

Non-verbal communication in business

Šerić, Marta

Undergraduate thesis / Završni rad

2020

Degree Grantor / Ustanova koja je dodijelila akademski / stručni stupanj: **Josip Juraj Strossmayer University of Osijek, Faculty of Economics in Osijek / Sveučilište Josipa Jurja Strossmayera u Osijeku, Ekonomski fakultet u Osijeku**

Permanent link / Trajna poveznica: <https://um.nsk.hr/um:nbn:hr:145:883900>

Rights / Prava: [In copyright](#) / [Zaštićeno autorskim pravom.](#)

Download date / Datum preuzimanja: **2024-12-30**



Repository / Repozitorij:

[EFOS REPOSITORY - Repository of the Faculty of Economics in Osijek](#)



Josip Juraj Strossmayer University of Osijek

Faculty of Economics in Osijek

Undergraduate Study Marketing

Marta Šerić

NON-VERBAL COMMUNICATION IN BUSINESS

Final paper

Osijek, 2020.

Josip Juraj Strossmayer University of Osijek

Faculty of Economics in Osijek

Undergraduate Study Marketing

Marta Šerić

NON-VERBAL COMMUNICATION IN BUSINESS

Final paper

Kolegij: Poslovni informacijski sustavi

JMBAG: 00102228332

e-mail: mseric@efos.hr

Mentor: izv. prof. dr. sc. Jerko Glavaš

Komentor: mag.oec. Bruno Mandić

Osijek, 2020.

Josip Juraj Strossmayer University of Osijek

Faculty of Economics in Osijek

Undergraduate Study Marketing

Marta Šerić

NON-VERBAL COMMUNICATION IN BUSINESS

Final paper

Osijek, 2020.

**IZJAVA
O AKADEMSKOJ ČESTITOSTI,
PRAVU PRIJENOSA INTELEKTUALNOG VLASNIŠTVA,
SUGLASNOSTI ZA OBJAVU U INSTITUCIJSKIM REPOZITORIJIMA
I ISTOVJETNOSTI DIGITALNE I TISKANE VERZIJE RADA**

1. Kojom izjavljujem i svojim potpisom potvrđujem da je ZAVRŠNI
(navesti vrstu rada: završni / diplomski / specijalistički / doktorski) rad isključivo rezultat osobnoga rada koji se temelji na mojim istraživanjima i oslanja se na objavljenu literaturu. Potvrđujem poštivanje nepovredivosti autorstva te točno citiranje radova drugih autora i referiranje na njih.
2. Kojom izjavljujem da je Ekonomski fakultet u Osijeku, bez naknade u vremenski i teritorijalno neograničenom opsegu, nositelj svih prava intelektualnoga vlasništva u odnosu na navedeni rad pod licencom *Creative Commons Imenovanje – Nekomercijalno – Dijeli pod istim uvjetima 3.0 Hrvatska*.
3. Kojom izjavljujem da sam suglasan/suglasna da se trajno pohrani i objavi moj rad u institucijskom digitalnom repozitoriju Ekonomskoga fakulteta u Osijeku, repozitoriju Sveučilišta Josipa Jurja Strossmayera u Osijeku te javno dostupnom repozitoriju Nacionalne i sveučilišne knjižnice u Zagrebu (u skladu s odredbama Zakona o znanstvenoj djelatnosti i visokom obrazovanju, NN br. 123/03, 198/03, 105/04, 174/04, 02/07, 46/07, 45/09, 63/11, 94/13, 139/13, 101/14, 60/15).
4. Izjavljujem da sam autor/autorica predanog rada i da je sadržaj predane elektroničke datoteke u potpunosti istovjetan sa dovršenom tiskanom verzijom rada predanom u svrhu obrane istog.

Ime i prezime studenta/studentice: MARTA ŠERIC
JMBAG: 00102228332
OIB: 39563532499
e-mail za kontakt: marta.serice3@gmail.com
Naziv studija: prediplomski studij - MARKETING
Naslov rada: NON-VERBAL COMMUNICATION IN BUSINESS
Mentor/mentorica rada: izr. prof. dr. sc. Jerko Gilardš

U Osijeku, 16. 9. 2020. godine

Potpis Ušić

Neverbalna komunikacija u biznisu

SAŽETAK

Nije tajna da neverbalna komunikacija ima značajan utjecaj na ocjenu poslovanja kao uspješnog ili ne. Ljudi često previđaju važnost onoga što nije rečeno i obraćaju više pažnje na to što netko govori. U današnjem poslovanju je presudno pronaći mjesto neiskorištenog potencijala te se na taj način bolje kotirati na vrlo konkurentnom tržištu. Da bi to učinio, svaki menadžer, poduzetnik, prodavač ili izvršni direktor mora iskoristiti prednost i obratiti pažnju na svaku sitnicu koja im može pomoći u rastu. Uspješnim učenjem čitanja govora tijela i tumačenja neverbalnih znakova, osoba će steći moć i kontrolu nad pregovaranjem, postavljanjem dogovora i sklapanjem poslova. Ovaj rad ima za cilj detaljnije objasniti neverbalnu komunikaciju, objasniti njezinu važnost i naučiti kako jezik tijela pretvoriti u prednost.

Ključne riječi: neverbalna komunikacija, govor tijela, posao, mikro-ekspresije

Non – verbal communication in business

ABSTRACT

It is no secret that non – verbal communication has a significant impact on rating business successful or not. People often overlook the importance of what is not said and pay more attention to what someone says. In today's business, it is crucial to find a place of untapped potential and thus better rank in a very competitive market. To do so, every manager, entrepreneur, salesperson, or CEO needs to take advantage and pay attention to every little thing that can help them to grow. By successfully learn how to read body language and interpret non – verbal cues, a person will gain power and control over negotiation, pitching, making deals. This paper aims to explain non – verbal communication in more detail, explain its importance, and learn how to turn body language to an advantage.

Keywords: non – verbal communication, body language, business, micro - expressions

CONTENTS

- 1. INTRODUCTION 9
- 2. METHODOLOGY 10
- 3. HISTORICAL DEVELOPMENT OF NON – VERBAL COMMUNICATION 11
- 4. MICRO - EXPRESSIONS..... 14
 - 4.1. SURPRISE 14
 - 4.2. DISGUST 15
 - 4.3. FEAR 16
 - 4.4 ANGER 17
 - 4.5. HAPPINESS..... 18
 - 4.6. CONTEMPT 19
 - 4.7. SADNESS 20
- 5. READING THE BODY LANGUAGE 22
 - 5.1. THE LEGS AND FEET 22
 - 5.2. THE TORSO..... 24
 - 5.3. THE ARMS 27
 - 5.3.1. CONFIDENCE AND DOMINANCE DISPLAY OF THE ARMS 27
 - 5.3.2. LOW CONFIDENCE MOVEMENTS 30
- 6. CUSTOMER RELATIONS 31
 - 6.1. BUILDING RAPPORT 31
 - 6.1.1. SEATING POSITION..... 31
 - 6.1.2. HANDSHAKE 32
 - 6.1.3. TOUCHING THE ELBOW 33
 - 6.1.4. LEARNING STYLES 34
 - 6.1.5. VERBAL MIRRORING 34
- 7. LIE DETECTION 36
 - 7.1. COMMON RED FLAGS..... 37
- 8. HIGH-PRESSURE BUSINESS SITUATIONS 39
 - 8.1. PITCHING 39
 - 8.1.1. PITCHING MISTAKES 39
 - 8.1.2. GOOD PITHING CUES 40
 - 8.1.3. PITCHING TIPS 41
 - 8.2. PUBLIC SPEAKING 41
 - 8.2.1. COMMON PUBLIC SPEAKING MISTAKES..... 42
 - 8.2.2. GREAT PUBLIC SPEAKING EXAMPLES 44

8.3. NEGOTIATING	44
8.3.1. CUES FOR DRY NEGOTIATIONS	45
8.3.2. ASSERTING POWER	46
9. CONCLUSION	48
LITERATURE	49
LIST OF FIGURES	50

1. INTRODUCTION

Being able to read and display non-verbal cues are beneficial to interpret and portray emotions, but it is also remarkable for building a connection. To read micro-expressions or body language means that full undivided attention will be given to someone. This is the ultimate way to bond with someone because we are rarely listened to in that way. Attention makes people feel heard, listened to, and connected. Reading non-verbal behavior is one of the most genuine ways to build relationships because you are trying to understand what they are feeling, and this is the ultimate flattery and connection builder at work.

Successfully reading the non - verbals can take business from average to very successful in a matter of time. Paying attention not only to what a person is saying; however, how it is saying will donate, provide answers to questions you did not think you have. It will give a head start to end a meeting, negotiation, or pitch successfully. Also, it can help in building rapport with costumers who will lead to an increase in revenue.

