

PERFECT PEOPLE™

COMMUNICATE PERFECTLY WITH ALL PEOPLE



Victor E. Midgley

Perfect People™

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Dedication

This book is dedicated to all those who have allowed me to teach them Perfect People Principles and who offered me good feedback that helped improve this program. Also, to those who have stayed in touch with me over the years and bare witness to the proof that these principles change lives. I am grateful for their support and continued encouragement. I also dedicate this book to those who will accept and embrace the concepts found in this book to improve their communication skills for the betterment of their life and the life's of others. Finally and most important, I dedicate this book to my wife and children who have been a great support, strength and resource to me throughout my career. They have been my best students, critics and fans.

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Foreword

Victor Midgley and M9 inc, bring the art and skill of human communication to the forefront of customer service business and the personal life's of people all over the world. The teachings laid out by Midgley have influenced the Contact Center industry and people whose occupation is to serve in a contact center in a very positive way.

In a struggling economy the contact center is proving to remain a viable function for businesses and the trend continues to increase at a steady pace. Contact Centers have contributed greatly to the way we interact and do business around the globe. Contact Centers employ millions of people worldwide and perhaps hundreds of thousands more who provide technology and other support functions to the "industry."

As robust as the Contact Center enterprise is, there remains one glaring weak spot common among all operations, the communication skill level of the frontline agents and managers alike. It would be a very wise strategy for any company that manages a contact center to invest in the overall improvement of its employee's communication skill level. What a way to set one company apart from another.

m9 inc. is the place to get help and support to improve your communication skills. (801-809-1851) www.m9inc.com

Preface

With more than 6,700 languages and 20,000 dialects worldwide it's a wonder how human beings are ever able to communicate one with another. Although people seem to manage with their communication it is obvious there is a need to improve the effectiveness of our communication. In fact, those people who will learn to master their communication will find a whole new level and quality of life never before thought possible. I believe mastering our communication is the single most important skill we can achieve in our lifetime. As a young man just starting college I landed a job with a telemarketing company selling a telecommunications service. My first few days at this job were miserable, to say the least. Not only could I not sell anything, I found it very difficult to connect with anyone. My manager created a "script" for me to follow and gave me several slick phrases to use guaranteeing me success. This helped slightly. I then acquired several books, tapes and videos to help me develop my sales skills. I even enrolled in a communications class in college. Long story short, I began to learn some things about the science of human communication. As I began to learn and implement these new-found techniques my success increased noticeably and quickly. Within a few short weeks I was asked to train the other sales agents and within a few months I was promoted to manager. I have been fortunate since then to have held several executive positions and consulted with several fortune 500 companies.

Introduction

Mastering human communication can bring about magical results. Not just the external communication with other human beings, but also the internal communication within ones self. There are many approaches to the study and education of human communication. Many are good and will help some and many are irrelevant if you are not a science major. The Perfect People program, which was developed by Victor E. Midgley over the course of several years, is designed to help the typical individual develop communication skills in a simple way that can be implemented in everyday life. Effective communication within ones self will most defiantly change the way we see the world. Interpreting our experiences will clearly help us prepare to maintain an empowering state. When you learn to appreciate the grand resource other people can be to achieving your dreams you will better desire an appropriate connection. Rather than being frustrated with people by what they say and do, wouldn't it be more empowering if we better understood how the human brain works so we can apply our skills and techniques to motivate others to buy into our ideas? The fact is that most people communicate on a subconscious level, rarely paying attention to how they are communicating. When a master communicator takes the lead and responsibility of adapting and using appropriate methods, a connection is made and a wonderful result produced.

Chapter One

THE POWER of PEOPLE

I believe people are a great resource for one another when it comes to achieving success and fulfillment in many areas of our lives. How we communicate with one another as well as within ourselves is crucial to effectively tapping into this great people resource. Some people may take exception to my referring to human beings as a resource. To avoid that debate, I make it clear that for the purpose of the Perfect People Principles I refer to people as a resource to link one another to empowering opportunities. Every day requires us, as human beings, to converse one with another in an effort to move forward and progress. To that end, our success will depend heavily on our ability to communicate effectively.

What does it mean to communicate effectively and what difference does it really make? Good questions if you believe most people can manage in their communication between one another. Some people communicate very well and know they possess that gift, while others recognize they struggle and would like to improve. The fact is that most people need to improve their

communication with other human beings. People for the most part communicate on a subconscious level and thus fail to pay attention to the clues other people leave right before them that can lead to effective communication. In today's world there is great advantage and power in mastering our human communication.

Throughout history, power has been measured in different ways. At one point in history, those who were strongest were in the greater position of power, then power shifted to those who were considered royalty or associated with royalty, and then there was a time in history that power rested with those who possessed major wealth. Today, power belongs to those who master their communication with other people. Mastering your communication with others can bring about great and amazing things, whether professionally or personally.

Mastering your communication skills begins with you. You will want to clear your mind and even change the way you may have thought about people in the past. Once you understand the specific tendencies and approach other people take to communicating, you will be the one in position to control the conversation and direct and lead it toward a positive outcome. This may not sound like something that is important or even possible, but once you have learned the Perfect People Principles, which will include how to condition yourself to implement the

principles you will learn in this book; your communication will automatically and naturally flow. The positive results that will come from communication mastery will encourage you and motivate you to become a better communicator. You will look forward to conversations with other people and you will see very quickly how you can make a difference because you have mastered your ability to communicate effectively with other people.

I understand if right now you may want to believe people are not perfect, and I'm sure you can think of times when you have had conversations with other people that went so bad that you were convinced the person you were speaking with was nuts! Perhaps, they didn't get what you were saying and they didn't seem to want to understand your point of view, even though you were completely right and they were completely wrong. Can you remember the last time you had to place a call into a customer service center for help and dreaded making it because you knew that it was likely going to be a painful experience? How about in your relationships with your spouse, your children, friends or parents, have you experienced frustration because neither side could see eye-to-eye? Have you ever felt like you gave into someone just so you could get past the conversation and move on to something else? Have you ever avoided a subject or even avoided asking for something because you didn't think the other person would understand you

anyway? What if you didn't have to worry about the other person? What if it didn't matter how the other person thought or spoke to you? What if you could get your point across regardless of who you were speaking with and regardless of how much or little you know about them? If it didn't matter who you were speaking with and you knew you could achieve a productive conversation, you would see people more as a resource and not as an obstacle. The Perfect People Principle suggests that people are specific and predictable in how they learn and communicate with other human beings. If you can understand the processes of human communication and master those principles you would come to realize that you can communicate much closer to perfect than you may have thought before. If you knew your potential to achieve greatness and feel absolutely good by what you can do with other people, you would not expect them to change. You can receive magical results that will change your life from your abilities to master your communication with other people.

The principles I lay out for you in this book are not a cheap trick or a hypnotic scheme to manipulate people into doing what you want them to do. What you will learn are the key principles of human communication that will guide you to an effective exchange of information between you and other people. By mastering your communication with other people, you will better be able

to get what you want and better help the other person get what they want. Studies have discovered that human beings communicate in a very specific way and we interpret experiences and information in a very particular way. One who masters the art of communication, must pay attention to the clues the other person is leaving by their communication and then be able to conduct a conversation that will lead to positive results.

Imagine, instead of being in a conversation that causes frustration, which is not a very productive emotion, you can be filled with the satisfaction of having achieved a favorable exchange of information between you and any other person. Being a master of communication, however, doesn't mean you will not make mistakes from time to time or have a breakdown in communication every now and then. The important thing to remember with the Perfect People Principles; is that you will approach such an experience in a much different way than in the past. Rather than becoming frustrated or blaming the other person, you will look to make corrections yourself first and replay the conversation in your own mind to find those areas where you may have missed a clue or failed to adapt and adjust. As you are diligent with this exercise you will begin to clearly identify those moments in the conversation you missed and you will correct them for the next time. Soon, you will have conditioned your skills to automatically flow in any conversation you are involved in.

The bonus you get with these principles is that you can implement them in your professional life (place of work) or in your personal life with amazing results. I can't count the times when these techniques have been of great benefit to me when conversing with my wife and children, or when negotiating a business deal, or simply in my every day life speaking with every day people.

It is very important to you, while becoming a master communicator, that you resist the temptation to get lazy or sloppy with your skills. No matter how much you know about human communication there is still the element of implementation. Your desire to achieve a successful dialogue will drive your ability to be consistent. Your ability to be clear with the objective of your conversation will help your desire to achieve a successful dialogue.

Remember in communication, success is not always getting your way, but getting your point across clearly and understanding the other person's point of view. However, depending upon the case, the results can be productive and beneficial to both you and the other person.

I remember a time when I was in Dallas, Texas on business. I had been there an entire week and was anxious to return to my home in Salt Lake City, Utah. In an effort to save money on my travel, I booked a flight that

had several stops before getting me home. I would fly from Dallas to Tulsa and from Tulsa to Denver and from Denver to Salt Lake City, nearly an 8 hour journey. I knew there was a direct flight from Dallas to Salt Lake that would get me home in 3 hours, but the flight was several hundred dollars more. After scheduling my flight, I noticed that there was a flight leaving Dallas that morning that would get me to Salt Lake about the time my scheduled flight was leaving. After a long rough week in Dallas, that flight was very appealing to me. I called the reservation line to try and change my flight. Considering myself, a communication specialist, I put my techniques into practice and thought I could get my flight changed with no problem. I felt I had a good, clear conversation with the customer service representative, but I was still not able to get my flight changed without paying a \$100 change fee and the ticket difference. With all that, I was still not guaranteed a seat on the plane. I thought I would try my luck at the ticket counter at the airport. I got to the Dallas Airport early in the morning the day of my flight. When I got there and approached the desk I could tell right away that this plan was not going to be any easier. It was obvious to me the agent at the desk was not having a very good morning, probably on the account that it was still pretty early. I explained my situation and she told me about the same thing I was told on the phone by the reservation representative. It was early in the morning and there wasn't a line behind me so I decided to engage

in a conversation with the ticket agent. I knew if I really wanted to avoid all the hassle involved with getting home I would have to kick it into a higher gear. I paid close attention to her communication tendencies and I made my adjustments and implemented the communication principles I had learned. While we were talking, I could begin to see a noticeable difference in her demeanor and I could see that she was typing on her keyboard. A few minutes later she stopped typing and I could hear the sound of something being printed. She looked up and handed me a ticket and with a big smile on her face said, "Don't ever say I never did anything for you." I asked her if it was going to cost me anything and she said, "No, but you better go before I change my mind." I thanked her and went on my way. When I passed through security and got to my gate I noticed she had also upgraded me to a first class seat. Needless to say I had a terrific flight and gave my family a wonderful surprise by getting home much earlier than expected.

Is it possible that that experience for me could have launched a series of positive events? Do you think the Airline Ticket Agent was made to feel bad or manipulated by our conversation? Was it possible that her kind act could have changed her entire day? I would like to think so. When people have a productive conversation that leads to positive results for both, the energy produced can

lead to a positive domino effect that could bring much more pleasure into your life beyond the initial experience.

As you continue with this book and the principles to effective communication are revealed, keep in mind a few important steps that will prepare you to successfully receive the things you will learn:

A Desire to Be Better

Desire is a powerful emotion that will fuel the drive to take action and gain the knowledge and implement the principles to become a master communicator. Without a strong desire to be a better communicator you will not have enough energy or interest to put into practice the things you will learn from this book.

Know What You Are Already Good At

Think about the times you have had good conversations with other people. Consider the things you do well which bring you success with your communication; take what you will learn from this book and add to what you already do well.

Take What Will Help You Be Better

If you feel like you already have a handle on human communication mastery, then take only those things from this book you believe will help you become better. We all have things to learn and I can count on the fact that if you

are reading this book it is because you desire to learn all you can to help you become a better communicator.

Be Committed to Developing Your Skills

Repetition is the mother of skill. It is very important that you not lose interest, but press forward. Trust that these things you will learn from this book will work, especially as you put them into practice. It may be a little uncomfortable at first and it may seem like you are not getting it, but as you remain committed to becoming a master and keep practicing you will begin to condition yourself to the principles and you will see success.

Keep an Open Mind

It is natural for human beings to get set in our ways and to find safety in our comfort zone. We often times get set in a belief system and choose not to consider all the possibilities. I recommend you keep an open mind and try not to judge these principles too quickly. You are the final judge and you can take and adopt whatever ideas you believe are best for you.

No matter how many times you have been disappointed in people and no matter how many times you have been let down, as human beings we still need each other. If you have a hard time trusting other people and feel you are better off avoiding people you won't be. People are a proven resource and you will better believe that when you

can understand the human process of learning and communicating. The process of mastering your communication with other people is not only possible, but it is simple. You will recognize this as you read this book. My hope is to help you by putting into understandable terms what it is, how it happens and how you can leverage the knowledge to produce positive results for your life through human communication.

Chapter Two

HOW PEOPLE LEARN

You can relax if you think this chapter will dive deep into the intricate scientific details of how the brain works. There are plenty of places you can go that will dissect the brain and explain using words neither of us would be familiar with on how human beings learn. I am more interested in explaining how human beings learn to communicate; how a typical person like you and I can understand, with simplicity, the actions involved with understanding how to communicate and to apply those principles with precise effectiveness.

It is important to know how we, as human beings, learn because this is the very essence and foundation of our communication and how we develop our tendencies, and even personalities. From the day we are born we begin to make sense of the world and what we are experiencing. Studies have proven the human learning process is very specific and by design, not random, as some may think. The good news is that we are all wired the same with the same learning opportunities and tools. What makes us different is the method, or means, we choose to use

during the moment we are communicating, and how and when we are adjusting. To be a master communicator, this is what you have to figure out.

