READING
OTHERS

by

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HUMAN   EDGE   SOFTWARE   CORPORATION

C O N T E N T S

Reading Others

Software Instruction Manual

B C D E F G

-Introduction

How To Use
The Mind Prober

Welcome to the Mind Prober. This powerful new package combines innovative expert systems software with a comprehensive exolanatorv book. The Mind Prober will help you understand why someone behaves the way he or she does. The Mind Prober will also show you how to have more success in all your personal and professional relationships.

If you have previously used your computer only for balancing numbers in spreadsheets or for word processing, then you will be amazed. Because now you can use your computer to probe a person's mind. The Mind Prober package will increase your understanding of personal dynamics and will enhance your perceptions of
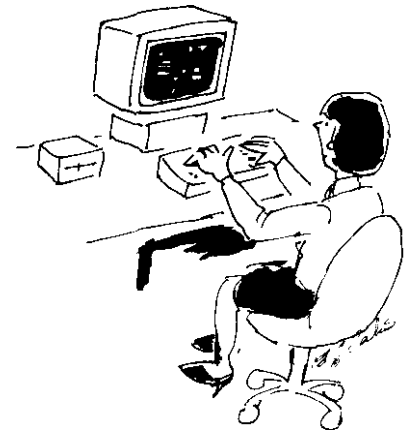
others. Now you will be able to have a secret look at the ideas and attitudes hidden inside another person.

To use the Mind Prober is simple. The computer will present you with a series of words that may relate to the person you are probing. All you have to do is agree or disagree with the words. Your computer then accesses the Mind Prober database to give you a Mind Prober report.

CHAPTER ONE, "Why *We Need to Read Others,"* explains the importance of the skill of reading others in securing your happiness and success in life.

CHAPTER *TWO, "How We Read Others,* "teaches you to observe another person's speaking styles and nonverbal mannerisms.

CHAPTER THREE, *"Ways We Read Others,* " relates the common behaviors observed in the previous chapter to several major personality styles.

CHAPTER FOUR, *"How To Train Yourself to Read Others,"* provides you with the skills you need to put your new knowledge to work.

CHAPTER FIVE, *"How To Read People in Friendships,* " gives you insight into the ways you become emotionally involved with other people.

CHAPTER SIX, "How *to Read Others in Business and Professional Settings,* " develops your skills for use on the job.

When combined with the Mind Prober software, this book will help you to read other people successfully. And it will show you how to immediately apply your new skills.

What This Book Will Do For You

The hmdamental purpose of this book is to help you to read others and to take the first important steps toward enhancing your relationships. The person who truly understands other people will have more rewarding interactions with others and experience greater satisfaction in life.

Reading Others is a guide to the art and science of understanding another person's behavior. You will explore all facets of your relationships with other people — family, friends, acquaintances, and professional associates.

Reading Others prepares you to to make the best possible use of the Mind Prober software.

How to Use the Software

The Mind Prober software is an accurate, easy-to-use resource for both personal and professional needs. In as little as ten minutes you can understand the range of someone else's feelings, thoughts, and values — better than if you had spent hours or even days with him. The Mind Prober method is simple. And the book will train you to observe another's behavior so that you can use the software more accurately.

Whose Mind Should You Probe?

Use the Mind Prober as a resource to understand people in all kinds of relationships. The software has been designed to consider a person's attitudes and actions in both work and personal environments.

In a work setting, the Mind Prober is useful for understanding anyone's style of thinking, whether this person is your employee, employer, or partner. It can help you prepare for a

sales call or an important interview. Before a contract negotiation, it can remind you of the major characteristics of your counterpart's personality. Before a meeting it can help you assess the strengths and weaknesses of all the other participants. Wherever there are critical relationships in your work life, the Mind Prober will assist you.

In a personal setting, the Mind Prober can provide important insights into the motives and behaviors of your family and friends. For example, you can use it to better understand a new acquaintance. Or why your spouse is in a good mood or a bad mood.

When Should You Use the Mind Prober?

Use the Mind Prober after your initial meeting with someone — that is, before you speak with him a second time. For example, after you are introduced to a new employee, run the Mind Prober before your next meeting. You will find that your use of the Mind Prober will sharpen your perceptions and communication style. And with your new understanding you can guide the conversation in a profitable direction.

You will find it valuable to run the Mind Prober before special events, such as a first date with a prospective new partner. The program can give you a unique insight into what this attractive new person is really like. Also, the Mind Prober is effective when you want to understand the different directions in which your relationship could develop.

In addition, the Mind Prober can be helpful in providing a fresh perspective on people you've known for years. For example, You may now be able to understand the reasons behind a neighbor's eccentric behavior.

Now You Can Accurately Assess Someone You've Known For Only Five Minutes.

Research in social psychology shows that people are accurate judges of one another. We seem to have a built-in ability to form impressions of people we meet. This ability varies from one individual to another. The Mind Prober software is designed to help you integrate and structure those impressions into a complete picture of another person.

We form our impressions of people in two ways: by *categorization* and by *differentiation.* In the first case we acquire information from simple observation. Categorization allows us to establish mental types for different kinds of people. For example, if someone is talkative in a group, we use this trait of talkativeness to identify that person with our internal categories. In this case, those categories could be: "outgoing," "friendly," or "demanding." Then, when we make a new acquaintance who also is talkative, we can associate this person with the first one through the characteristic of talkativeness, which they both share.

Differentiation is when we look for unique characteristics in someone that we are meeting for the first time. First we identify their unique characteristics. Then we use those characteristics to distinguish that person from everyone else.

The best people-readers combine unique characteristics that they have observed about someone with impressions that are more general. In that way a more whole picture of an individual is formed. Differentiating impressions and categorizing impressions, then combining those specific and general impressions of someone in a way to better understand them, is exactly what the Mind Prober helps you to do.

To use the Mind Prober software program, you must rely on your first impressions of a person. Do not worry whether or not you feel sure about your impressions. Select the adjectives in the assessment which best match your initial perception. The software is designed to take this approach into account. In this way, you will get the most accurate Mind Prober report possible.

How Does the Mind Prober Assessment Work?

To assess someone, you agree or disagree with a list of adjectives that potentially describes a person that you want to understand. The adjectives you choose are analyzed by the Mind Prober expert system. Then Mind Prober creates an individualized report for the person you are probing.

Human Edge Software Corporation has years of experience in the assessment of personality variables. Our methods have proven accurate in hundreds of different situations.

To assist you in the assessment process, the adjectives used in this software are defined in Appendix C.

Each Mind Prober Report is Unique

The versatility of Mind Prober expert systems software creates a unique report each time you run an assessment.

Expert systems software belongs to the category of software called artificial intelligence. The Mind Prober expert system contains massive amounts of information built into a know-ledge database. Decision rules allow the software to analyze data and then to make reports.

Information in the knowledge database comes from experts in given fields. Decision rules are established as each expert works with a software engineer. The level of expert systems performance is comparable to the level of expertise a phy-sician needs to make a diagnosis. Or for an engineering Ph.D. to do engineering consulting. Expert systems have long been used to aid in such sophisticated functions as the diagnosis of disease, interpretation of psychological tests, determining the ability of bridges to withstand stress, and discovering valuable minerals deep inside the earth.

The advantage of an expert system lies in its access to specialized technical and managerial knowledge and in the way it efficiently handles that knowledge. In the Mind Prober, the expert system produces a tailor-made, highly specialized report for every person you probe.

Where Do You Go From Here?

You can take advantage of other Human Edge expert system programs.

Human Edge Software Corporation has an entire business strategy library of expert systems software. All Human Edge software is designed to provide you with professional assis-tance in person to person interactions. Business strategy software is designed to help you get ahead in your career.

Business strategy software differs from the Mind Prober in one major way. Business strategy software takes into account not only the personal characteristics of a person you choose, but your personal characteristics as well. In this way your person to person interactions can benefit from the highest degree of expert consultation available. This consultation is strategical-ly lit to each party involved in every business situation you encounter.

The Sales *Edge* gives you a better handle on your prospect. For example, you'll know when to be aggressive with a chosen customer. And when to back down. You'll see how best to prepare for a given customer. And how to open and close any sales situation. You will be able to sell your prospects the way they want to be sold to. Now you can achieve more sales.

The Management *Edge* helps you better analyze, understand and manage the people you work with. You can keep the bright ones and lose the ineffective ones while keeping an easy grip on the reins of management. Now you can get more results.

The Negotiation Edge helps you size up your opponents. You'll see where they're strong and where they are vulnerable. Whether what's on the table is a property deal, a merger, or the promotion you're overdue, the Negotiation Edge will help you win. Now you can win more negotiations.

The Communication Edge shows you how to make your conversations and meetings more effective. It helps you make your point with a specific person -to achieve your aims. Now you can be a more effective communicator.

All business strategy reports describe how you can use your strengths to your best advantage with another person and win in any situation. Human Edge programs not only tell you how a specific individual typically acts, but also gives you a strategy based on your personal characteristics and the personal characteristics of another.

As a new member of the growing family of Human Edge software users, you are about to discover how Human Edge software products are built to give you the edge, in business and in life.

To learn more about Human Edge Software Corporation or about business strategy software, call or write.

Also, you may take the enclosed coupon to any authorized Human Edge dealer to receive $25.00 off the purchase of any of the business strategy software programs.

Finally, we invite your reactions and stories after you have used the Mind Prober. Let us hear from you.

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CHAPTER 1
Why We Need To Read Others

When visiting a foreign country whose language he does not speak, the greatest genius in the world instantly becomes stupid. His problem in Mozambique, Afghanistan, Korea, or Texas is similar to the problem we all had as infants: he does not know the rules of communication. He does not know how to tell people what he wants, and he does not comprehend what people are telling him. In order to be smart, you have to know what's going on; and in order to know what's going on, you have to understand the symbols of communication.

When you share a language with another person, a certain kind of communication becomes possible. This language need not be made up of words or even sounds; it can be virtually any organized set of symbols whose purpose is generally agreed upon. In fact, a great deal of communication takes place among people through nonverbal signs and inanimate objects. A traffic light, for instance, speaks to you of the law in the language of colors. Film scores speak to you of emotions and drama in the language of music, telling you which scenes are going to be romantic, which ones adventurous, and which ones dangerous for the characters on the screen. And the snarling, barking watchdog baring his fangs through the fence speaks a language of warning telling you not to enter.

In professional and personal situations, a failure to communicate often causes the failure of a relationship. Lost deals, lost promotions, and lost romance can frequently be traced to someone's inability to communicate in a way that can be received and understood, or to someone's inability to receive or understand communications sent his way.

That is why we need to read others.

The Ideal World.

In an imaginary world where everyone holds advanced knowledge of psychology, and each person brings his understanding of the secret motivations and wishes of others into all relationships, one of life's major problems — how to really know others — would have been solved. Everyone would know exactly how his actions would affect everybody else, why another person might say or do certain things, and how to make others like him.

In this imaginary world, no one would ever need to have a single misunderstanding, confrontation, or argument. Newspaper headlines would read like this:

DIVORCE RATE CONTINUES TO DECLINE

LABOR AND MANAGEMENT NEGOTIATE SUCCESSFULLY

WORLDWIDE PEACE TALKS CONTINUE

FEWER LAWSUITS CAUSE LAWYERS TO SEEK ALTERNATIVE CAREERS.

All relationships would be rewarding because everyone would know how to get along with everyone else.

And the Real World

While we are still striving toward such an ideal world, we are faced with the difficult task of trying to understand others on our own. Everyone's share of happiness and success in life depends upon his mastery of this skill. The better we are at reading others, the greater the rewards of our personal and professional relationships. It follows, of course, that the worse we are at reading others, the more our relationships are liable to suffer, as the following examples indicate.

How Failing To Read Others Destroyed A Business

Several years ago, Atari, the California-based computer game company, hired a new chairman to oversee operations. His background was in the textile business. Friction developed immediately between him and the company's design engineers, because he failed to understand their values and goals. The chairman's plan was that the company would produce computer games quickly and worry about innovation later. The engineers, on the other hand, were concerned that the games they devised should be fun and new. They warned management that they would quit before they would compromise their standards. But after listening to their complaints, the chairman decided that they were only bluffing. Such engineers were a dime a dozen, he boasted.

Disaster followed for Atari. After months of unsuccessful communication, the engineers resigned and formed Activision, now one of Atari's major rivals. Eventually the chairman was removed, but by that time the company had sunk into a decline that seemed irreversible. Finally, more than 90 percent of Atari's remaining employees had to be laid off.

The story of Atari's problems helps explain an important side effect of failing to read others: not only does the principal relationship suffer — in this instance, the one between the new chairman and the design engineers -but the damage can spill over into other relationships. It can wreak havoc with them as well. Surely, many other Atari employees developed negative feelings about their new boss even before they lost their jobs (simply from observing his interactions with the design engineers.) His subsequent removal indicates that displeasure with the chairman was company-wide, and went all the way up to the board of directors.

They Shoot Guardsmen, Don't They? Well, Don't They??

During the anti-Vietnam war demonstrations, the nation was shocked by the killing of students at Kent State University in Ohio. The tragedy appears to have been a result of the utter failure of two groups of people, students and national guardsmen, to read correctly the motives and potential actions of one another.

The students read the guardsmen's intentions as fundamentally peaceful and protective when, in fact, they were aggressive. The guardsmen, in turn, understood the students to be angry and confrontive even though the students were unarmed and demonstrating for peace.

If either group had been able to read the other well enough to achieve a true basis for understandingthe other's thoughts and feelings, the whole incident might have been just another footnote to an era of protest and reconciliation. However, Kent State became a symbol of the desperately high cost that false assumptions about other people can have.

All Is Not Lost

History also offers a few examples of people who have read others successfully, to their own advantage.

Roosevelt Takes a Risk

When it came time to pick a running mate for the Presidential election of 1944, Franklin Delano Roosevelt defied popular opinion and chose Harry S. Truman. Critics held that Truman was controlled by political bosses and was inexperienced. Roosevelt read him differently, however.

One year later, when Roosevelt died in office, Truman ascended to the Presidency. His term was laden with responsibility as he oversaw events ranging from the government's seizing of steel mills to prevent a strike by 600,000 CIO steelworkers, to dropping the atomic bomb on Hiroshima and Nagasaki. Time and again Truman surprised his critics with his ability to make well balanced decisions in these difficult situations.

The Cuban Missile Crisis

In 1962, United States reconnaissance planes discovered Soviet missile and bomber bases in Cuba. President John F. Kennedy demanded that all installations be removed and subsequently ordered an American blockade of Cuba. After a few long, tense days during which the possibility of nuclear war seemed very real, Soviet Premier Nikita S. Khrushchev conceded to Kennedy. Cuba dismantled the bases and removed all the Russian missiles. Because both Kennedy and Khrushchev were on target in understanding one another's powers and limitations, we are all still here.

But What About the Rest of Us?

Can you remember when that special someone in your life said

just the wrong thing, at just the wrong time to you? How about when you hurt someone's feelings and did not even know that you had done so? Or when you said one thing and another person twisted your meaning or intentions, hearing something very different from what you meant? These sorts of problems and unpleasant interactions, can occur when we really don't understand others or have not read them correctly.

On the other hand, with very little effort, any of us can remember an incident in our own lives when one person read another accurately. Perhaps we know a couple who fell in love during high school, were married, and stayed happily married for years. Or we may have children who time their compliments of us, to co-incide with a visit to the toy store, to subsequently be-come the envy of their peers. Maybe we have seen people interview for jobs in our companies, when no openings existed, but who somehow were starting work when Monday rolled around. These and other common examples till our lives and are there for our instruction when we, too, learn to read other people successfully.

From the examples above, we see that misreading people can bring hardship into our own lives and also into the lives of others. Reading people accurately can bring joy and even success. The ability to predict what another might do can bring order to a life that may otherwise feel charged with chaos. It is to this ability which we will now turn our attention.

How We Read. Others

Back in the days of television's Perry Mason, millions of viewers were riveted to their screens by the scene near the end of the program. That was when the perpetrator of the crime broke down under Mason's intense gaze and confessed. If you were watching, you might have tried to figure out who the killer was before Mason did. But more likely, like Mason's sidekick, Della Street, you had to wait for the master to reveal his deductive magic before you learned just how the criminal was fmgered.

You are not likely to be in the business of catching criminals, but like a detective you need to be able to read people effectively. Your success in personal and professional re-lationships, your income, your social status, and your lifestyle all depend on the degree to which you can correctly read what other people mean.

Communication in a Changing World

"If you can't communicate, you can't command." This was the consensus of 2,628 successful men and women across the United States who were questioned about what quality they

thought was most pivotal to success. In a study conducted by John Molloy, national columnist and consultant to Fortune 500 companies, executives reported communication was the most essential skill.

