to these people.

The belief that “I am better than most people. They are not worthy of me. I am above them” is something that most narcissists will feel. Yes, there are times when humans are going to have an inflated sense of self-image, such as after a big achievement. But a narcissist will view praise and flattery as something that they should get all of the time, no matter what circumstances are going on around them.

The inflated sense of self-worth that the narcissist experiences internally can show up outwardly as well. This can show up in two ways. They will always have a need for praise and agreement, and they will absolutely despise any form of rejection or criticism. The agreement from others and all the praise are like oxygen for the ego of the narcissist, and they just can't make it through the day without this. If the people around them are not praising the narcissist, things can turn ugly.

An example of this is a dictator who is in a hermit state. These types of people are going to demand worship from the ones they have power over, asking for the people to build statues in their likeness and to get complete acceptance and obedience. When one of the people disagrees or does an act of dissent, it is going to be met with brutal and quick punishment.

Sadism

Sadism may not be one of the aspects of the Dark Triad, but it is still something necessary to add to this. Modern researchers into psychology have proposed that the dark triad is in fact composed of four parts and that a sadistic personality disorder should be added to this. Sadism is sometimes the hardest personality trait to understand here because it is often the least relatable out of all of them.

All of us can point out times in our lives when maybe our personality was a little bit narcissistic, psychopathic, or fit with Machiavellianism. But sadism is kind of an alien thought, and most people find that this is something that is hard to understand rationally.

Sadism is when the person derives some sort of pleasure from the suffering of others. This could add in a new and worrying dimension to the preexisting traits that we have talked about above. If the Machiavellian

leader wanted to cause others to suffer, they would not regret it. But if they were a sadist as well, they would enjoy that suffering. They would actually get some sort of pleasure out of the brutal acts that occur.

The feature that is going to set sadism apart from some of the other aspects of dark psychology is the fact that it is all about cruelty. And this cruelty is just there to provide pleasure for the one using it. It is not there to serve a larger aim. It is not there for some control for the manipulator. Sadists just want to cause the suffering of others because it is entertaining for them and they enjoy watching it, and nothing else.

Often, sadism is going to show up with some of the other forms of the Dark Triad that we discussed above. But it adds in another terrifying part to the mix that can make it hard for the victim to gain control again. Recognizing the signs early on is one of the best ways to keep yourself safe and to ensure that you are not taken advantage of when someone is using the Dark Triad against you.

CHAPTER 10:

How to Use Covert Manipulation?

When we bring up the term of covert emotional manipulation, we are talking about a situation where someone wants to be able to gain some control and power over another target. The manipulator is going to do this in a manner that allows them to use underhanded and deceptive tactics because it ensures that the target is going to change up their behavior, thinking, and perception to the way that the manipulator wants them too.

Emotional manipulation is going to operate really under the level of your conscious awareness so that the target is doing what the manipulator wants, without realizing what is going on at the same time. When the manipulator is able to do this in a successful manner, you will find that it is able to hold the target psychologically captive. The victim or the target is not really going to see what is happening to them while it is going on. This can make it really hard for them to get out of the situation, and this allows the manipulator to keep on with their work, and will ensure they don't get caught.

When you are working with a skilled emotional manipulator you will find that they are able to get to the sense of self-worth and emotional well-being of their target. Once the target lets them in, the manipulator is able to slowly and continuously chip away at the self-esteem and the identity of their target until it is little left.

When someone is using covert manipulation against their target, it is because they want to gain control, but they want to be able to go through it in a manner that lets the target think that they are still in charge of their lives. They are going to use methods that are very underhanded and deceptive in order to change up the way that their target is going to think. The victim often is going to be clueless based on this because they won't notice what is happening until it is too late to stop it.

The manipulator is going to say a lot of subtle things that are meant to take the target and erodes their esteem and the emotional well being of that person as well. The point here is to become the one in charge by chipping away at what is part of the target until there is nothing left or at least very little of it.

The manipulator is going to see that they are the superior one in the situation, and they will see their target basically as something that they are able to use. They have to think this way or they are going to feel guilty and a lot of remorse about how they are treating their target along the way. So, you are going to be able to benefit quite a bit if you are able to learn how to put your own needs above the needs of others in your life, and especially above the target, you are working with.

When covert manipulation is used, the manipulator is going to be able to find all of the fears, strengths, and weaknesses of their target in no time. And the manipulator is able to use all of these against the target in order to gain control. Some targets are a bit easier to work with and will only need one of these to get the job done. But the manipulator is going to stop at nothing in order to get what they want from the target, regardless of how much the target is going to get hurt in the process.

It is hard to imagine that anyone is going to treat their target on purpose in order to reach some kind of goal or not. But remember when we were talking about dark psychology and the different aspects that come with this that all of us have some kind of level for tolerating things that are dark and may not be seen as ethical and a part of society as a whole. The person who is using dark manipulation is going to be willing and happy to do these things on purpose in order to get what they want, and if they are really falling into dark psychology, they are going to be able to do this without really feeling any kind of guilt in the process.

The manipulator is not concerned with how much their actions are causing harm to another person. They may be able to watch the target crying, begging, and being hurt in the process. And the only reason they may be upset about it or worried about it at all is if they, the manipulator, end up not getting what they want out of the situation. Once this starts to happen, they

are going to try to make amends or make changes that will turn the situation around.

But when dark manipulation starts to become part of the mix, then the manipulator is not really going to care at all about their target. They only care about getting what they want out of the other person, and if the target is still serving this purpose, especially if the target is not recognizing what is going on, or doesn't seem to want to take the control away from the manipulator, then the manipulator is going to continue on with the track that is at hand, and there is going to be more pain and harm in the process.

If the manipulator is successful with what they are doing, they will be able to do it in a manner that the target doesn't realize that they are being controlled. In fact, there are many times when the target is going to think that they were the ones making the decisions. Even when it comes to changing their identity up and becoming a new person, the target is going to be so controlled and controlled in such a manner, that they are going to be willing to agree that they were the ones making the decisions.

This is something that we are going to see often when it comes to cults and other similar organizations. And they are going to do it in such a way that the target assumes they have been making the decisions all along, and they will never agree or admit that someone was pulling the strings all along.

This is why when you bring someone out of a cult or away from some other group that may have been brainwashing them for some time, they will always tell others that they were happy with the changes and that they made the changes all on their own. The manipulator is so good at what they are doing that the target is going to think that they were in control.

CHAPTER 11:

How to Detect When Manipulation Is Being Used Against You

How to Spot Manipulative and Deceptive People?

An individual that has interest in preventing deception to avoid the mind games that come with it should learn how to detect deception when it is occurring. It is not usually easy to know when deception is going on as there are really no pointers to rely on; except the agent makes a mistake and either tells an obvious lie or says something that the subject knows to be false. While it might be difficult for the agent to mislead the subject for a long period of time, it is something that will usually happen regularly between individuals who know one another.

Deception can place a heavy weight on the cognitive thinking of the agent because they will need to find a way to bring to remembrance all the conversations they have had with the subject on the situation, so the story stays believable and dependable. Any mistake will bring the subject to the realization they are being deceived. The stress involved in keeping the story believable, is much, and as such, the agent is very much likely to spill out details that will give the subject a clue that they are being deceived either through nonverbal or verbal signs.

For better or worse, we can usually tell what others are thinking with or without the aid of what they are actually saying. The words are often just the tip of the iceberg when it comes to what is actually going on within other people's minds. When most hear the term "mind reading" they tend to think of psychics, witches, and other people of this sort, but great steps can be taken by anyone to better understand the thoughts of others. With just a little guidance and a lot of practice, anyone can become just as proficient in

the art of telling what others are thinking as the more mystical figures among us.

So much of interpersonal human connection is dependent upon our ability to guess at and respond to the thoughts and actions of others appropriately that we often have difficulty reconciling what is actually being said by others with what impressions we are getting from them. In order to understand the thoughts of others, we must first delve into our own. It is all too easy for an attempt at understanding what another person is thinking to quickly turn into a judgment. We jump to conclusions about the people we meet and often run into errors as a result.

One of the greatest obstacles we face we trying to mind read is that of dishonesty or a lack of expression in the words or the nonverbal cues of those who we are talking to. When we come across people with good poker faces and or dishonest people, our tendency gauge language and nonverbal cues are of little use to us. There are, however, many ways in which we can dig beneath the superficial aspects of the communication and get a glimpse at what it really going on within our partner's minds.

In order to read minds, we must first trust our own intuition. This involves developing a more trustworthy intuition though, which is a task that is always becoming and never being. Here we should avoid some of the magical thinking that often goes into the habit of mind reading and only use our reason. A willingness to look into the places that we least want to and to challenge our own beliefs is also crucial here because if we go into trying to read the minds of others already anchored to our own beliefs our findings will always be less fruitful.

Mindfulness is one of the greatest skills that we can home in on in order to read minds more effectively. This practice allows us to clear our minds of any needless distractions and worries, enabling us to pay greater attention to those who we are speaking with. When we have our heads fully grated on our own inner worries and problems we can never delve into what is going on with others fully. Any ability that we may have had in the way of understanding other people's thoughts falls by the wayside as we try to pick up our own pieces with cluttered and anxiety riddled psyches. Here it becomes clear that if we want to determine what is going on within other

people's inner lives we are first going to have to look at our own. Doing so will give us the clarity and the energy necessary for reading the minds of others.

The first step towards better reading the minds of others is always to maintain an open spirit for doing so. Without this openness, we will never reap the full rewards of what other people are communicating to us. This openness does necessarily have to come with a certain degree of intolerance though, intolerance directed at anything that does not immediately serve whatever purposes we have in the present moment. When we try to take in all things, including those things that have nothing to do with us, we always get overwhelmed and feel as though we are making no progress toward our goals, because we probably are not. When we instead remain open only to the things that are affecting us directly we usually find that we have much more energy to understand others and to work with what we have accordingly.

Again, mindfulness training of some kind is the best practice we have to foster this sense of openness. Stress and distraction cause us to not only extract less information out of others but to also misinterpret what little that we do get. Any interpretations of other people's thoughts that we make when under stress are inherently ill conceived and hindered by our own issues. As Kant believed, it is only the judgments of the unprejudiced that should be taken into account, so mindfulness is a necessary practice for all those who want to better read minds.

If we are going to make further progress on reading the thoughts of others we are going to have to analyze them holistically. This is where some problems will always arise because no two people are exactly the same. People are complicated, and just when we think we have figured out another fully, yet another layer of the onion that is their personality is peeled away, asking us to strip away axiomatic preconceptions and other facets of our integrated knowledge structure in order to adapt to the changes that we are met with.

Many times, this kind of dark persuasion is going to show up in a relationship. Often one but sometimes both partners are going to be inclined towards trying to use dark persuasion on each other. If these attempts are

persistent and endure, then this type of relationship is going to be classified as psychologically abusive, and that is not healthy for the victim in that relationship. Often, they will not realize that there is something going on or that they are darkly persuaded until it is too late, and they are stuck there.

Methods you can use to effectively Analyze people

Facial profiling

Our face is the most obvious and visible reflection of our personality. Faces don't just help in remembering an old long-lost friend or keep us different from each other. They also help in understanding the underlying personality traits and characteristics of people. Facial profiling or face reading techniques are very useful to read and understand a person's nature and character. With sustained practice and patience, you can learn to notice facial structure and more or less come to a reasonably correct conclusion about a person's character. There is a lot of history and literature covering the subject of facial profiling.

Body Language

The power of body language is so huge that what your body says is always taken as right when there is a conflict between your words and your actions. It mostly only during extremely pleasant or unpleasant experiences, that our body language comes to the fore. Our brain understands our intentions and transfers those understandings through our body systems to reveal them via body language.

Learning to read body language will help you understand what and how others are feeling about us which will help us understand how our relationships are evolving. It is common for people to realize things are not going well in their love relationships based on body language. It is easy to sense changes.

Know When You Are the Target

Financial Gain

This is one of the major motives for manipulation. That motive is not only limited to the commercial world. Manipulation in a personal relationship may be for financial reasons too. It could come in the form of family trying to force an elderly relative to change their will in their favor. Even an abusive partner who controls everything about your life, including your personal finances.

Sexual Gain

For some, there is a sexual element to their manipulation. They use their overpowering control over their victims to gain sexual favors. Some may even use physical force, in effect rape, to satisfy their sexual urges. Others may be subtler in their approach. This can begin in the form of extreme praise and flattery, lavishing their target with gifts and false promises. They will come across as the perfect attentive partner. Watch out! Once they have you where they want you, they can quickly turn too controlling, and even become violent. It is their goal to keep you trapped in the relationship. Emotional blackmail is their game. The use of fear begins, making you feel obliged and guilty for not complying to their requests.

CHAPTER 12:

How to Avoid Manipulators

As you have read so far, you can probably see how easy it is to become part of someone's manipulations. You don't have to give into them though. There are many ways that you can stop the cycle of emotional abuse and manipulation. We need to know how manipulators work to be able to avoid them altogether.

Manipulators are looking for something from you that they may not be getting from life or even from themselves. Many of them are not happy with their life, and they have very low self-esteem. They want to make problems for others to make themselves feel better. They love the idea of someone else feeling the pain that they are feeling. If they can inflict this pain on others, they are no longer worried about their feelings.

Some manipulators love the feeling of having power in any situation. They will find those that they consider weak and persuade them to do what they want. The victims in these situations are generally bullied and will feel as if they have been dominated into doing things that they never thought they would. In general, manipulators aren't all that bad. Some of them want very small things from people, while others will take anything that they can. Psychologists find them to be misguided and inconsiderate. So what are the best ways that we can stay away from manipulators? We have quite a few that can help you out.

Staying Away from the Manipulators

Think about it: the easiest way to avoid being manipulated is just by staying away from them. Why does this seem to be so complicated, though? There are plenty of reasons that we allow ourselves to stay close to those who manipulate us. Manipulators, after all, learn how to control us in many ways. Most psychologists think it is learned behavior on their part. They

have probably been a victim of it, and it could have started as early as their childhood.

So if you cannot stay away from someone who is manipulating you, be very firm in your communication with them. Many of them will ask you questions over and over again until they get the answer that they want. When you say yes to them, it means yes, but sometimes saying no to them could also mean yes to them. By being firm with them and saying the answer more than once to them, they should be able to get the full picture. If they do continue to think you are saying yes to them, it could be time to get away from them and not think twice about it.

Ever hear that everyone has an inner child? Well, manipulators have an inner child, but it does not play and joke around as yours might. Most of the time, manipulators will only listen to that inner child to make their decisions. If that inner child is telling them all of the ideas of what to get out of people, they will turn into a manipulator to get everything that they want.

Manipulators do have goals in mind when they begin to push you to do anything that they want. Generally, these goals are to make you feel as if you are always doing something wrong. They also want to see just what they can get you to do for them. This is when the firm words you use can help you. If they are not getting the point of your words, use your actions to show them that you are tired of them using and manipulating you.

It may surprise you, but manipulators can change. They have to unlearn the behaviors that they have been using on people, though. This can take them quite a long time, but it is possible. Yes, they may be able to change, but if you cannot take the emotional abuse anymore, now is the time to get out. Perhaps you can give them a second chance when you have seen the changes, but that is up to you.

This brings us back to why people can't leave abusive relationships. It is very easy for those of us who see manipulation, to tell our peers to leave their relationship. It isn't always the easiest thing to do, though. For one, our society has some strange ways of accepting unhealthy behavior and manipulations. The victim may not even be aware that anything is wrong in

their relationship. If the victim has always been in these types of relationships, they may think it is the normal way that relationships work. If they think this is normal, they may look at you like you're crazy when you even suggest that they leave.

Manipulation and emotional abuse are pretty crippling when it comes to our self-esteem. If you are being manipulated and want to leave, you may feel like you can't because you think that you can never find anyone else. If the victim is always feeling worthless, and they want to get out of the relationship, it can be quite difficult. They think of where they will go and who can they stay with. Sometimes this makes it nearly impossible for them to get out of the relationship.

If the manipulation has gotten to the point of physical abuse, it may be very dangerous for the victim to feel that they can leave the relationship. Chances are the manipulator is now threatening them, and they could be afraid that they will hurt them even more if they do leave. Many victims have been killed after leaving physically abusive relationships, and this is terrifying for those who are in these types of relationships.

Lastly, our society makes it sound like no matter what we feel, we must stay with our partner forever. We must ride it out and think that it will all get better. We do know that some manipulators can change, but not all of them will. It is up to the victim to get away from them before it becomes too late for them.

Avoiding the Manipulators

It is easy to say avoid these predators, but it is not that easy. First, you need to see that they are manipulating you. Once you have decided this, you have to be careful about what you do. To acknowledge them, you will have to keep in mind that most of them do have specific traits. They know exactly how to find your weaknesses and what makes you weak. When they figure out what your weakness is, they will use it to their advantage and use it against you. They will try to get you to give up the things that you love. For example, many predators and manipulators will try to get your family to go against you. This will leave them there to be your shoulder to cry on when

they don't want to see you or talk to you anymore. They will also try to get you to give up on your hobbies and other things that you love.