There are three major factors that affect the way people learn new information, they are; Sensory Modalities, Reasoning Types and Learning Environment. I know I said I wasn't going to use unfamiliar words, but these will become familiar as you master your communication skills.

Sensory Modalities

Sensory Modalities deal with our human senses. As you probably already know human beings possess 5 common senses; 1) sight, 2) smell, 3) taste, 4) feel, and 5) sound. We use these senses to interpret and analyze our experiences and we utilize them from the moment we are born. As an adult, you may recognize when new infants are first discovering this new world and how to get their senses to best serve them. Can you remember a time when you saw an infant crawling on the ground? They are in discovery mode. What do they most commonly do when they find a foreign object on the floor? They put it in their mouth; and, as experienced adults, what is our typical response when we see them putting a dirty object in their mouth? If you are like most adults you will say, "Get that out of your mouth! You can't eat that, don't you know that?" Are they putting the object in their mouth because they are hungry or are they putting into their

mouth to figure out what the object is? The likely answer is because they are trying to get a sense of what the object is. And so it is throughout the rest of our lives, our senses are at work to evaluate, explain and educate us on our experiences. Through experience we learn what things are and how to implement them into our lives. You will learn more in the following chapters about your senses and how to apply them in mastering your communication. When human beings communicate whether it be within ourselves or with other human beings we use our senses. Our sense of sight, sound and feel will be more explored as our basic human communication elements. I will refer to these senses as visual, auditory, and kinesthetic in future chapters.

Reasoning Types

If you are familiar with inductive and deductive reasoning, you will know that inductive reasoning is what we determine to be a pattern or a rule based on general information that is not substantial. It can also be based on examples coming toward you. Deductive reasoning is based on logic and facts, or true statements, given to us and from within we draw a conclusion based on the evidence. For instance, let's say you wanted to approach your boss for a raise. You will want to use deductive reasoning. You will state the facts; that you are responsible and reliable, you complete the tasks that have been given to you, you get your work done on schedule

without error, and you have proven to be productive by meeting or exceeding your quotas for the past 6 months. Basically, you will want to back yourself up to make your statement that you deserve a raise. With deductive reasoning you prove your statement by using given facts. With inductive reasoning you could be asked who you think will be elected the next President of The United States. You would likely base your answer on a pattern you have observed through past elections. You would not have any substantial facts to determine who would actually become the next president, but you could give an answer based on opinion formed through observation. The same principle if you were asked who you think will win the Super Bowl. Every year, so called experts will attempt to make predictions which are all based on opinion. If you want to determine whether a question is Deductive or Inductive, ask yourself, are you being asked to prove or show something and justify it, or are you just observing something and making conclusions based on patterns that you see? That will tell you if it is Deductive or Inductive Reasoning.

Learning Environment

One of the most influential elements to our learning and understanding the things around us is our environment. This includes our interpersonal experiences, which is to say our social interactions with other human beings. Who you surround yourself with or associate with is very likely

who you will become or maybe who you already are. Think about this for a moment, it is easy to surround ourselves with people who have a lower standard than what we believe we have. If you get caught in this situation you begin to lower your standards in favor of the people around you, especially if you care about them. I am not suggesting you eliminate your friends, but consider the influence they have on you and how important that is to you. Most people's lives are a direct reflection of the expectation of their peers and environment. Your peer group is so influential because that is the group you give emotional power to. If you desire to raise the expectation for your life then the standards of those you associate with must also be raised. Whatever the different standards may be, it could be your moral standards, physical standards, mental standards, etc., be sure the people you associate with have equal or higher standards. If you wanted to be a better tennis player or improve your chess game, you would not play against someone who was worse than you. You would seek to play against someone that would challenge you to be better and stretch your skills. You create your environment as far as who you choose to associate with and where you choose to be at any given moment. To increase your learning you will need to avoid conflicts between what you want and the influence of your environment.

Your greatest act in learning how to be a master communicator will be to realize success leaves clues. To have an effective and productive communication experience you will want to remember three important keys: pay attention, ask questions, and listen. We will discuss them in more detail in upcoming chapters. These keys are critical to your learning process and particularly to learn more about the person you are speaking with.

I have observed over the years important key steps to the learning process that few experts ever talk about. The first step is to clearly understand what it is you really want. If I were to ask you what it is that you really want right now, you could probably rattle off a dozen or more physically tangible things. Maybe you want more money or better health or a new car; naturally, people desire these things, but is that really what you want? When you think about the things you want and continue to ask yourself why you want these things, eventually, you will end up with, it will make you happy. I believe it is happiness that people most want and desire. What is fascinating to me is that happiness is an emotion and it is usually the physical things we confuse with the thing we want most, which is an emotional state. Maybe we get confused from time to time with how to derive to that emotion. Maybe we haven't learned all the best ways to achieve that emotion consistently, but it is clear to me that the emotion or emotional state called happiness is what

people most desire. Happiness is the fuel that drives all human action and those actions you are taking are your choices. The choices you make, you make based on your desires. With all the choices it seems a person can make people really only have to make one of two choices, that which will be good for you or that which will bring you pain. A person will choose based on their values or what they value most. Values are a set of principles and beliefs accepted by one as having importance above other things. What you value is, in essence, your knowledge, the understanding of what you know. What you know is your interpretation of your experiences. Your interpretation of your experiences is based on the proof of your choices, the consequences or result of your decisions, whether they bring you pleasure or pain. We call this truth. Truth can be a value and is measured as progress, prosperity, or growth. This is why, how, and when we need our senses to determine whether or not we are progressing. As we recognize our prosperity and sense our progress, or gain, we realize that we have tapped into a special energy very difficult to explain, but know that it is real and delivers more of the inner emotion we desire most, and that is happiness. Many of men, scientists, and religious leaders have attempted to explain this force, but whatever it is and whatever one would like to refer to it as, the one thing all can agree on is that when this level of power is reached it is an energy or law of the

universe. It is real and connecting with it will lead to great prosperity and happiness in this life.

Finally, an important principle to the human learning process is the body and mind. Throughout all of history, even ancient history, so much emphasis has been placed on the body and spirit or mind. Today the proof and evidence of the power of the body and mind is undeniable. We can be in tune and align ourselves with the powerful forces at work around us when we can connect our body and mind and communicate efficiently within ourselves.

Understanding how human beings learn is important to getting a handle on your communication with others. We learn in a specific way and we communicate in a specific way. As you continue to learn the principles, elements, and tendencies involved with communication mastery, you will recognize more clearly than ever before what you are all about as well as the person you are conversing with. When that understanding becomes clear your communication becomes clearer and positive results are reached. Though what you will learn and gain from this book may seem like a lot of detail and a lot to remember, most the information you are receiving is common sense. It may not be so common on a conscious level, but it is common sense as you think about it and the natural processes of human communication. You will not need to

memorize all these things to achieve success. To truly understand people and how to communicate effectively with them, it is wise to understand how people are designed.

Chapter Three

GETTING INTO THE ZONE

No topic will be more important to you than this one. Your effective communication with others will depend heavily on your clear communication with yourself. It doesn't matter what capacity you will need or use your communication skills. Whether in your job or in your personal life, preparing yourself to get the most out of your ability depends on your communication with yourself and your ability to get yourself into a peak performance state.

What is the zone? You can probably think of a time in your life when everything seemed to go your way. A time when you felt so good and empowered nothing could change your mood. While in this place good things were happening and you could sense more was to come. In addition to your own experiences can you think of times in history when other people have achieved greatness on a large scale? The media catches these moments allowing us to live vicariously through these representations. How do these examples of others influence how you feel? Have you ever been to a sporting event and witnessed the

underdog team led by a player that was playing “out of their head”; an individual whose performance was exceptionally outstanding that his team captured victory? Have you actually been to such an event in person, where the crowd was so energized and filled with such emotion that you never wanted to leave? Why do you think there are so many ESPN channels? Sports channels capture the attention of a huge population because many people want to witness special moments, moments when an athlete does something remarkable. Hero’s are made in these moments and people love to witness new hero’s being created. You can admit it; we all love to witness an athlete in the zone when he performs at an advanced level. These moments of extraordinary achievement happen all the time, to everyday people, from all walks of life, in business and in recreation. The point is how do people get into the zone and stay there? Did you know many people believe the zone is random and is the result of unusually good things happening to you? The fact is that good things happen because people first prepare themselves and find a way to get into the zone where amazing, positive things happening.

The “zone” is often referred to as other related words such as place, wave, mind, in-tune, situation, or position, etc. No matter what name you use, the zone can be defined as a powerful state of emotion, when we are totally focused and when we feel completely in sync with a task

or goal at hand. This is when our actions are perfectly aligned; when amazing results occur.

People who succeed on a large scale know specifically how to get into a peak performance state with consistency. There is no doubt that when you are in this special state you are in a prime position to create extremely positive results for yourself. There has been a lot of study dedicated to the processes involved to achieve this powerful state. You might be surprised to know that the result of the study shows that the process is rather simple. When you learn the process and condition your mind to take appropriate action that will automatically put you in the zone. You will then have the power to control your own moods, preparedness, and destiny. It is important for you to realize that all human beings possess the ability and tools necessary to get in the zone. Everyone has the resources within to bring about big change in their lives regardless of age, education, or location.

Getting into the zone first comes down to defining one simple thing. Why do people do the things they do? People do the things they do because we believe it will lead to the emotion called happiness. Whether or not our decisions and actions lead to happiness is based on our belief and value system, which is formed from our experienced consequences. Bottom line, we all work

toward achieving the emotion of happiness and that is what drives our decisions and creates our experiences.

Our experiences come in two forms; one, what we are physically feeling and two, what we are paying attention to. These are the only two things we have control over. How we perform in any situation whether professional or personal will depend heavily on how we feel and what our emotional state is. How we feel depends on our physical condition and our physical condition is influenced by what we are focusing on.

Saying emotion is a feeling should tell you where it resides, it resides in our body. Our complex nervous system is in our body and when we touch something we call it feeling, and when we have an emotion we call it a feeling. This feeling is coming out of our body. What happens when we change our body? When you change your body, you change your feeling and thus, your emotion. For an example, if I were to ask you to describe a person who is sad or depressed, how would you describe their physiology? You would most likely describe them as being slumped over with their head down, speaking slow and soft, and not moving much. That would be an accurate description because there is a certain physiology associated with depression. Depression dictates a certain physiology and if you change that physiology you will change the depression.

The same can be said of a person who has a lot of energy and ambition. I'm sure you know someone like this. Their physiology is much different. This type of person would be active and always on the move, and keeping busy. Their body would be straight and their speech would be clear and sharp.

Just remember that you can change your state any time by changing your body movement. If you are not feeling good get up and move, just do something. You could go to the gym, or for a walk, you could visit someone or anything as long as it will require you to move.

People who succeed in getting themselves into the zone have effective physiological rituals. They get adequate sleep, work out, and eat good foods among other things. The purpose of this chapter is not to call into question your moral decisions or diet, but just remember you are responsible for how you feel. What you do to your body and what you put into your body that causes you to feel good or to feel bad.

There is a lot to be said about the importance of rituals. Rituals are a set of actions performed according to a prescribed order. There are rituals that will get you into the zone and there are rituals that will keep you out of the zone. We all have rituals we are either comfortable with or that we believe in. Some are specific to our body,

some are specific to our mind, some are specific to our relationships, and some specific to our jobs. Whatever the rituals, it is important to understand that life flows from season to season; some rituals you have relied on in one season may not work in another season. Even if you believe you are doing the right thing, if you do the right things at the wrong time it is very difficult to achieve happiness. If you become frustrated with your ability to get into the zone, check your rituals and make sure you are not doing the right things at the wrong time. You need to be sure you do the right things at the right time and know what season you are in. You will also need to learn how to change your state with the seasons.

The other important part of getting into the zone is controlling your focus. What you are focusing on at this moment are the things you are conditioning yourself to receive. This is what makes focus so critical in a person's life. Perhaps you have tried this test a time or two in your life, but for those who have not tried this, or do not remember doing this, I want you to take about 10 seconds and look around the room you are in; spot everything that is brown and then close your eyes for another 10 seconds. Think about those brown objects, then you can open your eyes and proceed, do it now...

Without looking around the room, think about all the objects that are in the same room that are red, take a few

seconds. Now look up and spot the objects that are red. Did you miss several things? Usually this is the case because your focus was on the things that are brown. This is the same principle in life. If we focus on the wrong thing, we will miss the thing that we should be focusing on which is important to your getting into the zone. Focus is very powerful; controlling what you are focusing on is very important to influencing how you feel. There are two things you can control about your focus. What you are focusing on and how you are actually focusing. What you focus on includes the pictures in your mind, what you are saying to yourself, and what you are paying attention to in your body. How you control what you are focusing on includes the dimensions of the pictures in your mind, the brightness of the colors and so forth.

How can you change your focus? Many people may believe that to change your focus you just need to think positive. The problem with positive thinking is that you have to think about it all the time. What you want to do is program or condition your mind to naturally make the adjustment. The key reason for conditioning rather than positive thinking is that it will become automatic for you and you won't have to think about it.

Thinking is the process of evaluating things. An evaluation, in essence, is a question. Questions are the key tool to controlling your focus, which makes them the

control tool to the quality of the experiences in your life. If you can control the questions you ask yourself and develop empowering questions that are consistent, you can control how you feel, how you think and how you make decisions, which all have to do with who you will become. The only difference between you and people who operate in the zone are the questions that are being asked. If you see someone who has much success you should ask them what their thinking process is. Thinking is simply the process of asking and answering questions. As human beings, we are doing it constantly.