Seth Godin said, "Marketing is no longer about the stuff that you make, but the stories you tell," so to become a successful storyteller, it is necessary to be able to read expressions people leave on the story itself. Because in Marketing, communication with people is mandatory, and to be able to *swim with the fishes*, one must learn how to survive.

This paper will cover all things needed to be able to learn how to read people's body language correctly, how to know what they think even if they do not say anything, and how-to, based on that, take every business situation in your advantage.

2. METHODOLOGY

The subject of research is non-verbal communication and how it affects business, body language cues that we read and how we interpret them, and how we can learn to control our own body language to turn every situation in our favor.

The data used in the preparation of this paper are secondary collected from books, websites, online courses, and various surveys.

The methods used to create the paper are the description method and the compilation method.

3. HISTORICAL DEVELOPMENT OF NON – VERBAL COMMUNICATION

Since people lack physical benefits (they do not have a shell for protection, no claws or fangs for killing, nor wings and speed for surviving), they based their survival on mental agility: "ability to quickly size up situations, take decisive action based on their impressions, learn from everything that happens and remember what they have learned." (Navarro, 2010: 5)

The reason for that is the limbic system. "Limbic system (lat.), annular structure in the middle part of the mammalian brain, partly coincides with the marginal lobe (lobus limbicus, hence the name). It includes the hypothalamus, hippocampus, amygdala (reacts to anything that can hurt you), para olfactory area. Manages unconscious and autonomic functions such as breathing, body temperature, hunger, thirst, sleep and wakefulness, sexual activity, most importantly analyses olfactory and sensory information, is involved in the regulation of instinctive and sensory behavior." (Proleksis enciklopedija, 2012) The limbic system is constantly working from behind, and it is ready to snap no matter what the neocortex (part of the brain for the conscious thoughts) is doing.

It was thought that people learn emotional expression by watching and interacting with their parents as babies. Researches at the University of British Columbia wanted to know if non – verbal behavior was learned or innate, so they studied congenitally blind athletes from all over the world. These athletes were blind since birth. They wanted to see if the blind athletes make the same expressions as seeing athletes and if these expressions are the same across cultures. Amazingly, they found that seeing athletes and blind athletes make the same body and facial expressions when they win or lose. In fact, people cannot tell from victory pictures that are seeing athletes and which are the blind athletes. All of them made the universal body language of pride (raising arms up towards the sky) or defeat (hanging head low, rolled shoulders). The blind athletes had never seen anyone win a race, so they were not copying body language behavior; instead, their reactions were innate.

In figure 1, is shown how people perceive and see body parts as part of non – verbal communication. The hands are mighty nonverbally, and the reason for this is because our hands are trust indicators. The picture shows how the brain views the body so that parts of the body have been enlarged for how much attention the brain pays to them. Most people guessed that the eyes are the first place that our brain looks, but actually, our hands are the subconscious place that our brain looks at first. This makes sense from an evolutionary perspective because

when we are in our cavemen days, and someone was approaching from afar, people wanted to make sure they were not carrying a spear or stone. So our brain looked at hands first subconsciously to keep us safe, to protect us, to make sure that the person whom we are talking to does not have a weapon that could hurt us. Because of that, the most important thing is to keep hands visible. If they cannot observe hands, subconsciously, that does not allow them to allow loose ultimately. Keep hands above the desk, do not put them in lap, avoid putting hands in pockets, and not underarm crossing. Do not sit on hands nor tuck them into legs. Once starting to assist, obtain in the habit of this, it becomes very natural, and it will be noticed that it will become easier to build rapport and connection because people can trust you because they can observe your hands. An interesting fact here is that research has shown that jurors who are rating defendants on their character traits find defendants who put their hands under the table are more sneaky and more mistrustful. Therefore the exact same defendant is rated more negatively if people cannot observe his hands. This gives just a small glimpse into the power of just having hands visible.



Figure 1: Body parts are seen as part of non-verbal communication (source: <https://imgur.com/gallery/sJ4je>)

Up to 93% of communication is non-verbal. That means only 7% percent of our communication is words; the rest is voice tone, facial expressions, and body language. People are trained to think about what they say, but rarely think about how they want to say something. It means that they are preparing only 7% of their actual presentation.

The impact of non – verbal communication is crucial, and it is shown at the Nixon – Kennedy presidential debate in the 1960s. That was the first debate in US history that was televised, but not everyone had TV's in their homes at that time. Part of the population watched the debate on TV, and part of the population listened to the debate on the radio. Notably, the debate divided the country. The part of the population that watched the debate thought that Kennedy won, the other part of the population who listened to the debate thought that Nixon won. The reason for that division will be explained in the chapters ahead.

4. MICRO - EXPRESSIONS

Learning how to read the face gives a massive advantage when interacting with others. The science behind facial expressions is incredibly advanced, and the face is a veritable map of human emotions. The brain uses face to make incredibly quick and accurate snap judgments. In one study, researchers had participants look at pictures of CEO's while their brain activity was being monitored. Particular CEO's faces caused people's amygdala is to light up. Specifically, there was activity in the area of the brain where fear is processed. Interestingly the fear-producing faces were also the ones that participants guessed for them best leaders. The researches were amazed to find out that their brains were actually right to see those faces caused the most fear and were guessed to be the most powerful actually did make the most profits.

A microexpression is a very brief involuntary facial expression displayed when someone experiences an emotion. They often occur as fast as one-fifteenth to one twenty-fifth of a second, prolonged facial expressions can be a bit easier to fake, but it is extremely difficult to fake a microexpression. Dr. Paul Eckman, who discovered the micro expression, discovered over the thousand facial expressions, confirmed seven universal expressions with civic meanings, no matter the subject's age, sex, or culture. He also found congenitally blind individuals, those blind since birth, also make the same expressions even though they have never seen a face.

Facial expressions can cause emotions and vice versa; this is called the "Facial feedback hypothesis," and it is established by Charles Darwin. "It states that the contractions of the facial muscles may not only communicate what a person feels to others, but also to the person him – or herself. In other words, facial expressions are believed to have a direct influence on the experience." (Psychology; Facial – Feedback Hypothesis)

4.1. SURPRISE

The surprise is the briefest of human emotions because it occurs immediately when the subject is shocked about something that is said or done.

Physically what happens with surprise is the brows are raised uncurbed they look upside down, and the skin below the brow is stretched. There can be horizontal wrinkles across the forehead

also. The eyelids are opened with the white of the eyes showing above and below, typically the jaw drops.



Figure 2: Micro-expression of surprise (source: https://www.cbc.ca/natureofthings/m_features/the-seven-universal-emotions-we-wear-on-our-face)

Surprise can be seen, for example, when interacting with clients or customers.

Example: While talking with a client and giving them the project schedule, they might flash a surprise micro expression.

Solution: Any time the surprise occurs, it is necessary to pause immediately and give more explanation. So, in this example, when the project schedule is addressed business owner should spot the surprise and then explain. This will help engage the client. Explanation mode will help in the sales process, and it builds rapport because uncertainty is addressed right away.

4.2. DISGUST

Disgust occurs when someone feels repulsion or aversion. The face that is made is like when someone smells something gross.

The upper lip is raised, the nose is wrinkled, the cheeks are raised, and usually, lines show below the lower lid.



Figure 3: Micro-expression of disgust (source: https://www.cbc.ca/natureofthings/m_features/the-seven-universal-emotions-we-wear-on-our-face)

The thing is people flash disgust all the time when they are trying to think of a polite way to say they dislike someone or something.

Example The disgust may often be seen when asking someone about their preferences or asking clients what they think about the project; they might flash disgust before they even say a word.

Solution: Anytime the disgust is seen, immediately give the other person permission to express their dislike by saying: "There is no right or wrong answer here, please tell me what you really think. I promise you will not hurt my feelings; I want what my client wants". It is necessary to let the client know that honesty serves everyone.

Addressing concerns and emotions right away will speed up the back and forth of projects because it will be possible to get to the heart of the matter faster than having to guess what they do and do not like. It is a real time-saver, and clients love it.

4.3. FEAR

Fear is shown when someone feels terror or apprehension. The brows are raised and drawn together, usually in a flat line, the upper eyelid is raised, and the lower eyelid is tense. The upper part of the eye is white, showing, and the mouth is open, and the lips are slightly tensed or stretched and drawn back.



Figure 4: Micro-expression of fear (source: https://www.cbc.ca/natureofthings/m_features/the-seven-universal-emotions-we-wear-on-our-face)

Fear can often be seen when interacting with a new client or interviewing.

Example: For example, when a potential client is asked about their previous job history, they might briefly flash fear. This means that that topic makes them nervous.