You do not have to put up with any of this, though. You can choose to ignore them and hope that they will go away and stop trying to get closer to you. Once you have noticed that they are trying to manipulate you, say no to them. You don't have to do everything that they ask of you. This is where many people have trouble. They want to be kind and polite and not hurt anyone's feelings. You can say no to people without doing so. If they are trying to manipulate you, they will more than likely become furious when you tell them no to things, but this will give you a sure sign that they are trying to manipulate you.

When you have discovered that they are manipulating you, keep your distance. In different situations, you may notice the manipulator acting a lot different. This is a sure-fire way to know that they are trying to manipulate you. Sometimes they may act polite to you, but so rude to anyone who tries to befriend you. Once you notice this, give them the space that they need. You will see how they react, and this will also help you to determine just how much they are trying to manipulate you.

It is important that if you do fall victim to a manipulator, please do not blame yourself. They know what they are doing when they choose you to be the one that they manipulate. They know your weaknesses, and they want you to blame yourself for it. You will be able to figure out if they are manipulating you by seeking the answer to the question of are you being treated with respect by them? If you answer no immediately, you are the victim, and it is time to get out of this situation.

It will throw them off when you start turning the tables on them. Ask them some questions that will make them think you know what they are doing to you. Find out why they think their demands are reasonable and how this situation will benefit you. When you turn the tables on them, they may do the running away from you. Always trust your judgment when it comes to asking these questions. They may be a very good liar, so ask a few questions that will get them to think about what they are doing to you.

Many victims of manipulators have to reinvent themselves not to let it happen to them again. How do you do this? Part of reinventing yourself is to learn how to say no when these manipulators start to ask you to do things for them. They have already seen your vulnerable side, and now they want to attack it. If you put up emotional walls and make it so that they cannot see your vulnerability, you will be able to stop them in their tracks! You also need to stop compromising when they want you to. Just keep telling them that you don't want to do something. Eventually, they should get the point, but if they don't, it is time to walk away.

Respecting yourself is another way to make sure that they stop manipulating you. Once again, they will be able to see this when you are confident and self-aware. They may even feel threatened by your new sense of self. This will act in your favor when they finally decide to call it quits with their manipulation.

CHAPTER 13:

Mind Manipulation for Beginners : Conclusion

It is necessary to know the mechanisms of manipulating the human psyche, this allows you to protect yourself from intrusion into your psyche and skillfully counteract various receptions and methods of manipulation. It is also necessary to study and know the methods of manipulation in order to learn how to skillfully understand them and use them for their own benefit. Without this knowledge, it is difficult to achieve great success in life.

Applying this or that method of manipulation, one should take into account the fact that a person's life is multifaceted: by level of education, by experience, by many other factors. Therefore, in some cases, for a more effective impact, an important point in the use of various methods of manipulation is the preparation for their use.

The first step is to determine the specific technique that is applicable in this case, and for this you should choose the target of exposure. Such targets may be:

- The interests of man, his needs and inclinations;
- Beliefs (political, religious, moral), worldview;
- Habits, style of behavior, ways of thinking, habits, character traits, professional skills;
- Mental and emotional state (both in general and at the moment).

That is, in order for this or that method of manipulation to take effect, it would be good to know the addressee of this influence as best as possible, to collect more information about it.

Also at the preparatory stage, an experienced manipulator thinks out the places and conditions of his impact. It is important for him to increase the

likelihood that the manipulated person will have the reactions, sensations and emotions that he needs. Therefore, creating the conditions for increasing suggestibility, he selects secluded, isolated places (although this is not always the case, sometimes the situation requires the opposite) and only then, without interference, applies the prepared manipulation technique.

The success of any of the manipulation methods depends on the established contact between people. The ability to get in touch and keep it in the literature on business communication is given great importance, this is not a way of manipulating, establishing contact, it is the basis of communicative communication. A skilled manipulator, acting subtly, knows this, he makes contact and develops it in every possible way (forms trust) with a view to its further use. For him, this is the preparatory stage, during which he in every way adapts to the interlocutor, using the technique of joining. The essence of this technique is to find common interests and views, create an atmosphere of frankness, create a favorable impression of oneself. The manipulator sometimes even begins to copy the gestures of a communication partner, facial expressions, takes similar poses, does everything to win over him.

When all the preparatory stages are completed, the necessary information is collected, the weaknesses are clarified, the conditions are thought out, you can begin to use the techniques and methods of manipulation. Although, to use some techniques, preliminary preparation is not required at all.

CHAPTER 14:

Emotional Intelligence for Leadership: Introduction

What Is Emotional Intelligence?

From observation, Emotional Intelligence is a combination of two words, emotions and intelligence, which we should look at individually in an attempt to understand what they mean when they come together.

In general, emotions are strong feelings that individual experiences because of the situation or circumstance he or she is in, with happiness, love, anger, and fear to be good examples.

Intelligence, on the other hand, is the ability of an individual to apply the knowledge and skills he or she has acquired in any situation in a relevant manner.

Therefore, we can correctly define Emotional Intelligence as the capacity of an individual to identify his or her own feelings, and those of others, and apply relevant knowledge and skills to inform his or her behavior in response.

Therefore, it is important for every leader, who wants to be effective, to learn how to become emotionally intelligent or continue to grow in this area. Because regardless of an individual's level of intelligence and understanding of management processes, he or she needs to have, the skills to enable others to perform effectively for him or her.

Many scholars and researchers have different definitions, models, and terminologies in reference to Emotional Intelligence, with some developing their own tools to measure it. You can come across numerous emotional intelligence tests online, though many researchers question just how valid or useful many of the tests are. Whether you decide to take a test or not, the

important thing is for you as a leader to know how to relate with the people you are leading in a better way and to keep improving.

A leader who understands and addresses his or her emotions and the emotions of other people around him or her is in a better place to understand his or her environment, adjust to it, and follow his or her goals.

Dealing With Emotions

What Are Emotions?

Arguably, emotions are responsible for most, if not all, the decisions that we make freely on a daily basis since we choose to engage in activities based on how we feel about them. Apart from work and other responsibilities we have to perform in order to meet a particular set objective, the things that we actually want to do or not do depend so much on how we feel about them.

As stated, emotions are strong feelings that are the result of an individual's experiences. Experiences, in this case, are the situations and circumstances an individual finds him or herself in that could be triggering the feelings.

Psychologists go ahead to explain that emotions are highly complex psychological states that have three unique parts:

1. The Personal/Subjective Experience

Experts agree that regardless of how different people from diverse racial, economic, and cultural backgrounds may be, everyone experiences some basic emotions the same way despite being highly subjective. Even though different people will experience a common emotion, such as anger, over a particular event, an individual's subjectivity is what will determine where he or she will range between mild annoyance and blinding rage.

For example, getting married or starting a new job will cause an individual to experience a range of emotions from anxiety to joy in everyone, but the order of occurrence and intensity will not be the same between two people.

2. A Physiological Reaction

You must have been in a situation where an emotion caused your physical body to react in a particular way involuntarily. Some of the most common physical involuntary reactions include increased heart rate, sweating, rapid breathing, dilation of pupils and many others. The sympathetic nervous system, which is responsible for engaging the body's fight or flight reaction, is responsible for these physiological reactions.

Recent studies have shown that the brain's role in the interpretation of emotions and its consequent responses are responsible for these physiological reactions. The amygdala is especially important with regard to fear since in cases where it is damaged an individual's response to fear is always impaired.

3. A Behavioral Or Expressive Retort

Most people are familiar with this component of emotions because this is what we can clearly observe when someone is experiencing a particular emotion. The expressions, in this case, are universal and the face, more often than not, gives them away, as is the case in a smile or a frown.

However, an individual's culture and socialization have a big role to play in how he or she expresses them.

Theories Of Emotions

Over the years, psychologists have studied emotions and come up with many theories on the same. Most of these theories seek to categorize emotions and explain why and how they exist.

The major and most common theories of emotion can fall into three categories:

1. *Psychological theories* – These suggest that an individual's emotions are the result of responses from inside the body
2. *Neurological theories* – These suggest that an individual's emotions are the result of brain activities

3. *Cognitive theories* – These suggest that an individual's emotions are the result of thoughts and mental activities.

The Most Basic Human Emotions

In 1972, American psychologist and Professor Paul Ekman, who is a leader in studying human emotions and their relationship to facial expressions proposed that sadness, happiness, disgust, surprise, fear, and anger were the six basic human emotions. He suggested that all human cultures experienced these emotions regardless of race, gender, or age. However, later in 1999, he added other emotions such as shame, pride, excitement, and embarrassment to this list.

In another study, Robert Plutchik, in the 1980s proposed that human beings have eight basic emotions, which include joy, fear, trust, surprise, anticipation, sadness, disgust, and anger. In this model, Plutchik arranged the emotions as a wheel, very similar to a color wheel, in order to show how they relate with each other. Here, some emotions combine and result in different feelings, the same way colors mix to come up with different colors. For example, two basic emotions like trust and fear come together and result in a feeling of submission.

Further and more recent studies suggest that the basic emotions are far more than six or eight, but can go all the way up to 27. Researchers in a Proceedings of National Academy of Sciences, a study in 2017 suggested that people experience emotions, not as distinct feelings, but as feelings along a gradient.

Paul Ekman's original six basic emotions and their occurrence:

Sadness

Sadness is another primary emotion that everyone if they had a chance, would choose to forego. Most people conclude that this feeling is the complete opposite of happiness since it is usually the result of grief, disappointment, hopelessness, and loss. Just like many other emotions, many people experience sadness at least occasionally, though long episodes of this emotion develop into depression.

You can tell that someone is sad if he or she is crying, is unusually quiet, withdraws from people, or is in a foul mood. The persistence and severity of this emotion will depend on what is causing the individual to be sad as well as how well he or she is able to control it.

Many people develop coping mechanisms in order to deal with sadness, with some of the most common being intoxication, overreacting, self-medication, withdrawal, and obsessive thinking.

Happiness

Many movies, songs, and books have highlighted the section of the Declaration of Independence that points towards defining the American dream as having a chance at 'Life Liberty and the Pursuit of Happiness'. Therefore, in addition to simply wanting to be happy, our forefathers appear to suggest that everyone should pursue happiness in every way. Arguably, most people, regardless of where they are in the world and what privileges they have access to, strive to be happy, simply because this is a pleasant feeling that has a strong relationship with satisfaction, joy, gratification, and contentment.

More often than not, you can tell that someone is happy if he or she is smiling, is in a relaxed posture, or is talking in a pleasant or upbeat voice. Even though happiness is basic, it is far complex than what most people imagine, since happiness means different things to different people. Culture, environment, and aspirations will influence what makes an individual happy, making this feeling to be highly individualized. However, many researchers have drawn conclusions to support that good mental and physical health and marital satisfaction are some of the leading causes of happiness in adults. On the other hand, some of the leading causes of unhappiness include poor health, loneliness, depression, and anxiety.

Disgust

If you have ever called something disgusting, it is highly likely that the object in question was making you feel extremely unpleasant or sick, or it was shocking you in a bad way. Some of the things that can disgust one

individual can be very different from those that disgust another, owing to the differences in socialization and experiences.

An individual who is disgusted will usually turn away and react as if he or she is about to vomit or wrinkle and can even cover his or her nose and mouth. It is common for people to experience this feeling in response to an unpleasant smell, taste, or sight.

Many researchers believe that the reaction is the first line of defense against an individual ingesting food that might have gone bad and is consequently harmful to his or her health. Furthermore, it is common for people to feel disgusted at the sight of blood, death, rot, and poor hygiene, which can all be dangerous and can harbor diseases and danger, so the body will want to avoid that.

Surprise

Unlike most other emotions, that people largely consider being positive or negative, surprise takes no sides. Researchers have described surprise to be a psychological startle response, which accompanies something unexpected. Therefore, something positive, negative, or even neutral can surprise someone, then after this short-lived emotion fizzles out another one, which will be either positive or negative, takes over and lasts longer.

You can tell that someone is surprised by his or her facial reactions, which include widening of the eyes and raising eyebrows, or someone can start screaming or shouting. Depending on the nature of the surprise, an individual will usually experience an adrenaline rush, which is a way of preparing the body to fight or to run away.

People react differently to a surprise, with some noticing surprising events and reacting to them more in comparison to others, which in turn affects their behavior. However, surprises often stand out from other events, and someone is sure to remember more or learn more from a surprising event compared to others that he or she would consider normal.

Fear

Although people do not enjoy this emotion, fear is central to survival, since it makes an individual choose between standing firm for a fight and running away. Fear occurs when an individual is facing some sort of danger, with the interpretation of whether he or she is in danger falling squarely on his or her perception. When someone is afraid, his or her respiration rate increases, muscles become tense, the heart beats faster, and the mind becomes sharper. This automatic body response kicks in to help an individual to deal with the threat he or she is facing effectively.

To tell whether someone is afraid, he or she will usually attempt to run or hide, widen his or her eyes, and appear to breathe faster. However, as is the case with all other emotions, people will respond differently when they are afraid since the triggers will often differ from one person to the next and people have different ways of showing and dealing with fear.

Even though most people will want to avoid situations that they are sure to encounter this feeling, some people seek out situations that will provoke this feeling. For example, some people will engage in sports such as bungee jumping, scary theme park rides, bull running and fighting festivals, and the like just for fun. However, people who face particular fearful stimuli repeatedly or for long periods can develop a feeling of familiarity and therefore begin to fear less.

Anger

Different situations or people's actions can cause someone to get angry. Anger is arguably one of the many unpleasant emotions that human beings experience and usually want to avoid, though it plays a big role in survival. Angry people will tend to be agitated or frustrated and act in hostility towards others or the situation that is causing them to get angry.

You can easily tell that someone is angry by their tone of voice or their body language. Such an individual might frown, yell, start to sweat, throw things around, kick, and even get violent. Since different people will react differently when they are angry, it is important to appreciate that anger can motivate someone to act, look for a solution, or express a need in a relationship, which they cannot keep bottled inside anymore.

The most important thing to remember when you are angry is to control your speech and actions because, without self-control, an individual will turn violent and abusive, and in the process cause physical or emotional pain to others. Anger makes it hard for someone to make rational decisions, and continuous and unchecked anger will usually result in physical and mental consequences. Some people turn to excessive alcohol consumption, smoking, crime, and even rebellion when they are angry, and these can sure lead to physical and emotional diseases.

According to Ekman, by looking at someone's facial expressions, it is possible to tell which of the above he or she is experiencing. However, it becomes difficult to tell, judging from facial expressions, which emotion here below someone is experiencing:

- Contentment
- Amusement
- Contempt
- Excitement
- Relief
- Embarrassment
- Guilt
- Achievement
- Shame
- Satisfaction

As earlier mentioned, many other theories exist, which try to explain and classify emotions, with psychologists agreeing and disagreeing on them. However, most of them agree that Ekman's theory and classification is a good place to start in seeking to understand emotions and their relationship with human experiences.

Technological advancements and improvement in research techniques and methodologies will sure pave the way to better reading and understanding of human emotions today and in the future. This will make it possible to develop treatments for conditions resulting from emotional disorders and in this context, help leaders to understand themselves better, in order to be

even more effective. Understanding how to deal with one's emotions, when dealing with other people, is a plus to an individual's quest for emotional intelligence.

CHAPTER 15:

Components of Emotional Intelligence

I bet you all know at least one person (or it could be you are that person) who is always calm and composed even while handling the most socially awkward and volatile situation. They handle disagreements with grace, play mediators with ease and are top notch at negotiating difficult deals. These are the people who always make everyone feel comfortable and heard.

Emotional intelligence is all about a person's ability to identify and manage emotions, which is relevant in all spheres of life from academics to personal relationships to professional development. Whether you are a decision maker or homemaker, you'll need emotional intelligence to survive in a social setup that is fraught with complex relationship dynamics.

So, what exactly is emotional intelligence comprised of?

Psychologist and bestselling author of the book entitled Emotional Intelligence, Daniel Goleman, suggested five basic components that make up emotional intelligence. Look at each of them and identify areas that you can improve on for increasing your emotional intelligence.

Self-Awareness

Self-awareness is the ability to identify or understand one's own emotions. Actually, it goes beyond simply understanding your emotions. Self-awareness is also being able to manage your emotions and understand their impact on other people. It is about knowing how your mood, behavior, attitude and feelings can affect others around you and therefore, managing your emotions to create the desired effect on others.

You can only manage or control your behavior if you recognize your emotions and emotional responses. When you know that a certain emotion leads to a specific emotional reaction, you'll be able to manage that reaction

more effectively. Self-awareness gives you a greater insight into your strengths and weaknesses. You make yourself open to fresh information and experiences and learn from your interaction with people.

