

- Fiddling with objects = unsure; needs tangible touching to feel comforted. Also signifies highly charged overflow of physical energy.
- Clutching chair arms = holding onto reality. Needs an anchor. Another sign of tension.

Eye Contact

- How and/or *if* we make eye contact is a most eloquent source of information.
- Steady gaze = calm interior; sense of security and strength about oneself.
- Shifting glances = obviously unable to hold his/her ground; to confront you.
- Looking over your head or down = solo monologue; not taking the listener into account.

Look for Anger, Impatience, Hostility

Throughout the encounter, stay tuned into the other's body language. Notice what else is being transmitted non-verbally if you want to know more about how your opposite number is accepting you and your material.

So—Openers are for getting you started, warming up the environment and helping the opposite number to feel comfortable and more in touch with you. But they're also to help make the first quick evaluation we're all so good at, and to use that information in the encounter itself.

Now, to what the meeting's about.

SUBSTANCE

Up Front: Agenda, Goals, Time

If *you* called the meeting—introduce your subject by starting at the beginning, as we discussed in Chapter 5.