Solution: When the fear is shown, it is necessary to pause and dig deeper immediately. Asking for more follow up questions or do some searching into their background to get to the bottom of the emotion to make sure they are not hiding anything in a job interview. The best thing is to not only call for a referral but also ask for a second or third.

Surprise and fear can be confused as they are similar emotions. It is imperative to know the difference between these two emotions. By asking a question: "Do you know that some of the petty cash went missing?" a look of surprise on the employee's face would mean something much different than fear. The surprise would be an appropriate reaction to finding out about stealing; fear might cause to ask some additional questions. The easiest way to tell the difference between surprise and fear is by watching the eyebrows. Surprise has upside down, and fear usually has eyebrows in a flatline.

4.4 ANGER

Anger happens when someone feels rage or extreme irritation.



Figure 5: Micro-expression of anger (source: https://www.cbc.ca/natureofthings/m_features/the-seven-universal-emotions-we-wear-on-our-face)

The brows are lowered and drawn together, and vertical lines appear between the eyebrows. The lower eyelid is tense, and the eyes are on a hard stare or bulging. The lips can be pressed firmly together with the corners down or open and form into a square shape as if shouting. When working with customers, anger can be seen when a client feels threatened or defensive. A flash of angry micro-expression is a warning sign, and it gives enough time to disengage a potentially hostile interaction.

Example: Telling a customer about pricing.

Solution: The best thing to do is show non – threatening body language and use calming explanatory language. Palms out and open with the face pointed forward. Show hands mean, "Do not worry." Doing this while soothing and explaining is the best option. The customer is calmed and reassured when they take a deep breath and release a relief breath.

The main thing is to get past anger and move forward with the business.

4.5. HAPPINESS

Happiness is the expression of joy or contentedness.



Figure 6: Micro-expression of happiness (source: https://www.cbc.ca/natureofthings/m_features/the-seven-universal-emotions-we-wear-on-our-face)

The corners of the lips are drawn back and up into a smile, the mouth may or may not be parted with teeth exposed, and a crease runs from the outer nose to the outer lips. The cheeks are raised, and the lower lid may show wrinkles or be tense. Usually, there are raised crow's feet (muscles around eyes). Wrinkle near the outside eyes.

Happiness is an interesting micro expression. Firstly, it is important to know that happiness is the easiest emotion to fake. This is because a fake smile is easy to do, so the only true indicator of happiness is when the muscles on the outside corners of the eye are activated. Only one in ten people can consciously activate those muscles when they are not actually happy. The second interesting thing about happiness is that happiness is the only emotion that is more interesting when it is not seen as when someone says that they are happy for you, but with a fake smile.

Example: While talking with a potential client or an investor, when asked how they liked the pitch, their fake smile can tell a lot.

Solution: Any time there is a fake smile, the best thing is to address it or impose it. That way, someone will show or say what they really like or dislike.

4.6. CONTEMPT

Contempt is the expression of disdain, scorn, or hatred. This expression looks very similar to a smirk; it is a simple one-sided mouth raise.



Figure 7: Micro-expression of contempt (source: https://www.cbc.ca/natureofthings/m_features/the-seven-universal-emotions-we-wear-on-our-face)

People often flash contempt when they are pretending to be happy; they feel like a half-hearted smile. Contempt is very dangerous. Contempt may often be seen when people are trying to cover up the jealousy or a strong dislike.

Example: Employee is doing a good job for some time and is given a raise, but he thought that he would get a bigger raise or a promotion.

Solution: Anytime the client or employee shows contempt, it is best to start and rethink working with the person immediately. Once someone feels hatred or contempt, it is very hard to gain respect back. If the client shows contempt, the best thing is to work hard on building rapport to get back to the positivity.

The number one thing to remember is to when people show contempt, proceed with caution.

4.7. SADNESS

Sadness is the expression of sorrow or unhappiness. The inner corners of the eyebrows are drawn up the corners of the lips are drawn into a frown. The jaw is drawn back; the lower lip typically pouts out.



Figure 8: Micro-expression of sadness (source: https://www.cbc.ca/natureofthings/m_features/the-seven-universal-emotions-we-wear-on-our-face)

The sadness is the hardest emotion to fake. It is extremely difficult to engage the lips into a frown or pull the corners of eyebrows down without having a genuine feeling of sadness. Sadness is an interesting one to look out for in the business environment because it is quite personal emotion.

Example: Sadness is a good one to spot when trying to either cold read someone on a networking event or while giving an employee a new task with a narrow deadline.

Solution: It is helpful to recognize sadness because it can be an indicator to hold off or delay working on something. It can also be an opportunity for rapport.

Anytime someone shows sadness, there are two options; engage or give the person space. This will also really help with rapport and cold reading people.

5. READING THE BODY LANGUAGE

People who have the ability to read the body language are often in advantage in the conference room, meeting, while negotiating or pitching. It gives them the ability to stop and pause and adjust to people's reactions so they would know what and how to say something next.

This whole chapter is written based on Joe Navarro's book *Louder than words* (Harper Business, 2010)

5.1. THE LEGS AND FEET

Looking back from our evolutionary perspective, legs were helping us to survive by running or kicking. Without them, our species would not be able to eat, run, mate, survive. Also, the feet and legs are hiding the most non – verbal cues but are often overlooked. Special attention needs to be provided to this area.

“Pointing” feet (figure 9) are easy to spot and to interpret. If interlocutor have feet pointed away, it means that they are ready to leave. Maybe they do not like the conversation, or they are feeling uncomfortable, or they are late for something. When a person has pointing feet, it is the end of the conversation, and the best thing to do is to let it go for the moment.

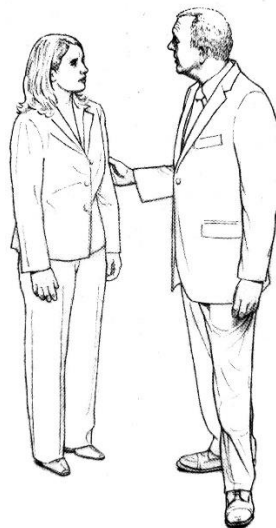


Figure 9: Illustration of pointing feet (source: Louder than words, Navarro, 2010: 44)

“The “starter” position (figure 10) is a gravity-defying posture in which a seated person moves one foot forward, the other back, with the weight toward the balls of the feet.” (Navarro, 2010:

45) This position has two meanings, which depend on the age of the interlocutor. Normally, it would mean that person is interested in what is being said and want to know more about it. However, senior people may have this posture, which would be a cue that they need to go. So, it is best to directly ask if the person needs to leave or is the person more interested and would like to hear more about the topic.

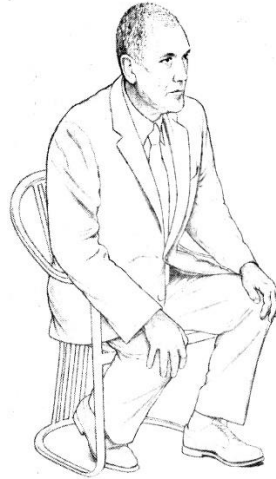


Figure 10: Illustration of the starter's position (source: Louder than words, Navarro, 2010: 46)

Crossed legs indicate that the interlocutor is relaxed and comfortable (figure 11). By being in this position, the limbic system forbids a person to flee or fight. Navarro (2010) alleges that you can tell how the conversation is going simply by looking at a person's legs. If you're getting along and conversation is going well, the top leg of that person will point toward you. If the conversation is causing a negative reaction, the legs will be crossed, so the thigh becomes a barrier between (figure 12).

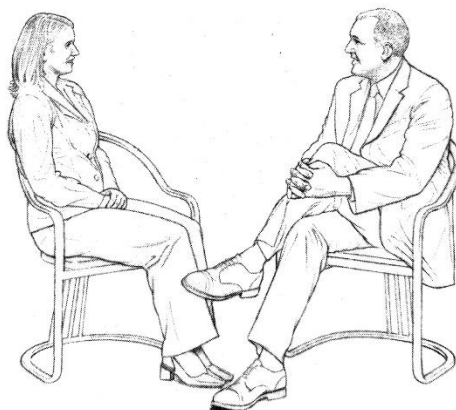


Figure 11: Illustration of the leg crossover with a sign of comfort (source: Louder than words, Navarro, 2010: 47)



Figure 12: Illustration the leg crossover as a body barrier (source: Louder than words, Navarro, 2010: 47)

Leg cleansing is a name for pacifying behavior. It is when we are rubbing thighs with our hands (figure 13). People do it when they are under big amount of stress, when they deal with big emotions like loss, or when they are confronted with devastating information (in that case, they will often leg – cleanse repeatedly, not realizing how frequently or vigorously they are doing it), states Navarro (2010). Leg cleanse can be seen in a variety of situations; for example, when a person came at the job interview, a manager dealing with big problems may leg cleanse to maintain control and calmness.