Take a moment and think about some of the questions you might be asking yourself. What is the first thing that comes to mind when you wake up Monday morning? Do you say to yourself “why do I have to go to work today?” Do you say “Why can’t I sleep longer?” What about in other situations, what are the questions you are asking yourself? What do you say when something goes wrong, do you ask yourself “Why do these things happen to me?”

Whatever question you ask yourself your brain will produce an answer. If you ask consistently, you will receive a consistent answer and that answer will become your reality, even if you ask questions that have no basis of reality. If you feel a certain way on an ongoing basis it is because you are asking specific questions on an

ongoing basis. As your focus changes, your body moves to match what you are thinking.

Questions will do three things:

1. When you ask a question, the question will immediately change what is being focused on and therefore, instantly change how you feel.
2. Questions change what we are deleting. In order to feel unhappy, you would have to focus on the things that would cause you to be unhappy and you would then have to delete all the good things that are happening in your life.
3. Questions help us gain access to the resources within ourselves. The only difference between you and all the great minds throughout history; inventors, leaders, teachers, scientist, etc. are the questions they asked. Believe it or not, any one of us could have invented the iPad, cell phone, or play station if we had just asked ourselves the same questions as the inventors.

Because the questions we ask are powerful, we should know how to ask appropriate questions. A lot of people, in general, do not ask empowering questions. Society and culture have great influence on the type of questions we are asking ourselves. Particularly in this day and age of the fast, intense information that is coming at us from so many technological streams. This expeditious age is

having great impact on how people are forming the questions they ask themselves. It causes them to create habitual questions that enter the subconscious mind preventing them from getting into the zone. Avoid asking presupposition questions; these are questions that deliver an answer in advance. Such as asking yourself, “why do these things always happen to me?” These types of questions guarantee you are going to get a negative answer. Your brain will search its bank and produce all the reason you gave it as to why these things happen to you. This is why you should always be mindful of what you say about yourself or what you allow others to say about you. Your brain will store everything it receives, even if you are joking or not serious. If you are constantly receiving thoughts that you are not good, or not smart, your brain will store it. When you ask “why” questions, your brain will reply with what it has predominantly received. Those answers will most certainly turn your focus to a non productive state; your body will match your focus and not feel good. Unfortunately, you will be blocked from entering an empowering state where you can do a lot of good. “Why” questions are endless loop questions; they rarely produce a pleasurable answer. Also, avoid asking yourself questions such as; “can I really do this” or “I wonder if that’s possible?” These types of questions create doubt which is the same as asking “why” questions. You might want to replace such

questions with “how can I make this happen right now and have fun in the process?”

This truly is a fantastic principle; it will provide you with an amazing breakthrough that will set you up for incredible success. Decide what you are going to focus on - on a daily basis, because that is where your power is going to come from. As you condition yourself to focus on anything positive you will feel great, but remember, you only control this through the questions you ask yourself. Another important point, don't spend too much time feeling bad; feeling bad is based on your focus, and if you will change your focus, you can feel good instantly. Now take action; follow the principles that will make it happen and you will feel the change. The things you currently may think are impossible, or difficult, are only impossible, or difficult, because of the way you are focusing on them. Remember, whatever you are focusing on you are going to get. You have a right at times to feel bad or hurt. I am not suggesting that you should never feel disappointed or frustrated or angry. Those emotions have their place, but you must not dwell in that place for long.

If you find it difficult at first to make the changes or apply these principles that will change your state, you should seek someone who is successful at getting into the zone and model their processes for getting into that state. The human brain is a very powerful, complex organ. With all

the study that has gone into discovering the power of the brain, we still do not understand a lot about it. However, this we do know, the brain functions much like a computer; if you type a set of characters into a software program in a particular field, the program will lead you to the same place every time without fail. The same principle happens when you design empowering questions to ask yourself. If you will begin each day by asking yourself empowering questions, you will program and condition your brain to receive those questions and then produce a productive focus. You will position yourself to create wonderful things for your life by knowing how to get yourself into the zone anytime.

I'd like to try a little experiment with you.

I am going to pose some questions to you; as I ask the these questions, take a brief moment to think and then make a short note to the side of the question with your answer.

1. What are you most *happy* about in your life right now? (or if nothing) What could you be *happy* about...?
2. What about that *makes you happy*?
3. How does that make you *feel*?
4. What are you really *excited* about in your life right now?

5. How does that *make you feel*?
6. What are you really *grateful* for in your life right now?
7. How does that *make you feel*?
8. What are you really *proud* of in your life right now?
9. What about those things that *make you feel proud*?
10. How does that *make you feel*?
11. Who do you really *love* most in your life and who really *loves you*?
12. How does that *make you feel to love* someone so much?

Do you notice a state change from where you were before reading the questions? I'd like you to understand there is no capability difference between you and someone you might consider to be an ultimate role model of success. The only difference is that they have learned to use their body and mind to create a more powerful state on a consistent basis. More specifically, what they have done is learn to manage their state and get into the zone regularly. Whether or not they consciously know how they do it, doesn't matter. A lot of people are guilty of doing things without being aware consciously of how they do it. Nevertheless, they still recognize the pleasure that comes from the pattern of doing certain things in a certain way. In their opinion, this happens for them naturally. By knowing the processes, you can better recognize when a change needs to be made as well as knowing how to get yourself in the zone any time and in a matter of an instant.

Many people will attempt to get into the zone by thinking positive, or motivating themselves through affirmations. An affirmation is essentially a statement of declaration or an oath. Affirmations are great, but they lack substance. Questions are much better. Your brain will not believe an affirmation because your mind and body will not be on the same page.

What if every morning you started out by asking yourself a series of questions that will get you into the zone? This will be your assignment for this chapter; before you move on with this book, create 3 to 5 empowering questions you will start asking yourself each day. Put these questions next to your bed so they are the first thing you see in the morning. Place the questions on your mirror so you see them when you are getting ready in the morning; and put them in your car, and on your computer, and in all places that will help remind you. Design the questions the way you want, but here are a couple ideas:

What can I do today to move closer to my goals or to get a job done?

What am I willing to do today to move closer to my goals?

What am I willing to give up so I can achieve my goals?

How can I get this done and enjoy the process?

Remember the quality of your life comes down to the quality of the questions you ask yourself on a daily basis. One last thing, pay attention to the way you are breathing, the way you feel, the way you move, and the way you treat other people. Pay attention to the level of your success. If something is not working then make adjustments.

Chapter Four

A PEOPLE PROFESSIONAL

Serving in a capacity that requires a sharp ability to communicate with other people can be demanding. Very often in my work as a customer service consultant, I find that people who serve in a professional capacity that requires one person to be able to demonstrate effective communication with a customer, are, unfortunately, not very well skilled in the art of communication. What I often find, are people who are employed in a customer service position, or any other position that requires communication with other people, who believe they are qualified to perform that type of work just because they've had prior experience. What is even more remarkable to me is that an employer will believe the employee is capable for the very same reason. This is a big mistake made by both the employee and employer. Unfortunately, it is the customer who ends up on the short end of this deal. Just because a person had, or has, a paid job holding the title customer service representative or specialist does not automatically qualify that person as a master of communication. However, that is the

Another interesting observation I have made regarding employees who are required to interact with other people in their job, is the high level of anxiety that comes from that duty. Most people worry about having to deal with another person, particularly a customer who is unreasonable or just plain difficult. Therefore, anxiety in our job comes from not knowing if the next call or the next customer is going to be a difficult one.

I have had the opportunity to analyze many contact centers throughout my career and I see what happens on the other end of the phone after a completed call. If the agent has time to react after a “difficult” call before the next call comes, I will see behavior from the agent that might surprise most customers. Not always, but often the agent will have comments suggesting the caller was not very bright and didn’t get what the agent was saying. If you have ever worked in a contact center, you know I am being very kind with that description. It’s often times much worse. The point is, frustration is being demonstrated that can be seen by others. If you think about it, maybe you have been on both sides of this example. Perhaps you have realized a time when you had such an experience with a call between you and another person when there wasn’t a positive connection. Most of us will have had or witnessed a similar experience.

Another situation I see in my consulting work is the burn out. I come across employees in every call center I work with that have a great working record with the organization. For the first several months of starting a new job in customer service, the agent would display excitement and enthusiasm as they approached the job. After time has passed, taking or making calls day after day, the agent will lose the passion they first had and begin to look for other things to do within the organization. Depending upon how they organize their internal communication will depend on how long they will last, or how productive they will be in the future.

There are dozens of reasons why a person will get burned out at a job, but the bottom line is that it is not fun anymore. I am not suggesting all customer service employees get burned out or frustrated or are even bad at their job. The job of taking or making several calls or dealing with people day-after-day can be mundane. If your environment and other support functions are not in line with what you are being required to do, the job can be downright boring. So, the question is; how can a person that speaks with many people every day make a career of that for a long period of time? How can a person with this type of job find total enjoyment and satisfaction in their job for long term? Some may want to think that is not possible. I say, of course it is possible! The key is to learn the principles of mastering human communication

and to condition your mind to implement those principles in your personal and professional life.

Communication mastery is not just a skill you need to advance in your job, but is applicable in every aspect of your life.

The challenges of holding down a job that requires dealing with people are common and pretty obvious. I will offer some key points about how you can get the most out of your employment opportunity.

A “professional” is an honorable title that should only be bestowed upon the worthy. Labeling a person a “professional” without understanding the actual definition is a far too common mistake, whether it come from an employer or employee. Labeling an individual a “professional” is sometimes for the purpose of duping the public, giving the person who holds the title a sense of right or privilege i.e. customer service professional or sales professional, etc.

Webster’s Dictionary defines a professional as:

“...a calling requiring specialized knowledge and often long academic preparation...”

When you think of a professional occupation what

probably comes to mind, is a doctor, lawyer or C.E.O. You might even think of a major league athlete, those we refer to as professionals. When you think about these types of jobs it is easy to understand the “specialized knowledge and long academic preparation.” Academic preparation, is not limited to “book smarts”, but also includes knowledge of the trade.

A professional possesses specialized knowledge. This must become the expectation of those whose job requires communication with other people. Just because I can stop the bleeding from a small cut on my child’s knee does not qualify me to be a doctor, and just because you can speak to your neighbor on the phone does not qualify you to be a customer service professional. However, just as there is specialized knowledge required to becoming a lawyer, there is specialized knowledge required to being a communication specialist. If companies would better understand this concept and take serious the level of professionalism needed by their customer service employees, the customer experience would improve dramatically. Consequently, revenues would increase and the employee moral would see improvement.

What has become a common issue today is that intolerable service is tolerated when we tolerate intolerable service. The consumer has dealt with intolerable service long enough, that tide is beginning to

turn toward the positive customer experience. We now live in a time during history when technology has evened the business playing field. Most any company has the resources available to duplicate another company's products and marketing collateral. The real edge one company will have over another company will be in the customers experience. The customers experience will be heavily based on the communication ability of the company's representatives.

If a company does not employ professionals as customer service specialists, then they employ amateurs and Webster's Dictionary defines an amateur as:

"...a person who is not expert."

There is a huge price to pay if you are a customer or employer who deals with a person who is not an expert. Can you think of a time when you have spoken to a so-called customer service professional and they gave you information or handled an issue for you that ended up being very costly? If this hasn't happened to you, yet, I am sure you can think of someone you know this has happened to. Unfortunately, this has happened to me a time or two, and needless to say, I am much more careful and selective with whom I deal with. The point is, we have all had this experience and understand the need for professionals to serve in positions that requires expertise

and communication mastery.

Can you think of a time when you dealt with a true professional and they guided you and helped you to accomplish an issue that saved you time and money? I can recall many times when this has happened to me. Even within your personal experiences, you can clearly see the difference between one who is a professional and one who is not. We may have had to pay a price, one way or the other, that did not create a very enjoyable experience for us. Do not allow something like this to happen to those you communicate with. My council to you for preparing yourself to enjoy your job is to decide right now to be a professional; recognize and accept that dealing with people on a daily basis is a profession that requires mastering your communication skills. To those who work with people and use the telephone in an occupational capacity, you must be the greater examples of human communication on this planet.

People professionals are in large demand and can fulfill a variety of different capacities within any organization. Managers of all levels should be people professionals over those who serve as sales agents and customer service agents. Become a master communicator, condition your body and mind to naturally take appropriate action and you will be among those who are in demand. How great would that be for you to be in a position to help

others? Increase your capacity to understand human beings, to the degree you fulfill other peoples needs, they will then fulfill your needs. If you follow this principle, great things will certainly come to you and you can expect to prosper.

Enjoying a job that requires communicating with people for a long period of time first requires your choice to become a professional. Next, you must understand how the people you are communicating with organize their brains to communicate with themselves and with other people. How a person organizes their brain is specific and will be broken down in this book. I will also share special techniques and principles to help you identify how people organize their communication with other people. This knowledge will clearly help you overcome the challenges of monotony you might be experiencing dealing with other people. As a professional, you need to recognize the importance of paying closer attention to what another person says and how they are saying it. You must seek clues from the other person helping you to accurately communicate with them in a way that they feel a connection with you instantly. Thus, you establish an effective correlation that will lead to positive results.

This practice will completely change the way you have approached your job in the past. Instead of your expectation of the person you are speaking with to be a

certain way, it becomes unimportant. You will be able to adapt to whatever approach the other person may take with you. Now you eagerly approach each new opportunity with another person as a challenge; you see how quick you can figure them out and what correct choices you make in how you adapt to their level of communication. Sometimes you will choose wrong, and if you maintain a commitment to becoming a master communicator, you will be motivated to improve your instincts for the next opportunity. Most the time you will choose correctly and that will encourage you to want another opportunity to sharpen your skills. As a professional, you will welcome each new opportunity and you will no longer be so concerned with how the other person communicates, but rather how well you will be able to pick up on the clues and make a connection with that person. This will become a very fulfilling process and you will find your day's being much more enjoyable and prosperous as you serve others and develop your communication skills.

