



NO HITTING ALLOWED!
**How to Successfully Negotiate
Anything with Anyone Anytime
And create a Win-Win for your Customer**

By Joanne Chando, ABR, AHWD, BPOR, CDPE, CIAS, CIPS, FMS, GREEN,
GRI, HAFA, ITI, LCIW, MRP, PMN, PSA, RSPS, SFR, SRES, SRS, TRC, 1031 Exchange Specialist

www.JoanneChando.com

TABLE of CONTENTS

Course Objectives

What is Negotiating?

DCD: Discussion, Compromise, Deal

How to separate the People from the Problem

Control the outcome by first understanding yourself

What is your “dominate” type?

What is the “dominate” type of the other party or parties?

This is not a war, this is not a battle

What is your motivation? What is your customers’ motivation? What are the motivations of the “other side”?

How to be and remain objective, others may get “emotional”

Anger is not a solution nor is it an effective technique

Let’s look at Hard vs. Soft Negotiators

Who has the Power? Remember perception = reality!

The 10 Most Effective Negotiating Techniques

No Hitting Allowed, by Joanne Chando

COURSE OBJECTIVES

At the end of this course the Student will be to:

- Articulate what negotiating is and is not.
- Explain how to separate the personalities from the problem.
- Recognize their own 'triggers'.
- Explain how to exercise self-control & adaptation.
- Describe the dominate personality type of all parties in the negotiation and how to create a good relationship with those customers.
- Adapt negotiating techniques to the personality type of customers in the negotiation to maximize communication.
- Identify true motivation & develop options that suit the situation.
- Recognize Hard vs. Soft Negotiators and the most effective way to reach them.
- Describe how a Realtor can communicate with his/her customer by utilizing one or more of the 10 most effective techniques.
- Identify other, more advanced, education options.

WHAT IS NEGOTIATING?

ne·go·ti·ate [nə'gōSHē,āt]

VERB

negotiating (present participle)

**try to reach an agreement or compromise by discussion with others:
synonyms: discuss terms · talk · consult · parley · confer · debate · [more]
compromise · mediate · intercede · arbitrate · moderate · conciliate · bargain ·
haggle**

obtain or bring about by negotiating:

**synonyms: arrange · broker · work out · thrash out · agree on · [more]
settle · clinch · conclude · pull off · bring off · transact · sort out · swing
find a way over or through (an obstacle or difficult path): get around · get past ·
get over · clear · cross · surmount · overcome · deal with · cope with**

DCD:
Discussion, Compromise, Deal!

The 3 Steps all negotiations follow can be boiled down to DCD:

All negotiations begin as some form of **Discussion**, whether it's a statement offering a price for a service or item or a question about what is being offered and why, the opening salvo can set the tone for a successful outcome or a total failure to get to a meeting of the minds on the subject.

The next step is to find the **Compromise** – what can be agreed upon, what has to be discarded, what is the 'deal breaker'....

Finally, after everything is hashed out the parties get to the **Deal** – the terms are usually written up and then all parties sign.

TIP: Always seek to be a Creative Collaborator rather than Aggressively Confrontational when approaching any negotiation opportunity.

Separate the People from the Problem

The key to success is to step back and separate the people from the problem. Sometimes this is easier said than done.

We all have a tendency to focus on the people and their personalities – we like or dislike them, how they look, how they sound, what they’re wearing. What we should be concentrating on is what the nature of the problem is that we are trying to negotiate to an agreement.

Set aside your personal likes and dislikes about the other party – and start looking at the situation not the person.

FEEL/FELT/FOUND

The **Feel/Felt/Found** technique works especially well when we’re dealing with customers who are just in such a state that they’re unable to separate the person (or themselves) from the problem. They may be upset, angry, yelling and acting out. You may also employ this method when the agent you’re working with on the other side is upset by their customer, is getting bullheaded and difficult to communicate with.

Step One: (you express *empathy* by saying) **“I understand how you feel.”** And then be quiet. This in itself will often diffuse a volatile situation. Let that sink in before you rush to the next statement. The other party may need to vent a little now that you’ve opened the door to conversation.

Step Two: (with *compassion* say) **“Other** (sellers, buyers, agents, closers whatever fits the circumstances) **have felt that way, too.”** Again, stop and be quiet. Give the other person a chance to speak.

Step Three: (using a *soothing tone* say) **“Here’s what they found when I (or when they or when we did or said ...”** You provide an option or more than one as a solution which allows them to calm down and, importantly, save face.

Self-Understanding
Leads to Self-Control
Leads to Success as a Negotiator!

Before you can understand someone else it pays to take the time to understand yourself.

- What triggers you to be cooperative in a situation?
- What sets your teeth on edge to the point where you can't even think straight you're just so upset?
- How do you feel when you think you've lost power?
- Do you look for confrontation?
- Do you start every negotiation as an argument?