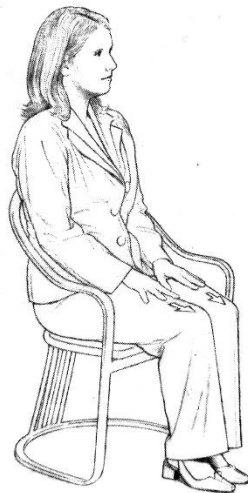


Figure 13: Illustration of leg cleansing (source: Louder than words, Navarro, 2010: 49)

5.2. THE TORSO

The torso is the most sensitive part of our body; it is where our heart, arteries, lungs, and all vitals are. So, naturally, we pay special attention to this part of the body. Protecting the torso is

a thing that even animals do; for example, if a cat's belly is being tickled, it will curl up and protect it if the cat does not know the person well or trust does not trust it enough. Compared to other animals, humans cannot protect the torso as well because we walk erect because our limbic system is the main thing that keeps our torso safe.

"Ventral fronting is when we feel positive about what is going on, we turn our torso toward the source of our good feelings, literally opening ourselves in a display of vulnerability and trust." (Navarro, 2010: 50) By ventral fronting, people show respect, showing that they are listening and are engaged in conversation. On the other hand, "Ventral denial is the act of turning away from something that makes us uncomfortable" (Navarro, 2010: 50). Opposite to ventral fronting, ventral denial shows disagreement, discomfort, or desire to leave. Ventral denial can be made subtle or full turning, which shows less liking. Navarro says that if you want to demonstrate an interest in what your boss is saying in a meeting, the best thing to do is full ventral fronting and leaning slightly forward.

Shrugs and splays mainly show that person does not know something. Nevertheless, even shrugs can be used in situations where a person is lying. For example, when the boss asks the manager why the order was shipped late, and he gives a partial shrug (figure 14) with saying, "I do not know," he is most likely lying. If the person really does not know something, it would be a full shrug (figure 15) with both shoulders raised.



Figure 14: Illustration of partial shoulder shrug (source: *Louder than words*, Navarro, 2010: 52)

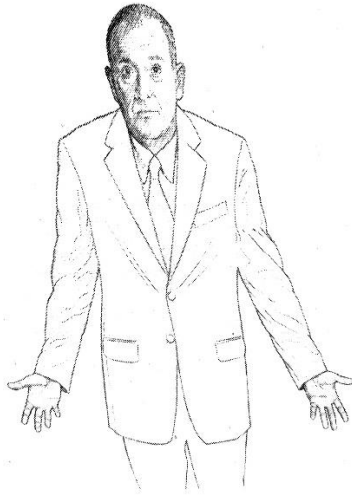


Figure 15: Illustration of shoulder shrug (source: Louder than words, Navarro, 2010: 52)

The meaning of splaying out with torso or / with legs depends on the context. Most of the time, it indicates comfort during a relaxed conversation (figure 17), but it can be used as a strong territorial or dominance display (figure 16). Splaying needs to be used with caution and are considered to be okay if the person who is using it is a person with high authority.



Figure 16: Illustration of splaying as occupation of territory (source: Louder than words, Navarro, 2010: 52)

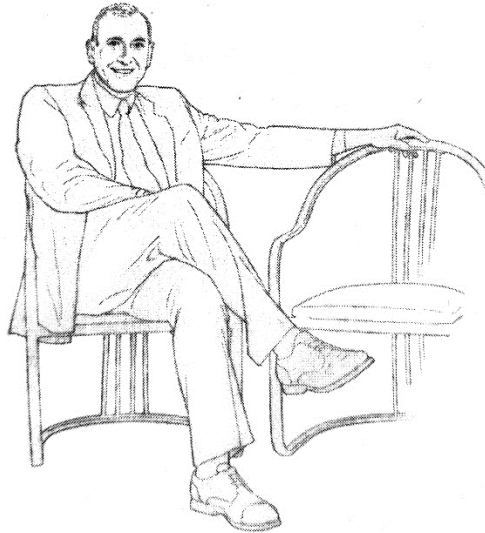


Figure 17: Illustration of splaying which indicate comfort (source: Louder than words, Navarro, 2010: 52)

5.3. THE ARMS

"Our arms and hands were once our front legs and feet, responsible for protection as well as ambulation. They are very honest limbically, particularly as they are charged with protecting our vulnerable torso." (Navarro, 2010: 53) Arms and fingers are very expressive, and we can read a lot by just looking at them.

5.3.1. CONFIDENCE AND DOMINANCE DISPLAY OF THE ARMS

Putting arms on the waist is a clear dominance display; it is called "arms akimbo" (figure 18). This posture we can see from our young age when parents are angry about something. This posture is saying that person has an issue and will not back down. Women, as they are a bit more sensitive, can use the subtle way of showing they are angry (figure 19). Also, using a more subtle way will show less dominance, so it is better to use it if you are not a highly authoritative person.

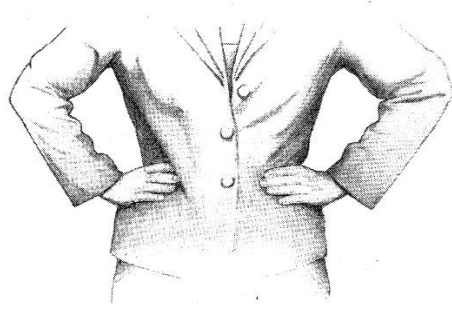


Figure 18: Illustration of arms akimbo (source: *Louder than words*, Navarro, 2010: 55)

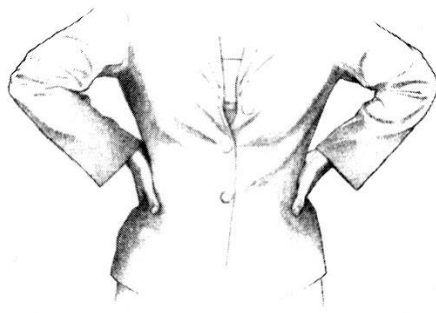


Figure 19: Illustration of less authoritative arms akimbo (source: *Louder than words*, Navarro, 2010: 55)

"Hooding" is also a dominance gesture which can be used only if you are a boss, or not in front of the boss. "Hooding is confidence and territorial display (figure 20): consider the cobra that hoods to appear larger and more dominant." (Navarro, 2010: 54) Even if this posture is used when the boss is not around, people will most likely, subconsciously, change their posture when he comes.



Figure 20: Illustration of hooding (source: *Louder than words*, Navarro, 2010: 55)

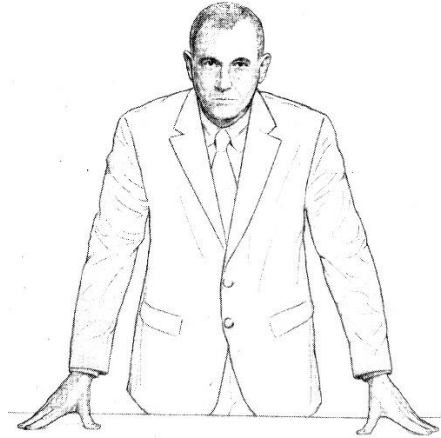


Figure 21: Illustration of territorial display on surfaces (source: *Louder than words*, Navarro, 2010: 56)

To appear larger, and to take more space in the room to show dominance, people can use surfaces like a desk. The simplest, yet most powerful pose is putting fingertips on the table while standing (figure 21). This pose means a couple of things: it is a statement that a person knows what it is doing, that he/she is in charge, that draws all attention, and everybody is listening, and if it is coupled with torso leans, it can be considered a threatening display. Except for desks or tables, a person can gain more territory by spreading papers, bottles, or other things on the meeting table.

Steepling is the most known confidence cue (figure 22). "Steepling is done subconsciously and shows that you are at ease with yourself, with your opinions, and with your thoughts. It magnifies your message." (Navarro, 2010: 59) Use steeping while presenting, pitch, or public speaking to let others know that you are confident and sure about what you're saying. If steeping is used with open palms, with still intertwined fingers, it is important to have our thumbs up and not hiding them (figure 23). Hiding thumbs shows our insecurity, and it undermines credibility.