Authors from various disciplines in the past few years have described a radical shift from an age dominated by industry to an age dominated by information. Entry into the information age has altered the nature of strategic resources. A shift of focus has taken place. Capital was once the hallmark of wealth and could even buy information. Now "know-how" has emerged as the new wealth. The systematic growth of knowledge is becoming the driving force in today's advanced economies, worldwide.

Now, communication is taking center stage in all social transactions. Communication affects the ways we run our businesses, send our mail, and talk to our families. But unless it can be communicated, information is worthless.
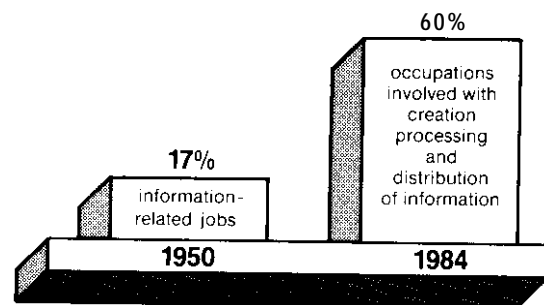

It is people, of course, with symbolic minds, who communicate information consciously. Whether information concerns grain, space, or love — it is information from people to people. Information about people and people's concerns is the information that effects our lives. Whatever our interests might be, the most important and fascinating aspect of our information age is the question of how we relate with one another. Information about other people -how as individuals we collect it, synthesize it, use it, and communicate it — is what this chapter explores.

The Communication Tangle

There seems to be no limit to the sophistication and complexity of our communication. The content we convey to each other is influenced by our inflections and choice of words. We change the meanings of our statements with visual cues. We alter what we believe we're saying through facial expressions or body movements. Language is sometimes employed to mask or confuse. In recent years, all sorts of double-speak and jargon have gained wide acceptance.

COMMUNICATION TANGLE
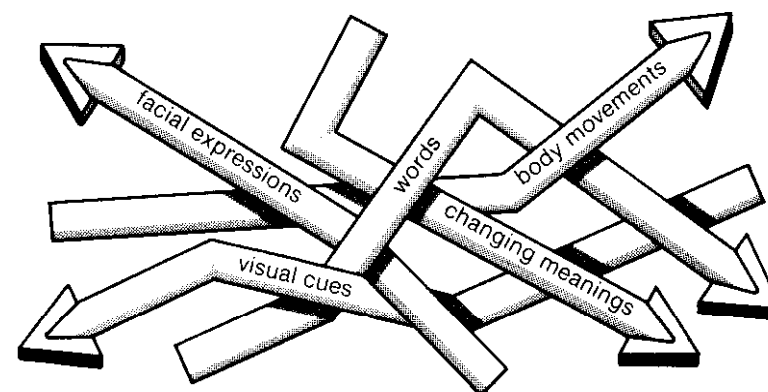
But it is the complexity of communication that preserves the truth. This truth is the reward for the perceptive reader of others.

Kinesics is the study of body language. It teaches us to pay attention to what people say through nonverbal communications. Simple physical expressions, such as a raised eyebrow, can indicate skepticism, and differences between words and gestures. For example, during the Vietnam war, President Richard M. Nixon was asked in a nationally televised news conference how long the United States would be in Cambodia. Although he assured the nation in soothing tones that there was nothing to be alarmed about, a clenched fist -picked up by one perceptive cameraman — belied his words.

To understand the impact the body language has on us -and how we use it to read others — consider some of the messages people give and receive through first impressions.

The Power of First Impressions

A man applying for a manager's position had 20 years of experience. Yet, what seemed like a positive initial interview did not lead to a second meeting. When one of the recruiting managers was asked why this wellqualilied candidate did not survive the first round of the selection process, he answered:

> Because of his military bearing. It hit me almost the first minute I saw him. He held himself erect and stiffly throughout the interview. And as it turned out, he had been a career officer. Although we work very hard and take security extremely seriously at this company, we rely on an informal, friendly relationship with em- ployees to make our system work. His rigid, uptight style just wouldn't have fit in here.

Most of us are aware of how important first impressions can be. Whether preparing for a presentation, a job interview, or a date, we are concerned about how we look and what kind of impression we leave with other people. We recognize that in some sense we are selling ourselves, and that however we do the job we are liable to influence the other person's perception of us. Because we know that the first impression we make may be a lasting one, we usually want it to be positive.

A few years ago a major corporation produced a slick videotape that featured a distinguished looking actor with gray hair and a dark, pin-striped suit. He extolled the virtues of a brand-new product. Although the corporation's expert techni- cal staff could 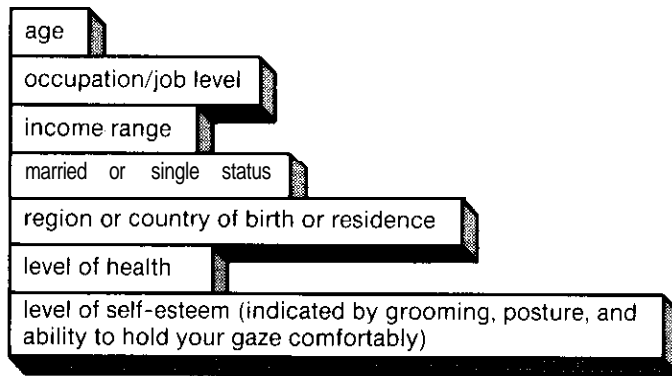tell that the actor did not know what he was talking about, the classy package went over well with its target audience of vice-presidents from Fortune 500 companies. These decision-makers did not have to know about the product's technical merits. They had only to hear a five- minute overview about its performance and special features to gauge its usefulness to their own companies. To ensure their receptivity, the presentation was geared to appeal to their unique sensibilities. And it was a success.

The actor created a carefully-planned first impression. He controlled his appearance, gestures, and movements. He controlled the tone and the modulation of his speech. If you pay attention to these attributes in any person's self- presentation the first time you meet him, it is likely that you will learn most of what you need to know about him. People have an innate faculty for nonverbal communication. Whether we are giving or receiving the information, our first im- pressions can speak louder than our words.

What's In an Appearance?

When John Molloy 's books on dressing for success in business were published several years ago, they became instant best sellers. His books demonstrated that "success" had become a commodity that could defined by clothing and dressing the part. Molloy reasoned that individuals wishing to move up in corporate America might become more promotable if their appearance communicated competence, self-confidence, and purpose. His position was that no one would discuss a business merger, or delegate responsibility, to a subordinate who wore mismatched socks or his lunch on the front of his suit.

Clothing and grooming have come to serve as personal calling cards in almost every walk of American life. Together they make a statement intended to communicate to others what a person believes himself to be. And would like others to believe him to be.

age

occupation/job level

income range

married or single status

region or country of birth or residence

level of health

level of self-esteem (indicated by grooming, posture, and ability to hold your gaze comfortably)

When you look at people, how many of the following facts can you establish from their appearance?

What else can you ascertain about the person? Does he care how his clothing looks and fits? Do you think it reflects his personality? What do the colors say about him — are they becoming, or striking, or do they serve as camouflage? Is he concerned with current fashions and designer labels, or is his taste distinctively individual? What does his jewelry indicate about his taste — is it expensive or inexpensive? Flashy or sedate or merely functional?

Appearance is not only made up of clothing and grooming. Body language is a well-known barometer of a person's true feelings.

What the Body Communicates

Verbal language dominates most of our interactions with other people. But it is our nonverbal messages people believe if the two are inconsistent with each other.

In an experiment conducted at one university, students were asked to act out six different moods on videotape. The moods were anger, fear, seductivity, indifference, happiness, and sadness. Unconvincing performances were eliminated before the judges rated them. But when the remaining tapes were played, judges correctly identified the "intended" moods only about half the time. A second review of the tapes, played back in slow motion, revealed that the opposite of the emotional states the actors were instructed to play showed up. Their real emotions appeared briefly in their faces. These momentary flashes of true emotion are not always picked up by the untrained observer's eye. But our minds seem to read and react to the hidden message at some unconscious level.

When a British research team studied and catalogued 135 different facial expressions and head and body movements, they found that 80 involved the head and face. John Molloy states that more than 70 percent of nonverbal communication is effected with the facial muscles. As these sorts of figures suggest, smiling, frowning, and winking, or reacting to the smirks, scowls, and winks of others, contribute to much of our most sophisticated nonverbal communication.

Our faces can show any emotion — shock, surprise, sympathy, happiness, cooperation, rejection, conflict, authority — without the aid of words or even gestures. In almost all our social encounters we scan a person's face for clues about what he is really thinking or feeling. With the broad range of expressions people employ when communicating, it is up to the observer to interpret the deliberate or unintentional messages correctly. In our observations, we must pay particucular attention to the other person's eyes.

The Eyes Have It

The eyes have been called the windows of the soul. They are the first features an infant can distinguish in his mother's face. As we grow up we continue to rely on others' eyes. We believe that by looking in another person's eyes, we can find the truth about that person.

We look at the eyes more than at other parts of the face or body. We actually look each other in the eye between 30 and 60 percent of the time during our conversations. The only other time we look at each other more is when we are more interested in the person with whom we are talking, than we are in what he is saying.

Most people strive to have more eye contact when listening than when talking. If we are feeling uncomfortable or guilty as we talk we are liable to avert our eyes. But if someone asks us a question, or says something that makes us react angrily, our eye contact will increase dramatically.

People typically signal their interest in another person with a glance. Men and women use signaling behavior with their eyes to initiate meetings. A woman will look at a man once, or respond to his gaze if he initiates the exchange. If she holds the glance for a few seconds or responds to a second look from the man, he will interpret her behavior as permission to approach. Her response is a meaning-laden gesture.

Just a Gesture?

As your airliner ascends to its cruising altitude, your flight attendants demonstrate its emergency life-protection devices. While one attendant carefully reads instructions for using the oxygen masks, others wordlessly demonstrate the routines with smart, precise movements. Frequent air travelers take these routine moves for granted, but few would deny the importance of these gestures.

Gestures are an integral part of human communication. They add direction, impact, and meaning to our exchanges. Sometimes gestures complement our spoken thoughts. Sometimes they take the place of words. Sometimes we gesture only for ourselves when words cannot express the force of our ideas. You may observe this when you have a heated argument over

the telephone and find yourself gesturing wildly to emphasize your points. Sometimes we are wholly unconscious of our gestures. Then we use them in place of our words. When used appropriately and masterfully, gestures have the force to sway nations. Winston Churchill's "V for Victory" sign memorably signaled the close of World War II. It later came to symbolize peace to a concerned generation of the 1960s. Politicians the world over have tried to make its well-worn symbolic value their own.

When we draw conclusions from the gestures we observe we must remember the varieties of interpretation even the simplest glance may be subject to. Not everyone wears his feelings on his sleeve. The lowered eyelids that mean "Go away" for one person may mean "Ask again" for another. Many gestures have subtle or even multiple meanings. It depends on who is sending and who is receiving the communication. The difference in significance a single response can have will be apparent when people gesture across cultures. The wave of a hand that means "hello" in one country can mean "good-bye" in another. Even in a single nation, such as the United States, gestures imply different meanings to members of different ethnic groups. And men and women will often read and interpret a single behavior differently. Certain kinds of gestures are so innate that they can be read successfully in diverse circumstances. Among these kinds of gestures is posture.

Carrying It Off

The John Wayne swagger was known to flutter more than a few female hearts, and cause grown desperadoes to quake in boots. The way Big John carried himself across the silver screen communicated a message of strength, serious purpose, and no-nonsense masculinity.

Few people have as distinctive a posture as John Wayne had. But most of us are aware that how we hold ourselves communicates important information to others. A bowed back tells us someone is tired and carrying the weight of the world on his shoulders. A stiff, erect bearing conveys both tenseness and, often, authority. Power, eagerness, vulnerability and numerous other human qualities are communicated instantly by our stance. Consider the impression you receive from one person standing with his shoulders square, head erect, mouth closed and unsmiling, and eyes steady. Contrast that to another who slouches, shifts from foot to foot, and pops his bubble gum. What are the messages each communicates?

Most of us may register these messages primarily on a subliminal level. However, we often copy the nonverbal behavior of those we find attractive or want to impress. Similarly, people who agree with each other may often be seen unconsciously matching or synchronizing their body movements. And when two people are engaged in a conversation, they often both lean forward, raise their heads, or gesture at about the same time and pace. Studies-have shown that individuals with a high level of intimacy tend to be most synchronized. People who are dating, for example, often synchronize their speech and movements, including the ways in which they touch and do not touch each other.

Touching and Spatial Communication

Touching and the space we give each other are critical elements of our nonverbal communications. Rules of social etiquette govern permissible and appropriate touching and special behavior for all types of situations and levels of relationships. They differ markedly from culture to culture. For example, touching between strangers in North America, other than shaking hands, is usually inappropriate. Here it is likely to be interpreted as a sexual advance, a power play, or

an attempt to effect differences in social status. However, not touching may be taken as an insult elsewhere in the world.

Similarly, the space maintained between people in a casual situation follows its own unspoken rules. In the USA, between two and three feet is the most acceptable distance in normal conversation. In the Middle East, the same distance is considered enormous. Because of our acculturation, North Americans usually find that greater proximity makes many people uncomfortable. Greater distance makes them feel separate. As a result, some people alter their distance from others intentionally, to intimidate, threaten, offer comfort, provide credibility, or otherwise influence the attitudes of their conversational partners.

While there are no exact measurements, the size and sex of a person will help determine what is most comfortable. One method of estimating this ideal distance is to look at the situation from the other person's perspective: how close is too close for him? How far is too far? If you can understand where the other person's limits are, you can greatly influence how he feels about you and the topic of your discussion. You can **also** alter some qualities of your speech to change the effects of different degrees of distance.

Voice and Pacing

Barry Goldwater said that Hubert Humphrey talked **so** fast, listening to him was like trying to read *Playboy* while your wife turned the pages. As Goldwater's assessment implies, the sound of a person's voice and the speed with which he talks **can** influence both what we hear him say and also the way we hear him say it. Anyone who has gone to college knows that the professor who lectures in a monotone invites his students to fall asleep. While the shrill lecturer whose piercing voice keeps his students wide awake can be as irritating to their nerves as chalk screeching across a blackboard.

In many ways both coarse and subtle, voices can reveal a person's feelings. But we must learn to hear the inner messages they contain. As the well-known speech consultant, Dorothy Sarnoff, notes:
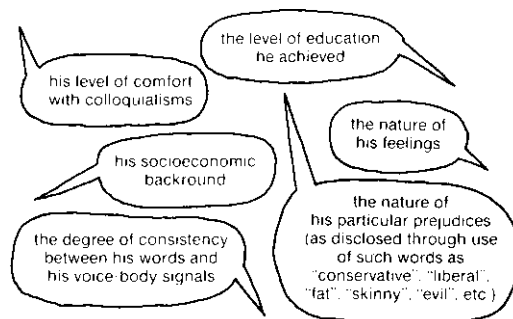
> Tone influences us greatly because our bodies are sound sensitive. A shrill voice produces the same involuntary muscle tightening and constriction of blood vessels in its hearer as a jackhammer in the street. A thin, whispery voice is tiring because you have to strain to hear it. An uninflected drone has the effect of a sleeping pill. Sound can cause emotional reactions; the physical effect of a voice can make a listener buy or resist, become a believer or nonbeliever.

When someone talks to us, we hear more than the words he says. We also hear the tone and volume of his voice, his pronunciation, and his accent. If we are sensitive to patterns of speech we discover surprising influences lurking in his unspoken background, such as evidence of his teenager's slang or the unique inflections of an historical figure he found important.

Not all such information will be obvious in the way a person speaks, the sound of his voice, or his choice of words. However, these are all clues he cannot help but give. Listening for them will help you tune in to the speaker as well as what he is saying.

SPEAKING CUES

A person's voice and word choice may also reveal:

- the level of education he achieved
- his level of comfort with colloquialisms
- the nature of his feelings
- his socioeconomic backround
- the nature of his particular prejudices (as disclosed through use of such words as "conservative", "liberal", "fat", "skinny", "evil", etc.)
- the degree of consistency between his words and his voice-body signals

Intuition

A high school student recalls, "I was sitting in a restaurant after I got off work, having a hamburger. Something about the guy who walked in just didn't feel right to me. I got up, paid the waitress and left. I was sort of surprised the next day to read in the paper that the manager had been robbed."

Intuition is among the least acknowledged ways we communicate with others. Some people deny its existence altogether, and many fmd it difficult to define. Even when it is hard to identify, intuition can help us read others with more accuracy and speed than we can manage with our physical senses alone. Webster defines intuition as "the act or faculty of knowing without the use of rational processes: immediate cognition." We might think of it as our visceral response to a stimulus of any sort: our "gut feelings."

