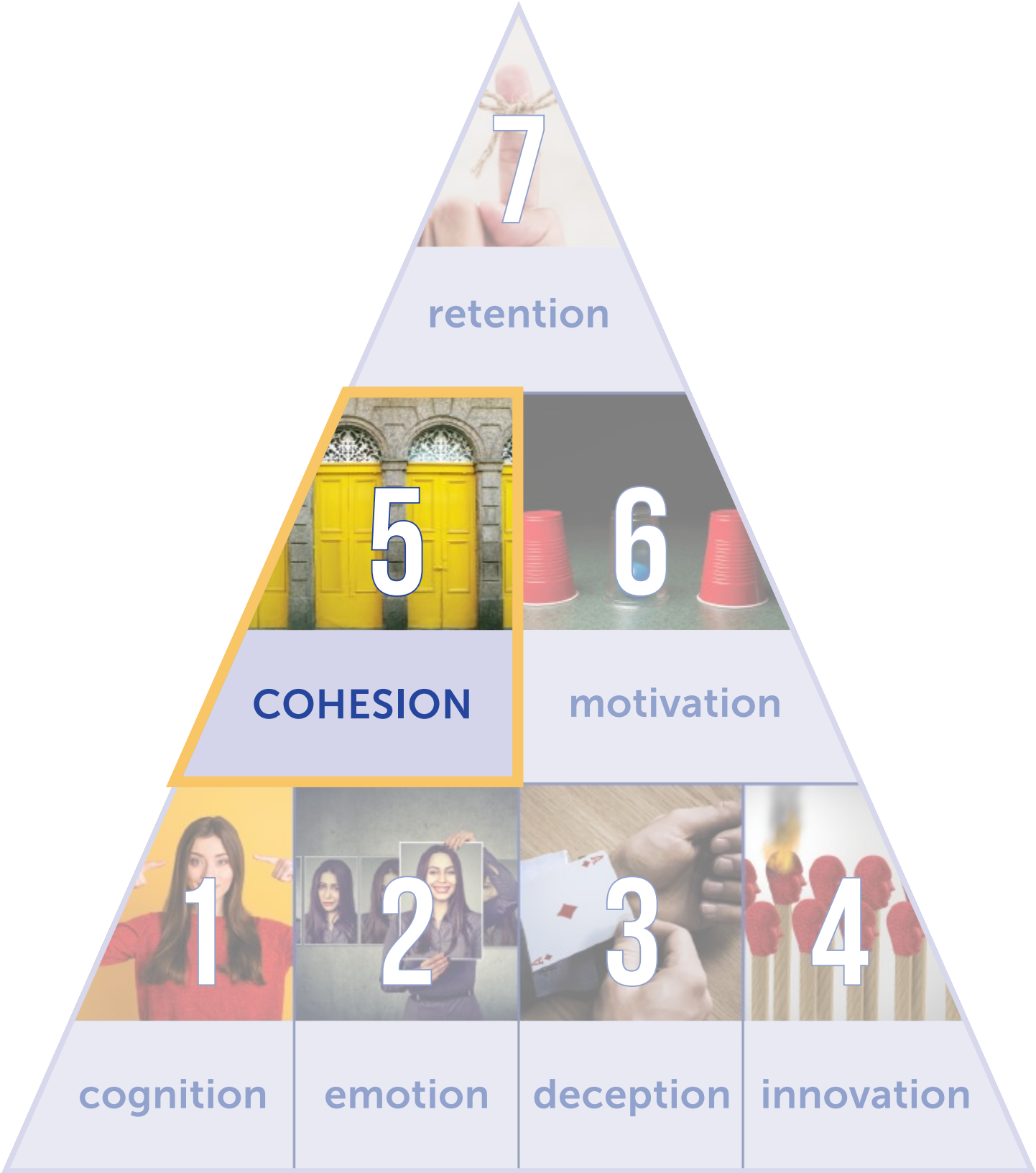


THE BODY LANGUAGE INSTITUTE'S NEW COMPETITIVE ADVANTAGE SYSTEM

LEVEL #5:

COHESION





BLI's NEW Competitive Advantage System **Level #5: Cohesion**

"Talent wins games, but teamwork and intelligence win championships."

— Michael Jordan

Imagine: Immediately building a **stronger** team through learning the weaknesses, strengths, and strategies of the scientifically-proven 4 Interaction Styles (*Yes, we aren't just extroverts and introverts!*).