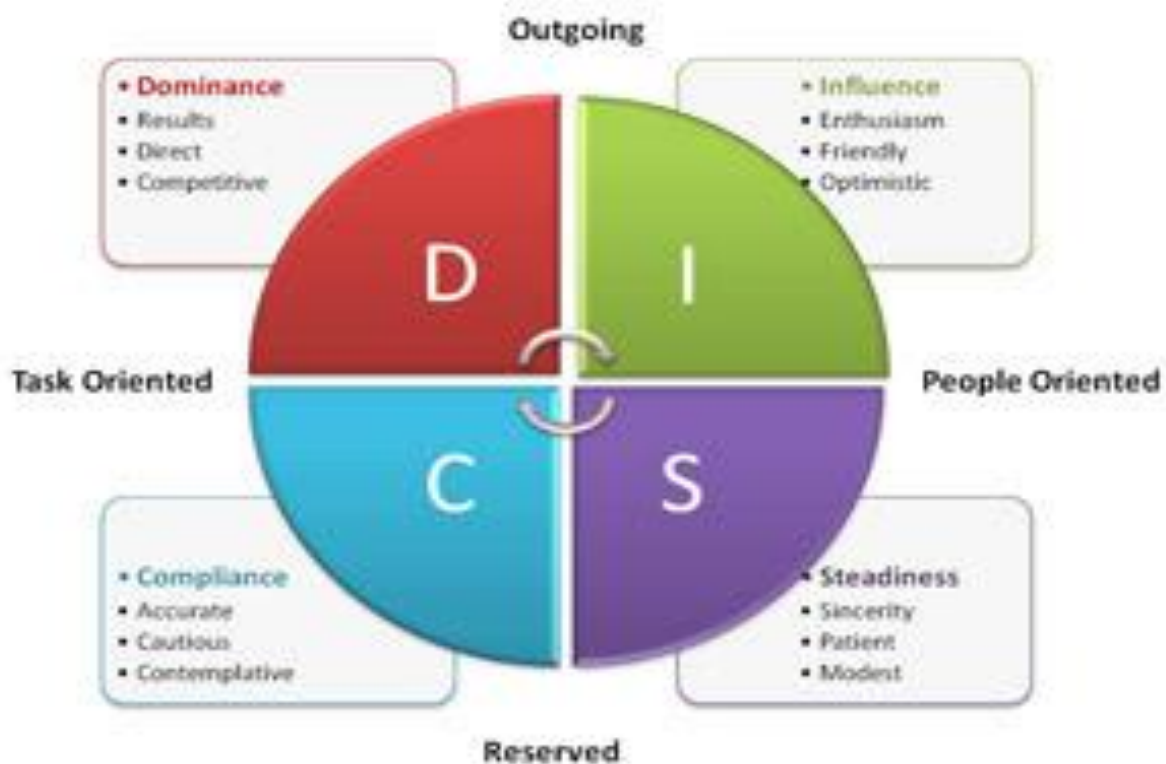
Let's look at the different personality types and discover which best describes you!

You'll also need to understand what the dominate personality style is of your customer. Why? Because they've hired you to represent their interests. You do not have to match their style but you **MUST** understand it and be able to adapt your communications to them so they feel you "get" them and their needs.

You'll also need to quickly ascertain the personality types of all the other parties to the negotiation before you can consider how to approach each deal making opportunity.

WHAT is your DOMINATE STYLE
&
WHAT is the DOMINATE STYLE of YOUR CUSTOMER
&
Other Parties to the Negotiation?

The parties involved are more than just two agents and a buyer and seller. You're negotiating with each and every one of them every time you have a conversation regarding your transaction. It's as important to understand the dominate style of the title agent as it is to understand your customer!



PERSONALITY TYPES KEY



Extroverts

are energized by people, enjoy a variety of tasks, a quick pace, and are good at multitasking.



Introverts

often like working alone or in small groups, prefer a more deliberate pace, and like to focus on one task at a time.



Sensors

are realistic people who like to focus on the facts and details, and apply common sense and past experience to come up with practical solutions to problems.



Intuitives

prefer to focus on possibilities and the big picture, easily see patterns, value innovation, and seek creative solutions to problems.



Thinkers

tend to make decisions using logical analysis, objectively weigh pros and cons, and value honesty, consistency, and fairness.



Judgers

tend to be organized and prepared, like to make and stick to plans, and are comfortable following most rules.



Feelers

tend to be sensitive and cooperative, and decide based on their own personal values and how others will be affected by their actions.



Perceivers

prefer to keep their options open, like to be able to act spontaneously, and like to be flexible with making plans.

SOURCE: "Do What You Are: Discover the Perfect Career for You Through the Secrets of Personality Type" by Paul D. Tieger, Barbara Barron, Kelly Tieger

BUSINESS INSIDER

NEGOTIATING
IS NOT A
BATTLE!



The goal of any and all negotiation is to get to YES! Starting out in full out battle mode will bring that to an immediate halt.

We live in a world today where many people think that they have to be aggressive, hostile and argumentative with the “other side” to be a ‘tough negotiator’ and so from the first word they act as if they’re in a war zone.

Do not allow yourself to be sucked into that thinking. Attack and counter-attacking will not get you where you want and need to go. You will not serve your customer if you get into the mud with the other agent and/or their customer.

Most negotiations are not life or death circumstances so don’t behave as if someone is going to die! The cooler you are, the more in control of your own emotions you are the more empowered you are and can be on behalf of your customer – remember that’s why they hire us.