The twentieth century renaissance man Buckminister Fuller says, "Everybody has this intuition very, very powerfully, but most of us today are so quickly frustrated about things, that we learn not to listen to our intuition. "

The experience of following a hunch or a feeling and later finding out that it was right is probably more common than we realize. Our society gives greater credence to other, more clearly deductive processes than it does to these less tangible ones. So we often ignore or invalidate our intuitive feelings without even giving them a chance to prove out.

Paying attention to our hunches can pay off. When hotel magnate Conrad Hilton wanted to purchase the Stevens Corporation, he was required to submit a sealed bid. Hastily, he submitted his offer of $165,000, but something seemed to make him uneasy with the number. A second figure of $180,000 continued to haunt him, and so he changed his bid. When the sealed offers were opened his second bid was the winning figure; the next highest bid was $179,000. By following his hunch, Hilton won by the narrowest of margins, and the Stevens Corporation returned nearly $2 million to him. Although your intuition may not secure you such a stunning validation, it is an attribute that should not be ignored in the course of dealing with others.

Listening

1 DAY
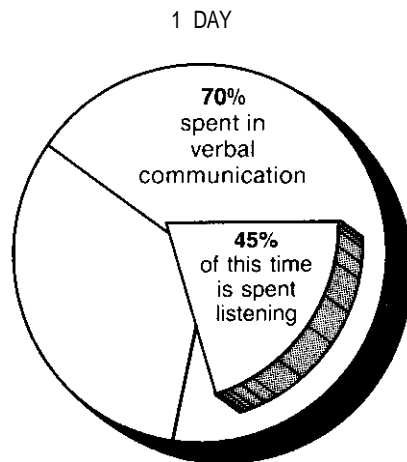
While paying attention to others' mannerisms and appearances, we ought not to neglect how we take in their words. The phrase "active listening" was coined by the reknowned psychotherapist Carl Rogers. He used it to identify the way a person uses specific skills to listen effectively, so that he is able to understand and recall what is said. Based on the observation

that listening skills can be practiced and improved, communications experts devised a number of ways to improve people's listening abilities. They did this to insure that people understood and remembered most of what they hear.
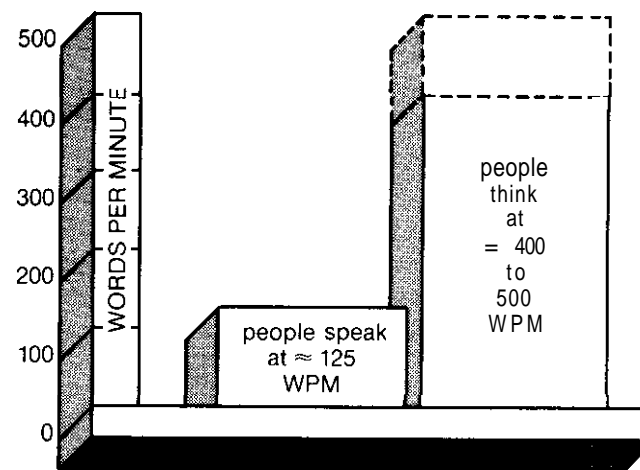
Recognizing that people speak at about 125 words per minute, but think at about 400 to 500 words per minute, the experts developed some of the following tips for listening:

1. Pay attention to what the other person is saying; note any discrepancies between his content and delivery.

2. Listen to understand rather than to argue or refute.

3. Keep a positive outlook. You will probably learn something useful even if the subject is boring.

4. Pick out key statements; screen out irrelevancies.

5. Concentrate on the main ideas.

6. Try to understand the speaker's viewpoint even if it is different from yours.

7. Don't let your mind wander; try to anticipate what will be said next.

8. Note your own prejudices, ideas, and reactions to what the speaker is saying.

By developing you active listening skills, you will be better able to follow a speaker's main points as he is talking. And you will recall them later. You may also find that you can understand and process more technical material and even think ahead, to anticipate where a speaker may be leading with his talk. In addition, by giving the speaker your full attention, you demonstrate that you respect him enough to hear what he has to say. When the time comes to state your own case, your position may be received with equal respect and consideration.

The Emperor's New Clothes
May Not Reveal Everything

So far in this chapter we have identified a number of ways to delve beneath the surface of words and appearances in order to read people better. However, to secure the most accurate picture of someone, you need to know something of the attitudes and values that motivate him. Often these values are not easily perceived, and your personal assumptions about them can mislead you.

Take Laura, for instance: a newly-graduated MBA who had been hired as a financial analyst for a medium-sized computer company. She was accustomed to seeing the vice-president of her division arrive at work in a conservative three-piece suit. Laura assumed that his attitudes and work philosophies were a little conservative. She observed him in board meetings where he never made the kind of big splash typical of other vice-

presidents. In her monthly status reports to him, she took extra pains to check over all the details of her work, and she put forth only cautious recommendations.

After she had been on the job for six months the senior financial analyst position fell open. The vice-president had given her high marks on her contribution to the department. Laura felt she had a good chance of being promoted to the vacant position. However, when he finally talked to her about the job, her superior said, "We need a stronger hitter who can take the live-year plan and pretty much implement it single-handedly. Sorry, Laura."
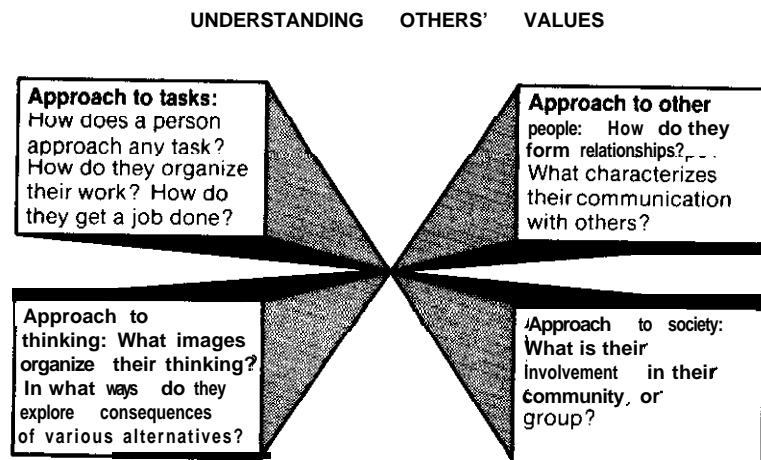
Laura consistently delivered good reports on the job, but she failed to verify her assumptions with her manager. Instead, she tried to match the style she had observed in him without soliciting enough of his direct input. Her picture of him grew out of touch with reality. What did he value and look for in a star performer (her personal goal)? What steps did she need to take to assure a steady, upward path? Had Laura paid more attention to reading his behavior she would have discovered what he valued.

We are motivated in all our actions by our values and attitudes. We organize our lives around these guiding principles, derive meaning from them, and reveal them to others through our behavior. In attempting to read and understand someone, we can begin to understand his values by looking at the issue of consistency. For example, many people these days talk about physical health, but never actually exercise or alter their diets. Their real values are evidently quite different from the values they espouse.

It would be easy to be consistent in these sorts of matters if every action was influenced by one value. But we never really see single values or attitudes expressed in isolation. They cluster and interact as they influence our behavior. So the person in the above example who claims to value exercise may

also value his time with his family. And the extra attention he receives by working overtime on an exciting business project. His behavior may simply result from all these values being in conflict. So that while he does value exercise, he values spending his time in other ways more and does not go to the gym.

Given that most of our motives are at least this complex, how can anyone know what values motivate others? Brian Hall, in *his* book *Leadership Through Values,* suggests four categories that are useful to review.

UNDERSTANDING   OTHERS'   VALUES

Approach to tasks:
How does a person approach any task? How do they organize their work? How do they get a job done?

Approach to other people: How do they form relationships? What characterizes their communication with others?

Approach to thinking: What images organize their thinking? In what ways do they explore consequences of various alternatives?

Approach to society: What is their involvement in their community, or group?

In understanding the cluster of these key areas we can begin to understand the motivations behind any individual's actions.

CHAPTER 3 *Ways We Read Others*

In the course of trying to understand human behavior, social science researchers have identified a set of characteristics that can be used to describe people. They can be said to underlie all, or most, human motivations and actions. These characteristics, each of which is distinct from the others, are called "human factors" or "traits." In this chapter we will outline five of the most important of these factors, and help **you** learn how to recognize them in others.

Our Hidden Assumptions and How They Affect the Way We Read People

Consciously and unconsciously, everyone develops beliefs and expectations about others. We internalize our beliefs about the people in our lives, and make judgments and assumptions about how they will act based on the qualities we have ascribed to them. For example, if you believe that your next door neighbor is trustworthy and responsible, you will have few qualms about giving him an extra key to your house, or leaving your beloved family pet in his care.

W. T. Norman, a well-known personality researcher, performed a comprehensive analysis of nearly 2800 different trait descriptors encoded in the English language. He identified five basic traits people use to categorize others and to make assumptions about them. According to Norman, those trait descriptors are:

EXTROVERSION	Talkative-Sociable Outgoing
AGREEABLENESS	Good-Natured - Gentle Patient
CONSCIENTIOUS	Responsible-Tidy Organized
EMOTIONAL STABILITY	Calm-Composed Empathetic
CULTURE	Intellectual-Refined Artistic

The personal assumptions we make about people are usually formed through early life experiences. These personal assumptions grow increasingly resistant to change as we become older. Our beliefs are influenced by our culture in such forms as books, movies, television, newspapers. Also by the opinions of friends, enemies, and popular heroes. When these beliefs are combined in our minds with data on the appearance, sex, race, socioeconomic status, and occupation of another person, we find we have developed the fundamental information for a basis on which to read others.

Sociable or Shy

In the late 19th century the great French psychologist Alfred Binet observed that one of his daughters was a quiet and inward-looking child. The other was outgoing and amicable. The disparity in this facet of his children's characters led Binet to theorize that they were motivated by different factors. His **hypothesis** was confirmed by the research of other social scientists. This led to the determination that all people could be seen as predominantly sociable or predominantly shy. An individual's place on the continuum from sociability to shyness was a trait that could be dependably observed.

You are probably very good at reading this trait in others already. For instance, you quickly recognize the social sort of person who seeks out the company of others, and takes advantage of every opportunity for a good conversation. At the water cooler, sociable Harry stands out immediately. He is the person holding court in the center of the group, happily chatting with a cluster of people. He simultaneously tells the group a joke, while flirting with Marilyn. His gestures are open and inclusive, his face is smiling and friendly. His voice can often be heard above the din of the crowded office.

Having seen only this much of Harry, imagine that you must introduce yourself to him as a reporter interviewing members of his corporation. From the following list, which adjectives do you think would best describe the Harry you will meet?

Talkative   *Flexible*

Social **FRIENDLY**

Quiet **LEADER**

DOMINANT **Outgoing**

If you selected the adjectives "talkative" and "outgoing," and conducted your interview based on those traits, you probably would have had a successful talk with Harry. Harry is likely to provide a frank, open interview. He would find it easy to answer your questions, and you might conclude the interview feeling as if you had acquired a new friend.

At their best, sociable people make ideal dinner companions. They are adventurous and will invite you to join them at parties, sports events, street fairs, and occasions tilled with people and new experiences. At their worst, however, sociable people can be loud and obnoxious. They belabor their personal opinions or viewpoints until you give up or give in. And their constant need for attention can exhaust other people who need more quiet in their lives.

The reserved, inward-looking person stands in direct contrast to the sociable one. Unlike the smooth, flowing interaction almost anyone could have with Harry, an interview with a shy person is likely to prove a difficult task. He may be quiet to the point of silence. You may find yourself wondering whether he is simply bored with you, or has missed the entire point of your conversation. But people who are inherently reserved often maintain a cautious attitude with everyone, and feel any other person's intrusion quickly.

People with the trait of shyness often appear secretive. They initiate friendships slowly and reveal little about themselves to their acquaintances. Unlike their impulsive sociable counterparts, shy people do not make requests lightly or on the spur of the moment. They would give any matter careful consideration. They can be expected to carry out other people's schemes quietly. If the outgoing sociable man spontaneously

suggests, "Let's go to the mountains for our vacation this year!" it will probably be his shy, inward-looking wife who finds the maps, packs the suitcases, and rents the cabin.

On Being Nervous

Have you ever noticed how some people's hands can shake at the slightest provocation? Or that they seem overwhelmed by the demands of their lives? These people probably possess a high degree of our second human trait, nervousness.

Imagine for a moment that you are interviewing Janice, an applicant for a technical writer's position with your company. Janice's handshake is cold and clammy and her voice seems choked. She first sits on the edge of her chair and then slumps backward, wrapping her leg around the chair leg. When answering questions she alternates between one-syllable responses and rapid-fire delivery of far more information than you need. At the conclusion of your time together, she thanks you profusely and bolts for the door, only to reappear three minutes later to reclaim her forgotten purse.

When you summarize your interview on the personnel records, which of the following adjectives would you use to describe Janice?

Fearful

WORRYING

Nervous

jumpy Apprehensive

Empathetic

If you are an astute reader of people, you would include "jumpy" and "apprehensive" in your selections. People who possess the trait of nervousness to a high degree exhibit these characteristics. They also become particularly anxious in crowds or under deadline pressures. Nervousness describes someone who easily becomes highly excited, sometimes even losing all sense of competence, the way Lucille Ball did. She dashed around on **I** Love Lucy shows, trying to fix some impossible predicament, until she finally dissolved in tears.

People who are extremely nervous may become hypochondriacs, suffering the symptoms of both real and imagined ailments. They may subject the people around them to endless worry and recitations of their problems. Friends and casual acquaintances may be left wondering how they became the confidants to such a litany of woe. In actuality, the nervous person doesn't much care who listens, just as long as someone can be corralled into rescuing him.

People who rate low on nervousness would commonly be called cool, calm, and collected. They are poised in groups and can handle the pressures of tight deadlines. Their easy attitude toward life keeps stress to a minimum, and reduces the rate at which they contract real or imagined illnesses.

Kind or Disagreeable

Is there really a need to define the characteristic we call human kindness? Those agreeable souls who possess this trait in abundance warm our hearts with their easygoing good natures. We see them as flexible and even generous in their dealings with others. Cooperative and sensitive to other people's needs their style is generally mild and non-abrasive — even when

they are trying to complete an important task. Humanitarians such as Nobel Peace Prize recipient Albert Schweitzer exemplify this trait. He stands in stark opposition to disagreeable counterparts, such as the harsh and irritable J.R. Ewings of this world.

Even if you've never seen an episode of the TV series *Dallas,* you know J.R. as the meanest, most conniving oil baron Texas ever produced. His character has achieved the status of a modem American archetype, comparable to Simon Legree or the other villains of Charles Dickens' novels. His dealings with people are dominated by questions like, "What can I get from you?" and "What's in it for me?" He is driven by a need to control money, land, and power, and he has no compassion for the person who disrupts his schemes.

If you were asked to write an episode of *Dallas,* which of the following adjectives would you use to depict J.R.?

Unconventional
Egotistic IMPATIENT
Adventuresome
Self-rightous
Sarcastic Independent

Any of these adjectives applies to J.R. Like other people who lack agreeableness, J.R. might generously be seen as "tough minded." He and his kind have difficult interpersonal relationships because their actions are always dictated by their need to use ideas and things. His relationships are never characterized by a sympathetic recognition of other people's feelings. They can be original, creative thinkers who may often be found starting new companies or running for political office. Such a person focuses on

one idea, working at it single-mindedly until it is actualized. He is the type who finds it necessary to cut you off in traffic because he is in a hurry to get on with the important "things" in his life.

The Responsibility Factor

Remember high school? Remember those people who always made the prom committee a success, or who dusted the library shelves for the teacher? They could be said to have in large measure the human factor of conscientiousness. This trait is known as "responsibility." It most obviously manifests itself in handling the necessary tasks in life that may offer little glamor or glory. In high school responsible people were unlikely candidates for prom queen or class president. But they did the work essential to the success of any enterprise. And what do they do as adults?

Think of the neighborhood in which you live. Who is the one person on your block who volunteers for every good cause? Who campaigns door to door for one of the candidates for mayor? Who organizes the car pools? Who sees to it that you have a block party every Fourth of July? Which adjectives would you pick from the following list to describe this person?

Organized Orderly
Tidy *Conventional*
Compulsive *Flexible*
dependable
Scrupulous

While overly responsible people may be taken advantage of and sometimes even become the butts of other people's jokes, their efforts often improve the lives of those around them. If you selected any of the adjectives above, you were right. In addition, the responsible person can be orderly and persevering, willing to follow any task to its conclusion.