Imagine: What your life would be like if your sales numbers skyrocketed to two or three times what they are this quarter. Because when you **understand the best way to interact with your prospects and clients**, you can control the outcome better.

Imagine: If all the losses in your life were **wins** instead of losses because you finally figure out why, at times, people are reading you wrong.

If you were asked, "Are you an extrovert or introvert?" would you with **100% absolute certainty** have a response, or are you like most of us; it's a challenge to choose one way or the other? What if you were to discover there are actually four different interaction styles, and you and your clients can be something different in each stage of the decision-making process: Research, Reasoning, and Results.

In Forbes.com's article "*9 Signs That You're an Ambivert*" (April 26, 2016), Travis Bradberry states,

"It's a challenge to choose because the introvert/extrovert dichotomy reflects a tired and outdated view of personality. Personality traits exist along a continuum, and the vast majority of us aren't introverts or extroverts — we fall somewhere in the middle."



 **FUN FACT**

5 Truths About People Who are BOTH Extroverted & Introverted

According to research conducted at Wharton

1. Two-thirds of people don't strongly identify as introverts or extroverts. These people are called "ambiverts," or what we at BLI call "versatiles," who have both a strong preference towards introversion and extroversion.
2. The direction versatiles lean changes from interaction to interaction.
3. Versatiles have an edge over introverts and extroverts because they have the innate ability to understand the communication needs of a wider variety of people.
4. The best-performing salespeople are NOT extroverts. They are versatiles, because they have greater social flexibility and sell 51% more product per hour than the average salesperson.
5. On average, introverts and extroverts brought in around the same average hourly revenue: \$115-\$127, respectively. Versatile reps pulled in \$208 an hour selling for their companies.

The 4 Interaction Styles are:

Extrovert: Inherent desire for sharing with others.

Introvert: Inherent desire for privacy.

Versatile: Inherent desire for sharing AND privacy.

Neutral: Does not have a strong need for sharing or privacy and goes with the flow of interaction styles around them

According to research conducted by TalentSmart, in which they evaluated over a million people, the secret weapon for 90% of the people who consistently delivered peak performance, was **self-awareness**. So, as you might imagine, if you are in sales, which is a high-stakes game, it's critical to determine your interaction styles because when you have a better understanding of your strengths and weaknesses when interacting with your prospects, clients, and vendors, you can play to your strengths and create strategies around your communication blind spots. And ultimately, you will **improve your performance**.

INTERACTION STYLES

BASED ON MOVEMENT PATTERN ANALYSIS



"Sharers" are people with a high need to, yup, you guessed it, **SHARE!** "Sharers" promote communication and collaboration — expressing their thoughts and jointly researching, deliberating, or enacting decisions. Due to this need for others, they likely feel dissatisfied working too independently and rely on having compatible people around (other Sharers, Neutrals, or Versatiles in Sharing mode). They can get upset when others don't Share with them.

ATTENDING (RESEARCH):

"Sharers" offer and solicit new ideas, alternatives, and knowledge. They invite others to contribute in probing the existing situation. You may have noticed Attending Sharers thinking and talking out loud during brainstorming sessions (in person or on the phone) and chatting about details with you while driving, shopping, eating, etc. This person will articulate her own process of Investigating and Exploring.

INTENDING (DELIBERATION):

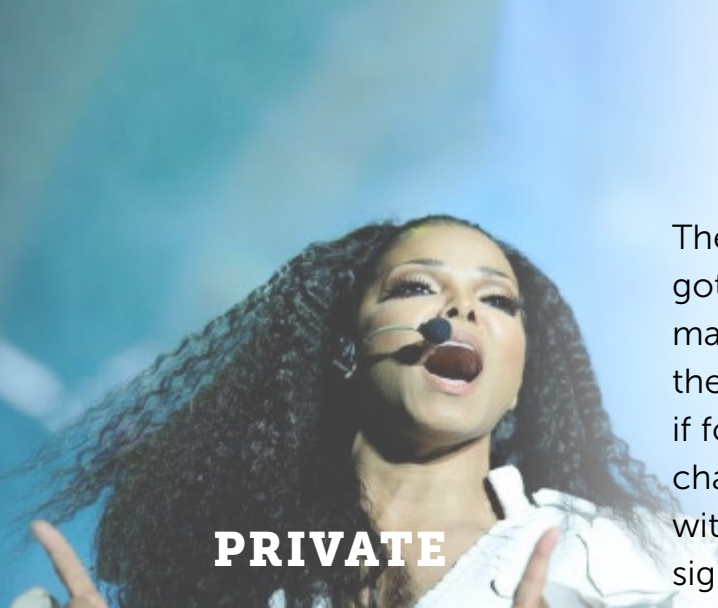
"Sharers" have an inherent desire to use others to help them establish purpose and values. The key elements for the "Sharer" in this Stage are influencing, persuading, insisting, resisting, and inviting others to do likewise. They are often seen striving toward a group consensus, getting people on the same page, and voicing and asking opinions. The "Sharer" expresses his own process of Determining and Evaluating.