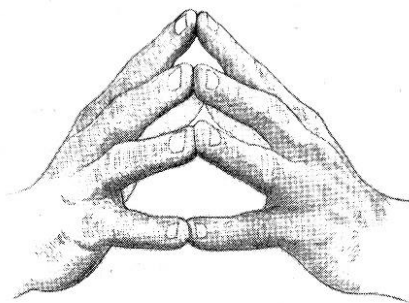


Figure 22: Illustration of steeping (source: *Louder than words*, Navarro, 2010: 60)

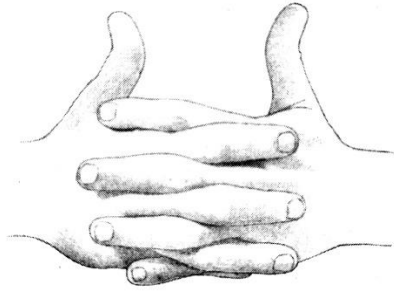


Figure 23: Illustration of correct way tu use thumbs up (source: *Louder than words*, Navarro, 2010: 61)

5.3.2. LOW CONFIDENCE MOVEMENTS

Low confidence movements are closely related to self-soothing behaviors. Most of the time, they are related to palm and hand movements, or movements on certain exposed parts of the body like neck and chest (these are the parts that are sensitive and hide essential vital organs). Navarro states that the speed and pressure of these movements are governed by the degree of limbic arousal.

Low confidence movements are associated with stress relief by using hand-rubs. Different ways of rubbing hands are shown on figures (figure 24 and 25). The most extreme way of rubbing hands is shown on figure 26. This cue is used only when someone is experiencing deep emotional stress or insecurity.

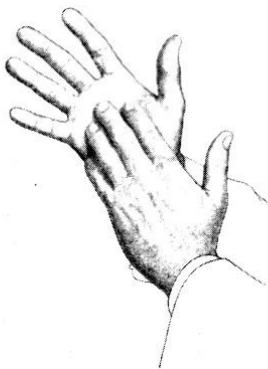


Figure 24

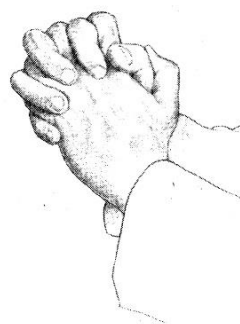


Figure 25

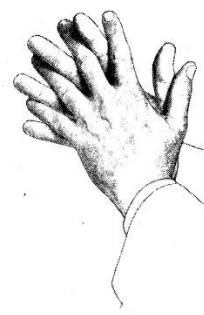


Figure 26

If hands "disappear," meaning if a person hides their hands or sit on them, has a special meaning. "Restraining the hands is a good indicator of high discomfort and is something we often see in people who are lying or got caught doing something wrong. Sitting on the hands is often

comforting to the insecure because it forces the shoulders up toward the ears, which is a protective display of low confidence and insecurity." (Navarro 2010: 63)

6. CUSTOMER RELATIONS

One of the most important parts of any business is knowing how to interact effectively with customers, clients, and prospects. The basis of a great customer relationship is when transactions can become relationships, and when there is a space to be proactive instead of reactive. All of that can be done by using non – verbal skills.

6.1. BUILDING RAPPORT

Building rapport is essential for a strong customer-client relationship; in fact, it is the basis of everything an entrepreneur does, whether it is networking, pitching investors, or hiring someone. It is essential to be able to build rapport quickly and authentically. Schmoozing and building rapport really pays off.

Researcher Al Roth had participants play the ultimatum game where one person has to decide if they want to share or split a \$10 reward with a stranger. Roth found that when he let the two participants talk before the game started, there was an 83% increase in offers. He proves that building rapport as much as possible before going into any business interaction because it translates into a higher bottom line.

6.1.1. SEATING POSITION

The power of seating is one of the most overlooked non – verbal techniques people miss. There was a fascinating study done on how seating affects negotiations and meetings. Researches wanted to test the myth of the Knights of the Roundtable; they wanted to know if a roundtable is really the best option and how seating affects a person's mental space. They found the worst place to sit is direct across from someone. Three things happen; first, they recall less of what is said; second, they speak in shorter sentences, and third, they say no more often. So when pitching a client, talking to investors, or meeting with someone over coffee, it is best to take a nonverbal advantage. The researches found that angled seating leads to more yeses. Offices need to be set up in the way that guests can sit at an angle towards the desk.

6.1.2. HANDSHAKE

Handshake is incredibly important for building rapport. Research has shown that a handshake is equivalent to three hours of face to face time. That is because the power of touch is so strong that it really fast forward connection, so always start an interaction with a handshake. A handshake needs to be as strong and confident as possible because a handshake can tell a lot about a person. That is going to signify nonverbally to the interlocutor, whether it is a new contact or an investor, that you are to be trusted, that you are whom you say you are.

Here are the different characteristics of a strong handshake:

- Make sure that it is firm.
- The direction of a handshake should be straight up and down; three ups and downs for three seconds are a good way to do it.
- Try to dry palms, either on the side of pants or on legs.

There are three types of a handshake: equal handshake, dominant, subdominant, and the glove handshake.



Figure 27: Illustration of types of handshakes (source: <https://sites.google.com/site/preparelogically/body-langua/palm-gestures>)

Equal handshake – it is the most respectful way to handshake

Dominant handshake – the person who has turned palm more to the ground is more dominant.

Subdominant handshake – the person who has turned palm more to the sky, is more submissive

The glove handshake – This is the typical politician's handshake. Because it does double the amount of touch space, it is used by persons who are showing their emphasized domination.



Figure 28: Example of dominant handshake (source: <https://theconversation.com/the-psychology-behind-trumps-awkward-handshake-and-how-to-beat-him-at-his-own-game-73143>)

6.1.3. TOUCHING THE ELBOW

Touching the elbow is an advanced technique because it does take a little bit of practice, and it cannot be used every time; you really have to be able to read the situation, but it is very powerful once it is mastered. Touching the elbow is not as intimate as the shoulder or back, but it can create closeness. The elbow touch can be used to build rapport with someone. As previously said, touch increases trust and closeness because it releases oxytocin (simplified, oxytocin is a bonding hormone in the brain). There was a study done by researchers at the University of Minnesota, and they wanted to see if touching the elbow could create rapport and honesty more quickly. What they did is they set up a phone booth, and they left a coin there, and they waited until someone enters the phone booth. The actor would walk in and say: "Hey, did I leave my coin here?". In one set of the experiment, the actor touched the elbow of the stranger; in another one, he did not touch them. 68% of the time, the person gave the coin back when the elbow was touched, but when the elbow was not touched, they gave it back 23% of the time. So just touching someone's elbow can increase rapport and make someone be more honest. Make sure that this is the elbow and below; if people are touched higher, they will feel more uncomfortable. Also, there are some cultural differences in this act.



Figure 29: Example of incorrect way of touching while handshaking (source: <https://www.makingdifferent.com/different-ways-to-say-nice-to-meet-you/>)

6.1.4. LEARNING STYLES

Another way to bond with clients is to use their learning style.

Visual learners tend to say, "Yeah, I see what you mean." or "Yes, I can visualize that" or "I know, I can picture that in my head." They use visual cues when talking about the project. 35% of people are visual learners.

25% of people are audio learners, so they will say, "I hear what you are saying" or "Let me listen to that again" or "Can you repeat that." They tend to want to hear or use words that are audio-based.

40% of people are more feeling based or kinaesthetic learners. These people learn best by demoing, by actually trying it themselves. They will use phrases like "I do not, I cannot quite grasp it" or "let us kick the idea around" or "I may need to have made this one over" because they actually need to sort of manipulating it themselves. Demos are great with these clients; walking these clients through past projects is a great thing to do, and that is going to really help reach clients more effectively and build rapport because they will feel like you are speaking their language.

6.1.5. VERBAL MIRRORING

Mirroring is actually copying someone's body language. By mirroring, we can express interest in someone and build rapport. When we like someone, we naturally mirror or copy that person's nonverbal communication, and thus show respect.

However, it is not desirable to mirror all behaviors. There is no need to mirror everything; only neutral and positive body language should be reflected.

We can mirror in three ways - verbally, nonverbally, and tonally:

- verbally - we can mirror by modulating the voice, or by using the words used by our interlocutor. "When you use other words, you are saying that you empathize fully. The other person subconsciously feels understood at a deeper level and tends to be more responsive" (Navarro, 2010: 13)
- non-verbal - we can mirror the poses, gestures, or even the energy level of our interlocutor
- tonality - it is based on mirroring a tone of voice

Mirroring methods can vary and change in the communication process. Unconscious thinking is most often found among like-minded people and friends. An unconscious reflection of speech can manifest itself in the case of a desire to convey your thoughts to a person who speaks your language poorly. Each of them is mirrored by relatives; for example, adults begin to speak "childish" language in hopes of understanding them soon. Children, in turn, imitate elders, who want to be accepted into their environment. Conscious thinking is often used in a variety of teaching methods, as well as to correct communication problems and on sales psychology.