At its extreme, responsibility becomes fussy and demanding. It imposes on others the need to do things the way the responsible person would have them be, regardless of other easier, or more streamlined alternatives. Overly responsible people can be meticulous and even picky about details. Like the teacher with eyes in the back of his head, they see everything.

By contrast, someone with little sense of responsibility is like the neighbor who does not participate in the neighborhood watch. He brings only his appetite to the block party, and leaves when others make a move to clean up. He can be careless with things as well as with people's feelings. He cannot be counted on when the chips are down. Other people may find it simpler to do the task, than to try to clean up after he handles the job in a messy and half-hearted way.

A fine modem example of the two extremes of this human factor can be found in Neil Simon's play, *The Odd Couple.* Felix and Oscar epitomize the ways people can be either very responsible or very irresponsible. You probably know a Felix or Oscar in your own work or personal life.

The Cultured Companion

The fifth human trait we will describe is generally known as culture. However, its nuances are far broader than the word implies. The cultured person has an eye for the finer things of life. He uses his appreciation to cultivate a stylish approach to all his experiences.

Imagine a person who supports and appreciates the arts. He attends theatrical performances regularly. He serves as chairman of the symphony's fund-raising committee. He collects art. He prides himself on the brilliant fresh flowers appointing his tastefully decorated home. His office contains a priceless antique desk. On his desk sits a leather-bound first edition of Mutiny On The **Bounty.** He is always happy to discuss the latest literary best-seller over a glass of excellent port. You might feel you are in over your head when he begins his polished, imaginative review.

As an adept reader of people, which adjectives would you select to characterize this person?

Sophisticated Polished

Well-read Intellectual

Artistic Cultured

Educated

Your skill in reading others might lead you to select polished and intellectual, among other choices on the list. The poised, refmed individual of our description is an ideal few people see in their everyday lives. However, real people who are reflective and sensitive to their surroundings can actually be seen every day under normal circumstances. Money is not the criterion by which they are to be recognized, but rather by their style or approach to life. They reflect an abiding interest in intellectual pursuits.

Cultured people tend to be bright and creative thinkers. So you would want someone with this trait on a creative team in a public relations agency, or in advertising. His polished style would make him an articulate public speaker or professor. Author, commentator, and editor, William F. Buckley exemplifies the cultured kind of style.
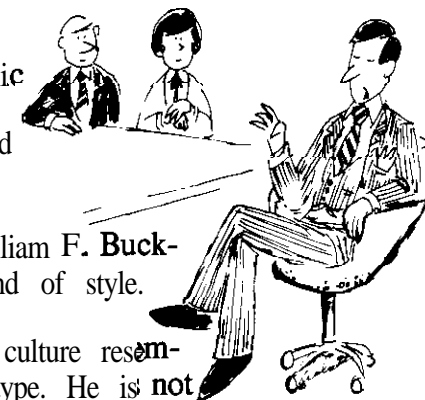
The individual who is low in culture resembles the Archie Bunker stereotype. He is not especially interested in his surroundings or in his conversations. He doesn't take the time to reflect on the consequences of his actions to the larger community. He can be narrow minded and set in his ways.

Complexity and Conformity

As you read the brief descriptions of these five key human traits, it probably occurred to you that most people fall somewhere between each of the extremes. You may know a few people who are vigorously outgoing or painfully shy. But you probably know far more individuals who are some mixture of both. You may also know people who are highly responsible members of society who also fail to cut their grass on a weekly basis. Your hunch is right, of course; few people truly represent any of these extremes.

In the complex task of reading people, it can be difficult to identify the key human factor when a person does not embody one of the extremes. In fact, most of us are much more like the person who is half-way between sociable and shy. We exhibit one quality in some situations and the other in different situations, like a chameleon.

Consider Carol, carrying a bag of groceries into her house. She is still wearing her "dress for success" business suit. She has just come from a sales meeting where she laid out plans for the next campaign. At the grocery store, she waited patiently in line listening to her children's stories about their day care center's trip to the zoo. Now, walking in the front door, she discovers that her husband has accepted a dinner invitation for them this evening. She calmly puts the fish she just purchased into the freezer and calls up the baby sitter. Throughout the day and evening, Carol plays a variety of roles as she moves through different situations. Which term below best describes her?

**Unpredictable Warm
Talkative
Worrysome Outgoing
Reserved
Adaptable
Unconventional Flexible**

Chameleons are practical, and able to adjust to nearly any circumstance. If they are unhappy or frustrated, it is almost certainly due to conditions in their environment. They do not tend to be moody or demanding. Life with a chameleon tends to be tranquil, since they are able to roll with the punches. When leadership in a group is required, they are ready to take charge. When a low profile is called for, they blend in with the

background. They can be sensitive to the feelings of others, yet don't overreact. Unless you observe chameleons in more than one setting, you might never notice how versatile they are.

Even if they are not chameleons, most people embody some combination of these traits — this may confuse your people-reading process from time to time. For example, someone who ranks high both in nervousness and responsibility is the prototypical nervous mother. She worries about every imaginable detail, and pesters people around her until they flee in frustration. She is riddled with guilt at her failures, yet demands increasingly higher standards of performance. Know any people like this?

President Ronald Reagan offers an example of still another sort of person who combines human factors. He is usually very agreeable. He jokes goodnaturedly with the press corps and foreign dignitaries. He approaches Congress with an attitude that is cooperative and expresses a willingness to compromise. At the same time, the President is known as an excellent communicator. He easily presents his ideas in a frank, open way — sometimes even speaking too frankly, leading to occasional public embarrassments. Finally, he exhibits a measure of culture. He appreciates the advantages the role of President offers, and wishes his idea of what a good life is on all of us.

The skilled reader of people is someone who can pick out every human factor in a person. He can see how human factors are balanced in that individual. One person's sociable preferences may be moderated by his sense of responsibility, leading him to forego an after-work party to finish a project. Another's cultural trait might be overshadowed by his nervousness, making him an arts patron who is too anxious about the high crime rate of city life to venture into its theater district. Like any valuable skill, reading the human factor well takes practice. Learning some of the essential techniques of this skill will be the subject of our next chapter.

How To Train Yourself To Read Others

To read a person effectively, it is important to acquire an in-depth knowledge of his motives and values. This chapter will help you master the necessary skills, using techniques developed from the work of various behavioral scientists who specialize in this sort of communication.

First Impressions

People telegraph information about their values, interests, motives, and concerns through their words and actions. Since a great deal of this information is communicated uncon-sciously, it is being expressed in a wide variety of ways by everybody, all the time. You generally receive all the infor-mation you need in order to read someone from your first impressions of him.

Research on first impressions demonstrates that people who can initiate conversations are seen as affable, energetic, and enjoyable. They appear to have mastered the skill of creating an atmosphere in which others feel comfortable talking about themselves. They also have learned to manage first impressions by reading both the silent, and the spoken messages, that other people send. The following chart lists the most prominent of those silent and spoken messages:

IMPRESSIONS ARE EASED ON:

SILENT MESSAGES

- Style of Dress
- Gait
- Posture
- Gestures

SPOKEN MESSAGES

- When the Person Speaks
- How the Person Speaks
- How much the Person Speaks
- Whether the Person Asks Questions
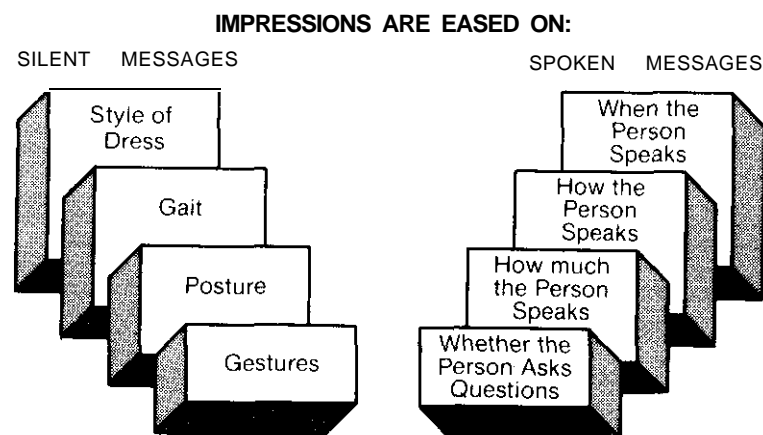
Silent Messages

You gather approximately one-third of your first impressions of another person from what he actually says. Everything else you perceive derives from the nonverbal cues he sends. Psychologists use the terms "unconscious" and "subliminal" to describe these sorts of silent messages -because they often go unrecognized by the conscious mind of the sender as well as the receiver of a communication.

If you had a special power of observation that allowed you to be aware of all the silent messages you ordinarily encounter, you would be so overwhelmed by information, that you would have trouble walking down the street, or going into a crowded party.

Since silent messages are usually received unconsciously, the next part of this chapter will be devoted to describing those listed above, and exploring their most common meanings. While each silent message is described individually, it is important to remember that messages occur in clusters. These clusters can give you impressions and lead you to make general assumptions about character and personality. As you improve your knowledge of these clusters, your ability to read others will become increasingly complete.

Step 1: Style of Dress

When we evaluate someone's physical appearance, we observe one of three key grooming styles that together seem to encompass the varieties of physical presentation: success, excess, and just plain mess.

Dress for Success is a style of dressing associated with an upper-middle-class background and upwardly mobile, achievementoriented ambitions. People who Dress for Success seem more likely to be described by others as ambitious, assertive, intelligent, helpful, and responsible. For men, Dress for Success clothing includes dark blue and dark grey suits, white or pale blue shirts, and conservative ties. For women, it includes white blouses with bows, skirts with matching blazers, and modestly cut dresses.

Dress to Excess is a style that appears to be in sharp contrast to dressing for success. For men, it may entail brightly colored shirts unbuttoned past the chest, tight pants that ride low on the hips, jewelry hanging around the neck, and boots or similarly trendy shoes. For women, the excessive look is dominated by tight-fitting clothes, low-cut dresses, and heavy makeup.

Dress for Mess is a style of dressing — if style is the proper term — apparently designed to give the impression that the wearer just finished gardening, for example, or painting the living room ceiling. The clothing is outdated, wrinkled, and dirty. The messy dresser places a low priority on his physical appearance. This is often because he is preoccupied with another subject. Like the stereotypical, absent-minded professor who frequently seems more occupied with his thoughts than his appearance, the Dress for Mess person may be so consumed by his profession or his pastime that other concerns, such as eating, sleeping, and dressing are overlooked. He cares about ideas more than people — including himself.

As you train yourself to analyze people's appearance, ask yourself questions about the care with which a person's dress has been put together. What message might he be trying to convey? What about his aspirations can you ascertain from his appearance?

Step 2: Gait

When you observe your family or friends over time, you will find that each person moves in a characteristic fashion. Our gait provides information to others about our moods, goals, and attitudes toward life. It goes hand in hand with the manner in which we dress to reinforce our self-presentation. Certain styles of gait enable you to read another individual with considerable accuracy. Some especially observant people-readers can identify a person approaching their offices by the sound of the footfalls alone.

The Strutter. Strutting is a gait characterized by a quick and deliberate pace, stiff legs, freely swinging arms, and a raised chin. It signals that someone is "on the move." People running for political office are often Strutters. They exude optimism and convey the impression that they can manage' resources

and solve problems. They appear confident, goal-oriented, and determined. One study found that more than 90 percent of high-ranking graduates from prestigious business schools were Strutters.

The Sprinter, The Sprinter walks at a fast pace, often with his hands on his hips. He leans forward slightly, as if to gain an extra bit of momentum. He emits periodic bursts of energy during which he may work long hours and become highly productive. The energy burst is followed by a resting period during which the Sprinter contemplates his next course of action. The Sprinter's gait is consistent with his high level of drive and dedication. Many entrepreneurs and inventors are Sprinters who work intensely to create new products.

The Thinker. Thinkers immerse themselves in problems, which they are at pains to understand. Their heads and shoulders are pointed toward the ground, indicating that they are preoccupied and do not wish to be disturbed. Typically their **hands are clasped** behind their backs and their gait is slow and methodical. Professors and scientists who spend much of their time contemplating abstract research questions are typical Thinkers.
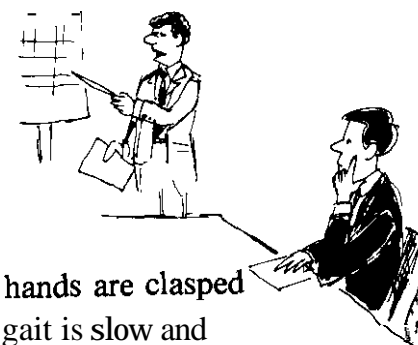
The Drooper. The Drooper's gait is seen in people who walk hunched over, with eyes pointed downward and shoulders pulled up toward the neck. Their hands are thrust deep in their pockets, and they walk from toe to heel, as if kicking the ground. When people are dejected, they often adopt the Drooper's walk. As a result, one psychologist says he can tell if a patient is depressed simply by looking for the Drooper signs when the patient enters his office.

Step 3: Posture

Posture completes the self-image a person presents to the world. Although there are many ways to stand, virtually everyone adopts some single, identifiable pose as the one that best expresses who he feels himself to be.

The Military Shoulder. Military shoulders are erect and pushed slightly backwards. This posture is often seen in Strutters, since, like that gait, the Military Shoulder exudes pride and confidence.

The Alert Mind. People who are interested in and excited by the conversation or the action going on around them lift their heads up, exposing their throats. When something especially fascinating catches their attention, they tilt their heads slightly to the side. Conversely, when bored their heads drop downward. When they are seriously bored their chins may completely cover their throats.

'The Leg and Ankle Cross. Social custom dictates that people cross their legs when seated. How long the cross-legged posture is maintained indicates something of the person's sense of ease, since people uncross their legs when they feel comfortable. A person whose legs remain crossed may be seen to feel guarded; stronger feelings of resistance are accompanied by locking the ankles together.

The Unbuttoned Coat. As they do when they uncross their legs and ankles, people unbutton their suit jackets when they feel open and in agreement. A person often unbuttons his coat at the same time he uncrosses his legs and moves slightly forward, signaling a high level of agreement and acceptance Observant negotiators know that when the other party engages in these actions, a successful bargain will soon be completed.

Enter and Exit Signs. When you see two people talking and notice that their shoulders and feet are pointed toward each other, they are involved in a personal conversation and do not wish to be disturbed. Their bodies form a shield to prevent others from entering. When people converse in a loose semicircle with their feet pointed outward, however, their silentmessage is aninvitationforothers tojointhem. When his feet and body both shift toward the door, a person is expressing disinterest, and his wish to leave.
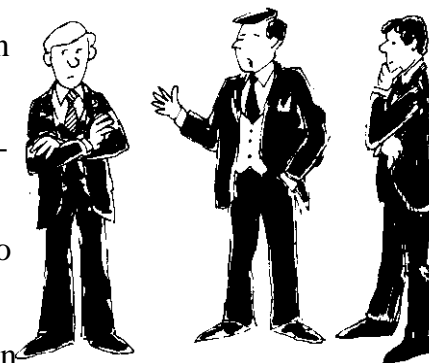
Ready for **Action.** Heightened readiness is expressed by a linked series of gestures. A person moves forward to the edge of his chair, he spreads his feet apart on the ground, and lets his hands hang loosely at his sides or rests them on his hips. In social interactions, this combination of gestures means that a member of the opposite sex is receptive. In business settings, this cluster of behaviors indicates that the person has made a decision and is ready to pursue a course of action.

Step 4: Gestures

Spontaneous gestures are not so much apart of a person's self-image as they are expressions of it. Gestures punctuate our verbal deliveries, giving our listeners far more information than words alone might convey. Understanding gestures is an essential part of reading people successfully.

It's All in the Hands. In the Open Hands gesture, which suggests sincerity and a general openness, a person spreads his hands out with the palms facing his conversational partner. In

the Fists Clenched position, which implies argumentative-ness, defensiveness, and hostility, a person forms his hands into tight fists, and his knuckles protrude. The Hand over Mouth gesture, which express ambivalence or a desire to lessen the force of what is being said, suggests your counter-part is unsure of what to say or is astonished by what was just said. Wringing Hands express a stronger form of ambivalence, and occurs when the person feels nervous about being "in the hot seat."

Up in Arms. Many body ges-tures occur in harmony. Like Open Hands, Open Arms rep-resent honesty and welcom-ing. Crossed Arms indicate defensiveness, withdrawal, and lack of interest. Arms Spread, but with the hands tightly gripping the table, hint that an angry ultimatum will soon be forthcoming.
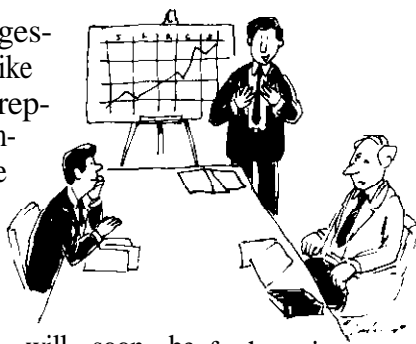
Touches and Tugs. The Ear Tug involves pulling slightly on the ear lobe with the thumb and forefinger, and signals a wish to speak. In the Pants Tug, a person grabs and pulls upward on the top of **his** pants. This gesture occurs when a decision is being contemplated.