COMMITTING (EXECUTION):

"Sharers" are motivated to implement decisions and synchronize action with others in the short term, long term or both. "Sharers" will prefer to implement in tandem with others and mobilize assistance (Imagine one cooperatively putting together a bookshelf with a friend). They Share plans and progress, and state consequences of chosen actions and objectives. Others are aware of their processes of Timing and Anticipating.

POSSIBLE ACTIONS: Hey there "Sharer," be sure that people who respond to your interaction understand that "their ideas" may or may not to be used. Use your ability to establish rapport to Share ideas and encourage associates to Share their input.

Disclaimer: MPA Profiles were not completed for these celebrities. Instead these people are strictly light examples of individuals who model the behavior being discussed.



PRIVATE

The “Privates” have a high need to be... (come on, you got this...) yes, **PRIVATE!** The “Privates” will want to make decisions independently, preferring to be free of the influence of others. They may feel uncomfortable if forced to work cooperatively for a long period. A challenge for the “Privates” is they may take action without consulting others, such as their boss or significant other — WHOOPS!

ATTENDING (RESEARCH):

“Privates” investigate with depth and Explore with breadth on their own. They do not rely on others to gather data or reveal resources; they seek it out themselves and keep it to themselves. While they won’t distract others with oversharing, they are likely to withhold information, so formal ways are needed to help them distribute necessary information.

INTENDING (DELIBERATION):

“Privates” develop opinions, systems, and judgements alone and do not need the input of others. They independently persist against difficult odds and resist pressure when formulating and prioritizing their beliefs. After you’ve laid out the information for them, you may want to let them close their door and make a decision. Also: don’t play poker with Private Intenders unless you plan to lose a lot of money!

COMMITTING (EXECUTION):

“Privates” prefer to execute decisions autonomously. Others are kept out of the process of staging action. They do not want to synchronize action with others in the moment or consult with others on making plans. A group project is likely their nightmare. They do not often ask for help (“It is easier to do it myself”). They thrive in environments where they can act without having to check in with others, and if highly motivated in Committing, they are follow-through machines.

POSSIBLE ACTIONS: Hey there “Private,” be sure that you allow yourself time to work and think alone, and always make sure that friends and colleagues understand your need for Privacy.

Ask people from time to time if they need more information or interaction from you than you are giving.

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Level #5: Cohesion

VERSATILES have an inherent need to Share and to be Private (see above) and will switch their interaction style accordingly. Here's the rub — the switch is often subconscious! "Versatiles" are seen

as flexible, tolerant, and unpredictable (hmm... you know who you are). One minute they might be working with you on something, and the next they've done something else completely different than what you thought you agreed on!

ATTENDING (RESEARCH):

"Versatiles" will switch on and off being interdependent and independent when gathering information, looking into things, or discovering alternatives. Sometimes they are chatty, and sometimes they would rather be anywhere else than talking to you.

INTENDING (DELIBERATION):

This person oscillates between wanting to collaboratively establish intentions and deciding alone. Sometimes they want your opinion, and sometimes they don't want your feedback, or to be influenced by anyone.

COMMITTING (EXECUTION):

When making plans, envisioning the future, or taking action in the moment, "Versatiles" may want to include you... or not.

POSSIBLE ACTIONS: Be sure to be prepared to initiate Sharing your research when the situation needs it.
Educate colleagues to accept your need for Privacy as well as Sharing.



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NEUTRALS are unlikely to initiate either Sharing or Privacy. They fit in with the interaction of others and depend on others to initiate interaction. This person is comfortable working independently and is also amenable when invited to Share — they go with the flow of interaction and do not take offense when another person goes into Private mode or wants to Share with them. However, they have difficulty when they have to initiate an interaction or stop one.

