



RUBICON

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PERFORMANCE EXEMPLIFIED

IN | CODE

CYBERNETIC HACKING

[THE TACTICAL COMPANION TO THE RUBICON P⁵ STRATEGIC MANUAL]

THE COLLABORATION OF STEVEN MORELAND AND TYLER FITZSIMONS



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IN|CODE (from **INSIDE CODE**) complements the **RUBICON P⁵** strategic performance system with techniques that establish an immediate bearing. The result? A life that is more satisfying, more exciting, and ultimately, more meaningful.

SCOPE

IN|CODE is about communicating better, both with others (externally) as well as ourselves (internally). We'll begin by operating from the premise that what anyone can do—everyone can do. So whether we're importing code from the Best or hacking their techniques to overwrite what performs poorly within us, our intent is our mantra:

Emulate the Best or die average like the rest.

THEORY

"We're aware of 2,000 BITS of information out of 400,000,000,000 BITS that we're processing per second." Our attention is bombarded by this data (disorganized information) filtered through beliefs that we've unconsciously adopted from our *peers*, parents, instructors, celebrities, heroes, etc. And in this distracting chaos, we attempt to communicate by transmitting and receiving through symbols called language. Hence the regrettable cliché: the moment we begin to communicate is the moment we begin to mis-communicate.

How we interpret these symbols depends upon the narratives or stories that we've constructed from the assumptions that make up our self-image. To challenge their quality, we must evaluate their source—our peers. Seldom do these resemble the Best. More often, they find satisfaction in extraordinary sameness with minimal differentiation, living a tolerable and comfortable existence doing the unfulfilling. If we've adopted their beliefs, Professor Goldratt warns of the outcome in *The Goal*: "*If we continue to do what we have done, which is what everybody else is doing, we will continue to get the same unsatisfactory results.*"

What information consumes is rather obvious: it consumes the attention of its recipients. Hence, a wealth of information creates a poverty of attention and a need to allocate that attention efficiently among the overabundance of information sources that might consume it.

- Herbert Simon

Knowledge is simply the current state of understanding. The key ingredient is to have the courage to face inconsistencies between what we see and deduce and the way things are. Progress in understanding requires that we challenge basic assumptions about how the world is and why it is that way.

- Eli Goldratt

Old performance improvement concepts no longer work in combating this ever-increasing level of distracting chaos.

IN|CODE employs a unique approach called **Cybernetics** (Greek for "steersman" or one who guides a vessel). Through proven techniques we first regain control of our helm—the command-and-control center of our self-image, shifting our paradigm to seek Fate's adventures instead of fleeing them, permitting us to navigate obstacles like Homer's Odysseus.

Though much is taken, much abides. And though we are not now that strength which in old days moved earth and heaven, but that which we are we are. One equal temper of heroic hearts, made weak by time and fate, but strong in will; to strive, to seek, to find, but not to yield.

- excerpt from Ulysses by Alfred Lord Tennyson



UNDERSTANDING UNCONSCIOUS

ATTENTION IS WHAT WE ARE FIGHTING FOR, EXCITEMENT IS WHAT WE ARE STRIVING FOR.

Think of our mind as being made up of a conscious and an unconscious portion. Our conscious is the part of our mind that analyzes, criticizes, and thinks logically all day long. It is where our attention is focused, and where some of our actions originate. Our unconscious mind controls where our memories are stored as well as where our wisdom, creativity, and problem-solving capabilities reside.

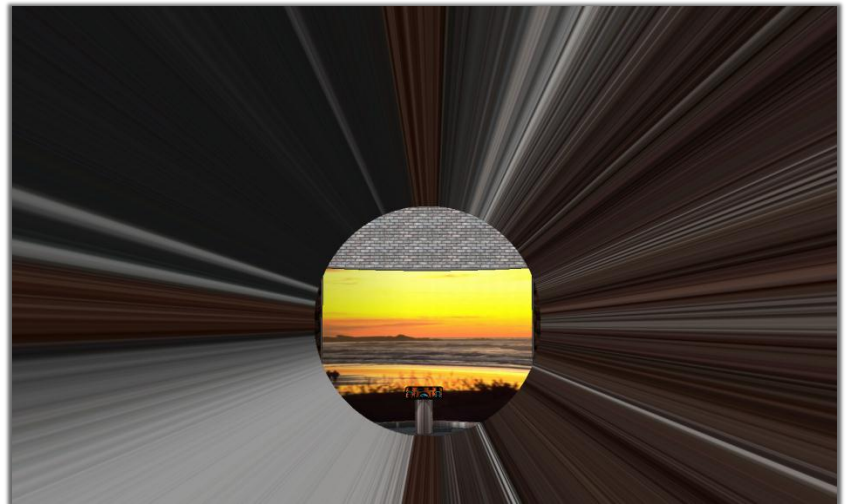
When we are asleep, our conscious mind is resting and not really doing much, but our unconscious is dreaming wildly, processing what has happened during the day. Sleep is the time where events, thoughts, and desires are actively sifted through and examined (e.g., it is why it is six times more effective to study prior to going to sleep than any other time during the day). Hence the expression "**Sleep On It**" as advice for tackling a problem.