Doodlers and Drummers. Students listening to a boring teacher, or workers observing a repetitive demonstration of a new production technique, are among those people who engage in a variety of doodling and drumming behaviors. One professor observed that he could gauge how interesting his lecture was by seeing how many students were drawing circles in their notebooks. Similarly, a percussion of foot tappers and finger rollers means that the participants would rather be elsewhere.

Increasing Your Skill

To increase your skill at reading others, try matching the gestures of people around you with the emotional descriptors included in this chapter. For example, if your neighbor walks over to your house with his fists clenched, greet hi by asking what he has on his mind. If you notice your friend tugging at his ear during lunch, check to see if he wishes to say something. As you grow skilled at reading other people, begin to notice how they gesture, and you will quickly come to understand the messages that lie behind what others say aloud.

In addition to the observable cues of dress, gait, posture, and gesture, two qualities cut across all silent messages; they are consistency and context. By including your observations of these qualities in your message clusters, you can round out your insights into the communications of others.

Consistency

As we discussed earlier, messages occur in clusters. For the most part, the clusters of silent messages people send are continuous and consistent. The person who Dresses for Success probably also stands with a Military posture and walks with a Strutting gait. Even the poorest reader of others takes in these messages subconsciously, and fmds them to be supportive of each other.

When people are inconsistent in their messages, others are apt to notice their discontinuity readily, or to feel vaguely uneasy. The person who Dresses to Excess, walks like a Thinker, and stands like an Alert Mind is sending mixed signals. He may leave other people feeling uncomfortable, because his re-flective body presentation is incongruent with his outlandish appearance.

As you train yourselfto observe the clusters of signals another person is sending to you, ask yourself how consistent the person appears to be. Do you feel comfortable as you speak to him? Or do you have the uneasy sense that something doesn't quite fit?

Context

As your proficiency in reading silent messages grows, keep in mind the context within which you meet another person. Not only do individual messages appear in clusters, the clusters themselves appear in clusters. Because behavior is complex, it is important to understand silent messages within the setting when forming an impression.

Consider carefully the context of any interaction: how well does one person know the others? What is the topic? What is his level of expertise in the topic area? A person sitting in a comer with arms and legs crossed might not be as introverted or defensive as he appears. He may simply be an artist mingling with a group of engineers, and thus unsure of what to say when the group discusses technological advances in microchips.

Spoken Messages

While silent messages constitute a starting point for un-derstanding first impressions, spoken messages provide the essential information that confirms what you have perceived. When you listen to another person speak, a few key questions can help you organize your reflections. Is the speaker an assertive person? Does he initiate topics, or does he simply follow your lead? How much does he discount his own words and ideas? When you ask a question, does he answer it? Or does he answer one ofhis own making? Does he interrupt you?

What does he do when you interrupt him? What are the volume and pitch of his voice like?

Highly successful communicators are able to walk into new situations and quickly assess those characteristics that are important to the people they meet. One prominent business consultant modifies his mannerisms, dress, and speaking style to accommodate his different clients. For a morning breakfast with the executives of an established company, he wears a conservative suit and speaks in long, ponderous sentences. At a midday meeting with the youthful founders of a high technology firm, he dons a sports jacket and emulates their brisk pace. When talking with the supervisors of a construction project later that afternoon, he wears a hard hat and uses informal language. Some people might think this consultant presents himself falsely. But, he explains that to work effectively with people in different professions, he must understand how they function. By adopting each client's perspective, the consultant helps all of them talk more easily about their specific business problems.

Spoken messages can be divided into four general categories. Although they are present in almost all communications, frequently they go unnoticed. Sharpening your people-reading skills requires that you understand the unspoken messages that stand behind the spoken ones.

When the Person Speaks

Whether the person speaks without prompting in a group or waits until he is invited to do so can suggest the degree to which he is sociable or shy. Sociables are usually conversation leaders. They like to initiate conversations. They participate actively in the discussions that ensue. And they often direct the group's attention toward topics they find most stimulating. Shy people, on the other hand, prefer to be conversation

followers. They will often wait until someone asks them something before offering a brief comment as their contribution.

How the Person Speaks

The person who speaks in a confident, consistent tone displays his self-assurance. He is likely to stick by his guns when questioned, and is unlikely to waver when confronted with petty criticism. By contrast, the person who mumbles quietly and peppers his speech with apologetic remarks like, "I'm really not sure, but..." and "I sort of think that..." exhibits nervousness. His lack of conviction reveals his selfdoubt.

How Much the Person Speaks

We have all had the experience of being held spellbound by a person who addresses a topic of great interest to us. And we have all been bored by someone who seems more interested in hearing himself talk than in communicating anything very meaningful. The quality of the speaker's content will help you evaluate his total personality. When a quiet person suddenly becomes animated in the midst of a conversation, you know that the topic under discussion pushes some button for him.

Whether the Person Asks Questions

In general, people who ask questions want to draw others or themselves into the conversation. There are also variations in how questions are asked. The tough minded person is more likely to indicate self-confidence by asking, "You'd agree with me, right?" While the nervous person exhibits self-doubt by inquiring, "Does that make sense to you?" Both the way people ask questions, and the frequency with which they ask

them, indicate that something more is being communicated than what the simple words convey.

Putting the Parts Together

You can train yourself to observe silent messages by remembering what they are, and then looking for these signs in your social contacts. Begin by observing people you already know. Picture your spouse or a work associate. Then use this discussion of silent messages as a guide to discover how any particular message is consistent with what you already know about the speaker.

Finally, when you meet new people, use your skill at understanding the importance of silent messages to develop your own hypothesis about what the person is like. The hypothesis can be tested when you initiate conversation. With practice, you will become adept at identifying exactly what another person finds important.

How To Read People In Friendships

The Importance of Our Relationships

O ur family and friends till primary needs in our lives. They provide love and comfort, and allow us to love and comfort them. Family and friends help us combat feelings of isolation and loneliness. They guide the development of our learning, values, and attitudes. Through their reactions to our behavior we learn about ourselves and the world. Through them we build our personal and local networks of social support and assistance. And with them, we find ways to contribute to the good of human society as a whole.

At times, the selection and formation of our friends may seem random and unplanned. We appear to gather acquaintances through work, school, and recreation for reasons that have no particular meaning apart from convenience and happenstance. But in truth we exercise far more control than we realize over the processes by which one person becomes close to us, and another drops out of our life.

In this chapter we will explore the ways in which we create our lasting human relationships. In the course of our exploration we will discover how dramatic an impact our ability to read others actually has on the stages of this process.

The Four Stages of a Relationship

Ask anyone to describe his relationships. He will tell you stories of friends, lovers, acquaintances, and associates. If you examine the underlying characteristics of those relationships, you will discover people in several distinct phases of inter-action. This bears out the claims of social psychology that the evolution of a friendship is a process that passes through four specific stages. Each stage has its own development, without which the relationship will falter, and either change course, or fade away altogether.

STAGES OF A FRIENDSHIP

Attraction → Similarity → Differences → Accomodation / Adjustment
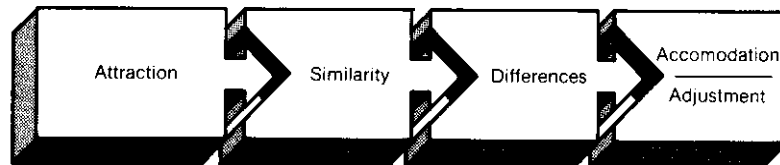
Attraction

In a recent study by *Psychology Today, 40,000* Americans were asked to describe the qualities they found most important in their friendships. The chart that follows represents their responses.

INGREDIENTS OF FRIENDSHIP

KEEPS CONFIDENCES	89%
LOYALTY	88%
WARMTH, AFFECTION	82%
SUPPORTIVENESS	76%
FRANKNESS	75%
SENSE OF HUMOR	74%
WILLINGNESS TO MAKE TIME FOR ME	62%
INDEPENDENCE	61%
GOOD CONVERSATIONALIST	59%
INTELLIGENCE	57%
SOCIAL CONSCIENCE	49%
SHARES LEISURE (NONCULTURAL) INTERESTS	48%
SHARES CULTURAL INTERESTS	30%
SIMILAR EDUCATIONAL BACKGROUND	17%
ABOUT MY AGE	10%
PHYSICAL ATTRACTIVENESS	9 %
SIMILAR POLITICAL VIEWS	8 %
PROFESSIONAL ACCOMPLISHMENT	8 %
ABILITIES AND BACGROUND DIFFERENT FROM MINE	8%
ABILITY TO HELP ME PROFESSIONALLY	7 %
SIMILAR INCOME	4 %
SIMILAR OCCUPATION	3%

As you can see, the interpersonal qualities we rely on for a friendship are not necessarily those we first observe when we make a new acquaintance. The process of moving from an initial attraction to a deep affiliation entails particular stages of its own.

Imagine yourself at a party chatting with a charming person whom you've just met, when suddenly he takes ou a card and hands it to you. You take it and read:

WARNING

What you don't know about me and our potential relationship could be hazardous to your mental, physical and emotional health.

What would your first reaction be? To drop the card and head for the door? Would you take this as a challenge to explore the secrets of the other person's life? Or return the card with a wry smile, saying, "Likewise, I'm sure?"

In most instances, we are attracted to someone on the basis of a special combination of appearance and behavior. When something in us recognizes what we call a mutual attraction, each person gives typical nonverbal signals. These signals indicate that one wishes to speak with the other. For example, **people** who are going to meet generally make eye contact first.

Then they often begin to move in synchrony — as each person catches the other's attention, they turn toward each other.

Our initial posturing declares our interest in another. But before we step beyond that first attraction, we make a judgment about how we think we are received. When we perceive another person as receptive and open to our overtures, we respond by moving closer. If the other seems closed or unavailable to us, we pull back and re-evaluate our initial position.

Assuming that the two of us have come together in the first stage of attraction, the second stage of moving closer entails three phases of its own. First, we respond to a huge need for trading stories about each other. People want the blanks tilled in: we want to know how we are alike and how we are different from our new acquaintance. For this reason people who have been recently introduced spend time describing the nature of their jobs, homes, and families, their interests, and how they come to be at the same place at the same time.

If storytelling is successful, the two of us will have a desire to spend more time together, participating in mutually chosen activities. New acquaintances consciously plan ways to extend the relationship. "Lets's have lunch," becomes a real possibility, rather than a socially appropriate way to close a conversation.

Finally, if our shared time is satisfying, we will form a style of communication that is unique to us. Our relationship will be characterized by how and when we speak. When we meet we will have personal rituals concemingwhat we talk about and in what order. Even the places we choose to meet and the activities we engage in will be expressions of our personal style of communication.

If you are an adept reader of people you might see any of the following behaviors during the attraction phase of friendship:

ATTRACTION STAGE
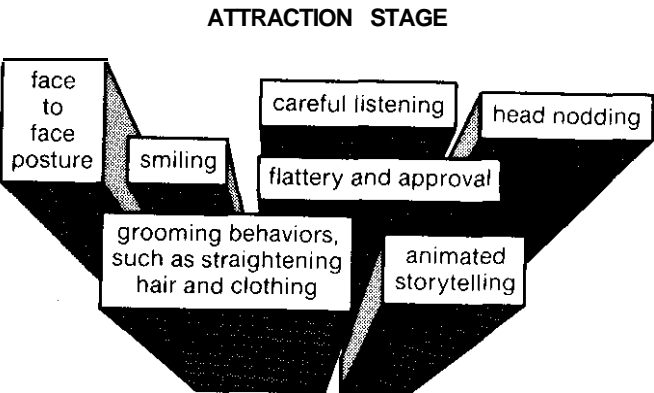
All are signs that the early stages of the relationship are proceeding successfully. The newly introduced people are likely to move on to the second phase of developing a friendship, discovering their similarities.

Similarities

When we begin telling stories with a new acquaintance we generally listen for the similarities between us — a mutual friend, common career goals, or a shared enthusiasm for some hobby. Studies have determined that in general people are attracted to others whose attitudes, values, and lifestyles are like their own. Going to the same church, living in the same neighborhood, or attending the same college provides a basis for developing a relationship. We can feel most comfortable with someone who shares our views toward money, sex, politics, and friendship, and whose personality and style mesh with our own.

The similarities we share with another person only partly provide the basis for our developing friendship; more importantly, they provide the basis for establishing trust. It is on the basis of trust that a solid friendship can be built. The survey of 40,000 Americans cited earlier in this chapter reports two critical characteristics that people display as they progress through this relational stage. They trust one another with increasingly personal information, and experience the other person reciprocate with continued acceptance.

In discussing trust in Men **and Friendships** Stuart Miller suggests questions like the following:

> If you received a telephone call late at night from a friend needing extraordinary assistance, with no questions asked, would you go?
>
> If an acquaintance requested to move his family in with yours for the next year, would you make the room?
>
> If a friend was in desperate financial trouble and asked you to rescue him, would you mortgage your house or car?

If a friend became seriously mentally or physically ill, would you care for him and help him avoid hospitalization?

While most friendships will never be put to such dramatic tests, nevertheless the importance of trust among friends cannot be overstated. To be able to reveal to another what is precious and valuable and even fragile about ourselves frees us from the need to constantly maintain our social roles. This allows what is most true about us to be nurtured and to grow. Such a freedom is closely related to the issue of acceptance.

Acceptance, in this context, is more than just liking what is said and continuing to approve of similarities. Acceptance is active rather than passive, concerned with making conscious decisions. Acceptance means seeing the specially revealed information as an inherent and even desirable part of the person who has revealed himself to us.

When a new relationship reaches the issue of trust in the stage of exploring similarities, the observant reader of people might witness such behavior as:

SIMILARITIES STAGE

sharing confidences and secrets

participating in mutually chosen leisure activities

open warmth and affection

assisting each other in work projects

long discussions over events of mutual interest
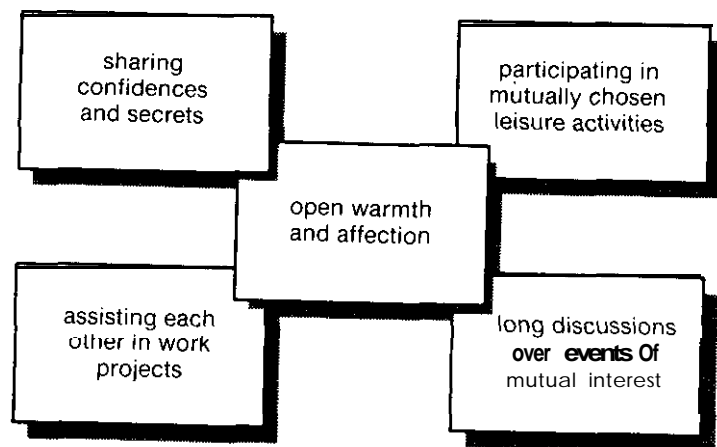
The ability to trust and be trusted — to share confidences, in other words — is essential if we are to determine the sorts of similarities that matter to us in relationships. If we fail to read our new acquaintances correctly we can find ourselves in relationships that provoke conflict in our lives, rather that extend support. For example, a story in the March, 1984 issue of Inc. magazine described three college buddies who decided to start a midwest engineering firm together, never dreaming that they might wind up leading three very different kinds of lives. According to the article, the first partner married and settled down. The second led a swinging playboy life. And the third, who was a shy loner, moved into his office. The partnership finally split up when the second partner refused to stop propositioning the company's female employees, and the third persisted in leaving rumpled clothing lying about his office floor.

These former classmates failed in their business relationship because they only recognized their similar interests in engineering and entrepreneurship. They neglected to pay attention to their very different personal lifestyles. Their communication problems sabotaged their professional endeavors. If the men had spent some effort exploring the factors underlying their differences, as well as their similarities, their business might not have failed — or they might not have gone into partnership to begin with.

Differences

In our eagerness to emphasize our similarities with someone, we sometimes ignore or fail to notice the obvious differences between us. This neglect could be attributed, in part, to the widespread human desire not to rock the boat. Psychologists have noticed that people find it hard to hold two conflicting ideas at the same time. When presented with such a situation, we tend to blur one or both of the ideas in order to lessen our

discomfort. In the short run, we ignore areas of potential disagreement and maintain an idealized picture of the person with whom we differ. However, if our acquaintance is to grow deep and meaningful, the difficult work of recognizing and dealing with these differences cannot be postponed forever. Consider the example of Fred and Herb.