Mirroring (reflection) is based on the formation of interlocutors in a person or group of people a sense of acceptance and intimacy on the principle of Mowgli ("We are the same blood"). Based on similar movements, gestures, interests, the language used, and the manner of such signals in people feel that the same interlocutor. It relaxes the person, reduces anxiety, releases the lock, and thus encourages him to listen, trust, understand, and accept. If the feeling is unnatural, the interlocutor feels that the reflection has shown diametrically opposite signals. This situation will lead to misunderstandings and open conflicts. At the same time, the parties to the conflict will not understand what caused their differences. Unnatural thinking is always noticeable and is very negatively perceived. The more incomprehensible and natural mirroring, the easier it is to organize the place of the interlocutor and even influence the point of view and action.

Well-executed mirroring creates a connection between two interlocutors and is a powerful weapon of non-verbal communication.

7. LIE DETECTION

Lie detection is a complex process. Any time while interacting with colleagues, interviewees, potential partners, or investors, there is a need to be sure they are telling the truth. On average, we can only detect deception with about 54% accuracy, but research has shown that learning deception detection science can increase accuracy by up to 90%.

Researches have found that when combining deception detecting techniques with background checks, there are 32% more cases of past job dismissals that are found, 60% percent more criminal convictions are found, 82% more cases of alcohol abuse during work hours are found. So these techniques, when are combined with a background check when hiring a team or bringing on partners, are so important to make sure that you are protecting your business from people who have a bad past.

Lie detection is broke down into three steps.

The first step is baselining. Baselining is how someone acts when they are under normal, non – threatening conditions. So, it is how they look when they are telling the truth. The reason why baselining is important is because there is no one cue that means someone's lying. The biggest myth is that person who is lying is scratching their nose or looking up to the left. A baseline is important to see what is normal for that person. Luckily, baselining is done naturally in the form of small talk or chitchat.

Baselining questions that can be used when first meet someone:

- How is the weather?
- What was your weekend like?
- What is for lunch?
- Can you believe that event this weekend?
- The game this weekend?

These are all questions that are not emotionally charged, and there would be no reason that someone would lie about that. There is a couple of questions that you should ask yourself while you are in baselining time:

- Ask yourself how they are holding their body.
- What is their posture like
- Are they fidgeting

- What are their hand gestures, you know
- Do they stare
- Are they very demonstrative with their hands or legs crossed
- How are they sitting
- Do they blink a lot, or have a nervous tic
- What kind of facial expression are they using?

All of these kinds of questions serve to get a human baseline. You see, what do their body and face look like when they are under non – threatening, normal conditions, and when they are telling the truth. Once you feel like you have a pretty good idea of how they act when they are telling the truth, it is time to go into step two and bring up some of the more touchy questions with the topic you want to find the truth about.

After baselining, you are looking for differences in that baseline. It is very similar to what the polygraph machine does. The polygraph machine takes heart rate and breathing rate, respiration, pulse, and the sweat on hands under normal conditions, and then it looks for spikes or changes. Here you do the same thing from the human perspective.

The final step is looking for red flags. After baselining, you will feel like you have a good idea of their baseline. Normally, you can start to dig into some of the harder questions and look for red flags. For the best accuracy, look for three red flags. Start asking very open-ended questions, so no yes or no questions. The longer you can get them to talk, the better. While talking to them, look for changes in their baseline. Does their body change, does their voice change? The most common red flags mean that, statistically, when people do them, there is a very high percentage that they are lying.

7.1. COMMON RED FLAGS

These are the most common line red flags to look for:

- First is any kind of major change in baseline.

Example: You are talking to someone to interview who are using their hands, they are gesturing, they are smiling. All of a sudden, you start talking about their past job history, and they get very stiff, they put their hands in their lap, their shoulders creep up towards their ears. That would be a sudden change in baseline.

- The second very common lying flag is incongruence between words and body language.

Example: Someone says: "Yeah, I can explain everything, do not worry about it.", but their body is actually very closed up. Alternatively, they say: "Oh, I had a great relationship with my last boss," but they are making an angry face. So when what they are saying does not match what their body is doing, it is a huge red flag.

- Nodding. Sometimes when people live, their body gives in a way so that they will say yes, but they will shake their head no, or they will say no and shake their head yes. It is literally their bodies' way of telling the truth even though their words are something different.

- Out of sync, emotions, and words.

Example: when asked about their relationship with the previous boss, they might say, "Yeah, I really had a great relationship with my last boss" and then smile. That is a very delayed reaction; it is a forced reaction.

- Also, some self – soothing gestures might be seen. So, when people are lying, they are typically nervous. They want to self – soothe, so they rub the sides of their arms, they rub their legs, they wring their hands, they bite their nails. It is only important if it differs from the baseline because, for example, if in office enters nervous person in general and they are biting their nails or lips right from the start, whether talking about this weekend, or job history, their baseline is including nervous cues. Because it is in their baseline, it is not a red flag for lying.

- Pursed lips

People press their lips together when they are trying to hold back what they are really thinking.

8. HIGH-PRESSURE BUSINESS SITUATIONS

High-pressure business situations are frequently connected with how much money is at stake. These are the situations that many entrepreneurs dread. The first topic is about money; how to raise it, how to negotiate for it, and how to present yourself in a way that makes people will not support you. The next big problem for some people is public speaking; these tips can be applied to elevator pitch or to run effective meetings. Lastly, the topic of negotiation will tell how body language works in conflicts.

8.1. PITCHING

Pitching implies a short promotional presentation of a company, person, or project. It usually takes 3 minutes and sometimes significantly less. Sometimes there are only 20 seconds to walk with a person as he goes to get a coat in the dressing room, with the aim of leaving the gathering, and you want to present yourself well.

Basically, within a regular 3 minutes, you are expected to interest the other party in project, idea, company, business. The goal is to be different, to stand out from the crowd, to offer an innovative concept, and to point out to the other side the advantage that brings doing business with you.

8.1.1. PITCHING MISTAKES

There are some non - verbal cues that must not be shown while pitching.

The first thing that must be avoided is the stop motion, especially as the investors are talking. Stop motion is a non-verbal sign to stop, and it is considered disrespectful.

The second thing is showing self – contempt while talking about your "product," as well as a sarcastic tone of voice.

Blocking behavior is a non - verbal red flag of negativity. Blocking behavior is when you hold something between yourself and a potential client. For example, holding the product to show it while pitching, and it is a great sign. However, the instance a potential client starts asking questions, you start folding and refolding it, folding and refolding it, it shows how nervous you are. This non - verbal cue did two things; First, it was self – soothing behavior with the bibs, and second, it was block behavior (covering part of the hands and body behind the product).

The next big thing is holding out a finger in a pointing gesture, and it is called school – marming. School – marming is a non - verbal act that means "Shame on you" or "I am telling you what to do." It reminds us non - verbally of our moms or school teacher telling us what to do. People like to be talked to, not talked at. Pointing is also very aggressive; we do not like to be pointed at, nor do we like to see someone else pointing their finger.

Some other things that need to be avoided are voice curling up, praying or begging gestures, and hands-on-hips. Even though hands-on-hips is considered a power pose, it should be done before giving a pitch, not during. If it is done while pitching, it will be considered as an aggressive, defensive pose because it is how we go into a battle stand or fight. Curling voice up instead of using statements calls into question everything that is said and giving away uncertainty.

It is very important not to look for talking itself, but to look at non-verbal cues that are people who are listening to shows. If you fail to detect them, you are making a big mistake. It is important to recognize emotions that people are showing so you can stop, address them, elaborate, and move on properly.

8.1.2. GOOD PITCHING CUES

Showing many hands is always a good sign. As said before, showing hands is a sign that there is meant no harm, and it is the best way to earn trust. So keeping palms open, being demonstrative, and not holding the product in front or using any blocking behavior is the best way to earning points.

“Content is king” can not be emphasized enough. Bringing storytelling to the maximum will bring the product to life. Tell different stories about your product that will evoke positive emotions and even sensory stories. Those are all great tips for the brain to stay awake and to pay attention.

Be expressive and authentic; do not do fake smiles. Be expressive with explanations and passionate about the product. Also, use verbal and vocal expressiveness. A lot of tone differentiation will keep their attention.

Be relaxed and patient. Do not show an exasperated breath, nor cues of nervousness.

Showing gratitude is a great nonverbal cue to show that you would be a good teammate or a good person to work with. So saying, "Thank you," even if you are turned down, is a big plus.

8.1.3. PITCHING TIPS

Interesting universal nonverbal cue that can be done while pitching is the steepling. The steeple is touching the tips of fingers together with palms facing each other, but not quite touching. Nonverbally this signifies wisdom, confidence, and self-assuredness. Steepling is great to do when there is want to show great strength and confidence. It is also a great way to remember to keep hands out of pockets and avoid fidgeting or self-soothing.