Our unconscious is also where all of your mental habits arise. Whenever we learn to do something with our minds, it becomes automated and we become unconsciously skilled at it. These habits can be skills that are detrimental to our well-being, including depression, hesitation, stressing ourselves out, or feeling terrified and hopeless. And conversely, they can motivate and relax or bring confidence and hope.

Hypnosis is a common tool used to sort through these unconscious habits, to help unlock the subconscious area that may need modification. The state of consciousness brought about in hypnosis is known as a "**trance**," when a person becomes absorbed in their thoughts. In reality, we utilize some form of a trance everyday in just performing our regular activities. How many times have you left home and arrived at work an hour later and not be able to remember how you got there?

ATTENTION TUNNELING

Some choose to harness their subconscious by day dreaming, practicing yoga, or making use of extreme mental focus (meditation). These are all forms of a trance that are not hypnotically induced but can be extremely beneficial. By calmly focusing on our thoughts, by using our imagination, by performing repetitive tasks, or by using Cybernetics, we may access our unconscious habits, altering them by consciously changing outdated beliefs.



Using our rational mind we fight for our attention in order to tunnel into our unconscious where our habits are developed. Our unconscious is governed by excitement and desire, and when we learn to control our beliefs about what we feel excited about, we learn to "*become who we wish to seem.*"

Life isn't about finding yourself. Life is about creating yourself.

- George Bernard Shaw

EXCITEMENT

The most basic and fundamental rule that the unconscious mind strives to fulfill is the body's desire to reward itself. Regardless of its many forms, it can be reduced to some level of excitement. Whether it is nourishment, emotional thrill, sexual urge, or achievement, excitement governs them all. That is why we are far more motivated (excited) to eat if we have gone a few days without food.

The greatest revolution of our generation is the discovery that human beings, by changing the inner attitudes of their minds, can change the outer aspects of their lives.

- William James

If we understand that our level of unconscious excitement directly affects our mood and our rational level of thinking, then shouldn't we learn to control our beliefs about what to be excited about? This control begins with understanding the different areas of the brain.

THE THREE MAJOR AREAS OF THE BRAIN

Most people think of themselves as having one brain that has a set of cognitive abilities. In reality, there are three regions within the brain, each controlling different major functions, sometimes operating separately and other times in unison.

1. **Neo-cortex** - This is where our human reasoning (rational thoughts) exists. This is where our desires to meet our commitments are formed, where our thoughts about who we are and what we want to be prevail, and where our need to be appreciated and accepted reside. In this mayhem, we create new irrational thoughts that override the potential of us being wrong. It is because of these thoughts that we become easily influenced (as we will see in the next section). It is this portion of our brain that is the most easily corruptible.
2. **Limbic** - This is the mammalian portion of our brain is best understood as our instinct: encoded behavioral traits that react without thinking. This area is responsible for the actions that the body produces when we encounter things we like or dislike. These natural responses have been developed over a lifetime of experiences. Their intent is to protect us from situations that we should avoid, and encourage us towards situations where we will find reward. This is most noticeable when we look at the instinctual behavior of a threatening situation where we exhibit one of the three F's:
 - ⊕ **Freeze** - The first defense of the limbic system is to freeze when in the presence of a predator. Movement attracts attention; so to ensure survival from early predators, humans adopted this technique to avoid carnivores that love to chase a moving target. In modern times we can observe this happening when people are caught bluffing, lying, stealing, or become frightened.
 - ⊕ **Flight** - The second defense, running, is used when a threat is perceived to be too close and we want to distance ourselves from the danger. We see this when people attempt to distance themselves from people they don't like, when they want to avoid certain situations, or when their behavior tends to block the unwanted interaction.
 - ⊕ **Fight** - The final defense of the limbic brain is to survive by means of aggression. Where we turn fear into rage. While we still see many physical altercations, the modern adaptation to this is best seen in an argument that turns into a verbal altercation. The use of insults, allegations, denigration, and sarcasm are all in their own ways the modern equivalents of fighting.
3. **Reptilian** - This is the part of our brain that controls autonomous functions, like breathing, heart rate, and other essential functions of the body.

