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'Anyone who negotiates anything, should have a copy on their desk.' *Michael Ogilvie, Senior Partner, OBC accountants*

WIN



WIN

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from persuasive negotiations

DEREK ARDEN

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11.

Read body language

In this chapter you will learn:

- Why it is important to read body language when negotiating.
- How to spot many of the silent signals, the signs that will give you an insight into what people are thinking.
- How to manage your own body language so as to create the right impression and give positive signals to the other side.
- How to make better negotiating judgements: by being more familiar with what the body language signals usually mean.

Introduction

Reading body language is crucial for making decisions when you are negotiating.

TIP TOP TIP!

Reading body language can be intuitive and common sense. The problem with common sense is that it is not that common.

Body language helps us to understand what people are thinking and what they really mean by reading their gestures. It is not difficult to read body language, but people tend to ignore it and rely on what is said.

You will note that, generally, reading body language is a skill that needs to be observed consciously.

Reading body language generally is a right brain skill. Whilst our unconscious mind is pretty good at picking up the signals, it is more

likely that they will be ignored because we are concentrating on numbers, figures, listening, thinking what to say next and working things out in general.

It is vital in a negotiation that we observe, interpret and check the non-verbal signals we are receiving to ensure they match the verbal evidence. The body and the mind are inseparable; how we think shows somewhere in our physical micro-expressions (small, usually facial, expressions that we would not consciously see).

The drunk in a bar says:

'My dog plays poker.'

The barman asks:

'Is he any good?'

The drunk says:

'No – he is hopeless. Every time he gets a good hand, he wags his tail.'

The moral of the story is:

Do you wag your tail in a negotiation – or do you play your cards close to your chest?

Original research into body language

The original research into the impact of communication skills shows the following breakdown of how we receive or interpret the information:

Only 7 per cent comes from the *words*: what is actually said.

With 38 per cent from the *tone of voice*: the way it is said.

And 55 per cent from the *silent speech signals*: the *body language*.

There have been a lot of different calculations for this since; however, you will find that most books quote these figures.

Personally, I do not mind because originally they showed how important body language was to what is going on and, even if we now accept that the words have a lot more significance than 7 per cent, body language is still very important.

Therefore, in a delicate crucial negotiating situation, more than half the information available will be visual rather than verbal. We stand a much higher chance of not being misled by watching the signals.

It has been said that only one person in a hundred is proficient at reading and interpreting body language. Yet an *enormous* amount of information we receive comes from sources other than actual words.

TIP TOP TIP!

Body language signals generally are not noticed consciously, unless we have trained ourselves or we make a conscious attempt to notice them.

If you raise your conscious awareness and look for tell-tale signals, you will become a much better negotiator.

Why body language signals are ignored in a negotiation

- There is so much information that we filter the visuals.
- We find it easier to concentrate on the left brain logical skills of the words.
- We get anxious/stressed during the discussions, which makes us tense and we do not use our right brain observation skills that interpret visual information.
- We are lazy.
- We do not put enough importance on reading and interpreting the way the information is put across.

How to read body language

One signal on its own can be very misleading; it is the clusters that must be interpreted. For example, someone with folded arms does not mean, necessarily, that they are defensive. They might look defensive to other people. However, it might mean they are cold or

they are thinking about something else entirely different to the negotiation, and thinking about it negatively.

I knew a customer who normally was very friendly towards my client. However, at one particular meeting, he spent the whole time with his arms crossed, looking very defensive and unengaged.

We called him afterwards and asked whether we had done something wrong at the meeting, something to upset him because, if we had, we were very sorry. 'No,' he answered, slightly embarrassed. 'I had just negotiated my annual appraisal with my boss and he had given me a D report. I was furious and I couldn't help thinking about it.'



WARNING!

Body language reflects what the person is thinking rather than what they are saying.

Crossed arms could mean the person:

- is cold
- is defensive
- didn't like what they were hearing
- was thinking about something negative totally unrelated to the negotiation
- is not feeling very well.

What is important are the clusters that happen within a short time of a person saying something, asking a question or making a statement.

The important thing is to look for clusters of signals.

In the example above, the folded arms did not indicate a defensive gesture or a negative feeling towards the negotiation. It was something outside the meeting.

However, if we ask a question such as 'Will you be going ahead?' and at that point the client moves back and folds their arms that is fairly certain to be a negative gesture towards the deal.

If this was the case, as wise negotiators, we might pick this up and either change tack or gently challenge the response, depending on the circumstances.