ATTENDING (RESEARCH):

If you ask “Neutrals” to Share information, they oblige; and if you keep information to yourself, they don’t mind. They will often think that others know what they know, and as a result, they will only Share when asked to do so. They may find it difficult to escape colleagues who want to toss ideas around. Could this be your friend or sibling who never calls to talk?

INTENDING (DELIBERATION):

“Neutrals” deliberate without taking initiative to maintain Privacy or Share with others. Similar to above, they are amenable. Be sure to get their opinions so that they can take part in decision making. Their arguments are sometimes unclear, so persuading others is likely challenging for a Neutral Intender. Be aware that they might not want advice but won’t stop you from offering it.

COMMITTING (EXECUTION):

Go with the flow “Neutrals” are unlikely to hold it against you (no promises though) if you want to go off and do your own thing, and they will accompany you if you ask. But they may find themselves getting sucked into action when they would rather not be. Or you might join them in an activity, and they will not have the heart to tell you to scram. They can assume the timetable is obvious and fail to communicate that a matter is urgent or can wait, so be sure to check in with them as plans and actions are unfolding.

POSSIBLE ACTIONS: Hey there “Neutrals,” develop strategies to ensure that your information, decisions, plans, etc. are routed to the people who need them. Hold regular meetings to ensure that you have all the information that could be available to you because you won’t always seek it out.

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Communication Preferences



SHARING (Extrovert)

Prefers to work with others, chatty, open



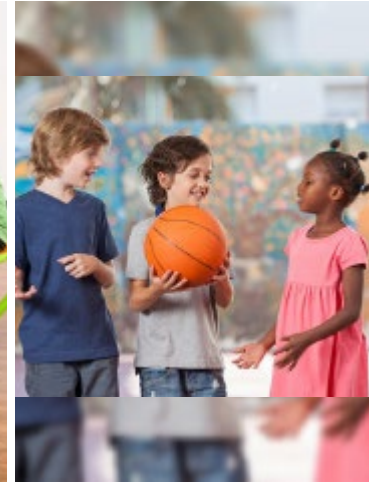
PRIVATE (Introvert)

Prefers to work privately



VERSATILE (Ambivert)

Inherent need for both Sharing & Privacy



NEUTRAL (Ask us!)

Does NOT have a strong preference for Sharing or Privacy

Collaboration



SHARING (Extrovert)

Initiates collaboration & prefers teamwork and partnership over working alone; may suggest ideas (good or bad) or tell a joke, to fill the silence



PRIVATE (Introvert)

Desires to make decisions independently; Needs private space to work



VERSATILE (Ambivert)

Switches from interacting with others to being alone (or to internal dialogue). This switch is subconscious



NEUTRAL (Ask us!)

This person needs to be invited to join the interaction and/or to work together

Influence



SHARING (Extrovert)

Dominates conversations and if you don't share they may think you don't have anything to say



PRIVATE (Introvert)

Prefers to be free of the influence of others & may feel uncomfortable and get tired if forced to work with others for a long time



VERSATILE (Ambivert)

Can leave co-workers confused, "I thought we were working together."



NEUTRAL (Ask us!)

Unlikely to initiate interaction, but once invited to share may not stop. This person will benefit from your support to end the conversation — give them a way out!

Position



SHARING (Extrovert)

You will likely know their position and where they're at with their research, deliberation and action, because they'll tell you



PRIVATE (Introvert)

You typically will NOT know where they stand



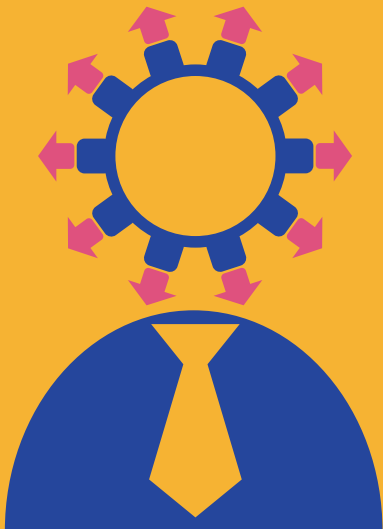
VERSATILE (Ambivert)

They may think they've told you already, but they didn't

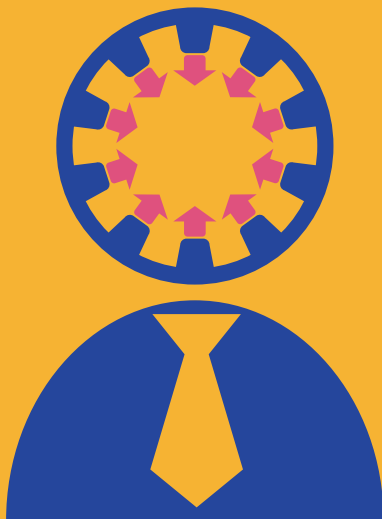


NEUTRAL (Ask us!)