According to Goleman, self-aware folks have a wonderful sense of humor, can view the positives in any situation, are self-assured about their abilities and are fully aware of the impact they have on others or how others see them.

Self-Regulation

Apart from being able to identify your emotions and being able to understand their impact on other people, emotionally intelligent people can regulate, control and manage their emotions, too. They seldom react on impulse or give in to involuntary responses. Their responses are more well-thought and considered. This doesn't imply that emotionally intelligent people hide their true emotions or don't express their emotions freely. It only means they are smart enough to understand the right place and time to express those emotions in an appropriate manner.

People who are high in self-regulation are more flexible, agreeable and have the ability to adapt effectively to change. They are wonderful at conflict management and diffusing potentially volatile situations. The increased self-regulation also leads to a greater sense of conscientiousness. These folks have a good grip on the impact they have on others and accept responsibility for their behavior.

Motivation

Motivation plays a critical role in emotional intelligence because emotionally intelligent people are intrinsically motivated by elements that go beyond recognition, rewards, money, fame and other similar things. Instead, they are driven by an inner desire to fulfill their objectives and passions. They crave internal rewards and gain their high from doing things they love.

People who are intrinsically motivated are more action-oriented when it comes to setting and fulfilling goals. They have a high need for accomplishment and are constantly looking for ways to improve their performance. Emotionally intelligent people are more committed to taking initiatives and looking for better ways to accomplish even higher results. They will aim to fulfill any task to the best of their abilities.

Empathy

Empathy is the ability to put yourself in another person's shoes to understand things from his or her perspective. This one component is often believed to be the cornerstone of emotional intelligence. Empathy goes beyond trying to identify how the other person is feeling. It is about recognizing and understanding the other person's emotional state as well as knowing how best to respond to the person's emotions based on the available emotional information.

For example, if you get the feeling that the other person is feeling depressed or dejected, you may interact with them in a more thoughtful, considerate and sensitive manner. You may make an additional effort to cheer up their spirits and make them feel good. Basically, you've used information about their emotions to behave in a manner that influences them in a positive way.

Being empathetic allows you to be a good leader and understand the feelings of your team or followers without much effort. This is especially true in professional settings, where leaders are required to inspire and influence the workforce into fulfilling the organization's goals. Empathetic leaders understand power dynamics and social relationships, along with how their behavior can impact these forces in various situations.

Sometimes, employees may perform well, but there may still be a sense of frustration, stress and dissatisfaction owing to long work hours or meeting crucial deadlines. As a leader, your technical skills will only help you impart knowledge to the team. However, keeping both their spirits and morale high is something you can accomplish only with both empathy and emotional intelligence.

In such a scenario, you have to be a perceptive leader to determine the feelings of your team and use this information to direct your behavior and actions towards lifting their morale.

Empathy is perceptiveness of the other person's emotions and feelings, and taking a keen interest in issues they are grappling with. It is also the ability to predict the other person's requirements and take the appropriate action.

Social Skills

Much of our emotional skills have to do with being able to interact and connect with others to form mutually fulfilling or rewarding social or interpersonal relationships. Identifying and managing your feelings and the feelings of other people are only half the battle won. You need to actually put this information to use in your everyday interaction, association and communication with others.

In your personal life, developing social skills may make you the ultimate girl or guy magnet. Similarly, within the professional set up, you may need to build a strong rapport with your manager and colleagues. Some of the most important social skills involve active listening, nonverbal communication (expressions, gestures, posture, etc.), persuasiveness, verbal communication (tone of voice) and leadership skills.

Social skills involve communicating effectively, practicing active listening and responding to the person appropriately. It is also about being able to guide, lead and inspire people. One of the most important aspects of social skills is conflict management, or the ability to diffuse challenging situations with negotiation, diplomacy and persuasion.

Social skills can also be termed as relationship management, where an inspiring guide or leader becomes a catalyst for change, leading people to achieve a higher level of performance and helping them adapt to change. In short, it is about the finesse with which one deals with other people.

- in terms of your achievements and your experiences either positive or negative and you feel pleased of all that you will feel integrity,

but if you did not achieve what you had planned you would feel despair.

Factors of Personality Traits

Traits are what distinguish one person from the rest in terms of their character. There are basic traits that a person may tend to inhibit. This type of trait includes:

- **Values.** This can be described as either conservative or traditional kind that is performed to enhance the proper functioning of a family and also to strengthen the main cultures or fabric of society. What are some of the things that you think would be the values that will help strengthen the ties in a family and those that will enhance the fabric of society? Here are some of the values that you may consider important, and you may choose to give you an idea:
 1. Courage diversity directness daring
 2. Education flexibility encouragement freedom
 3. Hopefulness integrity liberty harmony
 4. Care charm appreciation alertness
 5. Confidence compassion commitment cooperation

When you have these values in your personality as a person will not only help you but also it will benefit society too. You should consider enhancing or strengthening your values because by doing so you will be able to develop your personality test and at the end, you may boost your level of emotional intelligence. People with a higher emotional intelligence score tend to be more successful compared to people with low emotional intelligence.

- **Beliefs.** Beliefs are considered as being an aspect of a person's personality trait, beliefs demonstrate the things or values that a person holds dearly. You should know that people have different views a belief that they tend to hold dear and believe they are true to them. That is why people will never have a common belief. When you believe in certain views or things, you will live

accordingly which at the end will help you to make up your personality.

How are beliefs formed? There are many ways in which beliefs are formed including what a person is taught when they are kids or during their upbringing. Children tend to internalize all the beliefs that a specific family hold dearly: when they become adults, they will have similar or same beliefs, especially beliefs to do with politics and religion.

Personality and Morality

Morals define the teachings and practices that help us to understand the appropriate kind of modes of conduct that a person will get in touch too. Simply morals are things that help us to determine what we believe is wrong right in society. Morality subscribes to a code of conduct that focuses on guiding a person in the wrong and right ways to act. An example of an act of morality is in our churches, where we find that they have a set of moral codes that help them to teach their followers on how to carry themselves around and how to interact to other people more respectable.

Not all morals have a positive effect on a person or the society as a whole; particular groups or individuals may have moral codes that harm others. Morals are mostly considered as the basic foundation of a person's beliefs about a lot of things that they believe. For example, when a person is brought up in a certain religion that person will more likely incline themselves to the beliefs and moral codes of that particular religion. This will have an impact on the personality development of that person.

Personality Type

This is simply a way of trying to categorize people's personalities into different areas. This is determined by the different traits each person has.

This may include the Type A and Type B:

Type A trait refer to those people who are described as being ambitious, impatient, aggressive, having difficulty in time for relaxing and highly competitive. Type B trait refers to people who are considered to be patient, more laid back and usually easygoing.

CHAPTER 16:

The Benefits of Emotional Intelligence

It may be true that life would be a lot easier if we were all the same, but it would also be pretty boring. When you look at other species, they seem to lack the heterogeneity that human beings do. The diversity present in human beings is pretty obvious, and although it is outside the scope of this book to explore why this level of difference exists, there is no question that successful application of emotional intelligence allows human beings to interact successfully with one another in spite of their differences. As far as benefits go, this is a big one, this ability to relate to someone fundamentally different from us on an emotional level, but it is not the only one.

Perhaps therein lies the great power of emotional intelligence and of emotion itself. Our ability to form an emotional connection with another using self-awareness, self-regulation, and empathy suggests that in spite of our superficial differences, as human beings, we really are not all that different. We all grieve at the loss of a loved one. We feel joy at our successes and disappointment at our defeats. We feel anger and even rage, but we are also able to feel compassion and open our hearts to forgiveness.

As in other areas of emotional intelligence, an examination of the benefits involves an appreciation of all the components of emotional intelligence. Some models of EI focus on being aware of one's own emotions or focusing on how emotion translates into behavior, but the power that EI has in human life comes from using several emotional skills together to guide action and interaction. Self-awareness, self-regulation, motivation, empathy, and social skills: these facets of EI strive together to guide human connectivity.

The benefits of emotional awareness and acting with emotional sensitivity are perhaps too many to name. For the purposes of this chapter, we will focus on the areas where EI stands out as being important in life. These

areas include the following: teamwork, leadership skills, conversation skills, people skills.

Teamwork

Emotional awareness is essential for teams. Few social groupings require that all the skills necessary for interaction are honed for best use as being on a team. To work on a team, team members need to be able to interact effectively with one another, and this includes using all five of the components of emotional intelligence. Using these EI skills allows the members of the team to modify their behaviors in a way that best suits the team. A team where emotional intelligence is lacking will feature members who are acting essentially as autonomous members, using perhaps their cognitive abilities but not their emotions.

It is beneficial to any member of a team to focus on honing their EI skills not only for the benefit of the team but for personal benefit. This is what makes teams so interesting and important. A team rises and falls together. If a team is incapable of working as a cohesive unit, then the success of the team is likely to be impacted. A team where the members are cognizant of each other's emotions, feel empathy for one another, and are motivated to work toward group success will be more successful than teams where the members do not engage in this dance. Perhaps this is the power of EI: that it allows human beings as a species to function as one, giant team.

Leadership Skills

Leadership is one of those areas of emotional intelligence that has been the most studied. This is not necessarily because EI is more important here than it is in other areas, but because there is ample evidence that suggests that improving EI skills can be enormously beneficial. Where emotional intelligence comes into play here is in the leader recognizing the emotional states of his or her staff, in having empathy for the staff, and in using emotion to guide decisions.

Employees are very sensitive to managers who treat them uncaringly or ignore their concerns. Indeed, studies suggest that half of all managers are rated poorly by their employees, and a lot of this has to do with emotional insensitivity of the management. By honing emotional intelligence skills and using it to guide decision making, a manager can instill the trust and support in staff that is necessary for running a well-oiled operation. Can a business exist without empathy? Probably. Will a business without empathy and other EI skills survive in an increasingly competitive work climate with artificial intelligence looming on the horizon? Probably not.

Conversation skills

As we have seen in our examination of the role that emotional intelligence plays in communication, when we as human beings interact with each other, it typically does not take the form of apes shouting at each other incoherently in the jungle. Human social interaction is a dance that involves the other person responding to our verbal and non-verbal cues in a way that shows that they have heard us, and they understand.

Strong emotional intelligence skills allow us to recognize the emotional states of others and to care about them. Also, self-awareness and self-regulation allow us to recognize how our own emotional states might adversely impact our interactions and to modify our emotions. This allows us to engage in a conversation where both parties are aware of the emotional subtext of the conversation and are behaving accordingly. Conversing in this way, leads to others having more favorable opinions of us and desiring to engage with us more in the future.

People Skills

All of the components of emotional intelligence as well as the benefits mentioned up to this point work together to create something called people skills. People tend to like other people who care about them, show compassion for them, and have empathy for them. This is true whether you are talking about a parent, a manager, or a friend. Using all five areas of emotional intelligence in tandem allows you to have people skills.

What are people skills? We can think of people skills as the traits or behaviors required to have fruitful and lasting relationships with others. Success in life is closely tied to the partnerships that we form, and individuals who do not put some effort into the skills needed to form these sorts of partnerships can see themselves fail where they otherwise might succeed. These needed skills are emotional intelligence skills, and the end goal of a more fulfilling life begins with training them all.

CHAPTER 17:

The Importance of Empathy

The role of empathy in emotional intelligence cannot be overstated. In fact, empathy is often taken as an indicator of emotional intelligence. This is perhaps because empathy is a quality that many people understand, or at least believe that they do, and it can, therefore, be used as a symbol of what makes emotional intelligence, and by extension, human beings, exceptional. In this regard, empathy is a sort of mascot for emotional intelligence. But as the reader has already seen, empathy is a term that is often misused or misunderstood.

Most people recognize the utility of feeling compassion for others and the importance of tolerance. Compassion is part of recognizing someone else as being a human being with much the same feelings, pains, and joys that we ourselves experience. Tolerance perhaps comes with age and experience, and it involves recognizing that others are different from us and that these differences are okay. But this feeling of deep compassion and tolerance, even if it has a strong emotional component, is not precisely empathy.

On the other end of the spectrum, some people have the image of a person who feels too deeply. This person is so weighted down with emotion and the deep and subjective experience of it that they are practically incapable of functioning. This person has empathy (true empathy, as will be defined shortly), but this trait is so dysfunctional for them that this is as much a curse as it is a blessing. This is the image of the empath, the person who is able to experience the emotions of others uncontrollably. Though this is empathy, this is not exactly the type of trait that we are exploring here in our examination of emotional intelligence.

Indeed, empathy, when used properly, is a trait that confers an enormous benefit to the person that wields it. As the saying goes, people may not remember what you have said to them, but they will remember how you

made them feel. As the empath is able to experience the subjective emotional states of others, they are able to interact with these others with a deep emotional connection. This is key to empathy as a component of emotional intelligence. This is a trait or skill that works in conjunction with other skills to guide behavior and in so doing to facilitate human interaction.

The Difference between Empathy and Sympathy

The issue that always arises with empathy is how to distinguish it from sympathy. Earlier, we showed how an individual could feel compassion and tolerance for others. We noted that this is an important component of empathy, but that technically, empathy goes far beyond this particular experience. In fact, compassion and tolerance are hallmarks of sympathy. A sympathetic person feels compassion for others, and they show this with a sympathetic look or comforting words.

An empathetic person has compassion and is receptive enough of the other person's experiences and feelings to feel tolerance, but they are able to share that person's feelings and experiences by actually experiencing them themselves. Clearly, one individual cannot in actuality literally experience the subjective experiences of another, but the empathetic person feels so deeply that it is as if they have experienced the same things that the other has. It might be convenient to think about experiences and feelings as being subjective states of the brain modulated by brain chemistry, and the person with empathy is able to mirror the subjective state that the other experiences as dictated by their brain chemistry.

An important aspect of empathy to recall is that empathy, unlike sympathy, is not something that is shown but had. Certainly, human beings have ways of showing that they are making an emotional connection with someone else, that they feel compassion for them, but this is not the same as sharing the subjective experiences that someone else is living through. Empathy is something that is experienced rather than something that an individual merely understands or feels compassion for. Again, the image of the empath comes to mind. But in the context of emotional intelligence, empathy becomes a step in forming an emotional connection with other people.

How to Practice Empathy

One of the things that make emotional intelligence such an exciting field to study and read about is that it is not something static as traditional cognitive reasoning is often thought to be. Emotional intelligence abilities can be traits that one inherits, and one demonstrates from childhood, or they can be skills that one acquires and improves over time. This is true of empathy just as much as it is true of the other components of EI. Empathy skills can be improved by practicing them. Indeed, even people with minimal empathic skills can acquire them and cause them to grow with the right training.

So how does one go about practicing empathy? Practicing empathy generally requires that you channel some of the other components of emotional intelligence, even if empathy is a thing distinct and powerful. First of all, you must be motivated to have empathy in order to go about practicing. Understand that empathy can improve your ability to connect with others. Second, you must practice being perceptive of the emotions of others. Some people are totally insensitive of the feelings of others. Most human beings are able to recognize emotion. You need to focus on recognizing the emotion of others and caring about it.

Another important step in having empathy is talking about it. This may seem strange, but studies have shown that emotional sensitivity improves when people talk about it. For some people, this may include some self-talk. For example, if one of your co-workers appears upset, you may say to yourself: "Susan appears upset. Why? I wonder what is going on with her." This talking about feeling empathy will lead to you caring about the feelings of others in ways you perhaps did not before.

Finally, the last and most important part of practicing empathy is actually feeling the emotions and experiences of others. Some experience this naturally while to others, this may be a completely foreign concept. As you go through the steps of practicing empathy, you may find that this subjective experience of sharing another's feelings becomes easier and more natural. The steps are summarized here:

- Be motivated to have empathy for others
- Be perceptive of the feelings of others and not just your own

- Feel compassion for others (sympathy)
- Talk about the feelings of others (even if it is just to yourself)
- Practice caring about the feelings of others rather than just recognizing them

CHAPTER 18:

Emotional Intelligence and Emotional Leadership

Both terms (emotional intelligence and emotional leadership) are intertwined. When a leader achieves one, he will be able to enforce the other, and this is the foundational basis of our entire discourse.

Throughout this book, you will learn ideas and concepts on how to enforce emotional intelligence. These will all build up to make you an exceptional, passionate leader. So, emotional intelligence comes first!

EQ is the quality of being able to confront the emotions we face in our relationship with ourselves and others. Emotional intelligence is acquired and implemented through patience, insight, observation, and imagination.

We are used to a person being referred to as intelligent as it relates to technical, commercial, entrepreneurial, or scientific skills. But it's also known that some leaders who excel in their fields have challenges in their personal lives.

It is common to find leaders who are aggressive with success but fail to sympathize with their secretary over a loss or grievance. You see leaders who scream at their subordinates when dealing with personal emotional distress.

Some leaders can also be influential, but sad or intolerant because they are deficient in emotional intelligence. EQ plays an interpretative role in social circles. When you build emotional intelligence, you can interpret people's emotional reactions to gain insight into how they feel. An outburst by an employee may not be because they are unsatisfied with work terms. The emotional display may have happened because the person is dealing with other underlying unexpressed emotions.