LEARN THEIR MOTIVATION

(understand yours)

&

IT WILL REVEAL EVERYTHING

YOU NEED TO KNOW!



Motivation is not a “position” – you need to try to see whatever you’re learning from the other parties’ perspective. And that means the other agent and their customer.

Motivation can be URGENT, Moderate or Negligible: understanding the motivation allows us to begin formulating our negotiation approach. Without understanding the motivation of all parties in the transaction we’re negotiating blindfolded with one arm tied behind our back.

Here are some **Urgent** circumstances driving motivation:

- Job Relocation
- Loss of Employment
- Loss of Spouse

Name 3 or more other Urgent motivators you’ve experienced:

- 1.
- 2.
- 3.

No Hitting Allowed, by Joanne Chando

Name 3 **moderately urgent** circumstances driving motivation:

- 1.
- 2.
- 3.

Name 3 **not really urgent** at all circumstances driving motivation:

- 1.
- 2.
- 3.

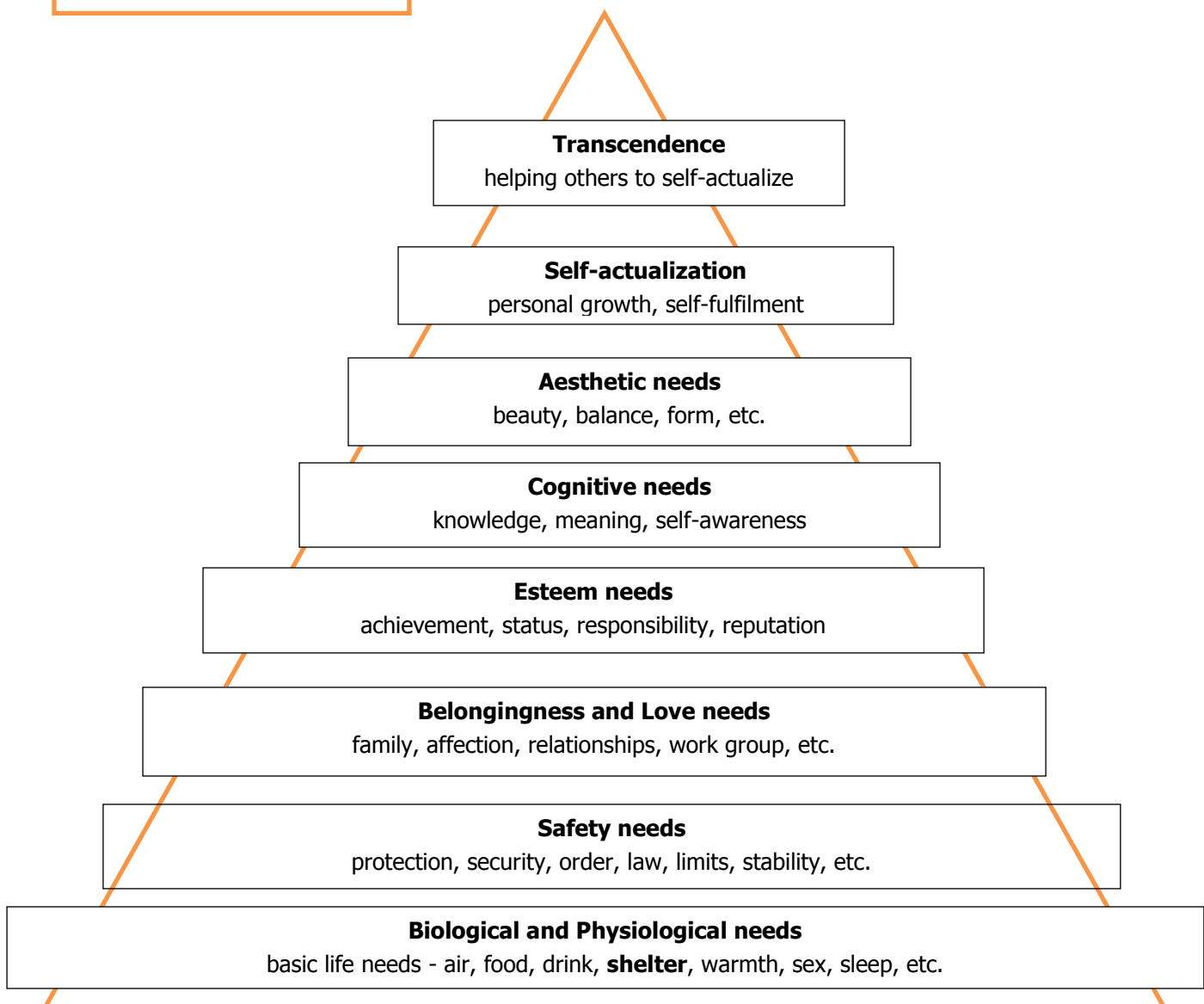
Remember that we're dealing with another agent or agents, buyer, seller, appraiser, home inspector and other inspectors, loan officers, underwriters, title agent, closer and more ... it takes a village to get a deal to the closing table. You need to take inventory of the motivation of ***all the people*** you'll be working with to be able to get the cooperation you need.