To ensure smooth functioning in both the physical and the social world, nature has dictated that many processes of perception, memory, attention, learning, and judgment are delegated to the brain structures outside our conscious awareness. For this reason, we must gain control of our unconscious to effectively manage and ultimately enjoy our lives.



WHAT INFLUENCES US

WHY WE DO WHAT WE DO EVEN WHEN WE DON'T KNOW WHY WE DO IT.

If others can influence us with simple subtle suggestions, why don't we use these tactics on ourselves to become our Best? By using their tactics to communicate with our unconscious mind, we can develop motivation, fix flawed beliefs, and communicate with others in ways that can change our lives.

In his book *Influence*, Robert Cialdini, Ph.D. offers comprehensive insights into what motivates people and how we blindly follow the most subtle tactics even though we are generally aware of them. Marketing agencies have used this material for decades to sculpt our impressions, nudge our actions, and lead our thoughts to where they want us to go. With this knowledge, we can be better.

COMMITMENT AND CONSISTENCY

The act of making a "final" decision can be a perilous journey for some people. This commitment becomes the final stand in which they will base their reputations on. The need for consistency and congruence between a decision and a belief will allow them to convince themselves that the choice they made is the correct one, no matter what. Though none of us wish to admit it, we are all like this to some degree. A high degree of consistency and a firm commitment is normally associated with personal and intellectual strength. It is at the very core of what we see as logical, rational, stable, and honest, whereas the opposite, inconsistent, is thought of as an undesirable personality trait.

It is easier to resist at the beginning than at the end.

- Leonardo Da Vinci

Because it is in our best interests to be consistent, we can easily fall into the trap of being consistent by default even though the situation calls for a revision of thought. This automatic consistency gives us a shortcut around the distractions of everyday life. Once we have made a decision, we accept it and we don't have to worry about it anymore. We no longer have to sift through the minutia and continue to worry; it can be done so we can be on to the next thing.

Consistency is the hobgoblin of little minds.

- Ralph W. Emerson

In addition, there is another type of consistency at the root of our self-sabotaging behavior. We avoid the clear but dark "truths" that we would rather not recognize. We are often our own worst enemy.

The Hack: So how can we use consistency in our favor? It is simple. We can make a commitment to change and tell others about it. This creates both internal and external commitments that will help reinforce the action. Decide. Write it down. Tell others about your commitment!

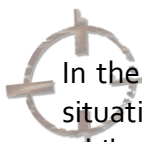
SOCIAL PROOF: THE PATH TOO OFTEN TRAVELED

We all have heard the phrase "*Curiosity killed the cat*" and it has never been more apparent than in today's day and age. We will go out of our way to make sure that we know what others are up to. Facebook, Instagram and Twitter, all feed off this. Who has the latest gadget, who is the newest celebrity or what is the biggest news story? This desire to "*follow the herd*" has been ingrained into our population through thousands of years of evolution and today it has exploded. It is called social proofing.

When we see others believing that something is correct, we inevitably feel more secure in the same thoughts. We believe that we will make fewer mistakes by acting in accord with social evidence rather than contrary to it. This makes for a beautiful shortcut. We are just doing what everyone else is doing—no thought necessary.

Where all think alike, no one thinks very much.

- Walter Lippmann



In the process of following others we must remember that they are also following others. We see these situations happening all the time where everyone stands frozen, looking at what everyone else is doing while no one does anything. This is known as "Pluralistic Ignorance." In order to avoid being the next "buffalo over the cliff," we must realize the value of social proof without falling victim to it.

The Hack: How do we use Social Proof on ourselves? We find peers, heroes, and great people that offer good advice, good insight, and we surround ourselves with them. In other words, we emulate them. And in so doing, we project their social proof. We create an amalgamation of the very best of all of their traits and overwrite our own beliefs, becoming better by constantly improving on the groundwork that the Best have laid for us. This is why NIKE sells shoes branded after the legendary Michael Jordan. People want to be a winner. Michael Jordan is a winner. So, wearing NIKE Jordan gear associates them with winning.

Pay every debt, as if God wrote the bill.