Daniel Goleman also argued that cognitive intelligence is not the only guarantee for success. He asserted that emotional leadership is, in fact, an accurate measure of success for a leader. Your ability to see beyond the outburst and empathize with the person makes you an emotionally intelligent person. However, we often focus solely on how EQ works with others, relegating ourselves to the background.

The empathy we mentioned earlier also applies to you as well. Sometimes leaders and workers are excessively hard on themselves. For example, a leader may be dealing with a series of failures within a short period and not express their frustration. So when something worse happens, the leader holds back tears in front of their workers.

While there is nothing wrong with being a strong leader, you should know that it is okay to cry. It is okay to express your disappointments and all the emotions you feel. It is okay to empathize with yourself because if you are not in an emotionally balanced place, you will not be an excellent emotional leader.

Emotional intelligence also goes beyond the confines of your leadership capacity. You should first become an emotionally intelligent person because that is how it translates into passionate leadership.

I will give you a comprehensive insight into how you can utilize EQ productively. To achieve this goal, I must share some truths with you, and the first is that emotional intelligence begins with you!

Think about this for a few moments, how will you become sensitive to the needs of others when you are not sensitive to yours? How can you tell when someone is dealing with internal issues when you don't even know your internal emotional challenges?

It is great that we are passionate about using emotional intelligence to become excellent leaders, but what about you? You can only lead others successfully when you can inspire yourself, and the same principle applies to everything else. We will focus more on you and the role you play through self-awareness in a later part of this chapter.

When personal EQ gets to a certain level where you can identify your emotions and empathize with yourself, you will be able to practice

emotional leadership. Your EQ should develop so that you can be in touch with yourself and with others.

Emotional leadership will strengthen your resolve to become a leader connected to people. How do you build a connection with a person? It is akin to falling in love. Do you remember the first time you fell in love? You wanted to know everything about this person, and you put this person in focus all the time.

More importantly, your emotions aligned with the person's such that when they were happy, you were pleased. Also, when they were sad, you felt sad as well. You might not need to fall in love with your subordinates or followers, but you need to build a connection with them.

That connection starts with the little things you do as a leader, such as paying attention to the feelings of your subordinates, employees, followers, partners, and others. You should observe their facial expressions, interact with them, and ask questions when it seems like some are not having a great day.

The little things you do as an emotional leader adds up into the big stuff, and that is how you become connected with others. It means a lot when the people who work for you observe that you are not only passionate about work. They will also love the fact that you are also concerned about them. As a caring leader, whatever aims you are trying to achieve, your team will be motivated to help you win because you are emotionally intelligent. They will be interested in your ideas and dealings hence, following your lead will not be a problem.

Emotional intelligence is not an inborn trait; it is a culmination of experiences such as education, your childhood, and personal experiences. Some leaders, raised in homes where emotions were expressed freely, will have an easier time with emotional intelligence.

Some other leaders intentionally seek out ways to learn how to be emotionally intelligent when they discover its importance. But overall, the point is, no one is born emotionally intelligent.

You have to cultivate, build, and nurture the trait intentionally for it to become a part of you. In an ideal society, kids should receive training in

emotional intelligence, so they can get a head start at a young age.

When a business, family, or organization faces a challenge or crisis, it may escalate when everyone's emotions are running high with no emotionally intelligent person in the group. Escalated situations lead to tension and pressure on the leader if the leader hasn't built EQ. You will give in to the negative pressure.

No one wants to experience the kind of situation expressed above, but it does happen. The question is, can the outcome of an internal crisis be better? When a leader is emotionally intelligent, they will face such scenarios and overcome them together with those you lead.

The Domains and Competencies of Emotional Intelligence

Many aspects of human existence and successful leadership connected to EQ. There are several explanations on how EQ can be developed based on varying research from experts, but the four domains we will discuss below stand out from the rest.

Each area comes with its competencies that we will discuss below.

Self-awareness

Self-awareness is the foundation of the four fields. As mentioned earlier, if you are self-aware, you can develop the other domains, and thus, build a higher EQ. Self-awareness means you know what you are feeling and why you feel that way. It helps you stay in touch with yourself enough to have good intuition and be a great decision-maker. Being aware of your feelings helps to develop a moral compass, which prompts you to become empathetic towards yourself and others. Every emotion has its function; you may not have identified the role it plays because you were not paying any attention.

As an aspiring leader in a specific field, you need to start building emotional intelligence through self-awareness by being conscious of yourself and your feelings! This is the first and the most fundamental

necessity because it is somewhat the most difficult for some people to achieve.

We know how to become aware of others. We can tell when someone is having a bad day or being sad, but what about you? Can you say when you are disappointed? How do you know that the feeling you experience is that of disappointment and not fear? So you see, there are layers to this idea you must unravel. Another important thing, you can build self-awareness by always thinking about what you are thinking. It may sound confusing, but here is an explanation. We get thousands of thoughts flooding our minds daily; these thoughts influence how we feel (emotions). If you don't think about these thoughts and ponder on what could have triggered them, you will lose control of your mind and not be self-aware.

A self-aware leader doesn't have to analyze every thought but will pay close attention to the ones that develop into intense emotions. The message of self-awareness is simple: before you can help others as a leader, you must start by helping yourself. As you become increasingly self-aware, you will pick up other skills that help you become an effective leader. You will also know your strengths as a leader and how you can influence others, especially those you lead.

We are building this amazing bridge that connects you the leader to yourself and to others you can influence and inspire. The foundational part of this bridge is self-awareness. But note that with EQ domains, you don't stop using one to pick up the next. Instead, you are required to work on an area, and while gaining mastery over it, start working on the next domain. In this case, everything you've learned about self-awareness will become very useful when it comes to the second domain, self-management.

Self-management

When a person becomes self-aware, they can smoothly proceed into building self-management, which encompasses four competencies. Those competencies are: emotional self-control, adaptability, achievement orientation, and positive outlook. Self-management relates to how a person can take control of their life and intentionally take steps towards self-improvement. So how does this domain help build up emotional

intelligence? The answer to this question is in the domain's four competencies.

Emotional Self-Control

To begin with, you must build emotional self-control, which means being able to manage your emotions. For example, as a leader, you will find yourself in situations where everyone expects you to unleash your anger on someone over bad behavior. Well, it isn't a good sign if you always do what people expect of you and throw angry tantrums every time. If you have an emotional outburst when someone performs below your expectations, it will mean that you lack emotional self-control. The first step is to take control of your emotions. If people have the slightest insight into your inability to control your emotions, they will intentionally do things to upset you. This move will make you a vulnerable leader.

Adaptability

You can also develop exceptional self-management through flexibility. How well do you cope when things don't go your way? How easy is it for you to adapt to new situations when previous systems shut down? Adapting to new situations is never easy, primarily when you are used to doing the same things for years. Well, it may not be easy, but it is surely possible! You can develop adaptability by always being hopeful of change.

When you anticipate change, your emotions will be steady and stable when such changes happen. People who never expect change lose control over their feelings, and in that state, they are unable to show empathy to someone else.

More importantly, if you are a leader or are going to be one, the people you lead will look up to you for strength when sudden changes occur. Your emotional disposition and your ability to manage them will set you apart as a leader with high EQ.

Achievement Orientation

Self-management has a connection to orientation achievement. What are your dreams as a leader? What do you want to achieve? Can you manage

your ambition? Achievement orientation will enable you to keep your goals in focus and also help others do the same. To be an emotional leader, you must also be concerned about the achievements of those on your team.

How else will you know when you and your team are not hitting your targets? How can you motivate them to achieve more? Achievement orientation is a process, but you should take the first step by being conscious of it and inspiring the same mindset in others.

Positive Outlook

The last competency of self-management is a positive outlook on life. Regardless of your level of preparedness, negative occurrences will happen. What you do when they arise will show your level of EQ.

You've got to make up your mind and tell yourself that, regardless of what happens, you will have a positive outlook on life. When you build up this mindset, your level of EQ will increase such that, when you're going through a negative phase as a leader, you remain optimistic.

You are reading this book intending to influence and inspire other people; you can achieve that goal by being positively minded. So when your subordinates feel like giving up, you show up as the authentic leader you are and motivate them to stay hopeful.

Again, to build up these competency areas for a higher EQ, you must start with yourself. You cannot give what you don't have, and you cannot inspire people when you are not inspired. So start with you!

Organizational Awareness

Organizational awareness is strictly within the confines of the organization you lead. Leaders without corporate awareness struggle with influence. They may be exceptional with the cognitive aspects, but they are not emotionally intelligent.

It is your responsibility to know what happens in your workspace with the people you lead. Organizational awareness isn't a role you delegate to someone else. Even with your tight schedule and responsibilities, make it happen!

If you are leading a large organization with a lot of people, it might be challenging to keep tabs on everyone. Use the channels of command to help manage your relationships and those you may not see or hear as often. Use the managers and lower-level leaders to find out details of the others below the chain. By doing this, you will be teaching your coordinators and managers how to build EQ through organizational awareness.

Relationship Management (Social Skill)

The fourth and last domain is relationship management, which is also a social skill. Your social ability will come quickly to you when you take the first three domains seriously.

Interestingly, the competencies in this domain will help strengthen your EQ level and help you become an exceptional leader. The skills include influencing, coaching and mentoring, conflict management, teamwork, and inspirational leadership.

Influencing

Relationship management is also about impact. When you manage people, it should be to influence them, which has been the focal point of this discourse.

This influence will cause you to become valuable as a leader and as an individual. Every team has unique individuals: those who are reliable, and those who have more weaknesses than strengths. Start working closely with those with weaknesses to influence them to become better. You cannot work on yourself alone as a leader; the people around you need to grow as well because that is how you build a stronger team. Imagine influencing everyone you lead into building stronger EQ. That would be a great accomplishment as a leader.

Conflict Management

Relationship management as a domain would not be complete without conflict management because wherever you find people working together towards a goal, there will be conflict.

Leaders who seek to develop their EQ better need to get better with conflict resolution. There are different strands for conflict management; in some cases, the people you lead will come to you when there is a conflict.

In some other cases, a leader needs to use their social awareness and organizational awareness skills to detect tension amongst people and solve the issue. A project may not be running as smoothly as it should because of persistent disagreements in the team.

When tension and conflict start affecting the progression of your goals and aims for the team, then you shouldn't wait for the aggrieved parties to come to you.

Build your EQ to the level where you can sense conflict and shut it down by being the mediator between both parties.

This competency is what makes you an emotionally intelligent relationship manager and leader.

Teamwork

To become a person of high emotional intelligence, you must manage your relationships through social skills, and to achieve that, you need to always insist on partnership. Remember that you are not merely training yourself to be emotionally intelligent; you are also seeking to inspire others to build higher EQ as well. To achieve all this, you must create a system that encourages teamwork such that everyone works closely with one another.

What happens when people work closely with each other? They become more conscious of how each other feels and can develop better empathy as well. This domain is also suitable for you as a leader; you will surely get closer to those you lead through teamwork. When a member of the team is down, everyone feels the pain, and together they lift them up. Teamwork replaces "I" with "We," and it helps us become better with EQ.

CHAPTER 19:

Emotional Intelligence at Work

Ever since the world started paying more attention to emotional intelligence, thanks to Goleman, there has been a segment of society that has been particularly engrossed in understanding what EQ can do for them. That segment is the business world or the corporate workplace. C-suite executives and hiring managers all over the world are keen to reap the benefits of emotional intelligence. Since the 1990s, there has been plenty of research to support the claims that emotional intelligence makes a person a better employee.

The baby boomers of the world did not care much for emotional intelligence in the workplace. They simply did their jobs, collected their paychecks and went home. Today's workplace has changed. Millennials want more from their jobs than a mere paycheck.

Robert Walters, the recruitment company based in the United Kingdom, undertook a survey of millennials that sought to understand various aspects of their jobs and professions. From this survey, the recruitment company was able to determine that millennials are motivated by things that are totally different from what motivated the generations before them. Millennials are not content to settle for a job for the sake of having a job. Rather, they want a job that gives them a bigger purpose. They want to feel that they are fulfilled and growing. They want to feel like they are part of a bigger community.

The millennial workforce also wants the freedom to plan their work days without feeling as though they are under a microscope. They want to be able to be social in the workplace. They want a life outside of work, otherwise referred to as work/life balance. They also want to be rewarded for the things they do through pay increases, promotions, and recognition.

When compared to the older generations, it is clear that millennials have set quite a high bar. It is no wonder that hiring managers have sleepless nights trying to determine who is the best fit for their company. Against this dynamic backdrop, it goes without saying that hiring decisions can no longer be influenced by IQ only. While hiring managers still want to hire smart candidates, they are being swayed more and more by emotional intelligence. In fact, in one survey carried out by Harris Interact for Career Builder, 75 percent of hiring managers said that they would rather hire an employee that is emotionally intelligent over one who has a high IQ. This is not to mean that hiring managers all over the world are united in downplaying book smarts. Rather, it shows that companies have finally come around to the fact that it takes more than knowing about the knowledge contained in books to survive in the workplace of today.

Importance of Emotional Intelligence in the Workplace

Emotional intelligence in the workplace is not just a fad that people are excited about that will go away after a while. There are true benefits to hiring an emotionally intelligent workforce.

Emotionally intelligent employees handle pressure better.

Just as the workforce of today is different from the workforce of yesteryear, the workplace has also changed. Before, workplaces tended to be more relaxed. The modern workplace looks to be more cutthroat and pressure-filled. With this in mind, hiring managers know that emotionally intelligent employees will be better placed to thrive in an environment of pressure. This is because they are able to manage their emotions even when the going gets tough. Imagine an environment where employees are unable to manage their emotions. What is likely to happen when a critical deadline is coming up? Probably lots of yelling and scapegoating. This would definitely be a recipe for disaster.

Emotionally intelligent employees are better decision makers.

Decision-making is an everyday activity in the business world. You need to make decisions about how to solve client problems, which clients to pitch to, which colleagues to include in particular teams, how to format a report for a client, how to manage your workload efficiently, and a myriad of other decisions. The more emotionally intelligent you are, the more capable you are of making good decisions. When you know how to manage your emotions, you are able to make decisions that are not simply emotional. Emotions are good and all, but they don't usually make for very good catalysts in decision-making.

Let's say for instance that you are a team leader working to deliver a project for a client. There is one colleague that is very good at performing financial due diligence, a skill that you need for this project. Unfortunately, this colleague does not really like you, for reasons best known to them. They have made this clear, to the extent of being publicly disrespectful. What do you do?

A person that is lacking in emotional intelligence might be tempted to engage in a power struggle with this colleague. After all, the colleague should respect the team leader regardless of their differences.

However, if you are emotionally intelligent, you will devise a way to deal with the colleague because you realize that getting into it with them is only going to ruin the progress of the team. You will figure out a way to play the role of team leader without giving them an arsenal that they can use against you. Instead of playing their game, you will kill them with kindness. You will be fully invested in being the bigger person, and you will not allow said colleague to drag you to their level. This is because you are self-aware, self-regulating, motivated from the inside, and well equipped with the social skills needed to handle a colleague that is behaving like a petulant child.

Employees with high EQ handle conflicts better

The workplace is a convergence of many personalities. When different personalities meet in one place, there is a high likelihood of clashing. Colleagues will not always get along. You may have potlucks or staff parties every other weekend and there still will be differences and conflict

between the employees. In the face of conflict, you need employees that can resolve their differences with as little drama as possible.

High EQ employees are more motivated

Let's say you are a business owner who has worked hard to build your brand and hire a reasonable number of people to work for you. You invested your life savings into starting a company because you believed in your vision and mission. Two years after hiring your employees, you start to notice that all of them are coming in late, dragging their feet in their delivery to your clients, and sometimes not even showing up for work. Your brand starts to decline. Your clients are no longer satisfied. You feel defeated. Where did you go wrong?

You hired employees who were not emotionally intelligent.

Companies that hire emotionally intelligent people do not have to constantly remind them to be motivated. These employees are already motivated on their own and do not need the extra push.

Emotionally intelligent employees respond better to criticism.

Imagine having an employee that sulks every time they are criticized about something. How annoying would that be? As an employer, you do not have the energy or time to deal with employees who view feedback as a personal attack. Employees who are emotionally intelligent understand that there will be moments when they need to be corrected. Their self-identity and sense of worth are not pegged on what their boss has to say about them. They are secure in themselves and accepting of feedback, both negative and positive.

Outside of regular employees, workplaces also benefit from hiring emotionally intelligent managers. Such managers are better able to manage teams, communicate the vision of the company, and even resolve conflict. A manager that is low in EQ might cause the downfall of the company that they work for. Such a manager will try to impose their authority on the rest of the employees using intimidation, threats, and other unwarranted tactics.

The same goes for C-suite executives and anybody else that is in a management position at the workplace.