Fred and Herb work together and enjoy swapping computer programs. But they have very different personal lifestyles. Fred prefers his solitary existence, while Herb has a growing, rambunctious family. In their many conversations, Herb ignores Fred's terse references to bothersome neighborhood kids. He assumes that Fred will see children differently once he visits Herb's wonderful family. Eventually, Fred's obvious discomfort (when confronted by Herb's kids and dog bounding through the living room) leads to disharmony, and may make Herb decide that the two men have little in common after all.

Dissimilar interests may not appear until later in a friendship. Relationships may be weakened or even destroyed by such events as the relocation of either party, one person's feeling betrayed by the other, the marriage or divorce of either person, borrowing and/or lending money, the birth of a child, or success in one person's career. Our lives are always in flux, with similarities and differences between ourselves and other people arising and vanishing naturally over the course of time. But it is particularly in the early stage of discovering a relationship that we both determine the degree to which our differences matter.

Apart from the differences we have with our friends, some relationships go through a testing phase after about six months. The test concerns acceptance, and begins with one party engaging in unusual actions and attitudes. Or one person may pull away in an effort to achieve independence from the relationship's established pattern of communication and care. Whatever its form, the test serves to measure for both

individuals whether their similarities will sustain them over the long term.

Throughout the relational phase concerned with differences, people examine the degree to which they can trust and be accepted by another person. The universal human needs for trust and acceptance point to the importance of being able to read the differences between oneself and another, because it is the differences — the weak links — rather than the strong similarities that are likely to try a relationship.

When trust and acceptance are being tested or breaking down, the relationship develops new characteristics, which the astute reader of people will be able to identify through such behaviors as:

DIFFERENCES STAGE

- arguing and confrontations
- unusual behavior or attitudes
- introduction of new people to the pair
- breakdown in personalized communication patterns
- less time together
- more physical distance when together
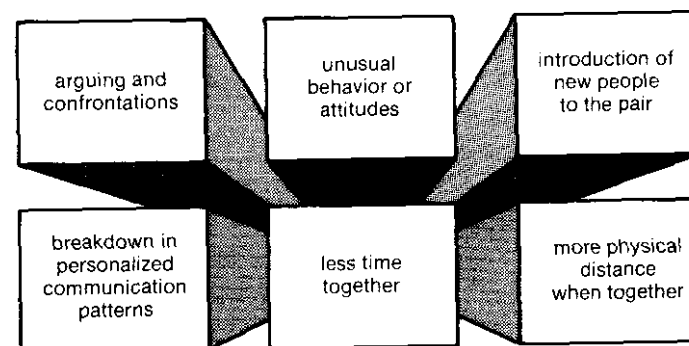
Accommodation and Adjustment

Regardless of the number of friends a person makes during the course of a lifetime, he will achieve truly intimate, satisfying relationships with only five or six of them. With each of these the critical relational factor will be fairness: neither person will seek to take advantage of the other and both will help enrich the other. The intentions of both will be reciprocal.

The nature of fairness can be hard to identify. One way to measure it lies in the relative equality of resources each person brings to the friendship, whether in terms of material goods or money or virtues such as duty and devotion.

People who share approximately equal resources while feeling a strong sense of fairness stand a better chance than other people of developing the kind of friendship that can deeply effect their lives. The precise balance of personal resources necessary to create such a condition cannot really be quantitied or even seen in any short term view of friendship. Over time, the give and take of two people's lives achieves a balance that enriches both partners. Some characteristics of that balance include:

ACCOMMODATION AND ADJUSTMENT

an absence of possessiveness
freedom of word and action
a balance of dependence and independence
a mutual sense of long-term compatibility

Personal
Resources
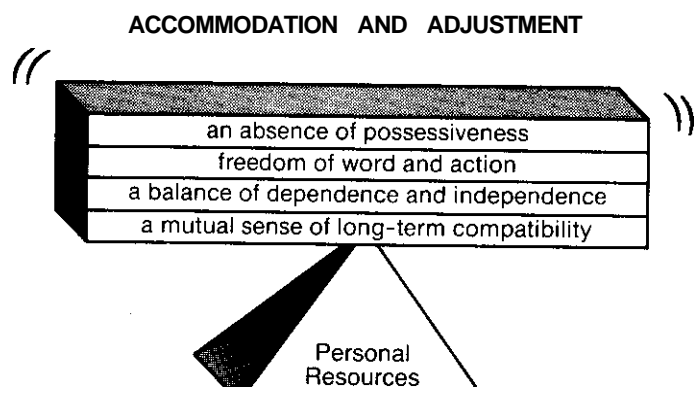
These qualities alone do not make a life-long friendship that matters; but without them, no friendship can achieve or sustain that depth and breadth of meaning.

CHAPTER 6

How To Read Others In Business And Professional Settings

From Sigmund Freud to Leo Buscaglia, psychologists have observed that love and work are the two most important elements in human satisfaction. When a person can achieve satisfaction in these two arenas, he can achieve it anywhere. In the preceding chapter we discussed reading others in friendships. In this chapter we will consider how you can read others effectively in your work environment, whether you are employed in a profession, a business, or a trade.

How to Read Your Employer

People generally approach new job opportunities with a mixture of excitement, anticipation, and nervousness. You

can probably recall this combination of feelings yourself, from the last time you started a new job. Perhaps you wondered if you made the correct decision when you took it on, and asked yourself such questions as: Will I be competent? Do I have enough training, or the right education for this work? Will I fit in with the other employees? Will my boss like what I do? Will he like me, when he really gets to know me?

Whether you are just starting that new job, or have been at it for many years, the ability to assess your employer's wishes accurately will be a key to your success and advancement. There are two skill areas that are essential to reading your boss accurately. Both skill areas you can learn to master: understanding his approach to the tasks of your position and understanding his approach to other employees.

To read your boss's wishes about the work of the company, you first must understand his personal goals. Unless you know what it is you are supposed to accomplish and whv the tasks of your job may seem vague and uncertain. Or they may seem difficult to accept and carry out. But your boss's objectives may be different from the company's, or they may be different from what you think they should be.

Finding out your manager's true goals may not be an easy job. Some companies create formal job descriptions to help clarify such questions. Others rely on corporate culture and the grapevine to teach employees both the history and the goals of the organization. Confusing situations can arise when a manager does not accept all of his company's objectives and directs his employees in a way that is intended to fulfill his personal needs and ambitions. For example, consider the case of Bill, the executive vice-president of a start-up company.

Bill is an articulate spokesperson for the rapidly growing high technology industry. He speaks of his company as capable of

moving into the Fortune 1000, and describes its financial ambitions in terms that might warm the hearts of any venture capital firm. However, as you work with Bill and observe his business practices, you might discover that his managerial goals are inspired by personal rather than corporate motives.

In person, Bill talks frequently of being a "Renaissance technocrat." His personal goal is to become proficient in a wide variety of skills. He already has a degree in human resource management and is currently enrolled in law school. He has been managing editor of a newspaper and written extensively for numerous professional journals. He is a programmer who consults with other star-up high tech companies on their problems. He volunteers time with his church and other organizations in the community, and talks occasionally about running for public office.

Bill has organized his company around his pursuit of his personal goals. Being vice-president of a company adds yet another piece to his elaborate self-image. He manages other people accordingly, seeking out and promoting those who can add to his repertoire of skills, rather than those who will develop a successful corporation. If an applicant for work can teach Bill some new technique, then that person is likely to be an employee on Monday morning. Whether the company needs him or not, Bill needs him, and uses him as a tutor more than as a subordinate. But if you work for Bill, how do you actually identify what he wants from you?

In order to gain some insight into your manager's mission, you will have to ask some questions of yourself and, perhaps, of your co-workers. Those questions might include: Are we in business as a profit center or for some other purpose, such as to be first to the market with a new idea? What role does my particular task play in my boss's goals, and what role does it play in the larger goals of the corporation? Who is responsible

for seeing that my boss's goals are met — is he personally responsible or am I, as his subordinate? And if his goals and the corporate goals are at odds, where do my loyalties and responsibilities   lie?

Determining Your Manager's Expectations

You not only have to review your manager's goals and motives, you must also understand what he considers to be an outstanding performance. Some bosses reward long hours of work, while others reward personal loyalty, and still others only reward creative or cost-saving contributions to the firm. What your boss considers important will become apparent to you as you observe who he rewards and for what reasons. It may also be important to notice when people are rewarded. Does your boss pass out the bonuses whenever some major project is concluded successfully, or only at specific times of the year, such as Christmas? As you develop your people-reading skills, you will learn the answers to these and related questions, so that you can devise a plan to follow the model established by other successful people in your work group.

If you think back on your career -or if you think back to your time in school (since teachers often behave like managers toward their employee-like students) — you will recognize immediately that different managers dispense rewards in a multitude of different   ways. For instance, some offer raises or promotions to positions of advanced responsibility. Others offer personal favors such as extra time off, corporate perks or help with family problems. Still others take their valued' employees into a small circle of confidants and advisors.

It is critical that you determine how your boss rewards his subordinates. It is equally important that you recognize how those rewards effect you. If a promotion is the only kind of

acknowledgement you understand, then you may consider yourself a failure in your boss's eyes when he hands you a bonus or an extra week's vacation. You may be right -but then again, it's possible that he considers what he gave you far more valuable than simply another line on your resume. You owe it to yourself to know the difference.

Reading the Organization of Staff Members

To understand any manager, look to the way he has organized his staff relative to his own strengths and weaknesses. Some bosses seek employees who are strong where they themselves are weak, in order to make up for their personal deficits. Others prefer to capitalize on their own strengths by augmenting them with like-minded people. For example, the boss who excels at laying out broad company goals and motivating his employees to follow his dreams, but loathes the detailed paperwork of day-today transactions, may surround himself with detail specialists so that he never has to think about a detail again. On the other hand, he might prefer to develop a staff of global thinkers to capitalize on his visionary attitude, and let the details take care of themselves.

Once you know how your boss expects you to complement his strengths and weaknesses, you are in a position to become a valued member of his staff, because you can do what he wants you to do. Until then you are only guessing, and you might guess wrong. Some questions that will help you Identify your boss's expectations are: How has your boss organized the staff around himself? Is anyone — or everyone — a detail specialist? Is it the staffs job to evolve new goals, or does the boss like to discover all the creative ways to advance the company? Who -the boss or the staff — is supposed to worry

about every penny and paperclip? Is it the staff's major responsibility to maintain employee moral? Or is your boss the fatherly type who counts on the staff to organize the work while he listens to problems? As you become your own most reliable expert on the expectations of your manager and the organization of his staff, you will find another area in which you must become insightful to advance in your career — you must learn how your organization itself is structured.

Reading the Organization

In addition to complementing the strengths and weaknesses of your boss, you have to fit into the larger staff of the company. Different companies are organized in different ways, ranging from the military model with generals and troops, to the family model in which a benevolent father is concerned with the details of every employee's life.

The organization of most companies reflects the mind of the person at the top, just as your own manager's staff reflects his mind. If you know who really runs the company -not just the titular head, but the person who controls its directions and developments — you can read him and come to understand him in the same way you can read and understand your boss. You may not have enough access to the top, to make these sorts ofjudgments. But you can still read the company from the way it is organized -starting with the fact that you can't reach the boss of bosses. Some questions that will help you along the way include: How is the staff organized in your company? Is there a complicated layer of management between the chief executive office and the people who do the company's actual work? Is there easy access to the different levels of management? Or do you have to claw your way through the hierarchy? How does management receive suggestions and observations

from the staff? Are new ideas seen as threats to someone's power, or are they welcomed openly as contributions to the welfare of all?

While you're examining your company's organization, notice who the corporate achievers like and who they complain about. Modeling your behavior on that of successful people can help you acclimate to an organization. Finally, and above all, take every opportunity to learn more about your chief executive officer. Nowhere will you have a better chance to learn how to work with the organization than from his words and actions — even if you are privy to these ideas only from afar.

Your ability to read your organization is an inherent part of your ability to adjust to the limits of your position. For example, if you don't recognize that managers in your company are always hired from outside the organization, you are likely to become upset when you are repeatedly passed over for a managerial promotion. Or if you imagine your company is built on a family model with a father and children, when it is actually organized like an army with one commander-in-chief and a lot of foot soldiers, then you will experience frustration.

One key to reading your company lies in the distribution of power within the organization. The easiest way to understand internal power lines is to draw a diagram of the company's power structure. A company that operates on a military model will quickly emerge as a triangle with the CEO as the general at the top, the managers as lieutenants in the middle, and the multitude of employees at the bottom.
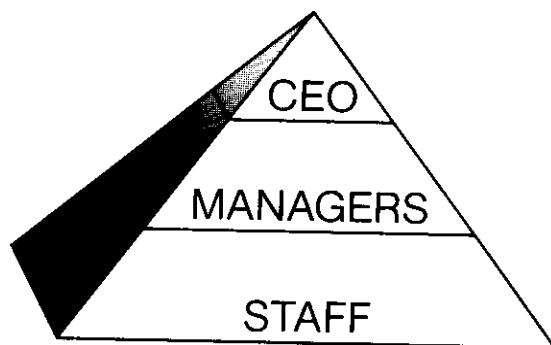
A family model is more likely to look like a wheel, with the fatherly CEO at the hub and the organization's divisions and parts radiating out like spokes from his attention.
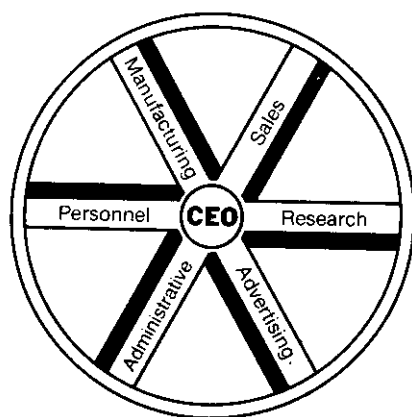
When reading your organization, try to answer such questions as: Within the company, who has ultimate responsibility for you and your tasks? If your part of the organization does not meet its commitments, who is directly effected? Who is effected by your decisions and actions? No one? A few

people? Everyone? When you work for the goals of your boss, are you working for the goals of the company too? Is your direct superior even important in the overall life of the company? Does advancement within the company take the same form it might be expected to take in another, similar company?

As you consider the answers to your questions, try not to jump to conclusions about what they could mean. Not all companies are organized the way you might assume they would be. For example, at a company such as IBM, an engineering manager might take an apparent demotion to a data processing sales position, because he knows that most top management positions go to individuals from the sales ranks. An astute employee will understand when management rank is less important than area or function, as he will understand which department generates the promotions that matter. He will also understand the unique value of interacting with other employees, as far as his particular company is concerned.

Reading the Ways Employees Interact

In one company, groups of employees will be rewarded for socializing together. The fatherly boss will appreciate the harmony that results when employees get alongwell, socialize together outside work, and are involved in each other's lives. In another, more regimental company, high achievers will be singled out for their special contributions with rewards from the boss and admiration from fellow workers.

The employee who does not participate in the family-like atmosphere of the first company, or who disdains the success of the high achiever in the second, is likely to find limits imposed on his success. When you understand the distribution of power in your company, and how it accommodates its

particular model of employee interaction, you will also understand where and how you can expect to tit in best to succeed most easily.

Everyone in a company falls into identifiable patterns of office behavior. Part of reading the ways employees interact entails learning the process of your company's corporate culture. For example, if everyone gathers around the coffeepot early in the morning to trade stories, the employee who comes in late may miss out on a great deal of informal information. Even skipping a seemingly innocuous lunch meeting might mean missing the chance to contribute to a crucial decision. It is certainly true that in some companies, the coffeepot crowd is made up of shirkers, and lunch meetings are nothing but bull sessions. But in other companies, you must join the corporate culture to succeed in the group, even if doing so interferes with your personal habits. Because these matters are never cut and dried, they demand your careful evaluation. It is critical for business success to apply your people-reading skills to the ways employees interact. And the knowledge you gain from this study will help you to read your organization's climate.

How to Read the Climate of Your Organization

The "climate" of an organization is the general atmosphere that pervades its sensibility and its approach to doing its

corporate job. For instance, if you work for an established private university, your experience may be of an organization directed by well-researched rules and procedures. Here employees meet regularly in formal committees and issue lengthy reports designed to guide academic and administrative policy. If you work for a branch of a multi-national bank, your days are more likely to be guided by conformity. Here traditions of a specific monetary theory, may be identical with the traditions that guide your colleagues in the bank in the next town. And if you work for a start-up high tech company, you probably find your day organized around innovation and excitement. Here employees gather casually to brainstorm new approaches to their jobs in an expanding industry. Wherever you work, however, you will be expected to respond to the nature of your business and the people who are most directly involved with it.