- Ralph W. Emerson

RECIPROCATION

We have all felt the obligation that goes along with receiving a gift from someone. In some cases it can be an excruciating experience. We may feel so compelled to return the favor that causes us to lose focus on what we really need to do. This simple instinct of repaying what another person has provided to us has been at the root of civilization for thousands of years. Archaeologist Richard Leaky believed that reciprocity helped make humans what they are today: "We are human because our ancestors learned to share their food and their skills in an honored network of obligation." This has allowed for the division of labor, the exchange of goods and services, and created networks of interdependent skills that bind individuals together into efficient groups of civilizations. This is the basis of what we call "fairness."

Reciprocation is one of the most powerful forms of influence and is able to override many other forms. Often a feeling of indebtedness will produce a "yes" response even from people whom we don't get along with or like. Even more important, this form of influence does not have to generate an equal amount of give and take. A small initial favor can produce a sense of obligation to agree to a substantially larger return favor. So, why is reciprocation so powerful? Think about it, a person who accepts gifts or good will without attempting to return the good act is disliked by all social groups. We have names for these types of people; moocher, freeloader, and the list goes on and on. These unsavory characters are universally shunned. We will sometimes agree to ridiculous unfair exchanges in order to avoid being associated with this type of label.

The Hack: If we know that we are so susceptible to this rule of reciprocity, how can we use this to benefit us internally? For starters, by recognizing when others are manipulating us, we can end it and limit the stress it creates. The second way is following through. By artificially creating the obligation for ourselves to follow through, we rig the commitment. Imagine that we want to start a workout regimen that we've failed to follow through on in the past. If we can get someone to join us and take time out of their day when they normally would not have, we create the obligation to follow through and return the favor by showing up. Becoming "indebted" increases the value in the reciprocity as well as increasing our commitment.

LIKING

We tend to like people for all sorts of different reasons. They may be attractive, exhibit similar traits to our own, have the same hobbies, or root for the same sports team. The list is endless. It may seem obvious to state that we are more inclined to say "yes" to someone (or something) that we like. What is not so obvious is that we are susceptible to saying "yes" to people we don't even know based on generic observations we make.

All things being equal, you root for your own sex, your own culture, your own locality... and what you want to prove is that you are better than the other person.

Whomever you root for represents you; and when he wins, you win.

- Isaac Asimov



We go out of our way to associate with people who we are familiar with and who we perceive to be similar to us. We gravitate toward people for different reasons, but for the most part it boils down to validating our beliefs or increasing our status. It reverts to our need to extend our own social proof that what we are doing is accepted. But this association can be a double-edged sword. The people and events we associate with determines how others feel about us. If these are perceived as good, others believe us to be similar, and vice versa.

The Paradox:

An innocent association can become guilt-by-association when others don't act the way we expect them to.

The Hack: With attractiveness, familiarity, and association all working directly on our subconscious, this seems like an enormously powerful tool to utilize on ourselves internally. If we want to change our behaviors, and want others to perceive us in a better light, then we must analyze how we can be more familiar with the group that we are attempting to interact with. By using our rapport techniques (at the end of the packet), we can improve how we communicate with those around us. Better communication instantly improves the chances to perform better.

The way to love anything is to realize that it might be lost.

- G.K. Chesterton

SCARCITY

Opportunities seem more valuable to us when the availability is limited. This main principle behind supply and demand has been the governing topic of economics since the beginning of trade. Limited supplies and deadlines represent the scarcity rule used on a daily basis by everyone (e.g., "we only have one left," "this one won't last long").

The possibility of losing out on a great deal to someone else is a tremendous motivator that influences the very core of our unconscious. Evolution accustoms us to becoming stressed when our supplies become limited, encouraging us to take action. In ancient humans this triggered us to gather or make necessities. For modern man it has evolved into the excuse to behave irrationally and make uninformed decisions. This causes massive swings in perceived value, the dangerous component in economics that creates "bubbles."

The Hack: Since scarcity is often just a belief, it can be one of the more effective internal motivators. Remember we should control our mind, not the other way around. So when we want to feel better or worse about something, wouldn't it be beneficial to see it in less or more supply?

Like the old adage goes, the difference between a wish and goal is a deadline; wishes never get accomplished. The logic is simple. Since scarcity triggers an increased perception of value, we use it to accomplish any task, whether that be a Goal, Objective, or Next-Action. The setting of a deadline causes a scarcity of time and a surplus of motivation. Aimed in the right way, we can achieve anything.