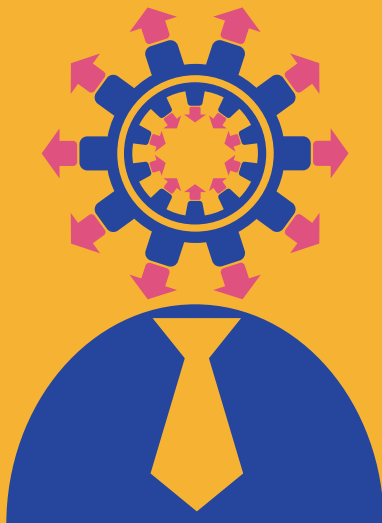
They likely think you know what they know, or where they stand on an issue, or what they did, i.e. "Oh, sorry, I thought you already knew X, Y, Z!"



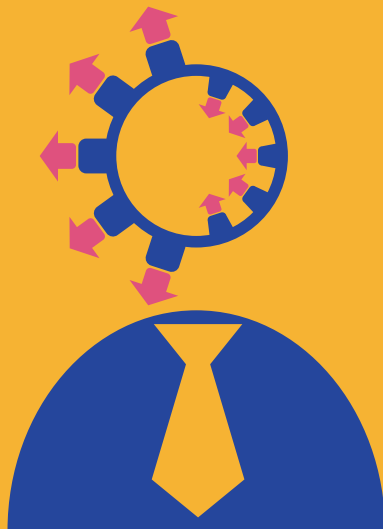
SHARING



PRIVATE



VERSATILE



NEUTRAL

More Must-Knows

SHARING
(Extrovert)

It will literally hurt their feelings if you don't want to Share with them or if you suddenly stop Sharing with them

They may NOT take any of your ideas or suggestions

PRIVATE
(Introvert)

Just because they aren't interrupting and jumping in, it doesn't mean they don't have an opinion – they simply have an unwillingness to "butt in"

VERSATILE
(Ambivert)

Might leave people hanging

NEUTRAL
(Ask us!)

They are NOT offended if others collaborate without them or if everyone prefers to work independently

Make great "team players," because they roll with the punches



STRATEGIES FOR MANAGING SHARERS

DO

Respect their need to Share and jump in publicly

Make physical and verbal gestures of being inviting — meet them where they're at

Give them options

Allow them to talk things out

Have interactive walking meetings with them

Create space for random encounters and gatherings

DON'T

Force them to work alone on a project all day long

Deflate their excitement

Think they're a joke just because they tell jokes or are funny

Assume that they don't have an eye for details, don't like data, research, and spreadsheets, just because they're fun (being motivated to do research has nothing to do with Interaction Styles)

Assume that they are comfortable with risk-taking, are impulsive, or don't think about consequences of their decisions

Assume that their talking is just to create noise to fill the silence, it serves a purpose (sometimes they literally need to speak to think)



STRATEGIES FOR MANAGING PRIVATES

DO

Respect their need to privacy
& their unique perspective

Give them an agenda and advance notice of upcoming meetings & assign them with something to share

i.e. In our next meeting, I'd like you to share 3 ideas you have regarding to A, B, C

Start your meetings with quiet time

i.e. Amazon starts their meetings in silence, where everyone reads a memo to themselves about what they'll be discussing

Tell them if they do or do NOT have permission to execute the decision being discussed

Create "Quiet Zones," little nooks and crannies for them to work alone – like the "Quiet Car" on a train

Teach them, and have them practice, new skills in private

DON'T

Expect them to stop by your office for small talk or even to share with you what they are working on

Require them to Share spontaneously

Interrupt them if they are actually Sharing or taking a little extra time to get their point across

Assume that they are not ready to take action quickly

Expect them to work effectively in an open office setting

Have them try something new in front of a group



STRATEGIES FOR MANAGING VERSATILES

DO

Respect their need to BOTH interact and Share with others and, at times, prefer to work alone