No Hitting Allowed, by Joanne Chando

Abraham Maslow developed the Hierarchy of Needs model in 1940-50s USA, and the Hierarchy of Needs theory remains valid today for understanding human motivation, management training, and personal development. Below is the 8th and most recent adaptation of his model. Note that in ALL versions the Foundation level of the Hierarchy pyramid always includes SHELTER.

Adapted 8 Level

**Hierarchy of Needs diagram,
based on Maslow's theory**



¹ www.BusinessBalls.com

DEVELOP OPTIONS

Developing options skills come from practicing thinking outside the box.

In the BOX thinking & language:

“But, we’ve always done it this way.”

“This is the way I do it.”

“That won’t work, don’t even try it.”

“Change? No! That makes me uncomfortable.”

“You can’t do that! That may work where you’re from, but that’s not how we do it here.”

PROBLEM – *IDEAS* – TRY THIS OUT – TRY THAT OUT – TWEAK IDEA -SOLUTION!

Outside the BOX thinking & language:

“What would happen if we tried this?”

“How would it feel if we took a look at this from a different direction?”

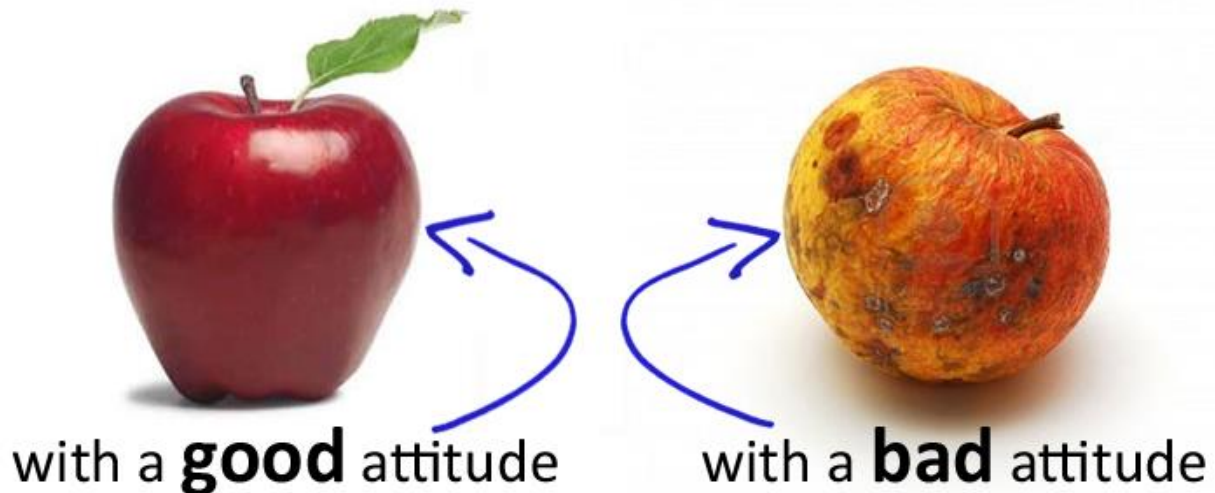
“Let’s split the difference and see if we can get to a happy Yes for everyone!”

“What if we take a second look at the roadblocks one by one and see which we can get past now and hold off deciding on the others for a bit?”

- What’s an instance where you or a cohort “thought outside the box” and got to a mutually beneficial solution?
- What was it?
- How did it feel to you to get past the problem to the solution?

How Things Look with an **Attitude**

by Robin Slater



WATCH BOTH 'WHAT' YOU SAY & 'HOW' YOU SAY IT

Be careful with words ... they can be forgiven but will not be forgotten!

In addition to understanding the personalities involved in a negotiation it's important to be careful with your choice of words – that's the **What** of the equation. You want to try to use positive phrasing without adding challenging or negative words which serve to stop a conversation.

“Are your buyers crazy? In this market? Why should we even consider this a serious offer? My seller won't even discuss it and she'll be angry on top of everything else.”

Well, there you are – end of story.

No Hitting Allowed, by Joanne Chando

“Let me bring this to my seller and discuss it. Can you help me out by sharing with me some of your buyers reasoning? What got them to this price? If I can explain and share some of their position I may be able to get a counter offer.”

Who would refuse to answer your questions when you put it like that? You’re clearly stating that you want to work toward the common goal of an accepted offer.

The **How** is not quite as easy to quantify. If you’re speaking in person you want to make sure your body language is not telegraphing a message which is different from your words – i.e. ridged back, arms crossed over your chest. If you’re speaking on the phone make sure to take a breath, try to smile before you speak and keep your modulation even, somewhat slow and pleasant. Ditch the ‘tude

These skills take practice.

Let’s try a few here – break into groups of 3:

- ✓ One will create a scenario which needs to be solved (i.e. a ridiculously low-ball offer, or a timeframe that can’t be met... be creative with your “problem.”)
- ✓ One will play the Inside the Box thinker.
- ✓ One will play the Outside the Box solution finder.

Then switch roles with the same scenario.

- How does it feel to be stuck on one way to do something?
- How does it feel to be the one to try to come up with a creative solution?
- Did you employ DCD and get to the Deal? If not, why not?