CONTRASTING

How can we make a bad deal sound good? Just double the price and settle for half is the core principle behind contrasting. We have all been victim to this form of negotiation at some point in our life. We see an overpriced item and negotiate the price down only to find that we could have purchased it cheaper elsewhere.

This form of influence can really be detrimental to someone who has had the time to ponder their "expected" deal. Most people have a tendency to dramatically distort their view of the negotiation in their favor. This unrealistic perspective leaves them vulnerable to the shock of someone with real negotiation skills. When they hear the original number that is much higher than they expected, they become unsettled and nervous about the outcome. At that point any reduction becomes a satisfying result, regardless of their original hopes.



The Hack: We can use this technique internally by setting our goal above our expectations: our personal limiting beliefs. By striving for the very edges of what we are capable of, we push ourselves to greater incremental improvements with each objective we reach. By contrasting our starting point against our end result, we realize patterns of progress. And more importantly, when we compare how much we have accomplished against the amount remaining, we gain the gritty energy to continue the mission.

GIVE A REASON, ANY REASON

“Because” is the key to gaining favor. Often when we explain our desires to someone we fail because we fail to give a reason for what we want. That may sound a little counterproductive and overkill for most conversations or requests, but it is vital. Our reason is our meaning.

Harvard professor Ellen Langer conducted a study to rate the effectiveness of giving a reason when we are asking for compliance from another person. The study, conducted in a Harvard library, consisted of three different subjects who intermittently interrupted people that were attempting to use the copy machine. They would say one of three different phrases:

- Excuse me I have five pages. May I use the Xerox machine?
- Excuse me I have five pages. May I use the Xerox machine because I'm in a rush?
- Excuse me I have five pages. May I use the Xerox machine because I have to make some copies?

The result of the study was clear, when the subjects presented a reason for needing to make copies—even if that reason was erroneous—as in the third question, 93% of the people asked complied with the request. Where no reason was given only 60% complied. So if we are going to ask for compliance, do so with a reason attached.

The Hack: Doesn't it make sense that when we give a reason and others comply, shouldn't we be able to give ourselves a reason to achieve a higher rate of self-compliance? Well surprisingly enough that is exactly what happens. If we want to motivate ourselves to complete a task, meet an objective, or accomplish a goal, we are more likely to comply if we have a reason for doing so. We all have things that we want in life. And if we know “why” we want them, we are more likely to find success in reaching our objectives. (see The 5 Whys below for more insights into this concept)

He that has a powerful enough why can deal with almost any how.
- Fredrick Nietzsche

AUTHORITY

Simply put, we are more likely to listen to someone who has a perceived level of authority that exceeds ours. Obedience to authority keeps us in check and binds civilizations together. It has been used for thousands of years in different forms, most notably as the core principle to most religions. Ingrained in our way of thinking, it has become another of our automatic functions: if an expert says it, we don't have to think about its accuracy. How many times has history recorded what Voltaire noted: “Those that can make you believe in absurdities can make you commit atrocities”?

The Hack: Everyone makes mistakes, and because our beliefs differ so greatly from one person to another, it becomes essential for us to evaluate things that are important to us in greater detail—even if an “expert” has given us the answer.



As with the ancient Greek steersman, bearing is central to destination. The essential goal of cybernetics is to understand and define the functional process of steering towards any Goal—the ruddering process of becoming better, and eventually, the Best you can become.

Here are other definitions of cybernetics relative to our scope:

- ⊕ Science concerned with the study of systems of any nature which are capable of receiving, sorting and processing information so as to use it for control. A. N. Kolmogorov
- ⊕ The science and art of understanding. Humberto Maturana
- ⊕ The art of ensuring the efficacy of action. Louis Coufficgnal
- ⊕ The art of interaction in dynamic networks. Roy Ascott

Consider this: If interpretations are nothing more than our individually-crafted sense of meaning (i.e., self-communication) and if our destiny defaults from external reactions to life’s dynamic challenges derived from this self-meaning, then by affecting how we process our internal interpretations, do we not gain the power to create our destiny?

LOGOS (GREEK: MEANING)—TO KNOW OUR MEANING IS TO KNOW OUR DIRECTION

Forged from Søren Kierkegaard’s “will to meaning,” renowned neuro-psychiatrist Viktor Frankl (1905-1997) crafted meaning-therapy (“Logotherapy”). The ideology holds that the striving and struggling to find one’s life meaning is the most powerful driving force.

According to Frankl, meaning correlates to dedication to a cause, life values, and clear goals that emphasize crystal convictions. Its absence manifests as uncontrollable stress, substance addiction, depression, and other maladies. The remedy is similar to how we fix a weakened arch: it becomes stronger when forced to bear a heavier load. Unearth a legendary *raison de être* (French: reason to be).