How Do Hiring Managers Determine a Candidate's Emotional Intelligence?

If hiring managers are seeking to hire candidates with high emotional intelligence, the question that naturally follows is this: How are they able to tell who is high in EQ and who isn't? Do they give a test? Are they silently judging you without your knowledge? It's more of the latter, but instead of judgment, it's more of an observation. You can tell a lot about a person without asking them direct questions.

Hiring managers will know if you are emotionally intelligent by checking how you have worked with teams in your previous roles. They will want to know how well you got along with these teams and whether you held any leadership positions in your past. Be sure to mention any leadership positions that you are or were responsible for during interviews. Do not downplay the very important role this little fact plays in determining how the hiring manager sees you.

If you have been to an interview in the recent past, you were probably asked about a challenge that you faced and how you tackled it. Human resource divisions do not ask this question for the sake of entertainment or to fill space. Rather, they want to understand what approach you take when faced with challenges. Do you run and take cover or do you face challenges head-on with equal parts courage and creativity? The answer to this question could very possibly mean the difference between being hired or receiving that infamous regret letter.

The other popular question that hiring managers love to ask is: What is your biggest weakness? This leaves many candidates feeling the need to lie that aiming for perfection is their biggest weakness. This answer has been given so many times in interview rooms that recruitment teams have grown to anticipate it and possibly roll their eyes whenever they hear it. Now, whether you are the perfectionist you claim to be or not, the whole point HR is asking is because they want to know if you are self-aware. You need

not lie about your weak points; you only need to demonstrate that you know what those points are. Of course, you also do not want to shoot yourself in the foot in order to demonstrate how self-aware you are. Saying that you often oversleep and arrive late for work is exactly how you do not get hired for the job.

CHAPTER 20:

Listening Skills

A large component of all five tenets of emotional intelligence is the ability to listen well. To be self-aware and to self-regulate, we must be able to listen to ourselves and others. Social skills, empathy, and motivation also require the ability to listen well. Listening is our way of receiving and interpreting messages from other sources, and it's essential in the process of communication. Without it, we can miss or misunderstand messages, and there's a breakdown of communication. Mastering listening skills is extremely valuable and absolutely worth your time and energy.

Many large organizations provide training for employees so they can build their listening skills. This makes sense if you consider the return on that investment: efficient work, fewer mistakes, customer satisfaction, and information sharing that can spark creativity and innovation. Leaders of industry will tell you that they wouldn't have found success without effective listening skills. The benefits include improved health, work performance, and confidence.

Hearing is Not Listening

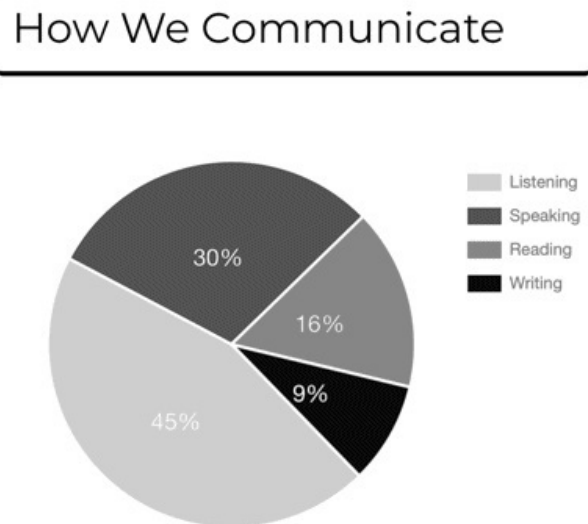
The terms "hearing" and "listening" are often incorrectly used interchangeably. Hearing is an automatic process that your body performs. If you don't have a medical issue that impedes your ability to hear, it's simply a physical mechanism. Listening, in contrast, is an active and voluntary effort that requires concentration. Essentially, someone can hear what you're saying without actually listening.

Listening entails more than just the receipt of sound waves in your ears. It includes focusing your attention on the message, the speaker, his or her voice, and body language. Active listening means that you're engaged in

the process with the speaker, aware of verbal and nonverbal messages, receiving and processing the information.

Time to Listen

We spend a lot of our time communicating with others, and a large portion of that is listening. A University of Missouri study found that 45% of our time communicating is spent listening.



Since we spend more time listening than any of the other activities, it makes sense that we should understand it better and practice the skills.

What is the Purpose of Listening?

We know that listening is an extremely important life skill, but what is the purpose of it?

Because listening serves numerous functions, its purpose can depend upon the situation and context of the communication. Some of the reasons we need listening skills are:

- to fully and accurately understand the speaker's ideas and perspective
- to show that we are interested and concerned

- to practice selflessness
- to detect nonverbal cues that accompany a speaker's words to increase our understanding
- to be able to critically think about the message being delivered
- to avoid distractions and focus on the message
- to come accept all views and come to an understanding
- to make the speaker feel comfortable enough to openly communicate

Thinking of ways to respond while someone is speaking is absolutely not a function of listening. It's important to focus on what is being said in order to gain understanding.

Obstacles to Listening Effectively

In the process of building effective listening skills, there can be barriers that get in the way. To improve your chances of success, it's a good idea to examine the common issues that can obstruct your path. What does it mean to be an ineffective listener?

It's quite typical to lose focus of what someone is saying and start thinking about what your response might be. Your mind might even drift to completely unrelated matters while the other person is talking. If you're thinking about anything other than what the speaker is communicating, it means that you're not fully listening. It's easy to think that you're getting the gist of it, but if you're not fully attentive, you'll miss what is being communicated.

We're all guilty of zoning out while someone has been speaking. Why do we do this? Part of the problem might be that, on average, a person speaks about 150 words per minute, and our brains process incoming information at approximately 600 words per minute. This disparity can cause your mind to wander. It can be difficult to focus on what a speaker is saying when your brain processes the words four times faster than they're being delivered.

There are other factors that can lead to our lack of focus. For example, if a speaker has an unfamiliar accent, speaks at an inappropriate speed or

volume, or sounds inarticulate, clarity can be compromised.

We can also get distracted by other surrounding things. It's difficult to concentrate when there is outside noise, interesting things to view, or other distractions that pique our curiosity. Of course, this affects you if you're the listener; however, your lack of attention can be very obvious to those around you. Body language usually gives us away. The speaker could find this annoying, or even quite personally offensive. As a listener, it is your responsibility to filter the distractions.

Developing Your Skills

Technology has made it easy for us to easily communicate with one another, but we've also allowed it to erode our listening skills. Listening to someone shows a person that he or she is worth your time and energy. It's the glue that holds together problem solving, relationship building, and conflict resolution. Effective listening at work results in more accuracy and efficiency. It helps people build careers. Outside of work, effective listening can save a relationship. When raising children, teaching them good listening skills helps kids grow into resourceful, self-reliant adults.

We know that effective listening skills have numerous benefits. How can we improve our abilities? Here are ten things you can do to form good listening skills and habits.

1. Relax and focus. It's very important to show that you're attentive, but appearing rigid or nervous can make another person feel uncomfortable. Filter out surrounding activity and background noise. Don't allow your own feelings or thoughts distract you from listening to the speaker. Keep your attention on him or her.
2. Keep eye contact. It can be quite difficult to speak to someone who is looking at everything but you. At best, it can feel as though you have a portion of his or her attention. Eye contact is a very basic tenet of communication, and the only way you can accomplish that is to look at a person when he or she is speaking to you. Put down your phone, leave the computer alone for the time being, and don't worry about papers on your desk. Even if he or she doesn't look at you (remember

that some people can be shy or intimidated), continue to face the other person. It's not your place to correct his or her lack of eye contact; focus on yours. If a person is across the room, get up and move closer.

3. Silence the critic. Even if it's difficult, listen to someone without mentally passing judgment. There's no need to make criticisms in your head as that person speaks. He or she is conveying feelings and thoughts to you, and the only way you'll learn what they are is if you listen. Don't interrupt or attempt to finish someone's sentences just because he or she isn't getting to the point fast enough. The goal is to understand that person's thoughts and feelings, not to assign your own.
4. Visualize the speaker's words. In your mind, picture what this person is telling you. Is he or she telling you a story? Visualize the setting. Is the speaker discussing a concept? Have your brain organize the images. Remember key phrases by visualizing them spelled out. If you feel your mind starting to wander, snap back into focus. Above all, do not rehearse your response while someone is speaking.
5. Don't interrupt. If you watch television, you'll see people on reality and talk shows who aggressively yell to be heard. Interrupting or speaking over someone is obviously rude; however, it also sends messages to others. These messages include:
 - Your opinion does not matter to me.
 - I don't care how you feel.
 - What you think is not important.
 - What I have to say right now is more important, relevant, accurate, or interesting.
 - This is a competition, and winning means everything to me.

If your communication speed (thinking, processing, delivering) is faster than that of the speaker, it's your responsibility to align your tempo. Additionally, a speaker might not be looking for a solution, so don't jump to fix things. If a person wants your advice, he or she will request it. A lot of the time, a person is looking more for empathy and comfort, or just someone to listen while he or she works out a solution on his or her own.

6. Wait for a pause. We all have questions sometimes, and you might need to ask for clarity on something. Don't interrupt. Rather, wait for an appropriate pause and politely ask the speaker to revisit what was just said.
7. Keep your questions relevant. If someone is telling you a story, and a detail reminds you of something unrelated, do not take the conversation onto that tangent. It's inappropriate to shift the focus of what the speaker has been telling you. It can be difficult to work your way back to the initial matter. If you notice that you've asked something that has caused the speaker to drift away from the original topic, take accountability for it and redirect the conversation back to its original purpose.
8. Empathize. When someone is speaking, you should be able to sense how he or she is feeling. If the speaker is telling a story and expresses sadness, allow yourself to feel sad. Likewise, if he or she is expressing joy, allow yourself to feel that, too. Your facial expressions and other nonverbal communication will show the speaker that you're listening and invested. Good listening skills always require empathy. Sometimes, this requires concentration and effort, but it's worth it. There's no replacement for showing your empathy to someone who is speaking to you.
9. Provide feedback. If you're able to sense how the speaker feels, you should verbalize that by saying things like, "That must have been terrifying," "You and your family must be ecstatic," or "I'm so sorry that you've been enduring this awful ordeal." It really shows the speaker that you're listening. If his or her feelings are unclear, it's always okay to maintain eye contact, nod, and smile when he or she does. If the speaker is giving you instructions, always repeat them back to ensure that you've accurately understood the message.
10. Pay attention to nonverbal signals. We're able to glean a lot of information about one another without a single spoken word. Facial expressions and body language speak volumes, but you can also learn a lot over the telephone. A person's volume, cadence, tone, and pauses can give you insight to how he or she is feeling. If you're facing someone in person, your face will give you away if you're bored or

annoyed. When you're listening, always remember that your nonverbal communication is just as important as the verbal.

Never Stop Practicing

Listening skills will grow rusty if you don't use them enough. Remember the ten tips for successfully listening to others and don't jump to conclusions. Ask for clarification if you're unsure if you're correctly understanding a message.

CHAPTER 21:

Leadership and Conflict Management

Here's a Secret: Conflict is Important

People have a negative idea about conflict.

Well, they have every right to do so. Most conflicts cause a lot of destruction and harm.

There are certain cases where conflicts are important. But, before we find out why conflicts can be important, let's try to understand something: what is the difference between a conflict and a disagreement?

Disagreements are not closed. What this means is that disagreements are not usually hidden. Everyone involved knows what the other person is thinking, their views, opinions, and feedback. Disagreements involve arguments where people try to come to an agreement. In many cases, people tend to agree to disagree or in, other words, agree to differ in their views and respect those views. Either way, the main aim of disagreements are to arrive at a certain conclusion.

A conflict, on the other hand, involves situations where people have strong feelings or make certain assumptions about other people, their personality, beliefs, or viewpoints. Once that is done, there is little interest to opening up communication in order to iron out the differences and make peace. Typically, conflicts arise because of misunderstandings between people and in many cases, people feel that their personal values are violated or attacked in some ways.

Conflict definitely sounds bad. In fact, you are probably wondering what reason or reasons there could be to justify the presence of conflict.

Here are some reasons why conflict is sometimes necessary:

- It allows you to recognize the fact that there is something wrong within the organization. When you fail to see conflicts, you might be under the wrongful assumption that everything is going smoothly in the organization. But what if there are underlying issues that are not obvious at first glance? What if your team or employees actually have personal problems that you might think don't exist? Wouldn't it help you if you know about these problems?
- A conflict is an ideal situation to improve the relationship between people. Let's assume that you have members of a team or your employees who cannot work well with each other. When conflict eventually arises between them and you resolve the conflict, you end up creating a better relationship between the parties involved.
- When there is conflict, there is a sense of competition. Because of that, people end up coming up with incredible ideas just to outdo another person. This leads to increase in innovative ideas among the members of the team.

Think back to earlier during the day or perhaps to some of the situations that you are dealing with.

- Is there something happening in your personal life?
- Are you facing numerous challenges at once?
- Was there a recent tragedy that took you by surprise?

When you dig deep, you might find out that the true nature of your anger is something else entirely.

Recognizing Warning Signs

Now before you can actually get into the anger management process, it is better to recognize the different stimuli, scenarios, actions, words, or other factors that can cause your anger to erupt. The main reason for doing this is so that while you are learning to deal with your anger, you can also avoid situations that might cause it to come out into the open.

When you minimize the risk of your anger exploding in destructive ways, you are able to better focus on the management of your anger.

Knowing the warning signs of anger allows you to deal with it well.

Deal With the Situation

When you have identified a situation that causes anger, then your next step is one of two options:

You can either deal with it so that it does not amplify your anger even more. This way, you get to the root of the problem and extinguish the reason for your anger. Or, if this is a situation that cannot be dealt with immediately, then find a healthy coping mechanism that will help you compartmentalize the source of your anger. This way, you won't allow it to interfere when you are dealing with people, employees, team members, and other important people.

When you are not able to manage your anger, you are capable of causing tremendous harm, both to yourself and to others.

You end up saying things that you regret. You might do something that might cause irreparable harm. You could even be the reason that sound relationships in the organization might be destroyed.

Fortunately, anger management is a skill that anyone can learn. Even if you haven't been practicing the art of anger management, you can still work on it to improve yourself tremendously.

Engage in Anger Management Activity

One of the best ways to deal with anger is by engaging yourself in an activity that allows you to vent out the negative energy in a non-destructive manner.

People often take up physical activities like running, swimming, boxing, or martial arts to channel their anger away from their personal and professional lives.

Alternatively, you can even engage in meditation or yoga to help you deal with your anger better.

No matter what physical activity or relaxation technique you choose, find one that you can incorporate into your life and make sure you practice it

regularly.

Create an Emergency Calming Kit or Technique

What relaxes you?

Is it the taste of coffee? Is it that video game you have installed on your phone? Is it your favorite TV show or music?

Keep one of these emergency sources of stimuli or relaxation near you so that you can always use them when the urge to get angry becomes too strong.

A lot of people prefer to get a moment of privacy and listen to their favorite songs to calm themselves down.

Using these techniques allows you to quickly gain your composure and reduce your anger. This is especially important when you have to deal with an emergency situation and you don't have the time to do yoga or head over to the gym.

Anger Management for the Follower

What do you do when you are facing someone else who is angry? How do you approach the situation without making it worse? More importantly, how can you deal with the situation without being affected by it or losing your own cool? Let's take a look at some effective strategies.

Find Out More About the Anger

Sometimes anger is a reasonable response from the other person. Which is why an emotionally intelligent leader will consider the feelings of the other person (empathy).

You should ask yourself why the person is angry. Have you played a role in their anger? Did you do something that might have caused the person to react with anger?

You have to remember something important: sometimes, anger can be justified. Is that the case in the situation you are facing?

When you find out more about the anger, then you will be able to deal with it better.

Stay Calm (Even if You Are Not on the Inside)

Don't worry, nobody can control their emotions perfectly. Even if you are seething on the inside, make sure that you do not reveal your emotions on the outside. There are a few reasons for this:

You are trying to gain control of the situation. When you lose your temper or get emotional, then you have revealed your weak points to the other person.

When you respond emotionally, it often escalates the situation rather than diffuse it. Eventually, you end up causing more damage than intended. The situation does not get resolved and you have to look forward to another situation of conflict in the future. Definitely not fun!

Allow the other person to vent. This calms them down enough to have a proper conversation with them. You are also letting the other person know that you are capable of listening to them. When they know this, they realize that there is no need to get angry after all.

Avoid Ad Hominem

Ad hominem, short for argumentum ad hominem, is an argument made to target the character of a person. When you are dealing with an angry person, then you should approach the situation objectively.

No matter how tempting it might be, never attack the character of a person. For example, do not say, "you seem to get angry whenever this situation arises."

At this point, what you are trying to do is uncover the reason for the person's anger so you can deal with it. Making personal attacks not only worsens the situation, but it also reveals your leadership qualities.

Know That You Can Disengage

Sometimes, the situation might call for a 'break.'