Notice if their body language seems to no longer be interested or they are staring off into space day dreaming (They may have gone into Private)

Have them put important requests in writing, so both you and them can verify that they told or asked you something

Create a system to check in with them if they suddenly stopped interacting and have gone communication silent

Create "Quiet Zones," little nooks and crannies for them to work alone – like the "Quiet Car" on a train

DON'T

Call them moody, unpredictable, or say "They must be having an ADD moment"

Expect them to tell you the next time they randomly decide to not come back to the meeting, conversation, or interaction

Assume when they disappeared it's because they want to head home early or they can't be bothered working

Think they are lying when they are adamant that they told or asked you something

Expect them to always be "on," they have a need to be deeply Private at times



STRATEGIES FOR MANAGING NEUTRALS

DO

Specifically say their name and ask if they have something to share during group interactions or during one-on-one meetings

Give them a choice on whether they'd like to do something with the group or work alone

Occasionally ask for written feedback instead of verbal during meetings

Ask them specifically what they know about the issue, the decision being contemplated, or decision that has already been executed with patient, client, customer, etc.

DON'T

Tell them that maybe if they had higher self-esteem they'd speak up more often

Say, "Of course we want you to come with us!" if it's not important for them to join you

Ask them to do you a favor, or do the crappy job, or buy the cupcakes and card when it's someone's birthday in the office, etc.

Assume you know what they're thinking, or where they stand on an issue, or what they did



Purple Door Interaction Styles Challenge

Now that you know there are four interaction styles:

Sharing: This person initiates collaboration and prefers to work with others.

Private: This person prefers to work privately. They will make decisions independently preferring to create some distance from the influence of others.

Versatile: This person initiates both Sharing and Privacy, but the switch is subconscious. People with this interaction style can leave people feeling confused at times because they may have thought you were working on the project together, but suddenly, without notice you disappeared.

Neutral: This person does NOT have a strong preference for either Sharing or Private. And they struggle at initiating Sharing or Privacy. The need to be invited to collaborate and they will NOT be offended if others close off collaboration and need to work independently.

Let's see if you can guess which purple door is a metaphor for each of the ways people prefer to interact or not interact with others.*



*You can find the answers on the next page.

MEASURABLE LEARNING OBJECTIVES:

- Define the 4 Interaction Styles and get a clear understanding of the differences.
- Decode the differences, strengths, and weaknesses of each of the 4 Interaction Styles and learn how this affects your sales style.
- Analyze and discuss real-life client case studies — infamous corporate examples of when someone's interaction style failed them or helped get a huge win after a major mess up (i.e. The United Airlines 2018 PR debacle when they dragged a doctor off their plane to make room for their employees traveling, Reese's Pieces in the movie ET, the Tylenol poisoning in Chicago, and more!).
- Examine how different Interaction Styles affect your sales team and how they are influencing your prospects and clients' teams and win over everyone in the room (*every time!*).
- Receive tips and resources for using the 4 Interaction Styles and increase your self-confidence with regard to your own self-worth and communication capabilities.



- A. Private — I bet you go this one right away! Man, that purple door needs some space, right?!
- B. Neutral — These doors have a lot going on. Evidently, they don't have a strong preference to be just purple or just green or just blue.
- C. Versatile — Because these purple doors have glass frames and a curtain, they can be open for Sharing or closed for Private.
- D. Sharing — Another super easy one! The giant personality of that purple garage door screams come talk to me, notice me, let's interact!



Did you know?

Studies reveal that people recognize and interpret the emotional facial expressions of those in their own race faster than those who are a different race.

Level #5: Cohesion Topic:



Did you know?

Your memory is affected by your body position, meaning that you remember things differently when you're standing to when you're sitting.

Level #5: Cohesion Topic:



Did you know?

Your brain can store five times the amount of information as the Encyclopedia Britannica.

Level #5: Cohesion Topic:



Did you know?

In the English language, there are more than 400 words assigned to emotions and sentiments.

Level #5: Cohesion Topic:



Did you know?

A nose can remember up to 50,000 unique scents.

Level #5: Cohesion Topic:



Did you know?

The colder the room you sleep in, the higher the chances are that you would get a nightmare.

Level #5: Cohesion Topic:



Did you know?

Only after you've lost more than half of your hair will people begin to notice.

Level #5: Cohesion Topic:



Did you know?

Nerve impulses can travel as fast as 170 miles per hour.