Body language needs to be interpreted in clusters, based on combinations of the following:

- personal appearance
- eye contact and movement
- facial expressions
- hands, arms, legs and other body gestures
- bodily posture
- spatial situation.

We have covered some aspects of personal appearance in Chapter 7 Give a great first impression. However, there are a few issues that are worth mentioning here:

Grooming/dress – you are going to be perceived as a more professional negotiator and have more power the better you look. Like it or not, that is the way the world works.

Facial hair – men with facial hair, beards and moustaches are more likely to be perceived as less trustworthy than men who are clean shaven. Therefore, it might be easier to get a negotiated agreement with people who are clean shaven.

However, in some parts of the world, it is normal for men to grow their hair long and have a beard. So, we have to be careful with cultural norms.

Hair – a smart, tidy hair cut sharp for men and a smart hair do for women is a good start.

General appearance – fingernails, accessories and jewellery should be kept smart and to the point. Modern jewellery or tattoos should be avoided or covered up, as they might not be perceived as you would want.

TIP TOP TIP!

We need to notice, and have an understanding of, gestures, so we can evaluate them in the context of the negotiation. Understanding them will make our decision making better.

Because the mind and body are directly and instantly connected, what we think about is transmitted in our body language.

Posture

Leaning forward

Leaning forward is a sign of interest in what you are saying, what you are proposing in the negotiation. Judge their level of interest and be careful not to say too much, if you think they are about to agree with your proposal. You might ask, 'Is there anything else you need to know?'

Leaning back

Leaning back is a sign of general disinterest in your proposal to solve the outstanding negotiation issues. Match their body language, lean back yourself and try to reconnect with them, to find out what issues they are disagreeing with.

Head tilting

This signifies listening attentively. Watch the way animals do it. They do it when they are listening to what you are saying, particularly cats and dogs.

Tilting your head, together with a warm smile and good eye contact, will increase the impact and build rapport. Use the same gesture whenever you are asking for help or cooperation.

The more rapport you have in a negotiation, the more likely it is that you will be able to ask more difficult questions and therefore get better answers.

Leaning on an elbow

Leaning on an elbow with your head in your hand signifies boredom. The more the head leans on the hand appears to signify a greater level of boredom.

Take care in a negotiation. If you look bored, the other side will perceive disinterest and are more likely to assume that it will be difficult to get agreement with you.

Hands and feet

Hands on the table

Placing hands on the table is a sign of openness and friendliness. It shows that the person is quite relaxed and open minded. When people do this, generally, their palms are open, unless they are holding a pen or something similar.

Open palms communicate honesty and openness. Politicians use this technique all the time.

Steepling

This is a gesture where the finger tips touch and the palms are apart. Making a gesture like a church steeple gives an air of confidence. Be careful when you are negotiating with someone who uses this gesture. Question them and find out why they are so confident. Is it real or false? Poker players often use this gesture to signify whether or not they have a good hand.

The end of a negotiation can be very much like poker: when time is short and you still do not know what cards or tricks the other side has got up their sleeve.

The more information you have, the better informed you are and the better your decision making will be.

Hands pressed together

Hands pressed together, rather than steepled, will make you look like you are praying.

People who do this might be looking for help to solve the problem (perhaps from a divine source) so, if you press your hands together, that is the impression you will give.

In a negotiation, often the signal will be lower than it would be in say a religious ceremony, as the person subconsciously does not want you to see their difficulty. For example, instead of hands pressed together level with the chest, they might be pressed together under the table.

Folded arms

As we mentioned earlier, folded arms can be perceived as a defensive gesture. It could be that the person is being defensive because they are cold, they are having negative internal thoughts, or they are being negative with you. If you cross your arms, you need to be aware of the negative vibes you are giving out. *If you want to be seen as open, then avoid folded arms.*

Folded ankles

The crossing of ankles is also a defensive gesture. It is not as obvious as crossed arms but, potentially, it indicates the same negativity. I read once that people with crossed ankles still have concessions to give in a negotiation. Since then, I have been watching and videoing people in role-plays. It is right: 95 per cent of people with concessions still to give have crossed ankles.

Although I have to say that it is difficult to see their crossed ankles under the table normally, unless you have a glass table.

Crossed legs

Similar to crossed ankles, this is a defensive gesture.

Rubbing the back of your neck

This implies that either the person or the situation is giving them a pain in the neck.

TIP TOP TIP!