If you are a creative, innovative person you will find yourself uncomfortably constrained in the restricted atmosphere of a rules-oriented company. By the same token, if you need to know exactly the "right" way of doing every task, you will experience a different sort of frustration in a radical firm that thrives on the absence of structure. When an employee's abilities are well matched with the opportunities presented by his organization, corporate "lit" has been achieved. Understanding the climate of your organization is critical to your success because it allows you to locate yourself within it, in the most appropriate possible way.

How to Read Good Corporate Fit

If you are successful in reading your boss, your fellow employees, and your organization, you will generally succeed and fit in. If you cannot lit in and act appropriately, you will gravitate to a situation closer to your needs. Staying and succeeding is a sign that you have achieved corporate mastery.

Mastery is another way to think of corporate tit. The good match we just described between the goals of the organization and those of the employee is one example of the fit. When creative interplay occurs among the organization, its management, your peer group, and you, that is another example of fit. When you can advance your knowledge or skills while still benefiting the company, that is still another form of fit. As you can see, mastery is marked by precise nuances of employee competence. It is marked by your identification of clear goals and opportunities to achieve them. It is marked by your understanding and willingness to play by the rules of the culture of your particular corporation.
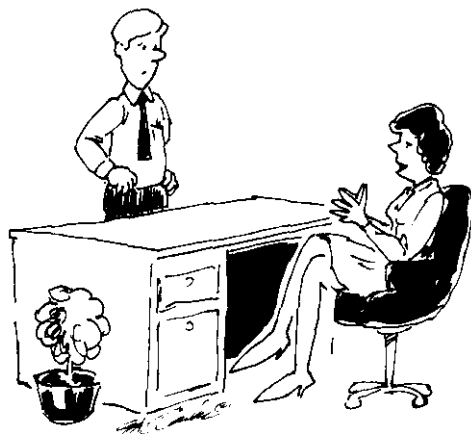
However, corporate tit is elusive. Not everyone belongs in every work situation, and you may fmd yourself in the awkward position of helping another person or yourself discover when to leave a company. Knowing when someone has reached the appropriate end of his time at a job, is vital to the professional success of both the individual and the company. Working with an unhappy person who is con-

tributing little can be taxing on all concerned. Unfortunately, the employee who needs to move along (if he is to be more successful) is not always' aware of his unfitting behavior, and sometimes he is just afraid to see himself as having failed.

The signs of the unhappy or overextended employee have been described in numerous management books. They include having a short temper when ordinary or minor problems arise, an attitude of cynicism toward the work, sarcasm toward the organization and fellow employees, and sloppy or unfinished work.

Ordinarily, when a person is at the end of his time in a company he can be seen to be simply going through the motions of work and participation in the corporate culture. He will shun any opportunity to make an extra contribution or take on an additional task. He is liable to come to work late and leave early, and take long lunches in between. His enthusiasm for corporate goals will be minimal, and he will decline the chance to participate in social gatherings.

As an astute people-reader it is important for you to recognize the signals when one of your co-workers has reached the end of his time with your company. To ally yourself with a cynical or dissatisfied employee can jeopardize your own future, particularly if he is on the verge of leaving the company. To model your participation on his could give you a false sense of what is expected of you in the company. It could also give the company a false and diminished sense of your own capacities.

Finding Work Satisfaction

If work was something people did casually, 'like dropping down the block to see a film on Friday night, the ability to read

others in a business setting would be a matter of little consequence. But because satisfaction in work is one of the two essential aspects of a satisfactory life, reading people in the professional world can be vitally important for your personal happiness, as well as for your professional advancement.

A failure to read others well on the job all but guarantees a failure to attain the highest professional level of which a person is otherwise capable. Since it is possible that something as simple as understanding how to contribute to your corporate culture, or reading your manager well, can make your whole work life more pleasant, successful and easier, there is every reason to learn something of how we read others in any setting.

CONCLUSION

How to read others in any setting is now your task. We have offered you insights into the areas for reading others. And we have outlined skills which you can develop to be effective in doing so. It is now left to you to transfer this information to the schoolroom, boardroom and living room. With the assistance of the Mind Prober software, you will easily be able to read the key people you encounter in any setting.

This book now turns to the technical information needed to run the software on your personal computer. You will find contained in the following pages, directions for getting your system started, for running the software and for seeing the Mind Prober reports.

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CONTENTS

Getting Started

Running the Mind Prober
(IBM PC, Apple II, Commodore 64)

Mind Prober Instructions for the Macintosh

Appendices

Getting Started

Overview of the MIND PROBER Instruction Manual

The MIND PROBER Instruction Manual is divided into the following sections:

Getting Started

The first section of the Instruction Manual introduces the MIND PROBER and prepares you to use the program. If you are using an IBM PC, Apple II, or Commodore 64 version of the MIND PROBER, read the section on how to get started with that particular computer. If you are using the MIND PROBER on a Macintosh computer, turn to the section titled "Mind Prober Instructions for the Macintosh ."

Running the MIND PROBER.
        (IBM PC, Apple II, Commodore 64)

This section takes you step-by-step through the operation of the MIND PROBER. Here you learn just how easy it is to choose options from the program's Main Menu, to receive

help and instructions, and to complete the assessment of another person. This section will explain how to obtain your printed or on-screen MIND PROBER reports.

MIND PROBER Instructions for the Macintosh

Everything you need to know to run the MIND PROBER on the Macintosh computer is included in this section. You will learn how to use the mouse to make selections from the menus, how to complete an assessment, how to update an assessment, and how to generate a MIND PROBER report.

Appendices

The appendices are provided to make additional information convenient for you. Appendix A explains Diskette Handling Guidelines. Appendix B is a Glossary designed to help you with any technical terms of which you are unsure. Appendix C presents the adjectives used in the MIND PROBER software and their definitions.

Introduction To The MIND PROBER

The MIND PROBER is divided into three sections. You will learn how to use each section of the program in the pages which follow. For your convenience, the different sections of the program are briefly described below.

MIND PROBER Instructions

Choosing this option will provide you with information you need to operate the various sections of the MIND PROBER. Included are descriptions of how to use the menus, how to receive help while using the MIND PROBER, how to quit a section of the program, and how to exit from the program.

The MIND PROBER Assessment

In this section of the MIND PROBER, you will signal your agreement or disagreement with a series of adjectives describing the other person. Once you have completed your assessment, the MIND PROBER will have the data necessary to generate a Report that will help you to better understand this person's behavior and attitudes. You will be ready to move to the next section of the program.

Printing the MIND PROBER Report

The third option of the MIND PROBER will allow you to receive an on-screen or printed Report. The program will instruct you on what you should do to receive a Report.

Getting Started
with the MIND PROBER
(IBM PC, Apple II, Commodore 64)

The following instructions will help you get started using the MIND PROBER. Read the section that pertains to the type of computer you are using. If you are using a Macintosh, turn to the section "MIND PROBER Instructions for the Macintosh."

IBM PC and Compatibles

The following items are necessary in order to run the MIND PROBER.

- MIND PROBER Diskette
- IBM PC or equivalent personal computer
- The Disk Operating System (DOS) for your computer

- IBM color or monochrome display or equivalent display
- Printer (optional)
- A double-sided disk drive

Running the MIND PROBER
for the First Time

Before you can use the MIND PROBER on your IBM PC or IBM-compatible computer, you will need to copy your Disk Operating System (DOS 1.1) onto your MIND PROBER Disk. This procedure is referred to as "Installing DOS." The Disk Operating System contains the information necessary to maintain the computer's functions.

YOU WILL NEED TO INSTALL THE DOS FILE ONLY ONCE. Then anytime you wish to use the MIND PROBER, you simply insert the Diskette into your disk drive, turn on the computer, and the program will start automatically.

Below are the procedures you need to follow in order to install the DOS file onto your MIND PROBER Diskette. These procedures will vary depending on whether you have a single-drive or two-drive system. If you need additional information about the DOS. consult your computer system's DOS manual.
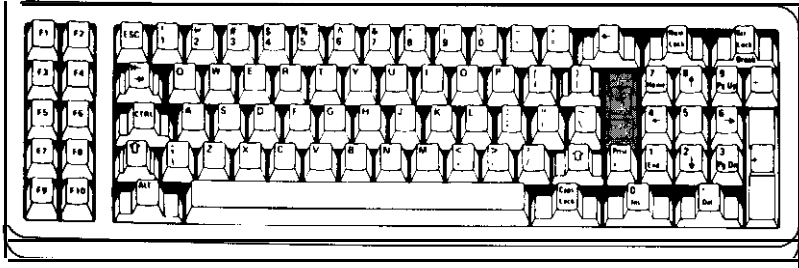
NOTE: When the instructions in this manual direct you to press the <RETURN> key, you should press the key highlighted on the diagram.

Procedure For Single-Drive Systems

1)   Insert your DOS 1.1 diskette into the disk drive.

2)   Turn on your computer. After DOS is loaded, you will be prompted for the date and time. If you choose not to enter the date and time, simply press <RETURN> after each prompt. If you wish to respond, see your DOS manual for further instructions.

3)   Type:

   SYS B:

   Press **<RETURN>**

   The system will prompt you with:

   **Insert diskette for drive B: and strike
   any key when ready**

4)   Remove the DOS diskette from the drive. Insert the MIND PROBER Diskette. Press any key. You should see the following:

   System   transferred

   A>

NOTE: *If you are installing DOS 2.0 or above, you will not see the System transferred prompt because you need to perform the following additional steps at this time.*

After inserting the MIND PROBER diskette, you should see the following:

   Insert diskette for Drive A: and strike any key when ready.

Remove the MIND PROBER diskette from the drive. Insert the DOS diskette. Press any key. You should see the following:

Insert diskette for Drive B: and strike any key when ready.

Remove the DOS diskette from the drive. Insert the MIND PROBER
diskette. Press any key. You should see the following:

System transferred
A >

5)   ***Type:***

COPY   A:COMMAND.COM   B:

Press   <RETURN>
The system will prompt you with:

Insert diskette for drive A: and strike
any key when ready

6)   Remove the MIND PROBER Diskette from the
drive. Insert the DOS diskette. Press any key.

The system will prompt you with:

Insert diskette for drive B: and strike
any key when ready

7)   Remove the DOS diskette from the drive. Insert the
MIND PROBER Diskette. Press any key.

If the copy was successful, you should see the
following   message.

1 File(s) copied

If you do not get this message, try to copy the file again.

8)   Remove both diskettes. Store the diskettes until
needed.

Procedure for Two-Drive Systems

1)   Insert your DOS diskette into drive A.

2)   Turn on your computer. After you load DOS, you will
be prompted for the date and time. If you choose not to
enter the date and time, simply press <RETURN>
after each prompt. If you wish to respond, see your
DOS   manual   for   further   instructions.

3)   Insert the MIND PROBER Diskette into Drive B.

4)   Type:

SYS B:

Press   <RETURN>

The A> prompt will appear on your screen.

5)   Type:

COPY   A:COMMAND.COM   B:

Press   <RETURN>

Wait for the A> prompt.

6)   Remove both diskettes and store them until needed.

Starting The MIND PROBER

The following instructions assume that you have already
installed the DOS files on your MIND PROBER Diskette
(see previous pages.) To start the program, simply perform the
following   steps:

Place the MIND PROBER Diskette in drive A of your

computer and turn the computer on. The program will start automatically. The initial welcome screens of the program will appear, and then the Main Menu will follow automatically. You will be ready to use the program.
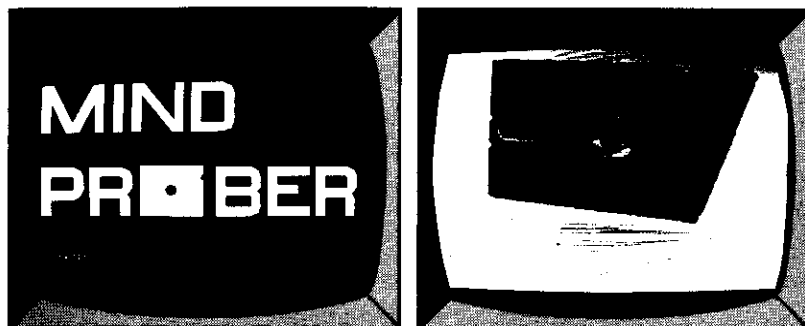
If your computer is already turned on, it is not necessary to turn it off before starting the MIND PROBER. After inserting the MIND PROBER Diskette in drive A, press the CONTROL, ALT, and DEL keys simultaneously, and the program will automatically begin running. Also, if the A> prompt is already displayed on your monitor, you can simply insert the MIND PROBER Diskette in drive A and enter the letters "mp". Then press <RETURN>, and the program will start automatically.
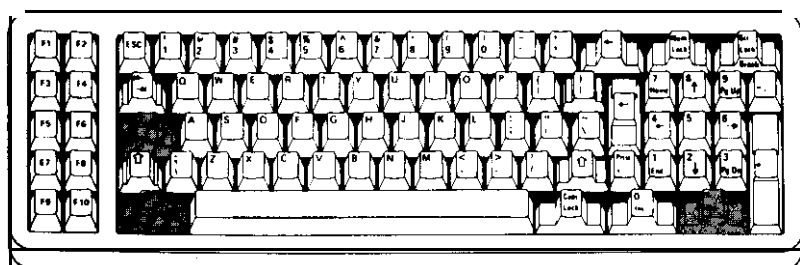
NOTE: The CONTROL, ALT, and DEL keys are highlighted on the diagram.

Apple II and Compatibles

The following items are necessary in order to run the MIND PROBER.

- MIND PROBER Diskette
- APPLE II, II+, IIe, IIc or equivalent personal computer
- Color or monochrome display
- Printer (optional)
- A disk drive

Starting the MIND PROBER

To start the program, simply perform the following steps:

Place the MIND PROBER Diskette in drive A of your computer and turn the computer on. The program will start automatically. The initial welcome screens of the program will appear, and then the Main Menu will follow automatically. You will be ready to use the program.

Commodore 64

The following items are necessary in order to run the MIND PROBER.

- MIND PROBER Diskette
- Commodore 64 computer
- Color or monochrome display
- A disk drive

Starting The MIND PROBER

To start the program, simply perform the following steps:

Place the MIND PROBER Diskette in the disk drive. Turn

on both the computer and the disk drive. When the word
READY appears on the screen, type

LOAD "*",8

When the word READY appears again, type

RUN

The initial welcome screens of the program will appear, and
then the Main Menu will follow automatically. You will be
ready to use the program.

*NOTES: For all Apple II series computers the CAPSLOCK Key must be
activated   before   running the program.*

Running The Mind Prober
(IBM PC, Apple II, Commodore 64)

This section will explain how to run the MIND PROBER
program if you are using an IBM PC, Apple II, Commodore
64, or any compatible computer. If you are using a Macintosh
computer, you should turn to the section of this manual titled
"Mind Prober Instructions for the Macintosh. "

The Main Menu

When you start running the MIND PROBER, the first screen
you see will be the program's Welcome Screen. After a
moment, the program's Main Menu will automatically appear.
The Main Menu displays the options available to you as you
use the MIND PROBER.

The screen will appear as **below.**
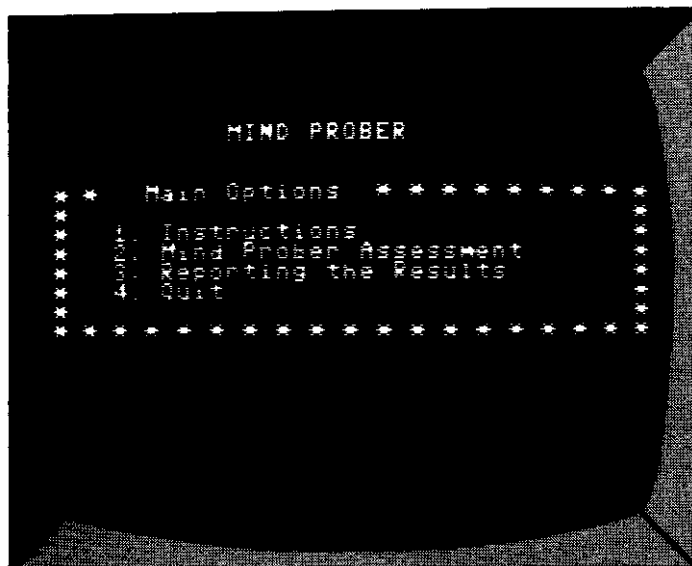
Using the Main Menu is extremely easy. If you desire to use options 1,2,3 or 4, simply press the appropriately numbered key at the top of your keyboard, and the program will automatically take you to that section. You may use the Q key to quit and return to the Main Menu. If you press a number or key which does not apply, the Main Menu will reappear and you may make another selection.