No Hitting Allowed, by Joanne Chando

TEST YOUR BODY LANGUAGE KNOWLEDGE:

(UNDERLINE or CIRCLE the CORRECT ANSWER)

1. Body language is also known as (What?), derived from Greek, meaning motion: Aesthetics; Kinesics; Biometrics; or Mnemonics?
2. Reliable interpretation of a single isolated body language gesture is possible: Always; Usually; Frequently; or Never?
3. Body language is also generally called, and categorized within, what well-established term: Secret messages; Unconscious mime; Non-verbal communication; or Histrionics?
4. Paralinguistics, typically defined outside of body language, refers to: Speech intonation/sound; Crying; Vocal pauses; or Swearing and blasphemy?
5. When a person moves his/her eyes left, this generally indicates what sort of thinking/communication: Creative; Factual recall; Fearful; or Unhappy?
6. When people meet they tend instinctively to form initial views about each other based on body language: Within a few seconds; After two minutes; After half an hour; Rarely inside an hour?
7. Within body language the physical space/closeness between people is significant and called: Agoraphobics; Demographics; Proxemics; or Ergonomics?
8. Who wrote 'The Expression of the Emotions in Man and Animals' in 1872, considered the start of body language science: Sigmund Freud; Desmond Morris; Charles Darwin; or Charles Dickens?
9. Within body language, a person's surrounding space, and positioning with objects/others are: Very significant; Unimportant; Impossible to interpret; or Only applicable to teenagers?
10. Besides effects of drugs and darkness, dilated (enlarged) pupils in a person's eyes are generally an indication of: Concentration/attention; Desire/attraction; Fear/disgust; or Hunger/thirst?
11. Physiognomy, related historically to body language, interprets human characteristics from a person's: Face; Movement; Sleeping; or Eating and drinking?
12. The modern 'science' of body language/kinesics was established in the: 1850s; 1910s; 1950s; or 1990s?

No Hitting Allowed, by Joanne Chando

13. Related to body language, Kinaesthetics (or Kinesthetics) is the study of: Parenting; Fashion; Learning Styles; or Punishment?
14. When a person holds his/her chin up this generally indicates: Submissiveness; Fear; Defiance/confidence; or Approval?
15. Related to body language, the communications/psychology concept NLP is called fully: Non-Language Psychology; New Language Principles; Neuro-Linguistic Programming; or No Lingo Parlez?
16. Author of the 1971 book 'Body Language', which helped popularize the subject, was Julius: Fast; Slow; Medium; or Spin?
17. Body language is considered to be: Wholly genetically inherited ('nature'); Wholly conditioned and learned ('nurture'); or A mixture of the two ('nature and nurture')?
18. When a person touches his/her nose with finger(s) while talking, this generally indicates: Honesty; Fabrication; Desire; or Impatience?
19. According to research, the perception and interpretation of body language is generally strongest in: Men; Women; Babies; or Young people?
20. According to generally accepted 20/21st century body language theory, which two of these are not among the 'Six Universal Facial Expressions': Happiness, Hunger, Sadness, Fear, Disgust, Surprise, Anger, or Drunkenness?
21. When a person tilts his/her head to one side this generally indicates: Suspicion; Anger; Submissiveness/trust; or Readiness to run away/fear?
22. Body language - when comparing people - varies according to a person's age, condition and context: Definitely; Rarely; Never; or Only among teenagers?
23. To what degree can body language be 'faked' (to mislead people): All signals; No signals; Some signals; or By teenagers only?
24. The human body is capable of how many different movements: 2,000; 26,000; 93,000; or 700,000?
25. When a person moves his/her eyes right, this generally indicates what sort of thinking/communication: Creative; Factual recall; Fearful; or Unhappy?

BE OBJECTIVE, OTHERS MAY GET EMOTIONAL
YOU MUST REMAIN
'COOL, CALM & COLLECTED'!



Remember it is **NEVER ABOUT YOU**. It is **ABOUT THEM!**

One of the challenges we have professionally is that we tend to take very impersonal things and make them all about ourselves. This is a dangerous position to take and only leads to dead ends and misunderstandings.

You're in this situation to find acceptable solutions for the **PROBLEM** at hand. Not for the *people* at hand.

If one of the parties behaves badly, speaks unprofessionally or worse starts acting out, our natural tendency is to take it all to heart. Our feelings get hurt. We get upset. These emotions cloud out our skills and replace them with confusion.

We then start avoiding that person altogether. And that leads to a dead end in negotiation.

Step back, take a deep breath – maybe take some time away from everyone involved (an hour or a day) and get back to where you need to be: in control of your emotions and of the situation. You can address bad behavior and unprofessional speech if you feel you must. But might it not serve you better to walk back from that episode, reboot and start again?

It's always disappointing when a peer treats us poorly but dwelling on how hurt and upset you feel, how unbelievably bad they're acting, how unprofessional they seem only serves to get YOU more agitated.

If there is a Code of Ethics violation you will handle that by filing a Grievance after the deal has concluded. Meanwhile you need to get a grip on your own emotions and move forward.

ANGER is NOT POWER!

Attempting to win a negotiation by using Anger rarely ever succeeds.