Chapter Five

A PEOPLE PERSON

There is a common proverb known in the corporate world, and in public service, that is virtually universal, it states; “a people person achieves greatness.” You will usually find that a “people person” is a leader both in industry and in government. You will notice that when an Executive or Politician appears on the national stage of a widely televised news station, or a highly anticipated event, he often will demonstrate very good speaking skills and personality. Here is an interesting question for you to contemplate, how often has a Politician won an election based on his track record, as opposed to his appeal to the people? It would seem to me that this may be a disadvantage to our electoral process, but nevertheless, if a person can present well during a public campaign by appealing to the mass, he can secure the mandate and power of public office.

My point is that the ability to relate well to other people is a significant indication of future personal and professional success. While one person, as brilliant as he may be as a desk junky or happy as a contractor, if he lacks a required

level of social grace he will not likely become a leader or manager of many people. As unfair as that may seem, the fact is that people who best relate to others make it big in this world.

I get the opportunity to evaluate contact centers from all over and across all industries. I see large and small centers, I've been in sophisticated centers of top corporations and I've been in start-ups. Regardless of the type of contact center I work with, I have discovered a common situation with all centers. Usually before I begin a training session, I will first ask this question of a customer service agent or sales representative; "Would you consider yourself a people person?" Within a split second of my asking the question I will almost always receive the same response, a resounding "YES of course!" I am never surprised by the definite answer I get from these self proclaimed "people persons". What does surprise me is what I find during the course of the day as I monitor the calls of these same people. Within a matter of a few calls I begin to hear the major mistakes being made and the frustration that sets in from both the caller and the agent sides. I sometimes wonder what caused these agents to proclaim with such confidence that they are a people person. How do these particular agents define a people person? I find that these particular people believe they are a people person because their job requires them to speak and interact with people. Perhaps they believe

they are a people person because they think they like people. Usually this means they like people if they don't have to deal with so-called difficult people. A true people person requires a mastery of human communication, which begins with accepting people as a great resource. Also, understanding the elements involved with human communication, and precisely and naturally implementing these skills to produce a productive interaction with other people.

The fundamentals of human communication will be familiar to you, but an understanding of the basic elements is also advantageous to developing your communication skills.

Communication is the process of exchanging information, usually via common systems of symbols. It takes a wide variety of forms; from two people having a conversation to hand signals, to messages sent over global telecommunication networks. The process of communication is what allows us to interact with other people. Without it we would be unable to share knowledge or experiences with anything or anyone outside ourselves. Common forms of communication include speaking, writing, gestures, and broadcasting.

Human communication begins with understanding and implementing the basic elements of communication. I

refer to these elements as the three V's, verbal, vocal and visual.

Our verbal communication or speech is the process of sending and receiving messages by use of words. You might be familiar with the word linguistics, which is the scientific study of natural language. Linguistics includes several sub-fields, however, an important topical division is between the study of language structure, which is grammar, and the study of meaning, which is semantics, or the order and sequence we put words in.

When we communicate with other people, our objective is to have them understand what we are trying to say. When we speak with other human beings, we assume they will understand us just fine. After all, we know what we are trying to say, right? Studies have proven that the verbal element of our communication makes up only 7% of all human communication. Our vocal element makes up 38% and our visual element makes up 55% of our human communication.

While our verbal communication is the weakest form of communicating with other people, it seems to be the form we most pay attention to when presenting and interacting. While it is ultimately your responsibility to ensure that your message is getting across to the listener, you will want to be careful with the words you select as well as pay

attention to the words the other person uses. Thus, if you want to be understood, you will need to master the communication elements and know how and when to use your verbal, vocal and visual elements together to get your message across. Also, note that the spoken word is unlike the written word where a person can review the written words over and over to ensure they understand.

Our vocal communication element, which includes your tones, sounds, pace and rate of speech, is a much more powerful form of communication than words alone. In fact, it is your vocal element that will give meaning to your words. It is important that your tones match the words you use. When interacting with other people you should be aware of the power of your tones. For example, if you use a nervous tone while speaking with another person or in front of a group; you will most likely be perceived as weak and afraid. Your tone then will act as an indicator of your current emotional state. The person or people you are speaking to will react and treat you accordingly.

Our visual communication element, which makes up the major portion of your human communication, is the conveyance of ideas and information through creation of visual representations. Your visual communication is a powerful tool as it includes everything you can see or perceive. Many people would like to believe that if you speak to someone over the telephone that you are at a

disadvantage of the use of the most powerful tool to human communication. This is simply not the case, given that you can still communicate in a way that images can be created within ones mind.

Great communicators, no matter who they are, will effectively use a combination of the verbal, vocal, and visual elements to communicate, and get their point across. You may be familiar with the basic elements of human communication, but an equally important point, is to understand the problems that arise in communication and how to overcome them.

Problems in communication arise in three major areas:

1. When we do not select the correct words and then put them together with proper gestures, expressions, and tones.
2. When the message is being presented in the midst of many distractions.
3. When we do not use proper words to describe the meaning of our message, or in other words, misunderstandings.

Problems in communication are considered barriers and barriers are referred to as noise. Noise barriers may result from something the speaker said or did that detracts from the message being sent. Noise can be internal or

external interference. Noise can also involve actual noise, not understanding the words or physical and mental distractions. It can also be a lack of interest, daydreaming, or a host of other barriers that causes your message to not be received the way you intend. Knowing how and when problems occur will give you a major edge in your communication with others. You will be better prepared to identify those barriers and either avoid them or overcome them.

Although you cannot directly control your listeners noise as you can your own, the best way for you to overcome noise barriers is to use the three V's in a feedback processes. You can use the verbal, vocal and visual elements to filter out and minimize the listener's noise by checking how your message was received.

The verbal skill clarifies what your listener thinks you said. After you complete a statement, you must follow up with a verbal comment to find out if the listener understood what you just said. For instance, after you have made a short statement you could follow up with a question to the listener, "Does that make sense?" If the listener responds verbally with "yes", you know they understood; if they respond with "no", you know to rephrase your statement or reframe your statement. Repeat the process, until you are satisfied the listener understands.

In a vocal situation you must pay close attention to the tones and sounds the listener uses to respond. If, after your statement, you ask the question, “Does that make sense?”, though verbally they say “yes”, if there is a sound of uncertainty in the voice, that is your clue that they don’t quite understand and you would be wise to rephrase your statement. It is a common mistake for most people to take the listeners “yes” as they understand, when their tone clearly said “no.” Make sure you do not proceed until you know your listener understands. In addition, if your listener says “yes”, but their tone sounds uncertain do not respond with “are you sure” or repeat saying “are you sure” until you get the tone you want. A master communicator will immediately rephrase their statement.

The visual cues will indicate how your message is received without asking a feedback question if you are face-to-face with someone, but in a non face-to-face situation you will want to have a matching vision. When you are speaking with someone in person watch the gestures of the person, or persons, you are speaking with. If they begin to look off or give a facial expression that appears they are confused by what you are saying, that is your clue your listener is not getting what you are saying. If they are looking at you and nodding their head in agreement with what you are saying, then you know they are understating what you are saying.

Being a true “people person”, is awareness of the elements involved in effective communication with other people and implementing the tools to produce a meaningful exchange that is effective and productive. Practice by observing the way people communicate with one another, and notice how they are communicating using the elements. Also notice if they are getting their message across or if they are encountering problems. Pay attention to if they are implementing the elements to overcome problems. Practice by observing people around you or when you are watching TV. Notice, the next time you have the opportunity to speak to another person, how you are implementing the principles in this chapter.

Chapter Six

WHAT YOU SHOULD KNOW ABOUT LISTENING

Along with the three V's there are two additional skills important to the communication process, listening and probing.

If you have been through any type of communication class or lesson, you would know that listening and probing are major subjects to communication instruction. Unfortunately, the instructions, at least in the courses I have seen, tend to cover these topics so casually. It would seem the consensus is that these topics are so very basic that it is not necessary to give them full attention. From my study, these two skills are missing in business and in personal conversation in a major way.

What is listening? According to the International Listening Association... yes, that's right there is an official association for listening. According to the ILA, "listening is the process of receiving, constructing meaning from, and responding to spoken and/or nonverbal messages." Listening has been identified as one of the top skills employers seek in employees. Even though most of us

spend a majority of our day listening, listening is the communication activity that usually receives the least attention. This includes in our personal lives and in a business organization.

We conducted a study that showed employees that work in a customer service or sales capacity spend less than 7% of their preparation or development on listening. If customer service individuals are not being taught listening skills, how can anyone expect them to improve in their job? Listening is critical to communication success. Expressing your wants, feelings, thoughts and opinions clearly and effectively is only part of the communication process needed for interpersonal effectiveness. The other part, and it's a big part, is listening and understanding what others communicate to you. When people communicate one with another, they do so to fulfill a need. We want something, or have feelings or thoughts about something. When communicating, human beings select a method or code which we believe will effectively deliver the message we intend. The code you choose can be either verbal or nonverbal. When the other person receives the coded message, they go through the process of decoding or interpreting the message using their senses to gain an understanding and meaning. Effective communication exists between two people or more, when the receiver interprets and understands the sender's message in the same way the sender intended it. There

is a major distinction between merely hearing the words and really listening for the message. When you listen effectively you will understand what the person is thinking and feeling completely from their side. Although your own view point may still be different and you may not necessarily agree with the other person, by actively listening you will understand them. To listen effectively, you must remain actively involved in the communication process, and not just listen passively. We all act and respond on the basis of our understanding; too often, there are misunderstandings that neither of us are aware of. With active listening, if a misunderstanding has occurred, it will be known immediately and the communication can be clarified before any further misunderstanding occurs.

Sometimes culture and social habits can have strong influence on our listening ability. I will provide you a short list of tips to help you improve your listening skills:

- 👂 It is important to paraphrase and use your own words in verbalizing your understanding of the message. Mimicking back the words verbatim is annoying and does not ensure accurate understanding of the message.
- 👂 You can reflect back the other person's account of the facts, thoughts and beliefs, feelings and

- emotions, wants and needs or motivation, hopes and expectations.
- 👂 Don't respond to just the meaning of the words, look for the feelings or intent beyond the words.
 - 👂 Inhibit your impulse to immediately answer questions.
 - 👂 Know when to quit using active listening. Once you accurately understand the sender's message, it may be appropriate to respond with your own message. Don't use active listening to hide or avoid revealing your own position.
 - 👂 If you are confused and know you do not understand, either tell the person you are speaking with you don't understand or ask them to say it another way.
 - 👂 Active listening is a very effective first response when the other person is angry.
 - 👂 Be empathetic and nonjudgmental. You can be accepting and respectful of the other person and their feelings and beliefs without invalidating or giving up your own position.

As you develop your listening skills you will begin to see wonderful results as a consequence of your effective listening skills. There are many possible benefits that you can expect from effective listening:

- 👂 Sometimes a person just needs to be heard and acknowledged before the person is willing to consider an alternative or soften their position.
- 👂 It is also often easier for a person to listen to and consider the other persons position when that person knows the other person is listening and considering their position.
- 👂 It helps identify areas of agreement so the areas of disagreement are put into perspective and are diminished rather than magnified.
- 👂 Reflecting back what we hear each other say helps give each other a chance to become aware of the different levels that are going on below the surface.
- 👂 Effective listening helps to bring things into the open where they can be more readily resolved.
- 👂 If we can accurately understand the other person's view, we can be more effective in helping the person see flaws in their position.
- 👂 If we listen to accurately understand the other persons view, we can also be more effective in discovering the flaws in our own position.

Active listening involves 5 very important factors:

1. As an active listener, you will want to try and be mindful of the other person's point of view.
2. You will want to try and avoid evaluating the speaker's message. Keep an open mind and avoid forming any preconceived ideas and pictures of what you think the speaker means before they have had the chance to explain.
3. Active listening requires that you indicate to the speaker, both verbally and nonverbally, what they are saying is actually being received and understood.
4. Always let the speaker finish what they started to say. Interrupting can break their train of thought and you can lose valuable information.
5. If the speaker says something that you do not understand, you will need to clarify the information. Do not assume you know what the speaker meant. Rephrase what was said so the speaker can confirm that you understand. You will be well on your way to a productive conversation if you will become a skilled listener.

If you work in sales, you have probably heard about probing. Probing is an effective communication skill for customer service professionals, as well as, communication masters in their personal life. Probing is

the skill of asking questions to obtain valuable information. There are two types of probing questions, an open probe and a closed probe.

An Open Probe is used when you need to find out what the listener is thinking regarding a certain matter. Closed Probing questions are used when you need a direct response or need to maintain control of the conversation. A closed probe question requires an either-or answer, for example, “Would you like the blue gadget or green gadget?” An open probe question, however, gets you more information about the other person’s situation. For instance, an open probe question could be, “Tell me what happened when you tried to use the product?” This type of question requires the speaker to give more detail about their position, and thus, you get more of an opportunity to pick up on the clues of how the speaker organizes their communication tendencies.

Practice your listening and probing skills by engaging in a conversation with a friend or colleague. You can also observe others while they are conversing.

Chapter Seven

CONNECTING WITH ALL TYPES OF PEOPLE

Can you remember times in your life when you felt a total connection with another person? Can you think of times when you were in a conversation with another person where you felt an energy that really connected you with them? That energy or connection is called rapport. Rapport can be a fantastic tool that can really impact your life in a very positive way. Building rapport is a fundamental aspect of human communication. Being able to build it can be viewed as a basic element of social interaction. Rapport can also be viewed as the development of trust, understanding, respect, and liking between two or more people.