'You are a pain in the neck!' 'You are a blinking liar!' These old expressions, passed down through the centuries, were passed down for a reason.

Head/hair grooming

The person you are negotiating with raises their arm and smooths down their hair. In adults, this is a gesture that suggests not knowing what to do next.

Stroking chin

Stroking your chin suggests that you are evaluating the situation or circumstances.

In a negotiation, if the customer is stroking their chin, stay quiet and wait to see what happens next. Never try to sway their evaluation process.

If they lean forward with an open posture, you have convinced them. If they move back and cross their arms, you have further work to do.

At this point, you might mirror their body language, as you find out what their objection is.

Protecting throat/Adam's apple

The throat is the second part of our body that we protect, particularly our Adam's apple. When people are protecting it, and this is a commonly seen gesture, they feel they are under threat. I have seen this many times in many negotiations. We need to find out if the threat is from us or from the fact that if they sign the deal they are going to have problems with their colleagues. If it is the latter and we find out, we might offer them time out to make the appropriate phone calls.

Hands hidden

If we cannot see someone's hands (for example, they are behind their back or under the table), the immediate reaction is to be cautious. Do they have something to hide? In a more dangerous situation, we might wonder if they have a weapon, a gun or a knife. I have been in a negotiation that was very aggressive and it did cross my mind that I could be at risk of physical harm. The person, went red in the face, moved into my space and I noticed they had their hands clenched. I moved backwards very quickly, and looked. They had a pen.

Be careful, if holding a pen. Pointing a pen or waving it around seems to be something people often do without realising it can be quite intimidating. Be conscious of what you are doing with pens.

Foot pointing

Feet point to where the person wants to go next. So, if you are standing up negotiating with someone and their foot, or feet, are pointing towards the door, you know they are thinking about leaving. You have not got a lot of time or you are not holding their interest enough.

Facial gestures

Smiles

Genuine smiles come from the top half of the face. Insincere smiles come from the bottom half of the face.

Relieve your own tension by smiling to yourself when you are on your own before the meeting, not where someone can see you or they might get the wrong impression.

Frowning is tiring, as it uses around 72 muscles, but smiling uses approximately only 14 muscles.

In a tense negotiation, humour, if and when appropriate, can break deadlocks and impasses. However, it must be used appropriately and with the right timing. If not, it could backfire badly.

Watch and listen to funny films and plays. People who are depressed or ill can feel better and recover more quickly by doing so. A smile releases serotonin, a powerful neurotransmitter that makes us feel better.

TIP TOP TIP!

If you smile at someone they will normally smile back – make someone's day. This is the same as the phenomenon with yawning. If you yawn, generally, other people who you are with will yawn. This is useful for building rapport in a negotiation.

Frowning

This is probably a disagreement gesture, one that often is not noticed enough in a negotiation.

Nodding

Use nodding to get an agreement. By nodding when asking a question or making a statement, you might help the other person to say yes. If they are nodding, you know things are going well.

Head shaking

Notice when someone shakes his or her head. If someone's words are positive, but their head is shaking from side to side, the likelihood is that the words are wrong, and they are in disagreement.

Head down as opposed to looking up

We tell children to look up when they are looking down. Defeated, negative people look down. To be positive and confident, you need to be looking up and then having your head at a 90-degree angle is best, of course.

Eyes: eye contact and eye movements

Keep your eyes open. Use peripheral vision so as not to stare and so you can see what others are doing. Relax your facial muscles, defocus slightly and widen your vision slightly so that you notice things wider than your normal focus.

Eye contact

Holding the right amount of eye contact is important: enough to connect and have rapport, not too much so as to be threatening and not too little, which looks shifty and untrustworthy. With a little practice, you will do this easily in negotiation meetings. It is said that the eyes are the windows of the soul. People connect by making eye contact and therefore a lack of eye contact creates a lack of trust.

Rubbing eyes

We rub our eyes when we are tired and we want to go to sleep. Similarly, we rub our eyes when we do not like what we see.

Glasses

It is important that people can see your eyes, so be careful with reactolite-type glasses and even glasses that have a dark tint. They will make you look less trustworthy to the other person.

Some sales companies have banned their sales people wearing any sort of glasses, as it might hide the pupils just a little.

The types of glasses you wear can make you look more powerful, for example bigger darker rims.

Looking over the top of glasses or taking them off and putting them back on can look powerful.

Visual pacers

Visual pacers are where your finger or an object is used to bring the attention of the other person to an important part of the contract/ the presentation.