Anger

From Wikipedia, the free encyclopedia

Anger or **wrath** is an **intense emotional response**. It is an emotion that involves a strong uncomfortable and hostile response to a perceived provocation, hurt or threat. Anger can occur when a person feels their personal boundaries are being or are going to be violated. Some have a learned tendency to react to anger through retaliation as a way of coping. Raymond Novaco of University of California Irvine, who since 1975 has published a plethora of literature on the subject, stratified anger into three modalities: cognitive (appraisals), somatic-affective (tension and agitations), and behavioral (withdrawal and antagonism). William DeFoore, an anger-management writer, described anger as a pressure cooker: we can only apply pressure against our anger for a certain amount of time until it explodes.

Anger is an **emotional reaction that impacts the body**. A person experiencing anger will also experience physical conditions, such as increased heart rate, elevated blood pressure, and increased levels of adrenaline and noradrenaline. Some view anger as an emotion which triggers part of the fight or flight brain response. *Anger is used as a protective mechanism to cover up fear, hurt or sadness*. Anger becomes the predominant feeling behaviorally, cognitively, and physiologically when a person makes the conscious choice to take action to immediately stop the threatening behavior of another outside force. The English term originally comes from the term *anger* of Old Norse language. **Anger** can have **many physical and mental consequences**.

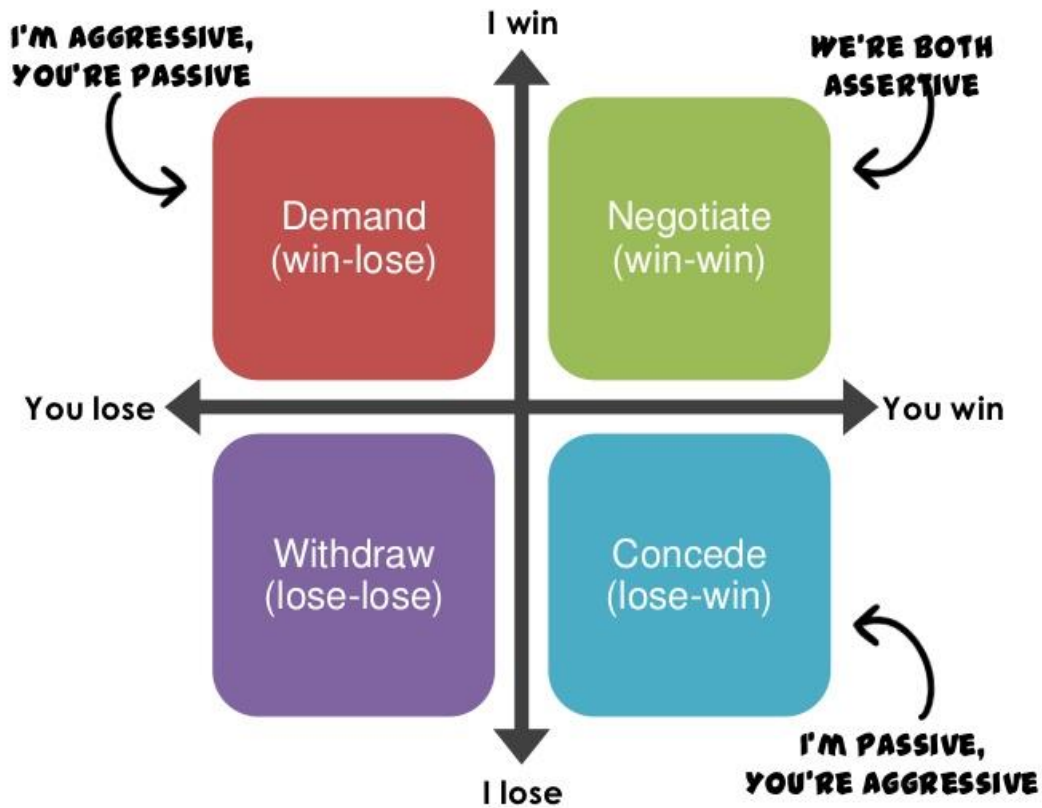
The external expression of anger can be found in facial expressions, body language, physiological responses, and at times public acts of aggression. Some animals, for example, make loud sounds, attempt to look physically larger, bare their teeth, and stare. The behaviors associated with anger are designed to warn aggressors to stop their threatening behavior. Rarely does a physical altercation occur without the prior expression of anger by at least one of the participants. While most of those who experience anger explain its arousal as a result of "what has happened to them," psychologists point out that an angry person can very well be mistaken because ***anger causes a loss in self-monitoring capacity and objective observability***.

HARD vs. SOFT Negotiators



HARD Negotiators believe that:

- Everyone is the **“enemy”**
- **Pressuring** everyone to win is acceptable
- Seeking **one-sided** gain
- Win at **all costs**



SOFT Negotiators work under the premise that:

- Everyone should ***“get along”***
- ***Avoiding pressure*** is preferable
- ***Accepting concessions*** leads to a ***positive*** outcome for everyone
- The outcome is ***agreement*** not an absolute WIN or LOSE

WHO HAS THE POWER?
a/k/a Perception is Reality!

REAL

Can be “weaker” than
than “real” power.

PERCEIVED

May be as strong or stronger
perceived power.

SIZE

Who is Bigger?

NEED

Who needs to win more?