Adjusting Your IBM Monitor

As you begin using the MIND PROBER, it will be helpful for you to adjust the BRIGHTNESS and CONTRAST controls on your video monitor if your monitor has such controls. The screens which you see in the MIND PROBER are designed to highlight and contrast certain characters so that it is easier for **you to use the** program. Adjusting the controls on your monitor will **allow** you to take advantage of this added convenience.

If you are using a black and white monitor with a color/graphics adapter, the quality of the display may suffer.

To adjust for a better display, select menu option number 5 "Adjust Display." The MIND PROBER program will be configured to a black and white display. If you later decide to switch back to a color display, just select the option number 5 again.

Receiving Help While Using the MIND PROBER

At any time while running the MIND PROBER, you may receive on-screen help by pressingthe H key. This information will describe for you the possible actions you may take at that point in the program. If you should need additional assistance, please consult this instruction manual.

Quitting the Program

You may quit at any time and return to the Main Menu by pressing the Q key.

If you choose Q while the Main Menu is displayed, the program will ask you whether or not you definitely wish to exit the program. You will reply with a "y"or "n." Answering "y" here will return you to the computer's operating system. If you press "n," you will be returned to the Main Menu.

Choosing Q from a screen other than the Main Menu will return you to the Main Menu. You can only exit to the operating system directly from the Main Menu.

If you quit while in the middle of the MIND PROBER Assessment, the data you have entered will be automatically stored by the program. For instructions on how to return to an assessment you previously began, consult the section of this manual titled "The Mind Prober Assessment."
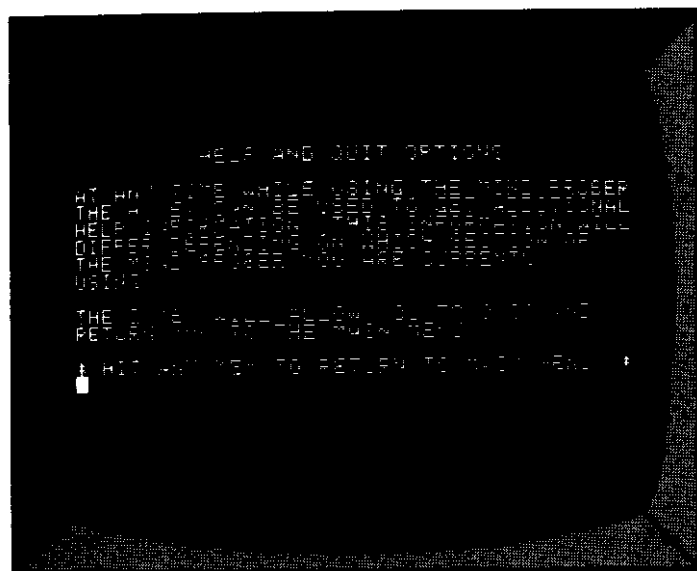

Instructions

When you choose option 1 from the Main Menu, you will receive instructions on how to use the Main Menu, as well as brief descriptions of each of the Main Menu options.

After reading the instructions presented on the screen, press any key to continue or press the Q key to quit receiving instructions and return to the Main Menu.
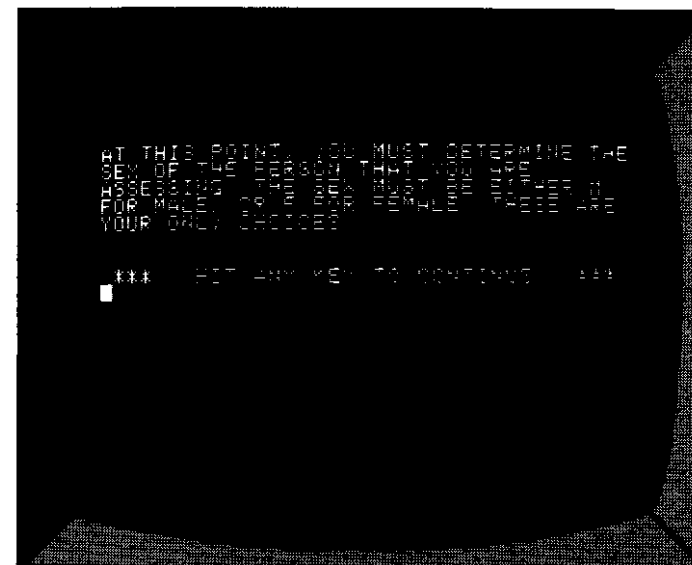
Don't forget that in addition to these instructions, you may press the H key at any time while using the MIND PROBER to receive help pertaining to the section on which you are working.
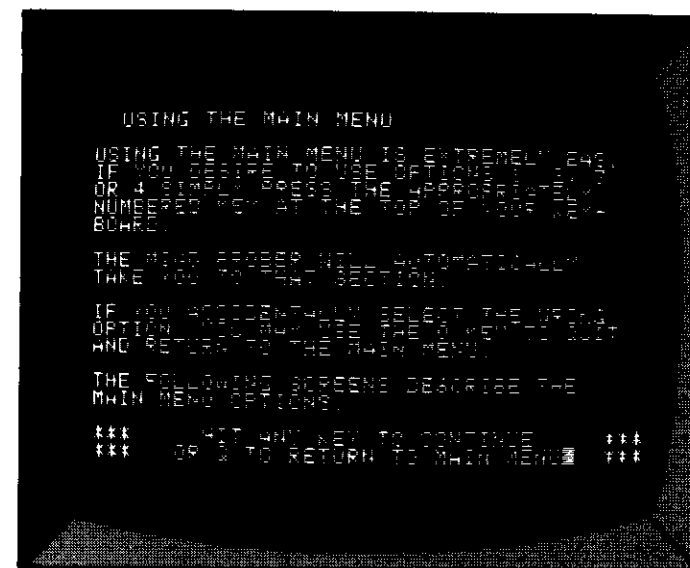
The MIND PROBER Assessment

The first time you choose option 2 from the Main Menu, you will begin assessing the other person. This section will present you with a series of adjectives describing the other person. You will either agree or disagree with each adjective by pressing A to indicate that you agree that the adjective describes the person, or press D to indicate that you disagree.
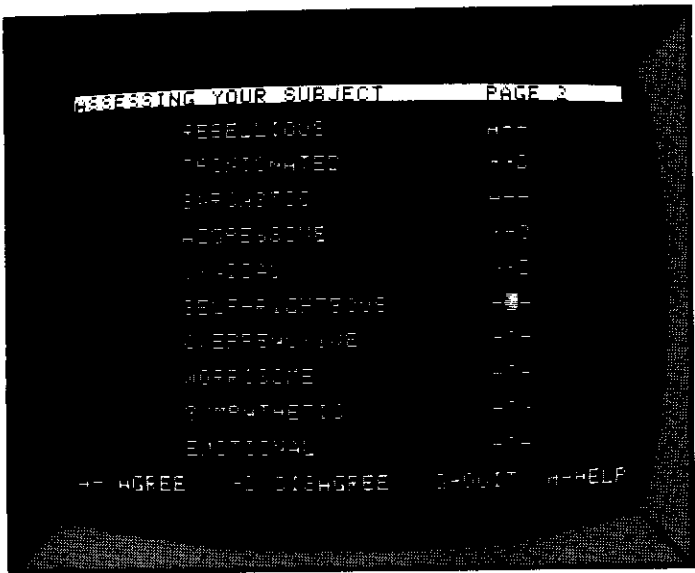
After using the software once, the program will maintain a list of up to 8 people whom you have assessed. When you select option 2 from the Main Menu, you will be taken to that list and may choose to either change an assessment of a person you previously assessed, or begin a new assessment. To change an assessment, simply enter the number that appears on the screen next to the person's name. If you want to begin an assessment of a new person, simply select number one.

If 8 different people have already been assessed and you attempt to begin a new assessment, the program will indicate that the list is full and will ask you which person's assessment you would like to delete. Enter the number that appears on the screen next to the person's name that you want to delete.

If you select an assessment that you began before but did not complete, the program will return you to the first unanswered question in the assessment.

When beginning a new assessment, the program will ask you to indicate whether the person you will be assessing is either male or female. To do so, enter either M or F.

The program will then ask you to indicate whether the person is under 18 years of age or older. If the person you are assessing is under 18, press 1. If the person is 18 or older, press 2. Next, the program will prompt you for the first name of the person to be assessed. Enter the name, and press <RETURN>. Then you will be asked to provide a last name. Enter the name, and press <RETURN>. When you have completed these steps, the program will have completed opening a tile for the person to be assessed. The first screen of the assessment will appear as the one on the following page.

It is not necessary that you answer all of the questions before quitting the program. You also do not have to print your MIND PROBER Report immediately upon completion of the assessment. The program will store your answers on the disk, enabling you to turn off your computer and return at a later time to complete an assessment or print your report.

NOTE: *It is important for you to understand that the MIND PROBER cannot generate a Report from an assessment which has not been completed. Be sure you have answered all the items in an assessment before trying to obtain a Report.*

Printing the Mind Prober Report

Once you have completed every item in the assessment, you are ready to receive a MIND PROBER Report. Choose option 3 from the Main Menu, and you will be taken to the appropriate section of the program.

The program will maintain a list of up to 8 people whom you have assessed and for whom you may have reports generated. When you select option 3 from the Main Menu, you will be taken to that list and may choose which person's report will be generated by entering the number that appears on the screen next to the person's name.

The program will prepare a report using the answers you provided. You may choose to receive the report on-screen, or you may have the Report sent to your printer.
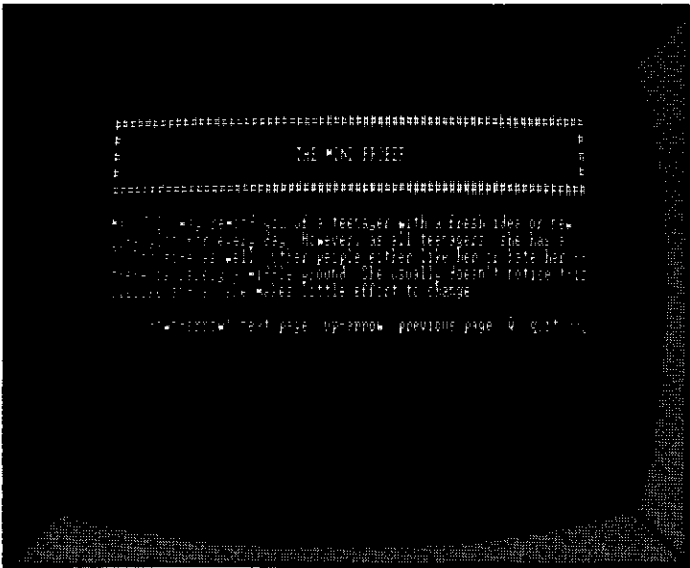
Choosing the screen option will cause the Report to be displayed on your monitor. Use the N key (next) to scroll forward through the Report and the P key (Previous) to scroll backward. If you choose the printer option, the program will immediately begin to print your report.

NOTE: If you try and print a report of a person for whom you have not answered all of the assessment questions, the program will display on error message and return you to the Main Menu. You need to return to that person's assessment file and complete all of the questions before a MIND PROBER Report will be printed.

Mind Prober Instructions For The Macintosh
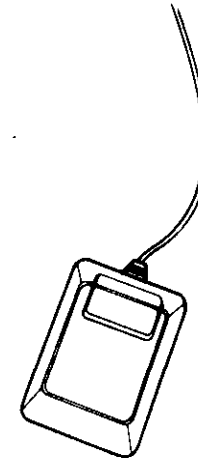
What You'll Need

The following items are necessary in order to run the MIND PROBER.

- MIND PROBER Diskette
- Macintosh Computer
- Printer (optional)

APPENDIX A: Diskette Guidelines

Inserting A Diskette

A diskette for the IBM, Apple and Commodore 64 is always inserted label-side up. The bottom edge of the diskette has two identical, semi-circular notches in it. This is the edge that is inserted first into your disk drive. For the Macintosh, always insert the diskette label side up and the metal shield first.

Diskette Handling Guidelines

Improper use, or careless handling of the diskette can result in garbled or irretrievably lost data. Following are guidelines to reduce the chances of diskette problems.

1) Always keep the diskette in its protective sleeve when not in use.

2) Never touch the magnetic surface with your lingers.

3) Avoid exposing the diskette to extreme temperatures (such as the inside of a car on a hot day.)

4) Never expose the diskette to magnetic fields (such as setting it on top of a television.)

5) Do not bend, staple or write on the cover of the diskette with anything except a very soft, felt-tip pen.

6) Avoid leaving the diskette in the disk drive when not in use.

APPENDIX B: Glossary of Terms

boot
To load a software program into the computers memory in order to run the program.

cursor
The flashing symbol (usually an arrow in the Macintosh version) that indicates your position on the screen.

dialog
One screen showing instructions, a message, or providing for your entry of data.

diskette
A flat, flexible magnetic disk, enclosed in a protective jacket, used to store data. The disk used for the Macintosh is smaller (3 1/2 inch) and is encased in hard plastic.

disk drive
The device in your personal computer in which you insert your diskettes to run a program or to store data.

DOS
An abbreviation for the Disk Operating System. DOS maintains all system operations.

Finder
The Macintosh's built-in application for organizing and managing documents, tools and disks.

menu
A series of choices for the user.

menu bar
Horizontal strip at the top of the Macintosh screen that contains menu titles.

tool
An application or a program. The MIND PROBER is a "tool."

APPENDIX C: Mind Prober Assessment Adjectives and Definitions

To assist you in the assessment process, you will find listed below just a few of the adjectives used in the software. In order to ensure clarity, we have provided brief definitions of each.

Adjective	Definition
accomplishing	successful, to bring to completion
accurate	one who is correct and precise
achieving	accomplishing, persevering, striving
adventuresome	daring, willing to take chances
affiiiative	wanting to be associated or connected to others
ambitious	enterprising, striving, eager
apologetic	sorry, regretful, makes excuses
apprehensive	fearful, worried, afraid
approval-seeking	wanting acceptance and praise
carefree	free of worry or responsibilities
charitable	generous, kind, giving
comforting	soothing, relieved, consoling

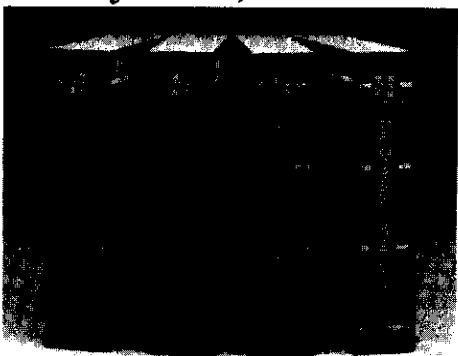|	
competitive	seeking to win, ambitious
concerned	aware, caring, interested
consoling	solace, to cheer up
defenseless	unable to protect oneself, helpless
defensive	to guard or protect oneself from harm
dependent	needing aid or assistance from others
distant	remote, inaccessible, removed
egotistic	self-centered, selfish
empathetic	aware of another, compassionate
fun-loving	playful, carefree, spontaneous
goal-oriented	seeking success and achievement
guarded	cautious about one's actions, secretive
help-seeking	looking for assistance or comfort from others
hospitable	welcoming, warm, receptive
humble	reserved, self-conscious, modest
impatient	excitable, unable to wait
independent	self-reliant, autonomous
individualistic	living one's life in one's own way
insecure	unsure of oneself, lacking confidence

joking	witty, wisecracking, jesting
kind	gentle, considerate, warmhearted
loyal	steadfast, faithful, devoted
meek	humble, submissive, patient
meticulous	extremely careful, scrupulous
neighborly	friendly, amicable, familiar
nurturing	supporting or caring for someone
obedient	compliant, amenable, dutiful
playful	impish, mischievous, frivolous
pleasure-seeking	seeking gratification or delight
precise	clearly defied, exact
protective	shields others from danger or harm
quiet	still, silent, not talkative
reserved	restrained, self-controlled, shy
responsible	accountable, trustworthy
rigid	stiff, unchanging, inflexible
sarcastic	joking in a biting or cynical way
secretive	covert, underhanded, concealed
seeks attention	wanting to be noticed

seeks recognition	wanting to he praised
self-blaming	fault finding with oneself
sensitive	perceptive of other's actions or feelings
socially striving	seeking respectability
status-conscious	attentive to position and wealth
striving	contending, exerting effort
suspicious	doubtful, distrust, uncertainty
sympathetic	comforting, understanding
talkative	chatty, always speaking
tidy	neat, orderly, clean
trusting	having faith or confidence in others
uncaring	lacking in warmth or sympathy
unconventional	unsual, not the norm, rebellious
wary	careful or suspicious around others
yielding	deferring, relenting, gives in