Rapport is one of the most important elements of human interaction. If you are to ever be a master of communication and connect with other people, then you will want to better understand the principle of rapport. You may think that achieving rapport with another person is natural, but it's mostly not the case. Although rapport is a very powerful communication tool, it is a simple skill to develop. It is a skill you already have, but you use it to a

certain degree. I am certain we have all experienced it at various times in our lives. Still, before another person is ever going to tell you what their real needs are, you will have to establish this state of responsiveness called rapport. Commonality or sameness is the foundation for rapport. Remember that when people are like each other, they tend to like each other. If I asked you to think of someone you really like a lot, I would bet they would either be a lot like you or someone who you would like to be like. People like being with other people they feel they have a common bond with. So, in essence, if you can become like another person they will like you.

So far, I am sure rapport makes a lot of sense to you and you already understand this basic principle. We all know that people who like each other are usually like each other, but can you create rapport with someone you haven't known for a while, or someone you have just met? How would you build rapport with someone you just met? Can rapport be created quickly? Absolutely! This is the real magic and skill of a master communicator, to create rapport with anyone regardless of how much or little you know about them and to do it instantly. If you can do this, you can increase your productivity at work over night, and you can make dramatic changes in your personal life that can be real positive.

How does the average person develop rapport with another person? Most people attempt to create rapport through words, right? They ask questions about the other person and try and find a common connection. To talk about the weather or where they are from is small talk and small talk is just that, small. To try and find a connection through words is “hit-and-miss.” Remember that our verbal communication is the weakest tool of our communication skills. Why would we rely on the weakest form of our communication to build rapport?

There is a more effective way to build rapport with anyone, instantly. The secret to creating instant rapport is to merely match and model the tones, physiology, and vocabulary of the person you are speaking with. When you begin to match another person’s tones, visual aspects and words, you become like a mirror image of what they are; this can be extremely soothing to the other person. You can match or share other people’s beliefs and values, and this can also be a powerful option, but again, it would be hit-and-miss. The most effective way to create rapport is to match a person’s verbal, vocal and visual communication elements.

It may seem that matching and mirroring another person’s tones, words, and vision can cause uneasiness, but that’s not so. I can understand how you may be concerned that the other person will feel they are being mimicked, which

would cause a serious communication breakdown. You would be glad to know that most people operate in a subconscious state, in terms of communication tendencies; meaning they never really pay attention to your actions on a conscious level.

I'll share a story when I had to put this principle into practice. It was many years ago now, I was hired as a Vice President of Sales for an up and coming contact center provider. This company had never landed a large marquee account, although, the owner had worked hard for months to get a potential client that would fit the profile and visit their facility. I was hired in early December by this organization, but I had a commitment to my current employer to remain there until the end of the year. The potential client was coming to visit in mid December. The nervous owner wanted me to represent the company as its Vice President of Sales in hopes of closing this deal. I agreed that I would spend what ever time was necessary with this potential client on the day they came into town. I assured the owner that I would close the deal and everything would work out just fine. On the day the potential client arrived, I showed up at the office. The receptionist told me that the owner had gone to the airport to pick up the potential client. She asked me to wait in the foyer and they would be back soon. Well, I waited and waited for two hours and no sign of them. Finally, I told the receptionist that I was going down the street to run an

errand and I would be right back. I wasn't gone more than 10 minutes when the owner called me and said they were at the office. In a panic, the owner said that the potential client had only planned on being here for a few hours instead of the day, like we had planned. The potential client only had a few minutes to meet with me. I figured that we were never a serious candidate for this potential client, which is why he had only scheduled us for a courtesy visit. When I arrived back at the office the potential client was sitting in the conference room alone while the owner had left to take an important call. As I walked into the room to introduce myself, the potential client stood up illuminating an imposing man of about 6 feet 6 inches, 280 pounds, and long hair. He looked more like the musician "Meatloaf" than a businessman from Texas. With a strong gripped hand shake and a rough powerful voice, that seemed to shake the room, he said, "HI I'M JOHN THE OWNER OF METCO, WHY SHOULD I DO BUSINESS WITH YOU?" This situation surely was shaping up to be quite intimidating; you might wonder how my 5'9" 190 pound frame was going to build rapport with this beast. I tried to match the hand shake as best I could. I answered his question matching his same tone, rough and powerful. I replied, "THAT'S A GREAT QUESTION, I WOULD LIKE TO KNOW WHY I SHOULD DO BUSINESS WITH YOU?" He looked at me with his piercing eyes and replied, "BECAUSE I HAVE THE BEST PRODUCT, I RUN THE BEST COMPANY AND I OFFER

THE BEST COMPENSATION.” I stood right up to him and I replied, “WE ARE THE BEST COMPANY FOR YOUR TYPE OF PRODUCT, I AM THE BEST MANAGER IN THE BUSINESS AND I CAN SEE TO IT THAT YOUR ACCOUNT IS TREATED AS IT SHOULD BE, THE BEST!” He then sat down and I matched. He crossed his leg and so did I. He put his hands on his head and I did the same. The owner walked in after about 10 minutes and John looked at me and smiled, I smiled back. John said to the owner, “I like this guy!” The owner said “I am glad you were introduced.” John said, “introduced; heck, I am going to go ahead and give you a piece of my business because of this guy. Now, who’s going to take me back to the airport?” The owner was very surprised, to say the least. Later that day, the owner called me and asked what we had talked about and how was I able to close that deal so quickly. The owner shared with me how much John talked about me and that he liked me, as they were heading to the airport. Did John really like me, or did he really just like himself? Subconsciously, he felt I was just like him. Rapport is indeed a very powerful tool.

To create instant rapport, you need to know what you are looking for and how to match it. It is important to understand that as human beings grow older from infancy, they will favor one sense over another. This doesn’t mean they do not use or have access to the other senses. Some people will like to use their auditory sense or their

visual sense or their sense of feeling to determine if something makes... well, sense.

To me this is breakthrough information. Psychologists have long placed people into “personality types” to prove their compatibility with one another. Many, so called experts, have created various different tests to place people into categories of personality types to prove their ability to work within a business culture. I have seen these tests and I have taken these tests, though there is some minor benefit, for the most part, they miss and even miss big, in some cases. If you want to accurately identify a person’s type so that you can be assured that they are compatible with you or your organization, it would be wise to understand how they organize their experience and how they communicate within themselves and with others. That is what you really want to know. How a person communicates is often what other people categorize as a personality. It is not always fixed; people adjust their communication style to fit certain situations. The clues are obvious if you know what you are looking for, paying attention is very important to picking up on the clues.

Identifying a Person who is Auditory

Auditory communication includes sounds and tones. A person who favors their auditory communication would speak with a balanced pace, they would tend to be more articulate and selective of the words they use and would

choose words mostly based on their sound. They would also select auditory words to describe their thoughts. Words like, sound, hear, noise, etc. Can you think about a person you may know who would favor their auditory sense? How about radio personalities or news casters, do you notice that they tend to be more auditory based on their tones? Next time you watch the news, pay attention to the tones used by the anchor and reporters.

Identifying a Person Who Is Visual

Visual communication includes anything we can see, or vision. Most people would think that what we see, we see with our eyes. If you know how the eyes work, you would know that the eyes send signals to the brain and it is our brain that actually creates the image. The brain is powerful and can produce images without our eyes actually seeing the physical object in front of us. A person who favors their visual communication will have a tendency to speak at a fast pace and use hand gestures. This type of person see's pictures; causing them to have an impulse to get those images out. Because they speak fast and see the pictures in their mind, they often will skip words, or not give the full explanation, because they see what they are trying to convey. You will notice that a visual person will use visual words when they speak, words such as; see, seen, saw, look, picture, etc. Can you think of someone you know that is predominantly visual? Next time you get into a conversation, pay

attention to the words and tones being used and determine if that person favors their visual sense.

Identifying a Person Who Is Kinesthetic

The Kinesthetic sense of communication includes everything we feel, whether physically or emotionally. A person who prefers to use their kinesthetic sense to communicate will generally speak soft and slow. They will use feeling type words to describe their thoughts such as; feel, care, trust, etc. Can you think of someone you know that is Kinesthetic? This type of person I refer to as a type “A” kinesthetic person. There is also a type “B” kinesthetic person; a person who is opposite of the soft, slow speaking type “A”. Type “B” people will be emotionally charged. They will be loud, boisterous, and full of energy or excitement. You may think of a crowd of people watching a close sporting contest as being in a kinesthetic type “B” state. Maybe you have been in a one-on-one situation, or have seen a situation, when a person has been angry or upset. That type of person would also be considered Kinesthetic. Of course you would not want to match or mirror that type of person, otherwise, you risk escalating the emotion, and thus, creating a communication breakdown. What you would do is lead and pace the person to a level of communication that can be productive and not destructive.

I want to help you understand that these types of people are not actually people types, but rather emotional states or modes that people are in. People communicate using their senses, which sometimes gets confused with being a person's personality type. Our senses are available to us at any time, although, we may favor one over another; just as if you are right handed it doesn't mean you don't use your left hand, you simply prefer your right hand. It is very common that people change from one state to another state depending upon the experience, environment, subject or person they are communicating with. It is important for you to pay close attention to the clues. What do you suppose happens when a person who is communicating in a kinesthetic mode gets together with a person who communicates in a visual mode? The person who is in visual mode verbally runs over the person who is in kinesthetic mode, while the person in kinesthetic mode wants the person who is in visual mode to slow down so they can get a sense of the conversation. However, the person who is in visual mode doesn't care to listen to the kinesthetic person because they have all these pictures in their head and they have to get them out. Would there be a connection here? No way! This, in essence, is what happens everyday and what causes the breakdown in communication between parents, children, husbands, wives, brothers, sisters, employees and managers.

I can think of an experience not too long ago when I was consulting with a rather large contact center that was taking orders for a diet supplement. I had the opportunity to monitor calls before teaching a training class the next day. I was walking up and down the isles when a young lady took her headset off her head and raised it straight up in the air. I looked around to see if her supervisor was available and didn't notice any manager around. I approached the young agent and asked if I could help her. She replied with intense energy, "This lady wants to speak with my supervisor." I replied, "That there was not one available and she said in a smart tone, "I can see that, so you will have to talk with her. This lady doesn't get anything I am saying to her and I am being very clear. She says I am speaking too fast and can't understand me." What clue can I gather from what the agent has told me? Well, I know that the agent is in a visual mode. I take the headset and put it on and ask the caller how I could help her. The lady began speaking with me in a soft tone and at a very slow pace, she said, "I am interested in the diet program, but I am concerned about any side effects." She paused, took a deep breath, and continued, "I have diabetes and I worry if this product will make things worse for me." She continued to speak at her pace, "I know I need to lose weight and I want to feel better. Can you help me to know if this product will be OK for me?" What clues do you think I gathered from that short dialogue? I could tell from the very beginning, by

her tone and pace, she was kinesthetic. That assessment was even more confirmed with the words she was using: worry, worse, feel, and OK. For me to establish instant rapport, how should I approach this call? I matched her communication style and spoke back in a kinesthetic mode. I began by saying “I’m sorry that you have diabetes, that can’t be much fun for you. I truly understand your concern and will do everything I can to assure you that this product will not cause harm to you.” What do you suppose is happening with the relationship at this point? I would share with you the rest of our conversation, but it would literally take up several pages of this book. Needless to say, I was able to establish an instant rapport with this lady because I matched her mode. She felt we were alike and much more comfortable. She actually purchased a three month supply of the product and asked me, before we disconnected our call, if she could speak with me personally next time. The young agent was able to listen to the conversation I had with the customer. When I got off the phone, the agent said to me, “I don’t know what the lady’s problem was, I told her the same things you did.” You see, this is the difference between a master communicator and one who is missing the secret clues to connecting with people. It may seem like we are saying all the right things, even when another person doesn’t get it, but it’s not that they don’t get it. The problem simply, is

that it isn't registering with the sense they trust most at the time.

Paying close attention to the way another person communicates will provide you with the clues to identify the communication mode that person is in. By adapting and shifting to the same level of communication of the person you are speaking with, you will stand a much greater chance of building rapport instantly. If you are speaking with a person and you are still having a difficult time knowing what mode they are in, ask probing questions, and when they reply, listen closely to the clues. Be careful that you are not listening for a constant string of words that will provide you the clue; people, in their speech, can use auditory, visual and kinesthetic words. Also, pay attention to the tones and rate of speech. People who succeed on a large scale by connecting with other people have an extreme balance between their auditory, visual and kinesthetic mode.

If you want to appeal to people either individually or as a group, you would be wise to develop your rapport skills. You know now how people organize their communication; because they operate in a subconscious level, the responsibility to change and adapt is yours, the master communicator. Do not wish or expect others to change or be different. As a master communicator, you recognize that people communicate and behave the way they do

based on the way they have organized their experiences and their communication in their brains. There is no wrong way or right way for a person to organize their communication. When you accept the fact that you make the adjustments, you begin to see people much differently; maybe they become a little more perfect than you once thought.

Chapter Eight

THE SECRET TO MOTIVATING PEOPLE

How do you convince someone to accept your ideas and support your way in favor of theirs? Do they give up their ideas because you manipulate them, or trick them into your ideas, or can it be possible to communicate your thoughts to another person in way that it inspires them to want to support you? Do you think it would be a useful communication skill to have the ability to motivate other people to support you? Motivating people is an even more powerful skill than rapport. While rapport is a communication skill that will connect you with other people, motivating people has more to do with having the ability to predict how a person will respond to human communication.

You might find several studies regarding how people are inspired or how to get people to do what you want. These studies, which most are the result of research produced by psychologists, complicate the processes.