Glasses, a pen or a pointer could be used.

You gain eye contact by holding the item up and then moving the item to where you want them to look specifically.

Gaze

Gaze should always be broken downwards. This is intuitive but, if people do not break the gaze downwards, they will look shifty.

TIP TOP TIP!

When speaking to a group of people, ensure that everyone is included in your gaze.

- *The business negotiator's gaze* – keep your gaze in a triangle between the other person's eyes and just above their nose. This ensures that you are communicating a business message. Holding this gaze gives you control.
- *The social gaze* – when your gaze drops below the other person's eye level, a social atmosphere develops. The social gaze is a triangle between the person's eyes and mouth. This is good for

connecting, outside the negotiating room, when rapport has been built.

- *The intimate gaze* – this gaze runs across the eyes and down to the other person's chest *and* even lower! This is not to be used in a business negotiation situation.

TIP TOP TIP!

Be aware that stress tends to manifest itself at the extremities of the body: our hands and our feet.

Power gestures

Height

Never stand when someone else is sitting, unless it is your intention to dominate or intimidate them. Height is a powerful dominant signal.

Avoid deep armchairs. There was a picture of a famous negotiation where Yasser Arafat, the leader of the Palestinians, was sitting in a high, firm chair and the US ambassador was sitting in a soft, low settee.

Deep armchairs restrict your posture, limit your ability to send out a number of body language signals and make you feel less confident.

Unless you are playing the power game, control your height.

If you are tall and talking to a shorter person, sit down as quickly as possible so that the other person feels equal. I was working with Holly, a tall 31-year-old woman. She negotiated some contracts on behalf of her company with Tesco and Sainsbury's. I asked her how she dealt with her height.

The answer is, of course, use it when you need to and when you need rapport. Make sure you get the other person sitting down with you as soon as possible.

The best height for being equal is eye level: on even terms.

Intimidation

When I was working in loan restructuring after the debt crisis, there was a successful negotiator called Mike. Mike used to get syndicates

of banks often to agree, despite lots of misgivings. When chairing meetings, often he used to get up, walk around the room and stand behind people. He told me the other strange thing was that, only occasionally, did people cover up their notes about their negotiating positions that had been agreed internally before they came to all these bank meetings. He used to read them, note them and then use them when he was, as he used to say, 'Banging a few heads together' to get agreement.

Standing up – power/control and confidence

Whenever you need to project confidence before or in a negotiation, stand up or sit up and pull your shoulders back. Alternatively, to feel more confident, stand upright with your shoulders back.

It is impossible to feel down or weak when standing with your head held up. So, even on the telephone, it can be powerful to stand up.

When talking to an important client on the telephone, usually I stand up. You sound more confident.

Space

The power of distance. Invading someone's space could be used as a power gesture. You should respect other people's personal space.

There are approximately four distances when we are considering personal space. Depending on the circumstances of the negotiation, we should respect the other side's space.

Some people might manipulate these distances to increase the speed at which warm and empathetic connections are made. The opposite can be true and authority, power and status can be asserted quickly.

The four distances to consider are:

1. *Intimate zone* – this is 15–45 cm. People guard this zone as if it were their property and let only people they are emotionally close to into it.
2. *Personal zone* – this is 45 cm–1.3 m. This is the distance at which people stand when in conversation by the coffee machine or at parties.
3. *Business/social zone* – this is 1.3–3.7 m. This is the distance at which we stand from strangers, at arm's length.

4. *Public zone* – this is over 3 m. This is a comfortable distance from which to address groups.

Male and female

TIP TOP TIP!

Men and women tend to be more comfortable when they are approached in different ways.

Never stand directly opposite an unknown male. Never stand adjacent to an unknown female.

Approach a woman directly from the front. With a man, start at a more side-on position and work your way round to the front.

Both of these tips will help you get the negotiation off to a better start.

Other significant non-verbal issues to consider in all types of negotiating

Sit at round tables

King Arthur was right: round tables are better because they encourage everyone to work together. They look and feel like we are working together towards a win win win.

Avoid sitting opposite people, as this can look confrontational and win lose.

Only when there is a potential physical attraction between the two parties is sitting opposite each other not confrontational and that is outside the scope of this book, *but* could be an interesting negotiation situation.

Dress up

Remember, you can always dress down, if the other negotiator is more casual than you. However, you can never dress up once you are there.