You might notice that none of the parties involved, including you, are making any headway with the situation. No one has arrived at a conclusion or discovered a solution. In such cases, it is okay to take a break and return to the situation at a later time. This allows everyone involved in the conflict to gain a clear head and evaluate the situation in a new light.

But make sure that you do not postpone it too much. For most cases, simply allow everyone to take a quick walk outside and return to deal with the situation. This allows everyone to gain some perspective and you can come to a resolution soon.

Mental Manipulation (For When You Need it The Most)

It is not advisable that you use mental manipulation techniques very often. But sometimes, certain occasions call for the need to have a few tricks up your sleeve.

Here are a few tips that will help you when you want to gain a little influence over the mind of another person. A thing to note here is that these techniques do not allow you to control a person entirely. They simply give you an edge over the other person.

Fear-And Relief

This technique targets a person's emotions. What you do here is cause someone a great deal of anxiety or stress and just as quickly as you introduced it, you alleviate it. For example, if you would like to get someone to confess, then you start off by showing them the damage that their actions could have caused and jump to what you have done to prevent that. This way, they realize the magnitude of their actions and feel thankful to you for not letting it get any worse.

From then on, they are more open to your influence.

Social Exchange

As you work with your employees or colleagues, help them out in small ways. Over time, you can get them to do a favor for you or get them to talk

to you more openly. In other words, they feel like they owe you for all the favors that you have done in the past.

Big to Small

One of the ways that you can influence people to do or say something is by first asking them to complete a difficult task. When they are struggling to finish the task, you then ask them to do what you really wanted them to do, which is slightly easier than the original task that they were engaged in.

You can use this technique even during a conversation, where you start by asking them a difficult question. When you see that they are struggling to answer it, you then switch to an easier question (which is the real question you wanted to ask them all along).

Instill Guilt

This is a crude way of making someone say or do something, but essentially, it involves getting the other person to feel guilty about something. People don't usually respond well to guilt and would do anything to remove themselves from situations of guilt. When you subject someone to feelings of guilt, then you can also let them know that you can help them with their feelings. Through this, they become more susceptible to your influence.

Final Thoughts

Remember that the above tricks can affect the psyche of a person. It is strongly recommended that if you ever decide to use them, then it is only because you see no other way and, by not using them, you might cause further harm to people or the organization.

Under no conditions should you exercise the above techniques freely. There are better ways to deal with people and by being emotionally intelligent, you can do that without resorting to these types of extreme measures. Consider them as you would the fire extinguisher in the hallway - break open the glass case only in an emergency.

CHAPTER 22:

How to Improve Yourself as a Leader?

Increase Your Self-Esteem

If you want to increase your self-esteem, you can establish certain steps in your routine to help yourself. Here are a few to begin!

- Re-affirm your positive traits. Just as we often think negative things about ourselves, we must learn to affirm positive traits as well. Tell yourself that you're a good friend, a good daughter, a kind person, or a generous person. Just like you've learned to associate negative thoughts with yourself, take the time to repeat to yourself positive thoughts. This way, those will become a new part of you. You know that common exercise of looking in the mirror and talking positively to yourself? Well, it works just like that.
- Avoid comparisons. One of the toughest parts of developing your self-esteem is realizing that you cannot compare yourself to others. Too often, we compare ourselves with people around us like family, co-workers, friends, or people we don't even know thanks to the exposure to social media. Whether it's about looks, money, personal possessions or whatever it may be, the trap of comparing is that you never feel good enough. But the truth is that you have no one you should be comparing yourself too! Self-esteem is feeling the best you can about yourself and comparing yourself only to you. It's about being the best person you can be in a process of discovery and self-growth.
- Identify your unique gifts. Everyone has something that they excel at. We all have our strengths and our weaknesses. Instead of focusing on your weaknesses, focus on what your strengths are and what skills you possess that make you feel confident. Whether it's your skills at work, your creative outlets, your skill on the guitar or

how well you cook, it's important that you are not ashamed of what you do well and channel that energy, so you feel confident about yourself. Don't focus on your failures - focus on your successes! Be proud of your accomplishments. Focus on self-care. Whether you are exercising, treating yourself to a spa day or getting a good night's sleep, it's important that you take care of yourself physically to take care of your mental health. Exercise is proven to release serotonin, a neurotransmitter of the brain that creates feelings of happiness and contentment.

- Help others. Studies show that helping someone else or volunteering can help you feel better about yourself. It takes you out of your mindset and urges you to think about someone else. The best way to increase your feelings of self-worth is volunteering face to face such as at a homeless shelter or a soup kitchen.
- Remind yourself that you are not your circumstances. Tell yourself over and over that even if you are going through a tough time right now, you may not be soon. Circumstances occur in our life that is sometimes out of our control.

Managing Stress

A crucial part of self-management is also the ability to handle the everyday stress properly. In the beginning, let's clear one thing up – there IS such thing as positive stress. That kind of stress can even motivate us and push us in the right direction towards our goal.

Aside from that, here are a couple of tips that might help you to deal with stress:

- *Meditation*
- *Regular exercise*
- *Time to relax outside of work*
- *Time you will spend alone doing the things you like*
- *Laughing and smiling*
- *Good night sleep*

- *Healthier eating habits*

Use Self-talk

Self-talk is defined as the way your inner voice makes sense of the world around you, and how you communicate with yourself internally. This concept greatly affects how you interact with the world, and how you talk to yourself internally! If your self-talk is negative, then you could be creating unnecessary anxiety and stress as you perceive the world through a negative lens. People with positive self-talk tend to see the world more positively and enthusiastically, which can lead them to be more well-rounded and hopeful people in general.

The habit of positive or negative self-talk often begins early in our childhood and the people who are around us. The good news is that even if you have a negative self-talk habit, it's never too late to change your outlook. Here are some steps to help you!

Use Visualizations and Affirmations?

Affirmations are statements with a positive tone that work to define your goal and desire and improve the way you view yourself. The technique of using affirmations is to repeat them over and over, so they are embedded into your subconscious and you finally start to believe what you are saying. By believing them, you will follow through on them and accomplish whatever goal you have set for yourself. Whether it's about your habits, your personal or professional behavior or your personality, creating an affirmation can help your mindset so you can conquer a goal. Think of it like this. Working out at the gym is for your physical body, and using affirmations is for your mind!

Visualization is a technique where you clearly work to visualize the future reality you want to be living in. The clearer and the more detailed your vision is, the more impact it will have on your subconscious mind. It is a powerful tool that can motivate you for future success in your life.

Tips to Improve Your Self-Esteem

Let's start with some useful strategies that'll help boost your confidence and self-esteem so that you will feel ready to take on any social situation, no matter what or where you may find yourself:

Preparation Ahead of Time

When you're prepared, your confidence level immediately goes up several notches, because you're sure of what needs to be done. You're alert, attentive and you know exactly what is going on, that kind of confidence can only come from being well - prepared. When your confidence goes up, so too does your self-esteem. Preparation ahead of time is easy when you make the effort to find out what is going on.

Don't Allow Yourself to Dwell in Unhappiness

A low self-esteem invokes negative feelings and emotions. This is why it is so important that you learn to regulate and control your emotions with emotional intelligence. How can someone be happy when they're constantly feeling emotional? When all you can think about are the worst things about yourself and all the things and life, you fail to regulate your emotions properly, and dwelling in unhappiness for too long is how your self-esteem starts to diminish. It is hard to achieve success in life, or find yourself in a leadership position if you're finding it hard to even manage your own confidence and self-esteem because you're constantly unhappy. If you want to improve your self-esteem, it starts with identifying your negative emotions and doing what you can to rid yourself of them.

Don't Psych Yourself Out Either

Self-fulfilling prophecies are real. Thoughts are so powerful that the more intensely we focus on it, the more likely it is to become a reality. If you don't believe in yourself, all the negative thoughts you're thinking will eventually diminish your self-esteem. Don't work yourself up unnecessarily by letting your negative thoughts spiral out of control. In time, you will learn to control this through self-regulation and self-awareness. Another example of why it is so important to regulate your emotions.

Tips to Improve Your Persuasive Skills

Now, let's take a look at how to turn on the charm and your powers of persuasion so you can sway anyone over to your side and instantly become more likable:

Offer Genuine Compliments

People can spot fakes, no matter how good a performance you think you may be putting on. There is just something that will rub people the wrong way if you're trying too hard or being disingenuous. If you have ever encountered someone who is fake that rubbed you the wrong way, you'll understand.

Be an Active Participant

Part of being a charming individual is to be active and present in any situation you find yourself in. People like knowing that they are interesting enough to hold your attention. During a conflict resolution situation, if you hope to persuade people to see where you're coming from, to see your point of view, you need to be an active participant in the conversation to know what's going on.

Smiling

You can never go wrong with a genuine smile. This is one of the most important characteristics that a charismatic person possesses. A genuine smile that immediately transforms any situation. To be persuasive, you need to be viewed as someone who is friendly, approachable and warm. Smiling accomplishes all of that in one fell swoop. A smile can magically transform people and situations in ways we cannot even imagine.

Treat Everyone Like a Friend

The best way to be as persuasive as possible during a conversation is to treat everyone that you meet like a friend. Talk to them the way that you would if you were talking to a friend, trying to convince them to see your

point of view. Even if this person is a stranger than you met 5 minutes ago, don't dwell on that. Pretend as if they are a friend instead.

CHAPTER 23:

How To Approach Your New Leadership Role

A leader is a decision maker; often times this entails considering a myriad of possibilities and deciding on a particular line of action. These decisions build up towards achieving the leaders goal. However, in working towards the goal a leader must learn to evaluate their actions and the state of their progress. How do leaders ensure they make the best decisions? What tools are at your disposal when it comes to leadership, decisions and evaluation? Before teaching you all the handy tricks on how to be a good leader, let's look at how to approach a leadership role. There are many different philosophies on how to evaluate a leader's progress; we will deal with two of the most prevalent trends at the moment: Introspection and Oversight.

Introspection means reflecting on your past experiences to understand yourself, your skills and your limits. It means exploring your leadership style by knowing your strengths and working on your weaknesses. While introspection may seem self-absorbed, it is actually a good way of avoiding narcissistic assumptions. It allows leaders to analyze why they did what they did and detect if their actions were really the best for their followers.

Without reflection, it becomes easy for leaders to excuse their actions and rationalize their behavior without trying to understand them. Introspection really means gaining a deeper understanding of yourself by thinking about your actions and thoughts: Everyone has experience and knowledge in life but it can't be used for anything without reflecting on it. To many leadership gurus such as army field artillery officer col. Eric Kail it is an essential leadership characteristic. He remembers one time when he had been blamed for something that he believed to be beyond his control. He visited his mentor, angrily trying to explain how unfairly he had been treated. The mentor then asked him how not taking the blame would help

his soldiers. The mentor helped Eric reflect on the episode and made him understand through introspection how to be a better leader. If the mentor had just told him that the episode was his fault, Eric would have become defensive and wouldn't have reflected on his own behavior in the same way. Leading is all about helping others to perform better. It didn't matter if the mistake was Eric's fault or not. Him taking the blame for it was the best possible way forward.

Constant introspection is also important for leaders to correct the direction in which they are going to serve their company in the best possible way. Serving does not just mean making strategies that will benefit the company, but also gaining an in depth understanding of the employees, their wishes and how to properly use their expertise. Introspection means listening and reflecting on the things you are told. It means taking into account what is being communicated. Creating good bottom lines doesn't matter if the followers are not following.

Doug Guthrie, organizational sociologist and China scholar, was appointed dean of George Washington University's business school after many years of teaching leadership. He implemented his own plans for the school and successfully solved the problem of underfunding before his second year. Everything seemed to be going well on the surface. However, when looking deeper into the matter, Guthrie realized that he had lost the faculty. They didn't feel any ownership of the strategy but perceived them as Guthrie's personal plans. Through introspection he understood where he had been wrong and managed to change it. By reflecting on his experiences, he has now concluded that listening is in fact more important than strategies. Without introspection, he would probably still be stuck on the same track.

Key to introspection; however, is honesty; in fact, what you might call; brutal honesty; a no-holds-barred analysis of facts. It is a form of self-critique. Effective introspection would only happen when a leader is not unfavorably biased towards herself and as such is able to see where they may have been missteps; which is the main purpose for the exercise in the first place.

Introspection is a popular approach for a reason. It is a humble way of analyzing oneself and reaching conclusions about how to behave and act in

a myriad of different situations, accommodating the complexity of human and organization issues. However, according to some researchers, introspection has its limitation for new leaders.

Outsight One of those researchers is Herminia Ibarra, author of the book ‘Act like a leader. Think like a leader’ who asserts that the problem with introspection is that it is only helpful to leaders who already have some level of experience with leading. Learning leadership skills for people who have never led before is very difficult because of the way adults tend to attain new knowledge. Contrary to popular belief, most people can’t change their behavior by changing their mindsets. They work hard to try to understand themselves and figure out a way to move forward without anything ever happening. Changing your mindset is not how change really works.

As Richard Pascale said: “Adults are more likely to act their way into a new way of thinking than to think their way into a new way of acting”.

Herminia Ibarra found out through her studies that most people need a completely different skillset in their new leadership role than they did in their previous job. The responsibility of leadership oftentimes presents completely different dynamics; and may require the individual to draw on new references other than the ones that have formed their thinking up till that time. Introspection will only lead to a reinforcement of already learned behaviors, which causes a problem when new strategies and ideas have to be adopted. What you needed to get there most likely isn’t the same as the thing you need to succeed in your new leadership role. It is therefore essential that you learn how to change, not your mindset but your actions. Herminia Ibarra advises emerging leaders to start acting like leaders instead of trying to think themselves into it. She calls it Outsight and it’s the concept that if we want to think differently, we will have to change the things we do first.

One of the reasons that acting in new ways is so important is because feelings of identity often tend to sabotage changes before, they can happen. Former experiences shape preferences, dreams and sources of pride. Learning new things often mean stepping out of one’s comfort zone and

finding meaning in new things. With new experiences, new identities are created.

Outsight would require drawing on examples of other leaders and experimenting to replicate their actions in your own unique situations. Outsight is about learning from the world around you by observing and adopting your most admired leadership traits. Outsight would require you to model leaders around you; while you observe their behavior; thinking through their rational, convictions and perspectives which must have informed their decision making and subsequent actions in various situations. As you take on leadership responsibilities you would find this a very effective tool in improving your ability to achieve results.

How to act like a leader Herminia mentions three things you need to think about, if you want to make the plunge and start acting like a leader:

1. Redefine your job your new leadership role will most likely not come with a promotion. Instead you will probably find yourself slowly needing to lead more in your current position. It's easier to find new ways of behaving when it is followed by an equivalent title because everyone around you will know that you are supposed to be leading now, which means they will treat you accordingly. However, when demands for leadership grow without a predefined job description, things get complicated. The first step is to recognize that your job has changed and that your skills will need an upgrade, too. Most people don't find it hard to recognize this need. 79 % of Herminia's research subjects agreed that agility is essential in today's world. However, actually changing often proves difficult. Most people tend to keep doing more of the same thing that they are used to. Herminia mentions an example from her own research, a manager who was making the transition to leadership. Every time he wanted to work on his company's future direction, he got caught up in day to day problems. Instead of trusting his team to take care of it on their own, he kept micromanaging and thus neglecting his actual task. Redefine your new job and make the transition even if you don't feel ready. This would feel like an internal step up; it would involve making up your mind to take on a new responsibility and actively programming your mind for the tasks that would come with it. It is

first a personal activity; your commitment would now be to follow through on tasks; taking up full responsibility of their success or failure.

2. Redefine your network Doing leadership tasks together with other people in your field can spark change both externally and internally.

Externally, it makes others see you as a leader and improves your reputation, which in turn makes you feel more like a leader internally, too. If other people treat you like a leader and expect you to lead them, it will give you confidence to act the part. This will result in bigger expectations from others and give you confidence to pursue more and more opportunities. As your identity as a leader grows both externally and internally, you will seek out more tasks that will reinforce and improve it and the people you lead will increasingly turn to you for more guidance. This is a process called internalizing a leadership identity which is the cycle of receiving more and more opportunities as you do more leadership tasks. However, this cannot happen in a vacuum. Acting like a leader in front of the proper network is essential for your reputation and confidence as a leader.

3. Redefine yourself According to Hermina “No one pigeonholes us better than we ourselves do.” One of Hermina’s test subjects concluded that leaders have to be inspiring, even after acknowledging that he didn’t try to become a more inspiring leader himself. Why not? Why not make the change that we realize we have to make? The reason lies in our nature. Humans are unlikely to do things that go against our identity even if we know it’s the right thing to do. We are ourselves the biggest obstacle for change. The solution to this is to not get stuck on one particular identity. We don’t consist of one single self but of many selves that can be reconfigured through experiences. Herminia Ibarra advises new leaders to be playful. Don’t shy away from opportunities or trying new strategies because they don’t correspond with your current goals, comfort zone, limits or way of working. New experiences change us. They can alter what we want and what we are ready to do to get it. It can feel scary at first because it seems like you are betraying your true self in order to keep up with change, but that is not true. Trying new things simply is what it is. Seeing where it will take you, knowing that you don’t have to commit to them, can do wonders.