Keep in mind that all investors want to see one thing – profits. Some entrepreneurs joke that they have to have a hockey stick chart at their presentations, or else they will never get funding. A hockey stick chart is a growth chart that shows upward movement of some kind. Show growth nonverbally while pitching by moving the hand up. That will remind investors of growing profits.

Keep shoulders and neck relaxed, have loose arms and back. This helps take up space and projects inner confidence. The more nervous or tense you are, the more people you are speaking with will pick up on your inner nerves, and they might even subconsciously mirror you.

For those who are in non-profits, or who are trying to raise money for a good cause, it is better off doing pitching in a homelike setting. Studies have found that for non-profits homelike settings are better because it makes people feel more at ease and more likely to give.

Researcher Donald Laird showed that 80% of men and 90% of women have vivid emotion triggering memories evoked by odor. Two identical Nike shoes were in one room filled with a floral scent and one room filled with no scent. 84% of subjects rated shoes in the scented room as better. So think about scent in your office or meeting room.

8.2. PUBLIC SPEAKING

Public speaking is a situation in which everyone will find themselves a number of times. Studies have shown that our non – verbal while presenting is more important than what we actually say. In one study, researchers had participants view 30 seconds of a mute video where the professor was talking to his students. They had participants rate the teacher on his teaching ability because

it was a silent clip; participants could judge teaching ability based only on body language. The researchers then took these results and compared them to the ratings the professor got from their students at the end of a whole semester of teaching. After just 30 seconds, silent clip participants were able to correctly predict how well the teacher would do in their global post – semester evaluations. Participants knew which teachers would be better even when the researches shortened the clip to two seconds. This means that non-verbal behavior in the first few seconds of speech may have more bearing on effectiveness than what is actually said. Therefore non-verbal presentation skills are hugely important for impact and success.

8.2.1. COMMON PUBLIC SPEAKING MISTAKES

Um's, so's, you know, are a very common mistake made by everyone. The best thing to do is to practice taking in a breath whenever you feel the need to say um, so, you know. Training to take a breath every time there is the need to say it has a couple of different purposes. First, it helps avoid saying so; second, it also brings air into the body, which helps with nerves.

Self – soothing gestures appear when we are nervous, so we tend to flip our hair, rub the neck, touch the side of our face, some man plays with their tie... By doing self – soothing gestures make it difficult for the audience to feel confident in your subject matter.

Shifty feet represent sort of bouncing back and forth. Practice getting into a launch stance, which is a firmly planted, slightly wider than hip wide apart and launching from that delivery place and practicing not shifting back and forth. It is the same with putting one leg back or going into a runner's stance. The runner stance is when someone puts one foot back. It typically means someone wants to exit or leave; they are getting ready to go.

Another thing people do when they are nervous while public speaking is they lean back away from the audience either away from the podium or when they are standing holding a mic. They will lean back because they are nervous and afraid of what the audience will do or say. So be very careful that in your launch stance, you are all sort of standing up straight with equal weight on each foot. This will help not shift back forward or side to side, and it will help stay upright, so you do not lean back.

Voice tone command is a powerful tool in public speaking. Authoritative voice tone is when the voice pattern curls down at the end of sentences as opposed to curling up at the end of the sentence. Be sure to practice using an authoritative voice tone as well as a varying pace tone. It helps the brain not to fall asleep, and it likes to have a varied rhythm or varied pace in tone. To

help with this, try belly breathing. When we are nervous, we take in less oxygen, which makes our voice rise and our vocal cords tense. Belly breathing can keep your shoulders relaxed, and it can keep the pace and tone of voice slow and deliberate, which is exactly what you want.

New research from Duke University's School of Business shows the earning power of a voice extends to even male CEO's. The research looked at 792 male CEOs and found that CEOs with deeper voices manage larger companies make more money, and tend to be retained longer than authoritative voice tone. A low baritone is very important for success, so it is recommended to stay at the lowest level of the natural voice.

Clothing also can cause side effects during public speaking. Oftentimes people buy clothing exclusively for public speaking events. Those clothes will never be worn again. You do not want to wear it for the first time while public speaking, so is sure that if you bought a new suit or bought a new outfit for public speak wear it ahead of time to make sure it does not write up in weird places, that it is comfortable that you do not feel pulled or strained. Make sure that you are comfortable in the clothes you are wearing and do not buy something special just for public speaking.

Also, what can happen is that when people are speaking, especially at the podium, and they have notes in front of them, they become glued to their notes, so they look down at their notes, and it is a very far distance to go from notes to the audience. It requires a quite big head movement so they end up blowing over and having their head bent to look down at their notes and then occasionally glance up the audience. This is not good for a number of reasons; first, there is not enough eye contact with the audience, so they have trouble trusting you. Second, it keeps head bent and shoulders rounded in C or bowing, which is very weak cortisol producing body language. If possible, try to memorize as much of speech as possible or keep notes on note cards and hold them at the top of the podium so that you can keep chest and head up in non – victim body language.

Moving beyond the lectern or sitting behind a lectern the entire time makes it look like you are hiding something because the audience cannot see the bottom half of your body. The best thing to do is staying at the open or crossing the stage or even taking Q&A without the lectern in front.

8.2.2. GREAT PUBLIC SPEAKING EXAMPLES

The most important thing is to use your hands as possible. The more you use your hands while public speaking, the better. The brain likes to see open hands because that means he can trust you. It also helps you explain your non – verbal concepts.

When speaking, it is good to avoid any blocking behavior. Make sure that there's nothing standing in the way between your torso and the audience's torso, or your hands and the audience. Of course, you can hold a mike, but don't have a water glass in front of you, do not hold your papers in front of your chest.

The small thing that has a big impact is leaning forward. That is a great way of showing that you are engaged in the audience; it also helps you avoid stepping back or shifting from foot to foot. It is not necessary to do it the whole time, but it is a great way to emphasize one of the points.

Expressiveness is crucial. Using face, voice tone and body in different ways keep the brain awoken. Also, asking self – reflective questions is a great thing to do to the audience to wake them up, get them to think about what is said, and apply it. The use of stories and quotes is a great way of using narrative to wake the audience up and to keep them engaged.

An advanced technique, if there is a need to get the crowd's attention, is raising a hand (a cue from a classroom). It can be done while making a point, for example. To make a positive emphasis on something, you can make the hand chop motion. The hand pan sort of explains the entirety of a concept. You move your hand from side to side. The stop and think are used when we want the audience to pause and really absorb something you said. The minor motion is used when you want to show something is really minor. The "We're a team" is used when you want a camaraderie. It helps remind them that you are on their side. The feedback pose is used whenever you ask for feedback from the audience or for the audience to raise their hands. Be sure to non – verbally open your body. Put palms up to show you are receptive to their thoughts.

8.3. NEGOTIATING

Most people do not realize that we are negotiating all the time. We negotiate when we buy a house or car, even when haggling with the babysitter or plumber. Entrepreneurs negotiate with

even higher stakes. They negotiate with investors, with potential clients, project prices, and salary. An interesting fact is that men initiate negotiations both in real life and the business worlds four times more than women. Women and men also approached negotiating differently. When asked to pick metaphors for the process of negotiating, men chose to win a ballgame while women chose to go to the dentist.

Negotiating is best done in face-to-face communication then virtually (over Skype, Zoom, and such). If you cannot see their face, you lose a huge negotiating advantage, and if they cannot see your non – verbal's, you miss opportunities for leverage.

Before negotiation is it is a good idea to research the other team as much as possible. Getting as much information as possible on their positions and body language will help in creating a baseline in advance. Knowing the baseline beforehand will give you an advantage because then you can be more focused on reading new non – verbal's.

Negotiating over meals is not good because when we get food in our stomachs, all of our blood rushes to aid in digestion and leaves our thinking faculties less than optimal. Breaking bread with people is a great rapport building tactic, so if possible, meet with them before the negotiation to have a meal and schedule the negotiation for a different time.

Research has shown that people who sit in a public place with their back to the open room have higher heart rates and blood pressure. This makes sense from an evolutionary standpoint because when people cannot see who is approaching them from behind, it is harder to relax. So people are much less likely to say yes if they cannot get comfortable. If you are negotiating or having an important meeting in a public place like a coffee shop or restaurant, you want to put the person in the decision-making position facing the open room. This will put them more at ease in making a positive decision.

One study published in the Personality and Social Psychology Bulletin found that when employees mirror voice patterns and verbal activity levels during interviews, they received nearly 30% better terms during employment. Practicing verbal and vocal mirroring can help to achieve better terms.