Of all the theories and studies given to the topic of motivating human beings, no study has been more

important, or breakthrough in my mind, than that of Richard Bandler and John Grinder, the founders of Neuro-Linguistic Programming. Neuro-Linguistic Programming or NLP, is an approach to psychology based on the model of interpersonal communication. NLP is essentially based on the relationship between successful patterns of behavior and thought. Our patterns for learning are not infinite, but rather specific, thus allowing human beings to become predictable, if we can learn and implement the patterns.

For as long as we can remember we have been told that everybody is different. Society teaches us that people are unique, unpredictable and even complicated beings. This notion is what causes such frustration between people and continuous breakdowns in communication. The reality is that men are not really from Mars and women are not really from Venus. As funny and cute as that statement is, it suggests that two human genders are different species worlds apart, which is the cause for our communication differences. To me, this is a sloppy approach to justify communication differences. People, regardless of being male or female are not different in the way we organize our thoughts. True, we are unique when it comes to our physical attributes and in the combination of our experiences, however, all human beings organize their brains in a specific way. No matter how tempted you are to rationalize the difficulty you may have

communicating with a certain someone, understand that all human beings are designed the same. Our communication happens in a predictable way within the specific patterns available to us.

I remember 20 years ago when I first learned of NLP. I had been searching for an answer on how to motivate people to take action. I happened to be watching a news program on TV that suddenly caught my attention. Although they have aired this similar story many times over the years, this was the first time, I believe, it was brought to the attention of the American public. The story took place in Australia at the crocodile farm of Steve Irwin. Steve was a virtual unknown back then, and this story likely catapulted his popularity, in this country, at least. The reporter introduced Steve as the Crocodile Hunter and the manager of his third generation crocodile farm. The farm attracted people from all over; they came in fascination and curiosity to witness, up close, these terrifying looking creatures. The farm included a fenced off area with a pond that hosted several crocodiles of different sizes. Several people lined the 4 foot chain-linked fence that separated them from the frightening jaws of an 18 foot crocodile. Steve climbed the fence and began his presentation. The reporter asked him a series of questions, which included if he had ever been attacked by a crocodile or if he was afraid of the crocodiles. What he answered next really caught my attention. The

crocodile hunter told the reporter that he had never been attacked and that he was not afraid because the crocodile is a very predictable creature, and he can predict their moves. His answer was supported by the fact he always wore shorts and you could plainly see he was not missing a limb or sporting a scar. He approached an 18 foot crocodile that was half in the water and half on shore. He then demonstrated what he had been saying about the crocodile's predictability. With a 3 foot pointer in his hand, he predicted the big crocodile would open his jaws slowly as he tapped him between the eyes with the pointer. He predicted that the big crocodile after 10 seconds would shut his jaws snapping them quickly. Just as Steve stated, the crocodile did exactly according to his prediction. The crocodile hunter did several more demonstrations and each occurred as predicted. The news story gave more information that added to the impressiveness of this demonstration. They reported that, because of the nature of the crocodiles, this particular creature is not a circus animal that can be trained. What happened with these demonstrations was truly remarkable.

Shortly after this story aired, I researched more about the possibility of human beings also being predictable. This is when I learned about NLP, I became a student of the principles ever since. I have put this breakthrough knowledge into practice and it has changed my life in a

remarkable way. Coaching these principles has brought more joy in my career than anything else. When a student of communication learns the basic elements, they are ready to advance to NLP and how to motivate other people to take certain action.

Learning how to motivate people begins with understanding 4 metaprograms, The Direction Metaprogram, The Reason Metaprogram, The Frame of Reference Metaprogram, and The Convincer Metaprogram. The approach to metaprograms is the same as all elements of the human communication process. A master communicator must listen for the clues left by the speaker that will reveal how a person organizes their communication. Metaprograms will help you know how people become convinced of something and how they are moved to action. With metaprograms, you will be able to better predict how a person becomes motivated. Metaprograms work similar to a computer. When you enter a specific set of characters into a computer program, the computer will bring to the screen the same image every time. Although, your computer can store an array of information in its hard drive, it can only display what you commanded it through specific actions. When you know the program that people operate in to become motivated, you will know what actions to take to get people to accept your ideas.

The Direction Metaprogram

The Direction Metaprogram reveals the direction in which people move. All people will move in one of two directions, either towards pleasure or away from pain. Although, it is important to know what direction a person is moving, you will want to know how to identify what direction a person is moving. If you want people to accept your ideas, you will want them to move toward you and not away from you. How can you tell what direction a person is moving, pay attention! Listen to the tones and words they are using. I have increased the productivity instantly of many sales organizations just by this subject alone; you can probably imagine why. When a sales agent approaches a prospect, the usual tendency for the prospect is to move away. What does the sales agent usually do when the prospect moves away? They typically will chase the prospect, causing the prospect to continue to move away; have you ever had this experience with a sales person? Have you had an experience when you may have lost the interest of someone and you became frustrated? Whatever your opinions are or your position is, you do not want to represent pain to a person, but rather pleasure or the good thing. Using your rapport skills would be a good place to start, demonstrating empathy, or establishing from the beginning of your conversation, that you are not the pain. Be familiar with pain and pleasure words. People have been burned, hurt, misled, taken advantage

of, lost, etc. That is the pain people want to avoid. What people want is to feel good, happy, prosper, win, etc. This is how we all are wired. If you want to persuade people to follow you, then you will want to master this principle.

The Reason Metaprogram

The Reason Metaprogram will reveal the reason a person will do something. People are motivated to do something based on either possibility or necessity. A person that is motivated by possibility will want to hear about all the wonderful things that will come from their decision or actions. Your verbal, vocal and visual communication elements will want to work together to describe this incredible possibility. You want a person that is motivated by possibility to know what they will get and what will come from their decision to do this thing you want them to do. Be careful to not make the mistake that all people are motivated by possibility. It's a common mistake; I, too, believed it before I learned this strategy. A person that is motivated by necessity will do something because of their belief that there is no other choice. How can you tell if a person is motivated by possibility or necessity, pay attention! Listen to the tones and words they are using. If you can't tell by what they are saying, you will want to use your probing skills. You can ask a question about why they made a certain decision to do something. If they reply, "Because I knew it would be a great thing for my future" or "I was hoping it would pay off in a big way", then

you would know they are motivated by possibility. If they reply, “Because I had no other choice” or “Because I have to”, then you would know they are motivated by necessity. Once you have determined the reason for why they do something, you will proceed framing your communication appropriately. A person who is motivated by necessity will need to be spoken to in a firm tone, sometimes being harsh and direct, letting them know that they have to do this thing because there is no other choice. That may be uncomfortable for most people, but I’m telling you that if you try and approach a person that is motivated by necessity as if they are motivated by possibility you will not get very far. If you try and approach a person that is motivated by necessity as if they are motivated by possibility you may get yourself in big trouble.

I remember when I first learned this principle. I was the inside sales manager for a company that sold a \$6,000 computer management system over the phone to small “ma and pop” motorcycle shops. I had built a team of 8 to 10 sales representatives that were skilled, experienced, and dedicated individuals. The Inside Sales Department was new to the company and they had high hopes for its success. My team was good at making the calls and reaching the right person that could make the decision to buy, but we just were not closing the deals. We were good at building rapport as well as all the other aspects of communication. We were becoming a little frustrated that

we were not reaching our goals for closed deals. I believed at the time, our communication key to our success would be to build rapport. I noticed that we were having no trouble with rapport, conversations were happening, but we were being put off when trying to close the deals. The more I thought about it, the more excited I got thinking that maybe metaprograms could be our solution. One day, I gathered my team together and made one of the boldest challenges of my career. I asked them to pick one prospect that they felt they had established rapport with, but could not get them to make the commitment to purchase the system. Several hands raised, but in the end, I randomly chose a dealer in Ohio where one of my sales agents was not able to get the owner to commit. I gathered my team around the desk of the sales agent whose lead this was and called his prospect, using the speaker phone so that all could hear. The owner, Mark, answered the phone. I introduced myself and asked if he had a minute. I could tell that my sales agent had done a nice job creating rapport because Mark was very cordial toward me. I found it easy to engage in a friendly conversation. I began my probing process (the skill of asking questions to obtain valuable information). I avoided small talk like “how’s the weather there in Ohio?” I asked pertinent questions about his business and how the processes worked. I asked Mark to walk me through a typical day. His tone completely changed as he shared his typical day with me. He told

me that he worked 16 hour days and was getting tired of it. He said that he never had time for his family; his kids were growing up fast and he did not have time to see their events. He said if things didn't change, his wife would probably leave him. He told me that he was tired of managing his people, he could not keep his inventory straight and that things were becoming a mess at his shop. "Why don't you do something else", I asked him. He said that "he had no choice." He told me his grandfather owned this shop and passed it on to his father and his father passed it on to him, it was something he had to do. The clues came to me so clear and plain, I really believed I knew how Mark was motivated, by necessity. When Mark finished speaking, I paused for a brief moment to gather my thoughts. I had not tried this approach before, plus I was not sure how it was going to pan out. However, with the attention of my student sales agents anxiously awaiting my reply, I took a deep breath and proceeded with these words:

"Mark, I get it (rapport).

You are running yourself ragged at this job and it's wearing you down (confirm).

I have to tell you that we have been calling you for several months now with a solution (pleasure).

I'm being straight with you Mark, if you don't make the decision right now to get this system in your shop you, will continue to operate in the same miserable place you are in today and it will never change. You will never get a handle on your inventory; you will continue to work long days, furthermore, your wife probably will leave. You really need this system in your shop and you need to get it today (motivate by necessity)!"

This was a little uncomfortable for me because I don't usually speak to people that way. To me, it seemed to come across a little harsh and rude. When I finished my comments there was a silence for what seemed to be an eternity. My team all looked at each other as to say, "What was our manager thinking?" I looked into their eyes and wondered if I had just made the biggest mistake of my career. As the silence continued, embarrassment began to set in and I was on the verge of offering Mark my deepest apologies for speaking to him that way. Just before I opened my mouth, Mark, in what now became a soft voice, said, "You are absolutely right. I have put this off long enough. And I need to do it today. Let's do it, sign me up, but when it gets here, you better call me and explain how the thing works."

I was quite relieved and pleased to prove a breakthrough communication technique. Of course, this experience could have been disastrous to my career, but instead,

became a career changing experience. Shortly after building a successful sales department, I landed an opportunity as Vice President of Sales for a progressive contact center firm, and then moved on as a consultant to many fortune 500 companies. My point to you is, never over look the effectiveness of The Reason Metaprogram. When you can identify correctly, then appeal to that person's reason for what moves them to action, wonderful results will happen. It won't matter whether it is in business or your personal life, you can expect good things to result from getting this principle right.

The Frame of Reference Metaprogram

The Frame of Reference Metaprogram will reveal how a person values something, whether by what other people think (externally) or by what they think (internally). There are people who will believe in something if, and only if, other people have also done it or endorse it. This is how they will know if something is worth doing. There are other people, however, who won't care who else has done it and they don't care how many people have done it, because they only value their opinion or what they think. This again is another common mistake people make when attempting to appeal to other people. Many people assume that all human beings value something based on the experience of many others who have done it. You may notice how many marketing campaigns will boast how many customers they have, or how they are being

endorsed by a celebrity customer, meaning, if they've done it, it must be something you should do as well. While most people may be motivated this way, there is still a major population that it doesn't matter to; they will still only believe in the value of something if they think it's of value. In a one-on-one situation, how would you identify a person that is motivated internally or externally? You should know the answer by now, pay attention! Also, listen to the tones and words they are using. If you can't tell by what they are saying, you will want to use your probing skills. You might ask a question about the last time they decided to do something similar and how they knew it was the right decision. If they say, "Because the sales guy told them that a thousand other people had it and they never had a problem", then you can determine that they are motivated by what other people think and say. You will want to motivate them by telling them about all the other people who are doing what you would like them to do, as well as, what other people have said and think about it. If they answer your questions, instead, by saying that they just knew it was right, that they had done their homework and determined it was right for them, then you would know that they are motivated only by what they think. You cannot motivate a person who is internal by talking to them about what other people think. This will not appeal to them and you will lose their interest because they don't care what other people think. You will want to approach these types of people by letting them know that

the decision is theirs and no one else can tell them if it is right, because only they know. Can you think of anyone in your own life that is internal or even external? Have you maybe missed some opportunities in the past because you didn't understand how they became motivated? Look for these opportunities and practice identifying these types of people. Applying this communication principle will give you a noticeable advantage when motivating others.

The Convincer Metaprogram

The Convincer Metaprogram will reveal how a person needs to receive a message in order to become convinced of it. People will rely on their senses to draw a conclusion about something. For instance, people will need to either see it to believe it, hear it to believe it, or feel it to believe it. How would you identify a person that uses their convincer metaprogram to become motivated? I hope you said pay attention, because that is the right answer. Listen to the tones and words they are using and if you can't tell by what they are saying, you will want to use your probing skills to pick up on the clues. A person who relies on their sense of sight or vision will say things like, "That doesn't look right" or "I can see how that can be done." A person that relies on their sense of sound will say things like, "That doesn't sound right to me" or "I like the ring to that." A person that will rely on their sense of feeling will say things like, "That doesn't make sense to

me” or “I’m just not feeling it.” They might say something like, “I don’t understand you” or “That is awesome!” It is important to not try and appeal to a person who relies on their sense of sight by talking about their feelings. You will end up with a disconnection and you won’t be able to motivate them. If a person says, “Yeah, I’m just not seeing it.” You will want to say something in response like, “Let me show you something else” or “Let me paint this picture in your mind” or “Let’s look at it from a different angle.” You see, you will want to form your communication to fit the mode or state they are in to be convinced.