Once at a meeting, if over-dressed, you can always remove your jacket and roll up your sleeves but, if you are in jeans and a polo top, there is nothing you can do.

Recently, I interviewed two of the top US speakers on a Google conference call (called at the time a Google hangout) from my home office. I chose deliberately to wear a suit and a tie to create the impression I wanted. I knew one of the interviewees would be dressed very smartly and I wanted to be seen as her equal in the dress stakes.

Digging in heels

Often, you can see people grinding their heels into the carpet. That is where this expression comes from.

TIP TOP TIP!

When you are negotiating on the phone, you need to concentrate 100 per cent to hear the real meaning of what the other person is saying, as there is no available body language to see.

Rapport

People buy from people they like

People are influenced and persuaded by people they like. As body language is 55 per cent of communication, matching visual information is the quickest way to start to get on their wavelength.

Be as like the other person as you can, on the basis you want a win win negotiated settlement.

Dress similarly, in a businesslike way. Match what they do in a subtle way. Understand their interests and be able to hold a conversation about them.

Isopraxis – Mirror and match or postural echoing

There has been a great deal of work on this subject, ranging from psychology books to research at the Harvard Business Schools and other pre-eminent bodies.

Human tendencies to imitate clothing styles and to pick up the non-verbal mannerisms of others are found in the reptilian brain. Imitation is a deep, reptilian principle of mimicry, i.e., of copying, emulating or aping a behaviour, gesture or accessories, including impulsive tendencies such as clapping when audience members nearby applaud and yawning when others yawn.

Isopraxis is the behaviour of people dressing like their colleagues and adopting the beliefs, customs and mannerisms of the people they admire or feel inferior to.

Appearing, behaving and acting the same way makes it easier to be accepted; looking alike suggests having the same views and it feels safe.

This creates rapport by behaviour feedback subtly matching non-verbal communication, especially voice patterns and eye contact patterns.

On this basis, all human behaviours often are characterised by synchronisation and rhythm. We should use this to our advantage when attempting to set up a win win win negotiation.

Because body language is 55 per cent communication, one of the quickest ways to build rapport is to match or mirror someone else's style. You might also match their voice speed, volume and tonality.

Then we come to matching their language. If people use certain words, then you should use the same words. I was with a client recently and she used the words 'tuned in'. This told me she is an auditory person who likes to use auditory language. So, I repeated back to her that we will get her people tuned in to the best practice in negotiation skills.

TIP TOP TIP!

Watch people discreetly in bars and public places.

Look for people who have good rapport with each other and you will notice that, unconsciously, they are mirroring each other's body language. It works. However, note that it is gentle, unconscious mirroring not mimicking.

Use body talk to positive effect in non-business situations

Check out how you are getting on with a dinner date

Test your rapport by moving your wine glass. When at dinner, move your wine glass from your side of the table over to theirs. Watch how they react to this. If they are bothered about it, you need to work harder at your rapport!

Watch people's pupils

If someone is attracted to you, their pupils dilate up to eight times more. Add that to the wine glass test above and you are doing really well. *On a serious note, a good poker hand, negotiation position or other type of excitement will have the same effect.*

Apparently ladies of the night in the nineteenth century used the drug belladonna, obtained from deadly nightshade, to increase the size of their pupils and make them look more attractive.

There is a drug called pilocarpine that makes your pupils smaller, so that you look more aggressive. Someone once told me they knew a person who used it before they went into a negotiation. I was assured it was true, but found it hard to believe.

In animation, Bambi had large pupils and looked very attractive; the wicked witch had beady little eyes.

Make yourself more or less attractive

You can now buy contact lenses that will make your pupils look bigger, or change your eye colour to bright blue or dark brown.

Avoid a speeding fine

If you should have the misfortune of being stopped by a police officer, this is a tactic that was recommended to me 15 years ago. Get out of your car and go towards the officer, reduce your height and open your palms whilst apologising. It is said that this improves your chances of being let off.



WARNING!

In today's more aggressive age, be careful as police officers might think you going towards them is a threat, rather than a conciliatory gesture asking for forgiveness.

Serving people

Research has shown that waiters, who reduce their height when at a table and touch clients on the elbow when helping select choices from the menu, receive bigger tips.

To sum up:

- *Check for consistency* – look for consistent body talk. If you receive body signals that do not correspond with what is being said, go back and check the information you have received. Deliberately ask a similar question and then see what reaction and additional information you receive.
- *Raise your awareness* – if you get two incongruent messages, you know the real meaning is not the spoken one.
- *Base your judgements on the entire picture* – not on one snapshot. Read the non-verbal signs throughout a conversation and keep your conclusion open until the end.