With more opportunities, experience and knowledge you will find yourself motivated by new things and chasing new dreams, dreams you would never even have known about if you hadn't given them a chance.

Caution; Leadership requires process Becoming a leader is not something you do in one day. Leadership capacity is not developed instantly; it is built overtime; through practice; making mistakes and learning as you progress. It's not a linear trajectory where you find yourself reaching a final destination point of leadership. Instead, it's a process of learning new skills and redefining your identity. You learn and fail until one day hopefully you look back and realize that you have gained momentum. Trying new things means that you will fail once in a while, but that is the whole point of experimenting. You will find out by trial and error what works and what doesn't. Some of those things you plunge into are bound to fail. Don't get frustrated. Keep trying and develop good coping mechanisms for handling obstacles. This way, you can create a solid foundation for good leadership practice instead of trying to fill in the gap with cheap tricks.

It would not be uncommon for you to make a wrong call or suffer one or two surprises as you mobilize your group towards a specific goal. Therefore, leadership would require from you a long term commitment expressed by the decision to try yet again when things do not quite go as planned. And as you display this resilience with yourself; you can also extend the same to your team members encouraging them against the odd shocks that may come up as they put their best to the goal. This also is an integral part of leadership.

CHAPTER 24:

How to Surround Yourself with Positive Energy

A positive frame of mind will shape our perceptions of the world around us. Negative self-talk is often accompanied by increased feelings of stress and feeling like your current situation is "impossible." It will make your inner voice a pessimist and your entire thought process will become negative whenever you encounter a new challenge or opportunity. This severely limits your experiences in the world, and color the way you react to what is happening to you. It can lead to mental health problems and feelings of inadequacy and insecurity.

To maintain a more positive frame of mind and cultivate a positive mode of self-talk, it's important that you immerse yourself in positivity. Whether it's what you're doing or whom you're spending time with, a shift in positivity could improve your feelings of self in the long run.

Surround yourself with positive people.

Have you heard the saying "You are the company you keep"? It's true that good traits rub off on people. If you are spending your time with uplifting, energetic, and positive-minded friends and family, you will begin to soak in that environment and feel happier. These friendships should provide you support, encouragement, and comfort when you are down. Pay attention to the people in your life, especially if you feel caught in unnecessary emotional drama or stress. Sometimes, the best course for righting your self-esteem is to cut those relationships from your life and form new, healthy bonds that will nurture and cultivate your positive energy.

Read inspirational books.

There's a whole genre of self-help literature that has evolved in recent decades, and it's out there for you and me to consume any time we need it! If you feel trapped in a cycle of self-defeat or are struggling in a certain area of your life (be it weight loss, relationships, career, etc.), seek out literature that will inspire you and guide you towards the life you want. There are tons of books on stress management and meditation, on prayer and positive thinking. Whether it's from your local bookstore or the public library, immerse yourself in the positive literature that inspires you to have a positive outlook in your life.

Consider practicing meditation or yoga.

These two activities have ancient ties to opening and healing the mind and a person's aura of thoughts. They are tied to a person's moods and feelings and allow you to "step out of your head" for a little while each day and focus solely on yourself. You don't have to join a gym or take a class. There are tons of free videos online so you can even partake in the activity from your living room. Try a session and see if you feel in a better mood and more optimistic.

Listen to uplifting music.

Music is a powerful mood lifter and studies show that it can even ease pain and anxiety in patients. Neurological scans of the brain prove that our cells are activated by music. To surround yourself with positive energy, try picking familiar music that you have memories associated with, like your first concert or first CD you bought. Pick pieces that you feel connected to and react to in a good way. Instead of constantly having your brain run over all the activities of the days, problems at work, your mother's nagging, or student loan debts, fill your environment with songs that make you feel better and offer you an escape from your daily life. Don't forget that classical music can also set a very relaxing mood. Instrumental music is also a great alternative to have in the background as you go about your chores and get ready for bed.

Practice positive affirmations.

Whether you recite them to yourself in the mirror after brushing your teeth or before bed, these statements can guide your way of thinking when you feel lost in the day's stresses. It allows you to focus on the positive in your life instead of the negative. Many people feel more in charge of their emotions and more in control after they "talk to themselves", and positive affirmations are a great way to do that.

Fill your free time with activities.

If you find chunks of free time in your day where you are doing nothing but stressing, fill that time with more productive activities. Whether it's working out, taking an art class or volunteering, it can be any activity you feel passionate about and where your interests lie. Fill your schedule with positive activities that invite new experiences and new people into your life. This will allow you to cultivate a more positive energy.

Create a gratitude journal.

This is an effective strategy often prescribed by mental health professionals. It is a great way to take some time every day and jot down what you are thankful for and what is going right in your life. It gives you a record to look back on and reflect if things take a turn for the worst. It's a great pick-me-up to look back at the journey of your year, and see how your blessings may have increased despite the tough times.

CHAPTER 25:

Motivating People

Another vital way that can help you control the emotional environment of the workplace is to inspire motivation. One of the main causes of stress and anxiety within the workplace is a lack of motivation. Whenever people feel overworked, underappreciated and generally disillusioned with their job they will begin to lose the motivation that encourages them to put in their best effort. The end result is not only a lack-luster performance but also a loss of interest in the task at hand. Even worse, the longer a person lacks motivation, the more stressed they become by having a job that doesn't make them happy. Therefore, inspiring motivation is the key to creating a positive emotional environment.

Additionally, you can actually spread emotional intelligence to those around you through motivation. When you show people how to handle the pressures and stresses of the workplace environment through your own actions, you can help them to develop better habits and behaviors of their own. This will cause them to develop emotional intelligence without even realizing it. The important thing is that you always demonstrate emotional intelligence in the things you say and do, thereby setting the standard for others to follow.

Lead by example

There are countless books available on the different styles of leadership and the benefits each style possesses. One thing most books will tell you is the importance of leading by example. While this may sound like a revolutionary concept, the truth of the matter is that every person in charge leads by example whether they realize it or not. If a manager overreacts to every little setback that they face they will encourage each and every employee to do the same. This is because they create the idea that setbacks

are devastating by reacting the way they do. Therefore, even though they don't mean to, these managers increase the stress and anxiety in their environment by reacting in an emotionally charged way.

This makes a lot of sense when you realize that people are no different from animals in nature when it comes to learning. Every animal learns by watching and mimicking the actions of their parents or other animals. This is how ducks learn to swim, sparrows learn to fly and lions learn to hunt. While people are taught new skills at school or with the aid of instruction manuals, the same observational process is still present. Thus, people will develop skills and behaviors based on what they see and experience more than in any other way. This is why leading by example is so vital for controlling the emotional environment of any place, not just work.

Once you realize how leading by example works you can begin to use it to your advantage, as well as the advantage of those around you. The first thing to do is to actively avoid negative behavior. It's not enough to never appear to engage in negativity, however. Instead, you actually have to actively avoid and condemn it. One example of this is how you react to setbacks. Every time something doesn't go according to plan, you need to demonstrate your emotional intelligence in how you respond to the situation. Rather than getting stressed out and lashing out, simply show your confidence in being able to solve the problem at hand. Furthermore, demonstrate the fact that you don't see setbacks as problems in the first place. This will prove that your confidence is more than just a façade hiding your true feelings.

Another way to lead by example is to set the standard regarding principles and ethics. You can't expect others to take punctuality seriously if you are always late or behind schedule. However, when you show up at work on time each and every day and have tasks completed by their deadline, you will encourage others to focus their efforts on always being on time. Additionally, showing integrity is absolutely vital for creating a positive emotional environment. By always being honest with others you will encourage others to be honest with you. This will significantly reduce the stress and anxiety that comes from dishonesty, underhanded actions and other similar elements that only undermine a person's emotional stability.

Reward hard work and success

Numerous studies have shown that another effective way to inspire motivation in a person is to reward hard work and success. All too often the focus in any workplace environment is the consequence of failure. Many companies believe that the best way to get a person to perform at their best is to keep the threat of being fired for failure always present in their minds. Such methods have been shown to not only cause untold stress and anxiety, but also undermine a person's performance rather than improving it. In the end it seems that negative motivation only ever leads to negative results.

Alternatively, it has been discovered that when people are rewarded for hard work and success they tend to perform better on a more regular basis. This is a critical point to understand when it comes to influencing the emotional wellbeing of those around you, especially in the workplace. Every time you reward a person for good behavior you will encourage them to continue behaving in the same way. This holds true for any aspect of performance. By showing appreciation for a job well - done you will encourage a person to continue to perform at their best level. The simple reason for this is that pleasure always beats fear as a motivator. Therefore, always be generous in rewarding those who put in good performances and produce positive results.

Perhaps the most important aspect of rewarding hard work and success is that it fosters a sense of teamwork within any workplace environment. The main reason for this is that most employees are aware of the fact that managers tend to get bonuses when they achieve their quotas. Unfortunately, the average employee is usually left empty handed, even though it was their hard work and effort that accomplished the goal. Subsequently, when you share the spoils of success with those who created the success in the first place it serves to make them feel more a part of the process. The more valuable employees feel they are, the more valuable their contribution will become, leading to even greater success as a result.

Motivation Theory

Motivational leadership isn't a generic concept that projects one specific profile. The caveats are strongly influenced by the unique strategy, model, culture, and context in which it's applied. However, in looking at the very basic components of motivational leadership, you can define it as a product of your own mindset, skills, philosophy and work ethic, and how you apply it to yourself and those around you.

The end result is a type of leadership that motivates you and those around you to actively engage in physical and mental abilities to strive toward achieving goals and objectives versus simply mindlessly following directives to get to a prescribed destination. Instead of micro commands and archaic control measures, motivational leadership uses empowerment as the motor behind the engine of productivity.

Successful workplaces almost exclusively have one thing in common - motivational leadership. Few businesses can go from intellectual property/goods to consistent cash flow without the productivity of multiple workers from design, sales, and marketing to logistics, customer service, and HR.

That's a long chain that can easily kink or break if just a single employee isn't performing, and that clearly affects the success of the company both directly, and from the indirect influence such a worker has in infecting other workers with negativity.

This is where having a motivational leader becomes key to creating motivated, engaged, invested, and positive workers. There's an extensive, multi-layered explanation on the how and why. But it all boils down to a motivational leader's ability to meet a worker's human needs, also called Maslow's hierarchy of needs, which are psychological, safety and security, belonging, self-esteem, and self-actualization. Every human on earth needs these components to effectively function in life and work. Your responsibility as a motivational leader is to find and interconnect those needs with your company's vision and strategies.

The Process of Motivation

Type of Motivation

There are two types of motivation: intrinsic motivation and extrinsic motivation. Before learning how to harness their potential, let's look at what they are and what sets them apart.

What is Intrinsic Motivation?

Intrinsic motivation involves types of behavior propagated through internal rewards. Those that are driven by intrinsic motivation pursue their goals because they get internal satisfaction from these pursuits. Intrinsically motivated people to obtain fulfillment from the journey towards the goal rather than from the reward waiting at the finish line. People that devote their lives to helping others provide some of the most easily identifiable cases of intrinsic motivation.

What is Extrinsic Motivation?

Conversely, extrinsic motivation relates to the type of motivation where the reason for pursuing a goal comes from the potential of receiving an external reward. Being paid a bonus or getting a promotion are both things that others offer to give you the incentive to achieve a task or adopt a new behavior. Parents are often seen utilizing extrinsic motivation with their children to get them to do anything from studying harder at school to behaving in a public space. Childhood offers most of us our first brush with extrinsic motivation.

How Do They Differ?

Besides the source of motivation, intrinsic motivation differs from extrinsic motivation in the degree of effectiveness at driving different behaviors. There also seems to be a cutoff point past which each type of motivation loses effectiveness; a motivational law of diminishing returns, if you will.

A study by the Institute for Evolutionary Anthropology has proved that giving too much of an external reward for a behavior that is inherently internally rewarding results in a reduction in intrinsic motivation. This is called the over-justification effect and can be counterproductive to a business that aims to increase productivity. To give employees the incentive to do better, a company can shift focus to elements that are not necessarily internally fulfilling.

Not that extrinsic motivation has any use in a business environment. On the contrary, external rewards are a powerful tool in driving productivity when thought out and applied correctly. To better understand the implementation of the two motivations and the reward systems that support them, let's look at practical examples of both.

Intrinsic Motivation Implementation, Factors and Examples

Implementing a company volunteer program, whether related to the business's offered services or as something entirely outside the company's normal activities, provides employees with intrinsic motivation to excel in their work. Helping others is already intrinsically motivating for most people, so tying volunteerism into the company culture provides an internal reward that cannot be quantified in monetary value.

For example, if a company is in the food service industry, an activity that promotes intrinsic motivation and is related to the business's operations would be for employees to take time and distribute food to local homeless shelters.

Intrinsic motivation can be facilitated by having the partners of a law firm engage in food drives and dedicating time to the same homeless shelters. The only difference is that with the food service company, the act reinforces a greater sense of purpose regarding the employees' specific field of work. With the law firm, it is not directly related to them, and providing pro bono legal services for the people in need might be a stronger motivator for them. As an intrinsic motivation, it can work in both cases. It just needs to be conceived and organized so it motivates people to contribute to their workplace and community and not be viewed as grunt work.

Another example of intrinsic motivation in the workplace is offering employees more independence as a reward for their quality work. People respond positively when their contribution is appreciated. Independence and achieving a higher status within a company are internal rewards that improve an employees' quality of life and can be a powerful driving factor in productivity.

CHAPTER 26:

Techniques for managing someone else's situational emotions

Anger management

Aggression is a very energy-intensive emotion, not without reason after its splash people often feel devastated. Not receiving external recharge, the aggression very quickly dies out, just like the fire cannot burn if the firewood runs out. Say nothing like that? This is because people themselves, without noticing it, periodically toss firewood into the firebox. One sloppy phrase, one extra movement and the fire rejoices joyfully with fresh forces, receiving new food. All our actions in managing someone else's aggression can be divided into such “poles” that kindle the fire of emotions and “ladles of water” that extinguish it.

Pay attention to what "ladles" are. These are tricks that work if you really want to reduce the level of foreign aggression. There are situations when, when confronted with alien aggression, people want something else: to hurt a partner in interaction, to “avenge something”; prove yourself “strong” (read “aggressive”); and finally, just a scandal for your pleasure.

One of our friends experienced a period of unpleasant dismissal from the company. In one of the last conversations with the head of the personnel department, she persistently reminded him of what rights she had by law. The boss snapped, “Don’t get smart!” After a while, he answered one of her questions, “Don’t be dumb!” Then with an emphasized polite intonation and sweet smile, she sang to him in reply, “Do I understand you correctly, you suggest me not to be smart and not stupid at the same time?” From which the boss fell into complete fury.

Here, as in most other cases of controlling emotions, the principle of goal setting comes into force. What do I want in this situation? What price will I

pay for this? It's not always necessary to reduce the intensity of someone else's anger: each of us probably faced situations where there is only one sure way to respond to outright and undisguised aggression to show similar aggression in response.

In this section, we mean situations where you are interested in maintaining a good relationship with an interaction partner: it can be a close person, a client, a business partner, or a leader. Then it is important for you to transfer your interaction to constructive rails. This is facilitated by "ladders", each of which we will now consider separately.

"Do you want to talk about this?"

The main greatest technique of managing other people's negative emotions is to give a say. What does it mean to "let it out"? In a situation where another person experiences a strong emotion (not necessarily aggression, it can be a stormy joy), use the technique.

Why do we use such rather a harsh language "Shut up"? The fact is that, for most people and in a normal situation, it's hard to silently listen to everything that the other person wanted to tell us. At least just listening is not something to hear. And in a situation where another person does not just express his thought but expresses it emotionally (or very emotionally), almost no one can listen to him calmly. People are usually afraid of the violent manifestation of emotions from others, and by all means, strive to calm them or at least partially restrain the manifestation of emotions. And most often this is manifested in the interruption of another person. In a situation of aggression, this is further aggravated by the fact that the person to whom the irritation is directed experiences rather strong fear. This is normal and natural for anyone, especially if the aggression turned out to be sudden and unexpected (the partner did not gradually boil, but, say, immediately flew into the room already enraged). This fear forces one to defend oneself, that is, immediately begin to justify oneself or explain why the prosecutor is wrong. Naturally, we begin to interrupt another.

At the same time, imagine a person who is very excited and who, in addition, is interrupted. That is why, we use the word "Shut up," that is, make an effort, sometimes great effort, but let him say whatever he wants.