8.3.1. CUES FOR DRY NEGOTIATIONS

If someone exposes their palms, it typically means they are truthful; if they keep their hand hidden under the table, put their hand in their pockets, or clench their fists, they are probably

withholding information. Asking questions until a person literally show their hand is the best thing to do.

As said, blocking behavior is what someone does when they want to physically and emotionally block out something that they do not like. Object blocking people will actually place objects between themselves and others to put a physical barricade. Blocking or barricading is done subconsciously when a person does not like something or someone that is talked about.

Another kind of blocking behavior is eye blocking. This happens when people put their hands in front of their eyes to block out what they see, again all subconscious physically. People can eye block by grabbing the bridge of their nose, rubbing their eyes, pulling at their eyes, or even putting their hand in front of their faces. These are all subconscious gestures we do when trying not to see what we do not like.

The tongue catch is when someone briefly sticks their tongue and catches it between their teeth. This is a funny movie, and it is typically done when we feel we have been caught doing something. For example, you are in a negotiation, and you ask why there is a certain clause in the contract, and the person goes: "Oh" that is when you want to pay attention to whatever comes out of their mouth next because you have just caught them red-handed on something they wanted to get away with.

According to some fascinating researches on negotiation, there are certain things negotiators lie the most about. These are the areas you want to pay particular attention to and watch for red flags and micro-expressions. First, negotiators lie the most often about their bottom line or final offer. Second, 28% lie about common interests. And the third most popular thing negotiators lie about is their intentions. In this way, the best thing is to end a meeting or negotiation by asking, "Is there anything else here to tell me" or "Is there anything else I should know."

8.3.2. ASSERTING POWER

There are few things that can be done to assert power in a negotiation; one of them is to take up physical space. Not tucking elbows into the chair or slouch, but using armrests and taking the tablespace with arms or with papers will help show power and confidence. People will take you in your position more seriously.

Most negotiations take place around a boardroom table or in an office. One cue that can help is the power of standing because status and authority are non-verbally communicated through height and space. The taller you appear, the more space you take up, the more you look like you

are in command. When others are seated, you will gain authority if you stand when you speak, and if you occupy space by moving around, you will further emphasize your authority. Women can stand around men in a break room or behind a desk to show authority and gain command of a room.

Research has shown that a light touch on a person's shoulder makes them more willing to take risks. The key here is it only works if the toucher is female, a male touch had no effect. Also, female touch worked on both men and women. Women can make someone feel more comfortable taking risks.

Sitting is incredibly important. The angle of sitting, the height of the seat, and the position at the table can affect behavior. At the typical rectangular conference table, the power position is in the middle of the long side of the table. This is because this is the area in which people naturally direct their gaze.

9. CONCLUSION

Body language is a powerful science, and it can be used to increase influence, income, and impact. Learning the basics and being able to understand the silent language can help someone on many levels, both personal and career-wise.

Learning reading non – verbal cues takes time, attention, and consistency. Through evolution, it has been proven that man is protected from danger by the limbic system and that the basics of nonverbal communication are not learned but innate. Because of this, everyone has a head start, and with a little will and desire, they can learn how to use nonverbal communication effectively.

Micro-expressions are easier to learn since they are innate (at least those seven major ones) and do not require too much thinking and analysis to be able to interpret. On the other hand, reading body language requires a lot more attention and exercise. We always need to be aware of the context and have a well-set baseline. In order to be able to notice a certain non-verbal cue, it is necessary to divert attention from what we are saying to what our interlocutor's body is saying. To understand the true power of nonverbal communication, it would be a good idea to watch the "Lie to Me" series.

Body language is also very important in connecting with potential customers, associates, and clients. How to build rapport and how to spot if someone is lying can greatly help in creating better connections and building better business relationships. High-pressure business situations are part of everyday life in the business world; Pitching, public speaking, and negotiating to happen throughout the day, both at work and at home. Overcoming the fear of public speaking or becoming a better negotiator and what to do when you only have 30 seconds to impress someone in the elevator is especially important to learn. In today's fast-paced world, we have less and less time to do something good, make that time count.

As Ralph Waldo Emerson said, "What you do speaks so loudly that I can't hear what you say," it is time for people to understand that and take their business to the next level.

LITERATURE

Knjige:

J. Navarro (2010) *Louder than words*; HarperCollinsPublishers

J. Navarro (2008) *What every body is saying*; HarperCollinsPublishers

A. and B. Pease (2006) *The definitive book of body language*; Bantam Books

Internetske stranice:

Proleksis enciklopedija (2012) dostupno na: <https://proleksis.lzmk.hr/34669/>

Psychology; Facial – Feedback Hypothesis dostupno na: [SAGE Reference - Encyclopedia of Social Psychology. https://sk.sagepub.com/reference/socialpsychology/n210.xml](https://sk.sagepub.com/reference/socialpsychology/n210.xml)

Big think; The neuropsychology of Persuasion: 6 shortcuts to winning someone over (2012) dostupno na: <https://bigthink.com/big-think-tv/the-neuropsychology-of-persuasion-6-shortcuts-to-winning-someone-over>

Lifehacker; What happens to your brain when you have stage fight (2013), dostupno na: <https://lifehacker.com/what-happens-to-your-brain-when-you-have-stage-fright-493170800>

Ostalo:

Udemy; Body language for entrepreneurs by Vanessa Van Edwards

LIST OF FIGURES

Figure 1: Body parts are seen as part of non-verbal communication (source: https://imgur.com/gallery/sJ4je)	12
Figure 2: Micro-expression of surprise (source: https://www.cbc.ca/natureofthings/m_features/the-seven-universal-emotions-we-wear-on-our-face)	15
Figure 3: Micro-expression of disgust (source: https://www.cbc.ca/natureofthings/m_features/the-seven-universal-emotions-we-wear-on-our-face)	16
Figure 4: Micro-expression of fear (source: https://www.cbc.ca/natureofthings/m_features/the-seven-universal-emotions-we-wear-on-our-face)	17
Figure 5: Micro-expression of anger (source: https://www.cbc.ca/natureofthings/m_features/the-seven-universal-emotions-we-wear-on-our-face)	18
Figure 6: Micro-expression of happiness (source: https://www.cbc.ca/natureofthings/m_features/the-seven-universal-emotions-we-wear-on-our-face)	19
Figure 7: Micro-expression of contempt (source: https://www.cbc.ca/natureofthings/m_features/the-seven-universal-emotions-we-wear-on-our-face)	20
Figure 8: Micro-expression of sadness (source: https://www.cbc.ca/natureofthings/m_features/the-seven-universal-emotions-we-wear-on-our-face)	21
Figure 9: Illustration of pointing feet (source: Louder than words, Navarro, 2010: 44).....	22
Figure 10: Illustration of the starter's position (source: Louder than words, Navarro, 2010: 46).....	23
Figure 11: Illustration of the leg crossover with a sign of comfort (source: Louder than words, Navarro, 2010: 47).....	23
Figure 12: Illustration the leg crossover as a body barrier (source: Louder than words, Navarro, 2010: 47).....	24
Figure 13: Illustration of leg cleansing (source: Louder than words, Navarro, 2010: 49).....	24
Figure 14: Illustration of partial shoulder shrug (source: Louder than words, Navarro, 2010: 52)	25
Figure 15: Illustration of shoulder shrug (source: Louder than words, Navarro, 2010: 52)	26
Figure 16: Illustration of splaying as occupation of territory (source: Louder than words, Navarro, 2010: 52).....	26
Figure 17: Illustration of splaying which indicate comfort (source: Louder than words, Navarro, 2010: 52).....	27
Figure 18: Illustration of arms akimbo (source: Louder than words, Navarro, 2010: 55).....	28
Figure 19: Illustration of less authoritative arms akimbo (source: Louder than words, Navarro, 2010: 55).....	28
Figure 20: Illustration of hooding (source: Louder than words, Navarro, 2010: 55)	28
Figure 21: Illustration of territorial display on surfaces (source: Louder than words, Navarro, 2010: 56)	29
Figure 22: Illustration of steepling (source: Louder than words, Navarro, 2010: 60).....	29
Figure 23: Illustration of correct way to use thumbs up (source: Louder than words, Navarro, 2010: 61).....	30
Figure 24.....	30
Figure 25.....	30

Figure 26 30

Figure 27: Illustration of types of handshakes (source: <https://sites.google.com/site/preparelogically/body-langua/palm-gestures>) 32

Figure 28: Example of dominant handshake (source: <https://theconversation.com/the-psychology-behind-trumps-awkward-handshake-and-how-to-beat-him-at-his-own-game-73143>) 33

Figure 29: Example of incorrect way of touching while handshaking (source: <https://www.makingdifferent.com/different-ways-to-say-nice-to-meet-you/>) 34