TIP TOP TIP!

Take an observer with you to watch the body language.

I always recommend taking an observer to an important negotiation with the sole job of watching the body language and getting a gut/intuitive feel of the meeting.

As an observer not involved with the process of negotiation, they are much more able to focus on what they can see and hear around the room. At the break or adjournment, which you must have in order to discuss what you have seen, seek the views of the observer before proceeding. You might be amazed at what they have seen.

How to improve your own body language skills

Improve your own skills by watching people in a coffee shop, on a train, at an airport or in a bar, and see what you pick up intuitively about their conversations. You will be surprised how easy it is when you relax and observe.

Alternatively, turn the sound down on a television programme and watch in silence for 15 minutes. You will be surprised at your level of understanding. Watch politicians with the sound turned down and you will be surprised at what you see.

At the refinancing of a loan deal, the treasurer of a multinational television company was asked to confirm that the company could repay the loan at expiry. As he said it was possible, he rubbed his nose several times.

When people say things that they do not believe are necessarily true, often they get a tingling feeling around the sensitive part of the nose, which they rub unconsciously.

Watch out for nose rubbing. When you see it re-ask the question in a different way before making a decision.

The moral of the story is:

Watch and listen to the answer, before you make your judgement.

How to manage your body language

You need to know how your body language comes across to others in important circumstances. You could be giving away vital information.

Do:

- keep a neutral confident pose
- keep your hands open on the table
- sit up straight
- look interested
- make notes, if you are feeling embarrassed or under pressure.

Do not:

- look disinterested
- look too keen
- look bored
- cross your arms
- check your emails

- fidget
- use disapproving facial expressions
- slouch.

Appear natural by:

- listening
- nodding
- staying open.

Make a note to remain consciously aware of your body language in a negotiation and, after a few meetings, you will do this without reminding yourself, unconsciously.



WARNING!

Researchers have found that it is five times more difficult to disguise what you mean or what you really believe with your body language than it is with your words. This is why professional 'liars', such as politicians and lawyers, have considerable training in concealing their visual gestures.

Power posing – fake it until you make it

You can find a lot of tips and hints on the internet in respect of body language and negotiations.

There is one TED talk (the organisation devoted to spreading ideas, usually in the form of short, powerful talks) that I really do recommend from a Harvard psychologist called Amy Cuddy. She was named a 2014 Young Global Leader by the World Economic Forum.

Due to the impact on the mind and body being almost instantaneous, she has proved that power posing increases confidence levels substantially in just two minutes. Her message is that you can fake it until you make it.

All you do is find a quiet place where no one can see you and put your hands on your hips. In the short space of two minutes, this

increases the testosterone levels and decreases the cortisol levels (the positive and negative hormones). Find out more from http://www.ted.com/speakers/amy_cuddy.

TIP TOP TIP!

Sharpen your sense and awaken your awareness. You will notice more relevant information.

'In life you can't help the cards you get dealt – but what counts is how you play them.'

ALVIN LAW

My friend Alvin Law, a motivational speaker, was born without any arms. His mother took the prescribed morning sickness drug Thalidomide in 1969 (www.alvinlaw.com).

Recap

- The truth is often disguised in the non-verbal signals.
- It is the combination of what is said and the body language clusters that need to be interpreted.
- People watch. Read people on trains, in coffee shops and bars. Just watch them and this will improve your skills.
- If in doubt, the body language messages are more likely to be right than the words.



Derek Arden is a leading negotiation expert. An international keynote conference speaker, business coach and facilitator, he has worked in 27 countries, with 5 business schools and has been a visiting lecturer at the Henley Management College for 12 years.

Derek was a Director in a large profit centre of a financial institution for 12 years and has negotiated transactions worth £3bn.

‘Everything you need to know for successful negotiation – and how to do it.’

Jeremy Wilson, Vice Chairman, Corporate Banking, Barclays Bank plc

‘Anyone who negotiates anything, should have a copy on their desk.’

Michael Ogilvie, Senior Partner, OBC accountants

‘The best book on negotiation I have ever read.’

Matt Tumbridge, CEO, Used Car Expert

‘There are skills in here that everyone should use.’

Graham Jones, Internet psychologist

‘Everyone in business should read this book.’

Professor David Gray, University of Greenwich, London

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