EMOTIONAL

Recognizing the other parties
emotional attachment to the outcome
& using that information to your
advantage.

SUNK

Who has the MOST already
invested in the outcome (cash,
emotion, capital) and stands
to lose the most?

PUNISHMENT/REWARD

Perception that the negotiator
can Punish or Reward the parties
as the outcome.

LEGITIMATE

Negotiator has actual power
(i.e. law enforcement or an
attorney)

TOP 10 NEGOTIATING TECHNIQUES:
HOW and WHEN to USE THEM

Higher Authority

You indicate that you have to take the offer or counter-offer up a level or two to a Higher Authority. Even if you have the full authority to accept, decline or counter this buys you time without you having to ask for a delay.

Nibbling

Nibbling is asking for a little bit more a little bit at a time. It allows the negotiator to take each item and address it individually. Asking for small things makes it harder for the other party to outright refuse.

Walk Away

In 1927 when Swedish born actress Greta Garbo became a Silent Film sensation she was still grossly underpaid, especially compared to male actors in her category.

So, Garbo and her agent Harry Edington took Louis B. Mayer, notorious MGM studio chief, to task. She asked for a raise to \$5,000 weekly. (**\$5,000.00** in 1927 had the same buying power as **\$68,201.13** does in 2017)

Mayer told her: "If you don't accept my terms I'll have you deported."

Garbo responded: "Try, but before you can I'll marry John Gilbert for citizenship."

Mayer ran a look-alike contest to replace Garbo. The press flipped out. No one can replace *our* Garbo.

Mayer then warned Garbo he would put her in minor roles.

Garbo: "Fine, I won't show up to work."

Mayer then tried to find another actress for Garbo's next movie.

Garbo faked an appendix problem to create more delays. Bags of fan mail continued to arrive every day addressed to Miss Greta Garbo. Mayer knew he was losing more and more money as the start-date for her next movie was pushed back.

Finally he relented.

Garbo got a huge increase in her salary (she accepted \$2,500 or \$34,100.56 in 2017) and a new more favorable contract. She went on to be the highest paid screen actress of her generation. Garbo negotiated from a position of strength and she was prepared to **Walk Away**: she was not going to settle for unequal treatment. She ran the numbers: Mayer and MGM were grossly underpaying her and making incredible profits from her talent. With Swedish pragmatism she simply said NO. No way. She knew her value and simply stayed firm. And calm. Mayer was known as the best *actor* at the studio: he would cry, beg, joke, threaten -- whatever it took to break an actor down.

Garbo sat with a stony face and let Mayer go through his rants. Then she left the office with barely a word. In another contract negotiation she simply said: "I think I'll go home now." And grabbed the next boat to Sweden! She came back when she got her way.

Not saying a word gave Garbo an upper hand in contract negotiations again and again and AGAIN.

Flinching

This is a physical reaction – showing that whatever has been suggested is unacceptable. It can be translated to an audible gasp if the negotiation is on the phone and not in person.

Hot Potato

This technique involves taking your problem and tossing it over to the other side for them to resolve.

Withdrawn

One of the parties removes the item from the table (i.e. sellers state they are just not going to sell at all now), nothing makes something more desirable to the other side than taking it away.

Vise

Stating “You’ll have to do better than that!” – putting the squeeze on the negotiations.

Set Aside

When you’ve hit a wall on one term or item simply say: Let’s set this aside and come back to it later. You can then proceed to where this is the only issue left and it may resolve itself in the face of all the other agreements.

Bad / Good

Classic technique of Good Cop – Bad Cop where some other party is the “bad guy” and you’d do anything to get this deal done but that “bad guy” is in the way, so how can we make the “bad guy” happy?

Dumb is Smart

Although you have all the facts and know the best answer you act as if you’re uninformed and lead the conversation to where you want to go by playing Dumb (i.e. shopping for a new laptop, knowing the absolute best price you want to pay, going to the store and letting them “sell” to you.... you ask questions and then state the price you want to pay. They may agree or they may counter, but it will be starting from your bottom line not their top price!)

TIP: When asking for anything (i.e. post-inspection repairs or seller concessions) List each item separately. By doing this the other party can then consider each one and accept or counter accordingly. If you write it as one long, run on sentence the other party has no choice but to accept all or reject all.

HINT: Trade Concessions - When asking for anything (see above) also put in one, two or three throw-away requests your customer doesn’t really care about getting or not getting. That way your customer can negotiate those away to the other party and still have a chance at getting what they were really after.