Metaprograms are amazing breakthroughs. When you have mastered this concept you will have the pot of gold at the end of the rainbow. There is a treasure to be found in your ability to appeal to people, predict their actions, and to motivate them to support you, follow you and help you achieve your goals. I had a colleague of mine that would say to a class after a training session to use your new found power for good. Perhaps a person could consider immoral intent with the metaprogram principle, but I would hope not. These principles are not intended for the manipulation of people, or to trick people into doing things that would cause them damage. When you have mastered the art of human communication, you have a solemn responsibility to use that skill for the benefit of

others, to teach them, and to help advance their learning of how to better connect one with another.

Chapter Nine

BY TEACHING YOU WILL UNDERSTAND

There is a saying that states, “By learning you will teach and by teaching you will understand.” There are several different communication situations you will find yourself in. Not all situations will require a specific principle to be implemented i.e. rapport, or motivating others. There will be times you will stand as a teacher, expected to educate as well as inform. Your responsibility will be to provide information that will help the other person gain new perspective and reveal choices.

I realize that a lot of the instruction you have received in this book may be familiar to you. Perhaps you believe you have heard it all before. What’s more important is that you gain a complete understanding of these things and that you grasp how and when to implement the principles. One of the best ways I have found to get this information to register is to recognize myself as a teacher. Not just consider myself a teacher, but seek opportunities to teach. It doesn’t matter what situation I am representing, if I know something that will help another with their approach to communication it is my obligation to offer it. You don’t necessarily have to see yourself as a

class room teacher or a seminar instructor, but to approach each opportunity to communicate as an opportunity to teach. If I have information about how to communicate and it becomes appropriate to share that information with another person, I will share it. If I am in a business situation and a client, or potential client, needs information that I have to help them with their communication with me, I share it. I have had a number of experiences when I have called a customer service number to get help from a company and didn't get much help. When I made another attempt to call the same customer service line and got another agent, sometimes, I have been fortunate enough to get an agent that understood being a teacher. They provided me with information about the company's processes that helped me greatly when dealing with that company. What an impressive example of human communication mastery. If you think about that for a moment, what a difference that could make in your job if when you spoke with a customer, or prospective customer, that you approached that conversation as though you are a teacher. You would not only provide that person with a helpful education, but you will better understand the information because you are teaching. That would certainly change your approach to your job.

I have worked with many contact centers in the past where I have received many comments from the frontline

agents that claimed there is no such thing as 100% caller resolution. It is a seemingly impossible achievement to think a company could satisfy every caller. I understand; people miss sometimes identifying accurately how a person organizes their communication. People also sometimes guess wrong and there will be breakdowns. Sometimes people lack the desire to pay attention and will miss on that opportunity, as well. However, a frontline customer service agent must realize they are a teacher, an educator of how the company processes work, plus, strive to teach rather than believe the only solution is what the customer is asking for. Customer service agents and customers alike would end up far less frustrated.

The same could be said in our personal lives when we communicate with our spouse, children, family or friends. As master communicators, we should never allow ourselves to get lazy with our communication. It seems easy to become lazy in our communication with family and friends. I see so often parents who do not want to explain themselves to their children; what they want is their children to simply obey, just because. How many times have you seen examples of parents telling their children, "This is how it is and there is no further argument", or a parent who will tell their children "I am not going to debate this with you, just do it", or even worse "This is my house and my rules, so you will do as I say." Society is greatly affected by this poor approach to communication parents

have with their children. Granted, not all parents have this type of relationship with their children.

President John F. Kennedy once said, “Let us think of educating [our children] as the means of developing our greatest abilities, because in each of them there is a private hope and dream which, fulfilled, can be translated into benefit for everyone and greater strength for our nation.”

What a difference it would make in a home or in our communities if parents not only communicated with their children, by implementing the Perfect People Principles, but to also see themselves as a teacher. Thus taking the extra time to explain the “why’s”.

In my home, we have teen aged children who have a standard “policy”, as do most households (maybe I shouldn’t say most), that they are to be home by midnight. My children interpreted that as their “curfew.” This apparently is a bad word used to degrade teenagers and cause embarrassment by their peers. With a few of our children my wife and I received some resistance because some of our children’s friends could stay out as late as they wanted. Giving some thought to this, my wife and I recognized that our children deserved an explanation regarding this matter. We explained to our children that there never was a curfew placed on them. But that our

expectation of midnight was because, so long as they were out, as parents we are responsible for their safety. We were therefore not able to go to sleep until we knew they were home safe. Our children understood our reasoning, and because of the additional information, it changed their perception. Out of respect for their parents, their decision would be to come home at an appropriate hour. We do not have a problem with our children staying out past midnight, additionally they will usually be home earlier and we appreciate that as parents. We even have children in college still living with us that are thoughtful enough to be home by midnight.

Mark Van Doren said, “The art of teaching is the art of assisting discovery.”

Carl Jung was quoted as saying, “One looks back with appreciation to the brilliant teacher, but with gratitude to those who touched our human feelings. The curriculum is so much necessary raw material, but warmth is the vital element for the growing plant and for the soul of the child.”

“A good teacher is like a candle; it consumes itself to light the way for others.”

Effective teachers are always effective communicators. They can take any topic that may be difficult to

understand, and present it in a way that can be comprehended by the listener.

Being a teacher is an important Perfect People Principle. Here are six tips that will help you be a successful teacher:

1. A good teacher does not tell people what to do, how to do it or when to do it. You provide information and educate and allow others to act on that information.
2. A good teacher does not behave like a student. A teacher has special rights or authority. The student needs leadership.
3. A good teacher helps people to discover, formulate and clarify their own purpose.
4. A good teacher builds on positives rather than focusing on the negatives or weaknesses.
5. A good teacher can accept criticism; however, the teacher must point out if the student is getting closer or further from resolution.
6. A good teacher maintains control.

In addition to being in communication situations that will require you to be a teacher, you will also find yourself in communication situations where you will need to be a counselor. As a counselor, it will be important for you to add to your essential communication elements an understanding of the human needs.

Studies have shown that human beings have specific needs that drive their behavior. All people essentially have the same problems because we all have the same six human needs. Our human needs will tend to be in conflict with one another, which can cause imbalance in our lives. So, it is important to be aware of those needs so we can help ourselves and other people become more aligned. Serious problems can occur if we choose destructive channels to try and satisfy those needs. We also have the choice to establish new patterns of fulfilling those needs that will move us quickly towards pleasure and communication mastery.

The channels you choose for fulfilling your needs will not only determine your joy and pleasure in the moment, but also your long term fulfillment and whether you truly grow and contribute in a meaningful way. A good method for measuring if you are on the right track or not, is to think about your experiences and if they are something that:

1. Feels Good
2. Is Good For You
3. Is Good For Others
4. Serves The Greater Good

When we can fulfill these 4 criteria in an experience, we can usually consider that an ultimate experience.

In addition to knowing how to measure an ultimate experience are the six human needs:

1) Certainty

All people need a sense of assurance that pain will be avoided and pleasure will be achieved. People like to know that things will be stable and good and that they can count on other people and conditions to meet their needs. However, we don't want things to become too comfortable or predictable. So, we need variety.

2) Variety

People seek variety; a little bit of surprise and challenges to feel fully alive. Too much certainty can generate boredom, and with too much variety we get a little afraid and lose our sense for certainty. So, there needs to be balance between certainty and variety.

3) Significance

People have a desire to be unique in some way and to have a special purpose and meaning. This human need also requires balance. If we become too unique, we begin to feel different and separate. That would violate our human need to connect.

4) Connection

People need to connect with other people. We also need to feel a connection with ourselves. We have a need to share our knowledge, lives and our emotions with other people. I believe all human beings possess a universal energy that we are just beginning to understand. When we connect with another person, or people, that energy expands and so does our capacity.

5) Growth

You can see all around us the need human beings have for growth. Everything seems to get bigger and bigger. This is the expectation; our cities are growing, our children are growing, we need our opportunities to increase. Our happiness is tied directly to our progress and it doesn't matter how much we have right now, we just need to increase who we are.

6) Contribution

People have a deep desire to go beyond themselves and to feel that they are making a difference to someone, something or to many others. Not only contributing to others, but contributing to ourselves is a meaningful action as well. When we make contributions, we gain a sense of value and wealth. We cannot give to others what we do not have.

When people recognize that taking action will meet most, or all of their needs, they will take action. When they avoid doing something or put it off, it is because they feel a lack of certainty that they will receive joy from that task. If you ever feel this way you may want to rethink your strategy. If you can find just a few ways to meet all six needs, you will find yourself full of drive and passion, and you will know what to do to achieve your goals.

Chapter Ten

THE PRICE OF SUCCESS

I often wonder what it is that brings one success in life, and what it is that brings mediocrity or failure to another. The difference can't be in mental capacity and there is not the difference in performance. In short, I have reached the conclusion that some people succeed because they cheerfully pay the price of success, while others, though they may claim ambition and desire to succeed, are unwilling to pay that price.

Many years ago, when I was a freshman in college, I came across an article called the "Price of Success." I can't remember how I came across the article, but no author was listed for whom I can give credit. It is that article that inspires this chapter. After presenting my Perfect People Program, I would receive many requests from students asking for a lesson that would help inspire successful living with perfect people implementation ideas. In an effort to answer that call I created this lesson. I will begin by sharing the article answering the question, what is the price of success?

The price is, “To use all your courage to force yourself to concentrate on the problem at hand, to think of it deeply and constantly, to study it from all angles, and to plan. To have a high and sustained determination to put over that which you plan to accomplish, not that circumstances be favorable to its accomplishment, but in spite of all adverse circumstances which may arise nothing worthwhile has ever been accomplished without some obstacles having been overcome.” Refuse to believe that there are any circumstances sufficiently strong enough to defeat you in the accomplishment of your purpose; hard? I should say so. That is why so many people never attempt to achieve success, but instead answer the siren call of the rut and remain on the beaten path that is for beaten men. Nothing worthwhile has ever been achieved without constant application of the stroke of ambition. That is the price of success as I see it and I believe every man should ask himself; “am I willing to endure the pain of this struggle for the comforts, rewards and the glory that go with the achievement? Or, shall I accept the uneasy and inadequate contentment that comes with mediocrity?”

Are you willing to pay the Price of Success? Success is a choice, not a random roll of the dice. Society may want to make that choice for you and, at the very least, may want to define success for you. Some may even believe success is personal, maybe something that should be defined by the individual to fit their vision of success.

Many people will define success in material possessions including money, houses, cars, etc. No matter how you define success for yourself at this very moment, eventually, you will come to the knowledge that the central human factor we accept as success is realizing that emotional state we call happiness. As human beings, we are all “designed” the same and happiness is the ultimate objective. However, happiness is an emotion and cannot create itself and must come from a substantial experience, not just any experience, but an experience that produces progress. No matter what station you are in at the moment your brain will and can detect increase and growth. That stimulates your nervous system to create the emotion called happiness, which essentially, is your measuring mechanism for progress. The evidence is all around us as, every-day human beings in every walk of life, every age group all around the world strives for increase and growth. From the very beginning of our earthly experience, human beings begin the path to progress. We encourage, cheer and praise other people who progress. From crawling to walking, from kindergarten to college, we seek to progress. Have you noticed that a central human drive is to grow our cities, grow our businesses, grow our organizations, and so on? Progress, is the primary human drive. I urge you to find someone who is not happy, see if you can trace that unhappiness to the perception or belief that they are not progressing. The root of success is progress.

Regardless of what you believe success is and what it is that brings a person success, the fact is, success leaves clues. Pay close attention to those who have achieved success similar to that which you may desire for yourself, then model and match the things that person has done to reach the goal you have for yourself. This will lead you to the same result as your models.

No matter how prepared you are for success or how intense your efforts, problems will occur. Problems are a part of every person's personal or business life. To achieve success, one of the most important exercises you can learn is how to solve problems. It won't matter how much skill or ability a person has, you can expect problems to occur. Problems help allow us to grow and become something significant. Remember this; what makes little problems into big problems is the time you spend on the problem. You will want to learn how to identify a problem, as well as, knowing how to solve the problem. The important thing to remember about problem solving is to spend 80% of your time on the solution and 20% of your time on the problem, think of it as the 80/20 rule. The factor that prevents most people from dealing with and overcoming their problems is the emotional state they are in. What you want to do is control your state, but do not allow yourself to get into the emotional state called "overwhelmed." Be prepared to do all you can to avoid being overwhelmed. When it comes to solving problems,

trust that you possess the ability and the resources within to reveal the answers to the thing that is a problem to you. Where your own resources may not seem to be enough, there are plenty of people within your reach who have gone through what you are going through; they can give you or help you find solutions to those problems that you are facing.

To help you solve problems remember these 7 key's to overcoming problems:

1. Manage your own state. Although you cannot control the things around you, you can control your state. Get yourself in the zone, focus on those things that will empower you and lead you to the energy and inspiration you need to overcome.
2. Identify the problem and write it down. When you write the problem down, you activate resources within your brain that can open new doors to the solution. Writing it down helps you to be sure you have accurately identified the problem.
3. Come up with your best plan and take action. At first, come up with any plan, just create a plan and then take action. It is important for you to create momentum, and in order to do that, you have to take action.

4. Pay attention, take notice. You will want to be aware if your plan is getting you closer or further from your goal.
5. Change your approach. If your plan is not working, if you are not making progress, you must have the good sense to make adjustments. Continue to make the adjustments that will align you and move you closer to your goals.
6. Seek a role model. Everyone can use a role model or models to help discover the actions you need to take that will lead you to your goals. People leave clues; when you identify someone that has gone through what you are going through they can be a powerful ally or mentor.
7. Change your entire belief of what a problem is. Labeling a difficult time or situation as a problem, can lead to the emotional state of “overwhelm.” It is a tough task to dig yourself out of an overwhelm state. If you look at a problem as a challenge and how to overcome it, it will strengthen you and your abilities. You will lighten your load and position yourself for growth and expanded knowledge.