If I listen to him and be silent, then he will yell until the morning! Yes, it often seems to us that if you shut up and let a person speak, this process will continue indefinitely, especially if he is very angry. In this case, the opposite happens, a person cannot yell physically for a long time. If you let him speak freely and listen to sympathetically, after a few minutes, he will be exhausted and begin to speak in a calm tone. Check it out. You just need to be quiet for a moment.

From fear, we sometimes freeze, like rabbits in front of a boa constrictor. We look at the aggressor with unblinking eyes and do not move. Then he does not understand whether we generally listen to him or not. Therefore, it's important not just to be silent, but to actively show that we are also listening very, very carefully.

Use Feelings as Verbalization Techniques

When a person is faced with the aggression of another, for obvious reasons, he wants him to stop being hostile and to speak quieter and calmer. And since for homo sapiens the most important thing is words and logic, it would seem quite logical to invite another person to "calm down". Does this help to achieve the goal?

Unfortunately, no. And even more so, if someone ever recommended you to "calm down", you remember how furious this recommendation is. "Yes, I'm calm!!!" is usually what a person growls in response with increased fury.

Why does this expression have the effect you think?

But it contains a hidden, but quite an obvious accusation, "You are now emotional. You are inadequate. You are hysterical." And although in form the recommendation to calm down is expressed politely and logically, in essence, it is a "run-in" to someone who is already angry. Which, naturally, causes him only an even greater strengthening of emotions.

At the same time, if we manage to remind a person "in emotions" that there are emotions, perhaps, he will be able to realize that he is not behaving very adequately now. It is only important to do it correctly, using all kinds

of words that testify to your doubt about someone else's emotional state: "maybe", "probably", "it seemed to me just a minute", etc.

"It seems to me that you are dissatisfied with something in our interaction now, and maybe even a little annoyed. Maybe I'm wrong, but could you please answer me, how close is this to the truth? "

This, of course, is an exaggerated example, and nevertheless, in an emotionally tense situation, there is not much "fluff"! You can carefully inform the other person about your emotional state with the help of "I-message", for example:

"You know, when you talk to me in a rather loud voice and with a not very happy expression on your face, I'm a little scared. Please, could you speak a little quieter? ... "

When using the "I-message", it is very important to remember the purpose for which you are doing this, to create a general emotionally comfortable background of interaction (which is actually the true goal "I-messages"). "I-message" always indicates the connection between the specific actions of another person and my emotional state, "When you ... I feel ... ", and speaks calmly, in an emotionally neutral tone.

Keep control of non-verbal communication: talk while maintaining calm intonation and gestures.

In a situation where someone quite sharply expresses his dissatisfaction with something, it is usually very difficult to maintain a calm and even intonation. We are either scared and then speak faster and more confused, or we are also annoyed and involuntarily raise our voice in response. It makes sense in difficult communication situations to learn to maintain a fairly even tone and be in an open position.

Never say no to a terrorist!

"Father, but he will perish!"

"Yes, his fate is regrettable ... "

From the movie " Pirates of the Caribbean ".

Most often, when the other person is dissatisfied with something, he personally makes some complaints to us. Not the fact that these claims are fair, justified and generally have at least some relation to us. But the aggressor has already expressed his accusation, which means that you need to somehow react.

What is the first word I want to say if we are accused of something?

- No!
- It's not true!
- It's not me!
- It's not like that!

If you notice, our answers to the questions most often begin with the word “no”.

Starting with the word “yes” is recommended when working with client’s objections. And if you pay attention to how Vladimir Putin answers journalists' questions at his press conferences, you will notice that the words “no” and “but” are practically absent in his texts (unless he consciously uses them).

What is this technique based on? The words “yes” and “no” have a magical meaning for a person. Despite their brevity, they have great significance, often independent (“She said, “ Yes ”!” Or “When the buyer says “no ”...””). The word "yes" means consent, acceptance. The word “no” is a refusal, contradiction, conflict, or end of interaction.

In a speech, it is very popular to begin any answer with the word “no”: “No, well, let's go”, “No, I agree”, “No, well, right.” The word "no" came into our speech almost at the level of a parasite word.

Even if the statement made in the conflict situation is completely true, we often resist it due to the very emotional background of the interaction.

“You came in jeans.”

And away we go ...

But you could just agree, "Yes, I'm in jeans." Moreover, this is an obvious fact. And there would be nothing more to say to the other side. The topic is

exhausted.

Since none of us is perfect, from the point of view of logic, we can respond to almost any criticism with some kind of partial agreement:

“You are unprofessional.”

- Yes, my professionalism can be improved.
- You have little experience in this area.
- Yes, there are people who work in this area more than I do.

“You are not self-confident.”

- Yes, I do not feel confident in all situations.

We suggest learning any answer to begin with the word “yes”. Then, in a conflict situation, you will be able to maintain a more friendly background of interaction.

You can find something to agree with even in the most ridiculous claims and insults. In these cases, we do not agree with the statement itself, but with the fact that such an opinion exists in the world. This is a kind of indirect consent.

- All the women are fools.
- Yes, there are people who think so.
- You are complete mediocrity.

“Yes, you might get that impression.”

What is the nuance of this technique? It is important to find what you can agree with sincerely.

For example, the phrase “Well, you are an idiot” can be answered, “Yeah, I’m an idiot”, “Yes, sometimes I do idiotic things” or “Yes, you might have such an impression”. Among these statements, there is not a single true one. If I just did a terribly stupid thing, I can agree that I’m an idiot. If, on the contrary, I am sincerely proud of what I have done and do not want to agree even partially, then I can say, “Yes, you have the right to think so.” In all other cases, it will be more appropriate to use some kind of partial consent.

And the last aspect of the technique. In some books on sales, you can find the reception "Yes, but ...". Like, first agree with the buyer, and then show him your counterargument.

Please read the following phrases carefully:

- Yes, this is indeed a very important project, but in the next six months, we are unlikely to have an opportunity for its implementation.

- Yes, this is an interesting book, but now I don't have time for it.

"Yes, you're right, but I think ..."

Did you manage to feel how the "but" union works? No wonder among psychologists, it is called "opposing". That is, it contrasts one part of the sentence with the other, denies everything that was said before it. And your project is not so important, and your opinion is not at all interesting to anyone. In other words, you said "yes" at the beginning, but by the second part of the statement, you crossed out everything you said before.

What to do to not talk about counterarguments? One can speak, only use another union, connecting "and". Then you combine the two parts of the statement, and both of them have a right to exist:

- Yes, this is indeed a very important project. At the same time, in the next six months, we are unlikely to have the opportunity to implement it. Let's get back to this conversation in the fall.

Or do not use any union at all, but simply pause.

- Yes, I understand, the book is very interesting. Now I planned to read another.

Can you feel the difference between the first set of phrases and the second? It seemed to be one word, but it was perceived completely differently.

However, there are situations in which a "but" particle can be used:

- In the next six months, we are unlikely to have the opportunity to implement your project. But it is really very important!

For what purposes is this technique used (it is called "Total YES")?

Firstly, it allows you to reduce the emotional stress of a communication partner. When his attack does not meet resistance, but even on the contrary, he hears the yes in response, his "body" calms down.

Secondly, you manage to find something to sincerely and calmly agree with, and your own background remains calm. "Indeed, sometimes, I do stupid things. It is a fact". And the attitude to this as a fact remains neutral.

CHAPTER 27:

Team Spirit

Now, “a good climate in the team” and “team” are almost synonyms because it is known that team members “are always cheerful, and are like mountains behind each other”. That is, the team reigns in a mood that we would like to achieve in our team, managing the emotions of employees. This is true: in a real team, as a rule, the emotional background is quite stable and positive (that is, joyful and at the same time energetic, focused on achievements). Another thing is that these teams are very few. Hardly ever. Therefore, it makes no sense to expect from subordinates that they will feel better if they are called "one team." However, this is exactly what happens very often.

Knowing that a team is a group of people that can provide super-results for a company, many managers want to achieve this effect and call their department a “team.” However, from one name, the group does not become a team; moreover, for her to truly become a team, quite a lot of time must pass. And it’s not always that business needs it in teamwork. Therefore, in this part, we will pay attention to better understand this difficult concept, and in the end, we will talk about how you can achieve the mood that is present in teams, even in a regular working group.

What is a team?

Most often, a team is perceived as a group of people with a common goal. Is it so? Let's look at an example. Imagine a bus stop at which eleven people stand. They all have one goal, right? What happens when the bus comes up? People will begin to interfere with each other, striving to achieve their own goal. Not really like a team, is it?

Imagine then that these eleven people are a domestic football team that needs to get to the stadium. Then each of them will help the other to get on the bus: someone will hold the door, someone will support a friend...

What is the difference between the two groups? It seems that there is a common goal, but in one case, people help each other, and in the other, not. The answer is obvious. People just standing at the bus stop achieve their goal alone; they do not need others. The team will achieve its common goal only if all eleven people are in the stadium. This goal can only be achieved by acting together. Moreover, each team member agrees with this. He recognizes and shares this common goal.

Then we get the definition of a team, this is a group of people who have a shared common goal, which is difficult, if not impossible, to achieve alone or with another group of people.

That is why it is so difficult in business to talk about real teams: new people come to the department, someone leaves for another project, someone quits altogether. But we still achieve goals, albeit with different staff. Even in sports teams, players change periodically. Therefore, in business, we can talk at best about a team of leaders (lucky for the business whose leaders are really a team) or about project teams. Since in all other cases, the composition of employees most often changes one way or another.

There can be no talk of a team even if a group of people does not have a shared common goal. Therefore, in the process of team building, it is necessary to formulate such a goal (or goals). Even if the company has its own mission, strategy, and annual goals, the team needs its own goal, for which this particular composition of participants is important and which has a certain time frame. Jim Collins, in his research of great companies, noted that they have what he called the BHAG, literally translated as “big, hairy, ambitious goal”. The presence of such a goal will make it possible to combine the efforts of team members and will serve as a constant motivator for them.

If you have a fairly unchanged composition of group members and have an understanding that you can formulate a shared common goal, then you can begin to move along the path of team formation. Why start the movement? Because it is not a fact that this group will succeed in becoming a team. But it will work out to increase the effectiveness of teamwork by increasing a certain “team spirit”, forming a “team spirit”.

The next thing that is important for us to understand in the process of team building, especially from the point of view of emotions, is the stages that the team goes through in its development. Even if you do not plan to create a team from your team, any group goes through similar stages in its development.

It all starts with the addiction phase. What are people who have just started working together dependent on? First of all, from social stereotypes and politeness. Starting to work in a new place (as well as starting any new relationship), we strive to show ourselves in the best possible way. We are ready to sacrifice some of our interests. We follow generally accepted norms of behavior in society and norms of courtesy. If a person is naturally hot-tempered, he will try to control himself. If he is often late, he will make efforts to arrive on time. As everyone seeks to show their best side, good relationships quickly form between people. In a sense, this stage can be called the stage of “falling in love” (regardless of what kind of relationship we are talking about). Everyone likes each other very much, all are very happy with each other and sincerely believe that they are very lucky. In personal relationships, they say that "this is the person whom I have dreamed about all my life".

What is characterized by this stage? The group members still have little trust in each other, and, accordingly, there are a large number of fears. At this stage, people are not inclined to reveal their true interests, and therefore, their motivation for working together is still not very great (despite the euphoric mood). This does not mean that this stage is not important. It's bad if the group “gets stuck” at this stage and does not move on.

But what should happen next? Gradually, the level of trust in the group grows a bit, and each of its members, a little earlier or a little later, begins to become more open and sincere. Members of the group at this stage are ready to defend their interests (at the first stage, they could have given them up), different roles begin to be distributed in the group, leaders stand out, etc. This stage may be more conscious or less conscious. Group members may appear on this stage more vividly in defending their interests, but they may be silent and accumulate discontent. Does it not remind you of

anything? At the second stage of its development, the group finds itself in a stage of a conflict. This stage cannot be avoided; it can only be passed like any conflict.

What will be the destructive passage of the conflict? The members of the group at this stage experience intense fear and deep disappointment. These wonderful people turned out to be completely different from who they claimed to be! This one screams for no reason. He believes that I need to do my work differently, another argues all the time, and someone slows down the work of everyone else. Since each of the members of the group decided to be more sincere, we immediately saw each other's shortcomings. What do the group members want in this situation? Sometimes to leave or run away ("I was mistaken, and this company does not suit me"). More often, it is to "hush up" the conflict, to return to the stage at which we were all so polite and pleasant. And often, the group succeeds, then the conflict goes to a hidden stage, and outwardly, everything looks as if with decorum and decency. The group members drink beer together, tell jokes to each other, and look very friendly. But remember a conflict at a hidden stage does not cease to be a conflict. The task of this stage is for the group to jointly understand the shared common goal, the interests and characteristics of each, and to coordinate them with the common goal. Hence, in these teams, such deep motivation arises, everyone understands how achieving a common goal helps him achieve his interests. Moreover, since the members of the group are aware of these interests and recognize them, they also help me achieve what I want. And I, too, am interested in helping each of them, often even compromising their interests because everyone needs a team to succeed. This links the team with invisible threads, and everyone is ready to stand behind another mountain.

There are few such teams.

How to go through the conflict stage constructively? Recognize your interests, find out the interests of other members of the group, listen and ask again. Then it is important to agree on a shared common goal and coordinate the interests of each for that purpose.

If the conflict stage is constructively completed, a deeper feeling arises based on sincerity, greater psychological closeness, and trust of team

members to each other. Moreover, the participants realize that “we can be together in sorrow and in joy”, that is, if difficulties arise again in the future, we will be able to resolve them again. The bonds between group members are becoming stronger. Expressed through a metaphor for relationships; this is no longer love, it is love.

What other stages does the group have to go through to become a team? It remains to develop joint norms and rules of work. Usually, this happens by itself during the constructive passage of the stage of conflict, so that these two stages the group goes through simultaneously. What are the rules and regulations of the team? These are some fixed agreements on how we work together. What is accepted and what is not accepted. What to do in certain situations. This may be a kind of "team code." At this stage, joint rituals and festivals often arise. This stage is necessary so that diverse people can work together comfortably. And very different people work in a good team; there is no reason for similar ones to join a team. Therefore, such a popular phrase “like-minded team” is very controversial. People think differently in a team! Both the norms and the rules of teamwork allow these people to agree on how to combine their efforts in the most efficient way. Ideally, each team member easily follows the general rules, as he understands that they help the team achieve a shared common goal.

Finally, the last stage of team building is the so-called work phase. This does not mean that before the team members did not work. This means that only now the team is reaching the peak of its effectiveness. A sport team suddenly begins to win all the games one by one, and with apparent ease. Observers from the outside seem that everything happens with ease and effortlessly, that the “team” is constantly lucky.

In business, the work of these teams is more difficult to notice, because we rarely manage to observe the work of teams from the inside. But, sometimes, it is possible to see, for example, two people who are even somewhat similar to a couple who have lived together for many years: one begins the phrase, the other, ends.

So, for those people who have not seen this, it seems that these two were just lucky to meet each other, “coincide so well” and establish a proper team or a joint business. The process of team building, however, as a rule, is

quite long precisely because it takes time to go through the stage of conflict and a lot of strength and patience.

However, if you plan to work with someone for a long time, it is worth the effort to form a team. The final effect is worth it.

CHAPTER 28:

Emotional Intelligence for Leadership: Conclusion

The next step is to put the information here to practice in whatever area of leadership you are involved in. Remember that knowing your emotions and understanding those of others is a great success because it enhances relationships and brings people closer to each other. On the other hand, not being able to control your emotions is a recipe for disaster, because not only will you find it difficult relating with other people, but they will often find it hard to relate with you in a respectable way. Therefore, if you can learn to understand and cultivate self-awareness, you will know exactly what you are capable of, what you can expect from the individuals in your team, and how to make life easier for everyone you relate with.

There is no doubt about how powerful motivation is and the value it has on an individual's emotional intelligence. Every leader must strive to develop intrinsic motivation or achieve self-motivation in everything he or she does, especially in situations where his or her followers can witness. One of the advantages of this is regardless of the outcome of a team's efforts; a leader will stay focused on what is important because their fulfillment is in the process, not just the results.

Furthermore, when relating to everyone in his or her environment, a leader needs to be empathetic. Some of the demands you might have on your followers might be normal and reasonable, but if your level of empathy is low, you might not have the time or motivation to find out why some are failing. Team members and followers are all human beings, and it is possible for them to go through tough times that they fail to accomplish even the simplest of tasks.

If you have read from the beginning of this book up till this point, you are well on your way to making significant progress already! I encourage you

to put aside the fear of failing and seek out opportunities to demonstrate what you have learned in this book. Start by taking baby steps. There is no point in rushing into giant strides that are not sustainable. Move at a comfortable pace and you will be pleased with your progress as you do so.

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MANIPULATION TECHNIQUES

*The Ultimate Guide to Influence People with Persuasion,
NLP, Dark Psychology, Emotional Intelligence,
Mind Control and How to Manage Your Emotions*



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