No Hitting Allowed, by Joanne Chando

BODY LANGUAGE QUIZ – ANSWERS: ²

1. Body language is also known as (What?), derived from Greek, meaning motion: Aesthetics; Kinesics; Biometrics; or Mnemonics? **Kinesics** (pronounced 'kineesicks', from the Greek word kinesis, meaning motion - Kinesics also refers technically to the science or study of body language)
2. Reliable interpretation of a single isolated body language gesture is possible: Always; Usually; Frequently; or Never? **Never** (It is never possible to interpret a single isolated body language into a reliable meaning, and to attempt to do so for any serious purpose is wrong and irresponsible)
3. Body language is also generally called, and categorized within, what well-established term: Secret messages; Unconscious mime; Non-verbal communication; or Histrionics? **Non-verbal communication** (or plural, Non-verbal communications)
4. Paralinguistics, typically defined outside of body language, refers to: Speech intonation/sound; Crying; Vocal pauses; or Swearing and blasphemy? **Speech intonation/sound** (it is a matter of opinion whether body language should encompass the quality/nature of the sound of spoken words, and regardless of this view, consideration of paralinguistics is generally extremely helpful in supporting/confirming the interpretation of pure physical body language signals)
5. When a person moves his/her eyes left, this generally indicates what sort of thinking/communication: Creative; Factual recall; Fearful; or Unhappy? **Factual recall** (note this is very general, covers many aspects of factual recall, also that 'facts' recalled may not necessarily be true, and also note that a single isolated indicator is not reliable)
6. When people meet they tend instinctively to form initial views about each other based on body language: Within a few seconds; After two minutes; After half an hour; Rarely inside an hour? **Within a few seconds** (and often these first impressions become quite firm and difficult to alter, even if they are very wrong)
7. Within body language the physical space/closeness between people is significant and called: Agoraphobics; Demographics; Proxemics; or Ergonomics? **Proxemics** (Based on the word proximity)
8. Who wrote 'The Expression of the Emotions in Man and Animals' in 1872, considered the start of body language science: Sigmund Freud; Desmond Morris; Charles Darwin; or Charles Dickens? **Charles Darwin**
9. Within body language, a person's surrounding space, and positioning with objects/others are: Very significant; Unimportant; Impossible to interpret; or Only applicable to teenagers? **Very significant**
10. Besides effects of drugs and darkness, dilated (enlarged) pupils in a person's eyes are generally an indication of: Concentration/attention; Desire/attraction; Fear/disgust; or Hunger/thirst? **Desire/attraction** (note this is very general, and also note that a single isolated indicator is not reliable)
11. Physiognomy, related historically to body language, interprets human characteristics from a person's: Face; Movement; Sleeping; or Eating and drinking? **Face** (features, expressions, etc)
12. The modern 'science' of body language/kinesics was established in the: 1850s; 1910s; 1950s; or 1990s? **1950s**
13. Related to body language, Kinaesthetics (or Kinesthetics) is the study of: Parenting; Fashion; Learning Styles; or Punishment? **Learning Styles**

² WWW.BusinessBalls.com

No Hitting Allowed, by Joanne Chando

14. When a person holds his/her chin up this generally indicates: Submissiveness; Fear; Defiance/confidence; or Approval? **Defiance/confidence** (note this is very general, also note that a single isolated indicator is not reliable)
15. Related to body language, the communications/psychology concept NLP is called fully: Non-Language Psychology; New Language Principles; Neuro-Linguistic Programming; or No Lingo Parlez? **Neuro-Linguistic Programming.**)
16. Author of the 1971 book 'Body Language', which helped popularize the subject, was Julius: Fast; Slow; Medium; or Spin? **Fast**
17. Body language is considered to be: Wholly genetically inherited ('nature'); Wholly conditioned and learned ('nurture'); or A mixture of the two ('nature and nurture')? **A mixture of the two ('nature and nurture')** - (i.e., body language is partly inborn and partly learned)
18. When a person touches his/her nose with finger(s) while talking, this generally indicates: Honesty; Fabrication; Desire; or Impatience? **Fabrication** (note this is very general, covers many aspects of fabrication and falseness, and also note that a single isolated indicator is not reliable - for example it could simply be an itch)
19. According to research, the perception and interpretation of body language is generally strongest in: Men; Women; Babies; or Young people? **Women**
20. According to generally accepted 20/21st century body language theory, which two of these are not among the 'Six Universal Facial Expressions': Happiness, Hunger, Sadness, Fear, Disgust, Surprise, Anger, or Drunkenness? **Hunger** and **Drunkenness** (the other six are generally recognised and consistent around the world, and are considered among the genetic aspects of body language - ref Darwin, Ekman, Sorenson, Friesen)
21. When a person tilts his/her head to one side this generally indicates: Suspicion; Anger; Submissiveness/trust; or Readiness to run away/fear? **Submissiveness/trust** (note this is very general, also note that a single isolated indicator is not reliable)
22. Body language - when comparing people - varies according to a person's age, condition and context: Definitely; Rarely; Never; or Only among teenagers? **Definitely** (across all people - age and physical condition and situational context have a definite effect on movements/signals, and therefore need to be considered when interpreting body language)
23. To what degree can body language be 'faked' (to mislead people): All signals; No signals; Some signals; or By teenagers only? **Some signals** (certain signals can easily be 'faked' - e.g., handshakes, arms and hands, legs, often can be - whereas dilated pupils and other eye signals, and many involuntary gestures generally cannot - moreover it is not possible for a person to control all body language, even if some can be faked)
24. The human body is capable of how many different movements: 2,000; 26,000; 93,000; or 700,000? **700,000** (ref Hartland and Tosh, 2001)
25. When a person moves his/her eyes right, this generally indicates what sort of thinking/communication: Creative; Factual recall; Fearful; or Unhappy? **Creative** (note this is very general, covers many aspects of creativity, also note that a single isolated indicator is not reliable -)