Another very powerful factor to help you overcome challenges in your life is to remember the power of questions. You can create any set of questions that will help inspire you, that will tap into the powerful resources within your brain. You should create questions that are

specific to you and your goals. Until then, I will provide you some ideas of 5 problem solving questions you can model:

1. What is great about this? What can be great about this?
2. What is not perfect about this, yet?
3. What am I willing to do to make things the way I want them?
4. What am I no longer willing to do in order to have things the way I want them?
5. How can I do what is necessary to get this task done and enjoy the process?

Remember that success is no accident. The essential prescription for positioning yourself for success is to first know what you want. Be clear and have a reason for doing what you do. Also, develop the ability to take action. Action is the only thing that will translate visions into reality. In addition to being clear and taking action, you will need to maintain a sensory acuity. This means to know what you are getting from your actions. Pay attention and know if your actions are getting you closer or further from your goals. Lastly, do not fear changing your approach. Make the necessary adjustments until your goal has been achieved.

To achieve ultimate success you will want to learn how to control your own perspective. Maybe you have heard the phrase, “you cannot fight ghosts.” Perceptions are very powerful, but are often just illusions, which give them the form of ghosts.

To reiterate what has been mentioned throughout this book, an important element that will make a big difference in the quality of how you behave, or how you feel about an experience, is your emotional state. I believe your state, which is your current emotional condition, is far more powerful than your attitude. How many people do you know that has either a negative attitude or a positive attitude? Interesting thing to me is that an attitude, either way, doesn't seem to carry on. People try to have a positive mental attitude, but the problem with that is they have to think about it all the time. More effective than an attitude is your emotional state, which you can condition through mental programming to naturally maintain your positive feelings or effective approach to your communication. Your state of mind, through emotions, at any moment will determine how much of your resources are available to you; your behavior is the result of the state you are in. It is critical that you learn how to manage your state and develop as many choices as possible for controlling your moods. Changing your state can be done by reframing your state. Reframing is simply the process of changing the way you evaluate what something means

to you. The meaning of any experience you have depends entirely upon the frame you put around it. If you change the frame, then the context in which you perceive something and the meaning will change instantly.

Success is an incredible thing. We all have had moments in our lives where we can claim success. Sometimes we are not always sure how it happened, while other times we were certain how it happened. We can sense at times when something good was coming. Remember, what we believe to be true and what we believe is possible, becomes what is true and what is possible. Focus on those things that will bring joy and fulfillment in your life; align yourself with those dreams and you will receive all that you desire.

I will share a few quick thoughts on how you can best align yourself to the powers of the universe that will support your greatest dreams:

- ☺ There is no greatness without a passion to be great.
- ☺ Our beliefs about what we are and what we can be, precisely determines what we will be.
- ☺ A strategy is a way of organizing our resources and recognizing that the best talents and ambitions also need to find the best path.
- ☺ Our values are the fundamental, ethical, moral and practical judgments we make regarding what is most

important to us. Values are our basic belief system about what we think personally is right or wrong.

- ☺ Energy is the source that moves to take action. Nothing happens without energy.
- ☺ An ability to connect with people from a variety of backgrounds and beliefs is a true master of communication.
- ☺ People who succeed are those who have learned to take any challenge or obstacle they are faced with and communicate that experience in a way that causes them to adapt and produce positive results.

Feeling good regardless of your current station is very possible. Understand and apply the specific principles to move your thoughts and actions to line up with the positive forces of the universe and your dreams will become reality.

Chapter Eleven

PERFECT PEOPLE PRINCIPLES

Of all the things a person can do to create self improvement, nothing will have more impact on you or on others than achieving communication mastery. Perhaps that is a very bold statement, but I truly believe that. We live in a world with strong influences all around us that persuade us to buy into this product or that product with the promise of life changing results. We can order pills and potions that will magically make us young and feel great. We can acquire books that will tell us the secrets to fame and fortune. We can purchase programs from people who can inspire us and lead us to the mysteries that will unleash our power within. All good tools that can produce positive results in your life, along with helping you improve the person you are and your position in life. However, I believe, until we understand how the human mind works and how we as individuals organize our brains to accurately interpret our personal experiences, as well as, make sense of all the information that is hitting us from every direction, we cannot comprehend any other teaching. Why is it that many people who try to loose weight, or give up a bad habit, have some success early

in the program, but will then give up because it was too difficult, or give some other justification? Why do so many people think about change, but end up taking no action or putting it off until another day? Why does it sometimes seem impossible to talk with a spouse, children, a boss or customers? How come people get frustrated with themselves when they make a so-called mistake? Why do people wish they were one way, but accept to stay the way they are? Why do so many people that desire more of themselves believe they can't be more than who they are, while other people seem to rise without any effort at all? Human Beings are the most intelligent life form on this planet and yet, we ask silly questions about our existence and purpose in this life. The power, including resources, to create all that we can dream for ourselves is available to each and every human being on this planet.

It is critical to anybody's long term happiness that they master the art or skill of human communication. It sometimes can seem complex and involved with so many factors to think about that it may not seem possible or worthwhile. Maybe, the price you have to pay is too high. After all, you have been managing thus far anyway. Why change what you think has been working for you? Maybe you have managed or maybe there is room for improvement, but by mastering human communication, you can open doors for yourself that will lead to a new world you never before thought possible. Master the art

of human communication and you will never need to purchase another self improvement program again; if you need to loose some weight, you will, if you need to overcome a bad habit, it will be done; if you desire to be wealthy, it will come to pass, if you wish to get along with people in your family, it can happen. Whatever you desire for yourself it will be yours. Perfect People Principles are not a set of mystical, magical illusions; they will provide you the knowledge into the specific processes of how a human brain operates.

The Perfect People Principles are basic communication procedures that may have been familiar to you before reading this book. Still, there may have been some elements to the human communication process that you learned from this book. The objective of this book is to help you better understand the basic elements of human communication and how to put them into practice on a conscious level. The big difference these things will make in your personal life will be by your improved ability to pay attention to the clues other people are giving you; it will be in your ability to condition your communication exchange with other people. The point I intended to get across in this book, which I believe sets it apart from any other people communication book or lesson you may have received, is how to better develop your communication with you.

I understand that I covered a lot of material in this book. Much of the information was provided to set up the basic fundamentals or to give examples. The instruction I have provided all plays out like an animated film. If you have ever seen how an animated film is created, you will know that many people work on separate details of the images that will be part of the finished product. Though it takes several hundred frames to create a fluent scene of just a few minutes, the painstaking effort is well worth it to the creators. The end result of several scenes, made up of thousands of individual frames, is a wonderful product that communicates a story that is both entertaining and moving to the audience.

The Perfect People Principles works much the same way as the production of an animated film. With an animated film, the recipients are consciously unaware of the many separate frames involved to create one scene that makes sense to the viewer. When you communicate with another person, a similar event is taking place. Behind the scenes are specific details happening that the other person is unaware of, but it all still makes sense during the conversation. The details of your communication will happen all within split second intervals to create a complete smooth dialogue. Just like the animation film makers have to work at the details, and even correct some mistakes, they take the time to work out the details so that the end product is a masterpiece. To become a

master communicator you too will need to work through the details. Let's review the details of the Perfect People Principles:

The Power of People

If in the past you have viewed people as a nuisance and as an obstacle placed on earth to annoy you, then you will want to change your perception of them. People are a great resource to you and can help you achieve your dreams. Before you can master your human communication skills, you will need to accept people as a great resource. Choose them, trust them, and work with them. Associate with those people who will support your goals.

How People Learn

Before you ever engage in a conversation with another person, you must understand the process of human learning. People will use their senses to interpret and create meaning of things and experiences. We begin this process the day we are born and maybe even earlier. With our senses in motion we formulate conclusions based on patterns, facts, values and beliefs. Our environment for learning is also a powerful influence to our overall understanding and how we communicate with other people.

Getting Into the Zone

The first step to human communication mastery is to manage the communication within yourself. Before you can communicate effectively with other people you must understand how to communicate more effectively and accurately within yourself. When you communicate effectively with yourself, you have the control to put yourself into a peak emotional state. When you are in a top emotional state, you can access resources within, answer challenging questions, be moved to take action, as well as, better prepare yourself to achieve effective communication with other people. Getting yourself into the zone is as easy as moving your body and focusing your mind on positive goals and targets. Another key to getting into the zone is to create effective rituals that produce good feelings, things that will keep your body energized and fit. Also, your focus can be changed and controlled by having clear questions you ask yourself that spark stimulating thoughts and give you appropriate answers.

A People Professional

A professional requires a special knowledge and long academic preparation. People who serve in a capacity where they receive payment for their service of communicating with other people must be the better example of communication mastery. Choosing to be a professional will clearly help overcome the monotony of a

job. You will begin to pay attention to the details, seek the communication clues given by others, and strive to maintain a productive conversation. A professional is a person in demand, so choose to be a professional.

A People Person

The ability to relate to other people is a significant indicator of future personal and professional success, particularly with people. Human communication begins with understanding the basic elements of human communication, which are the three V's, our verbal, vocal and visual elements. Remember that our verbal element makes up 7% of our human communication, our vocal element makes up 38%, and our visual makes up 55%. We not only use these elements to deliver our message, but we use them in a feedback situation to avoid or overcome problems that can occur in our communication. We also use these elements to indicate we have received the message, or if our message is being understood. Problems in communication are considered noise; the noise can be internal or external. Overcome the noise with follow up questions such as, "does that make sense?"

What You Should Know About Listening

In addition to the three V's, there are two additional skills important to the communication process, listening and probing. There is a major distinction between merely

hearing the words and really listening to the message. To listen effectively, we must remain actively involved in the communication process. Clarify any misunderstandings immediately, before proceeding. Probing is the skill of asking questions to obtain valuable information. Probing is important when communicating with other people, especially when you need more clues to determine their communication tendencies. Be sure to ask pertinent questions, a question such as, “why” or “why not”, is not a good probing question.

Connecting With All Types of People

Rapport is the most important element of human communication. Commonality is the foundation of rapport. In order to reach that level of commonality you need to match and mirror the tones, words, and feelings of the person you are speaking with. You can match the vision of the other person if you are speaking by phone. Auditory people will speak with balance in their voice and use auditory words such as; sound, hear, and noise. Visual people will speak at a rapid pace and use visual words like; look, see, and picture. Kinesthetic people are divided into two types, Type “A” kinesthetic people will speak at a slow, quiet pace and use words that describe their feelings such as shy, feel, and care. Type “B” kinesthetic people are more boisterous, loud, and over excited. They could also be angry or just over energetic, they could use similar words as Type “A” kinesthetic

people. You want to be careful to match or mirror Type “B” kinesthetic, know that you can pace and lead a person to a more common ground that would produce positive results.

The Secret to Motivating People

Metaprograms are the key to motivating people. The Direction Metaprogram indicates if a person is moving towards pleasure or away from pain. You want to make sure you or your message does not represent pain, otherwise, the person you are speaking with will move away from you. The Reason Metaprogram reveals if a person does something based on possibility or necessity. The Frame of Reference Metaprogram will tell you if a person judges the value of something based on other people’s opinion, or based only on what they think. The Convincer Metaprogram will reveal how a person needs to receive a message to become convinced. They may need to see it to believe it, hear it to believe it, or feel it to believe it. The best way to identify how a person will be motivated will be to pay close attention to the tones, words, and physiology of the person you are speaking with. Present your message using the same approach you have identified in the person you are speaking with.

By Teaching You Will Understand

By learning you will teach and by teaching you will understand. As a master communicator, the responsibility

is yours to adapt to the other person you are speaking with, along with accepting yourself as a teacher. A teacher is always an effective communicator. They can take any topic and present it in a way that can be comprehended by the listener. You can measure your service to others in fulfilling their needs and fulfilling your needs by asking yourself these questions; does it feel good, is it good for you, is it good for others, and does it serve the greater good? There are different communication situations a master communicator will find themselves in from time to time. Being a teacher is one and being a counselor is another. Knowing the six human needs will help you be an effective counselor. The six human needs are: clarity, variety, significance, connection, growth and contribution.

The Price of Success

No matter how you define success right now, eventually you will come to the knowledge that success is to achieve the emotional state of happiness. Happiness is an emotion that is created when a person progresses. Overcoming problems requires you to spend 20% of your time on the problem and 80% of your time on the solution. Don't get overwhelmed, manage your emotional state. Remember the power of questions; create a set of problem solving questions to ask yourself when you encounter problems. Be great, define your values,

establish a lot of energy, and master your communication with yourself and with others.

Perfect People Principles

Before you can become a master communicator, you will need to take the preparatory steps of seeing people as a resource, knowing how people learn, knowing how to get yourself in the zone of peak performance, and making the decision to be a professional master communicator and accepting that role. The next steps are to develop your instinct to identify how the person you are communicating with organizes their brain regarding their verbal, vocal and visual communication. Know how to probe effectively, and practice listening (this is very key). Also, during your communication with other people, quickly identify if they are auditory, visual or kinesthetic; matching and mirroring their tendency will create instant rapport. When the time comes to motivate a person, pay attention to their metaprogram and communicate using the same form or approach. These steps occur within a few seconds of your conversation and, with practice, you will become better and better. The next two steps are all about your desire and commitment to want it bad enough. As people, we are mortal and weak in the flesh and tend to get sloppy and lazy. You must fight the urge to be careless, hoping that everything will work out in spite of your sloppy approach. Grand things will happen to you as you develop your skills. Remain committed and dedicated to

the Practice of Perfect People Communication. You may excel in your progress quickly, or it may take some time to perfect. Either way, the benefits are worth the effort you put into developing your human communication skills.