MIND-SET TYPE: FIXED VERSUS GROWTH

“People think based upon their beliefs about their identity, not consequences. [...] Beliefs cause all problems, most unconsciously.” In her book *Mindset*, Stanford psychology professor Carol Dweck, Ph.D., presents her groundbreaking research that categorizes people by how we deal with failure. Based on our adopted “view” that profoundly affects how we lead our lives (our logos), several factors determine our mind-set as fixed or growth-oriented: whether we see skills as learnable, value ongoing learning, and engage in constructive self-criticism. It also includes whether we forgive ourselves for our failings.

“I am a failure”—an identity—is distinctly different from “I failed”—an action. Fixed mind-sets fear challenges because of what they believe failure symbolizes of their self-image. They also believe in entitlement: receiving a benefit without paying the price. Their inflexibility regarding expectations being met resembles spoiled children. They are unable to improvise, adapt, and evolve.

The major factor in becoming your Best “is not some fixed prior ability, but purposeful engagement,” says intelligence expert Robert Sternberg. Growth mind-sets comprehend that revising expectations as we learn is like building muscles. Risks—of failures, of loss, of rejection, of suffering—are not only necessary to achieve anything worthwhile, but the adversity encountered makes us better.

This keystone is reflected in her mantra:

“Everything is hard before it’s easy.”

What is defeat? Nothing but education; nothing but the first steps to something better.

- Wendell Phillips



MINDSET: The new psychology of success by Carol Dweck, Ph.D. www.mindsetworks.com

Dr. Dweck constructed this self-inventory to help us better understand ourselves.

FIXED	ANSWER F OR G	GROWTH
Does not believe in effort		Believes in effort
Seeks to validate how smart or talented currently		Seeks to stretch to learn and develop
Shies away from challenges due to fear of failure		Thrives on challenges due to curiosity of capabilities
Doesn't believe in making mistakes: focus is fast & perfect		Focuses on learning over time: progress
About being		About becoming
Anxious for immediate benefit		Patient for potential benefit
When depressed, lets everything slide		When depressed, discipline forces routine and duty
Allows failure to label or define them		Allows failure to spark determination to perform
Respects effortless accomplishments		Respects persistency and determination, like grit
Seabiscuit is a story about deficiencies		A story about transformative power of effort
Terrified of effort that could result in losing		Loves the fight
Believes in talent		Believes in enthusiasm
Outcome focused only		Journey focused
Intolerant of mistakes, criticisms, and setbacks		Embraces setbacks as learning opportunities
Skills granted by nature		Skills cultivated through effort
Labels are permanent for life		Labels are temporary and should change
After poor performance, no recovery possible		After poor performance, recovers due to dedicated
Studies routinely		Studies uniquely
Can <i>they</i> learn?		How can I teach them [successfully]?
Prejudice limits growth		Believes improvement benefits all
Believes in labeling each performance		Believes in development via practice
Afraid of challenges (praised for ability)		Loves new challenges (praised for effort)
Ability praise lowers IQ		Effort praise increases IQ
Sensitive to stereotypes		Resistant to stereotypes
Not necessarily planned		Plan-oriented
Judgmental of self and others		Non-judgmental: works through challenges
Collapses under pressure and especially setbacks		Shines under pressure
Cannot cope with losing		Does not mind losing IF improvement follows
Leaves chance in charge		Takes charge of process towards success
Always a victim		Never blames; chooses self-responsibility
Finished product		Work-in-progress
Entitlement expectations		Nothing coming, little or no expectations
Focus on blame and judgment		Focus on self-development / self-responsibility
Never admits (or corrects) their deficiencies		Admits mistakes and begins anew to correct
A flaw is intolerable		Flaws are natural



PERSONALITY TYPES

DISCOVERING OUR MOTIVATION DIRECTION

Understanding personality profiles is paramount in defining how a person sees their environment and effectively translates their feelings into their type of dominant motivation direction. Although everyone is different, they generally fall into one of four personality styles. Effectively defining ourselves and those we interact with ensures better relationships (externally) due to better performance (internally).

Driver – EXTROVERT/THINKER/TOWARD - They thrive on the thrill of the challenge and the internal motivation to succeed. Drivers are practical folks who focus on getting results. They can do a lot in a very short time. They usually talk fast, direct, and to the point. Often viewed as decisive, direct, and pragmatic...

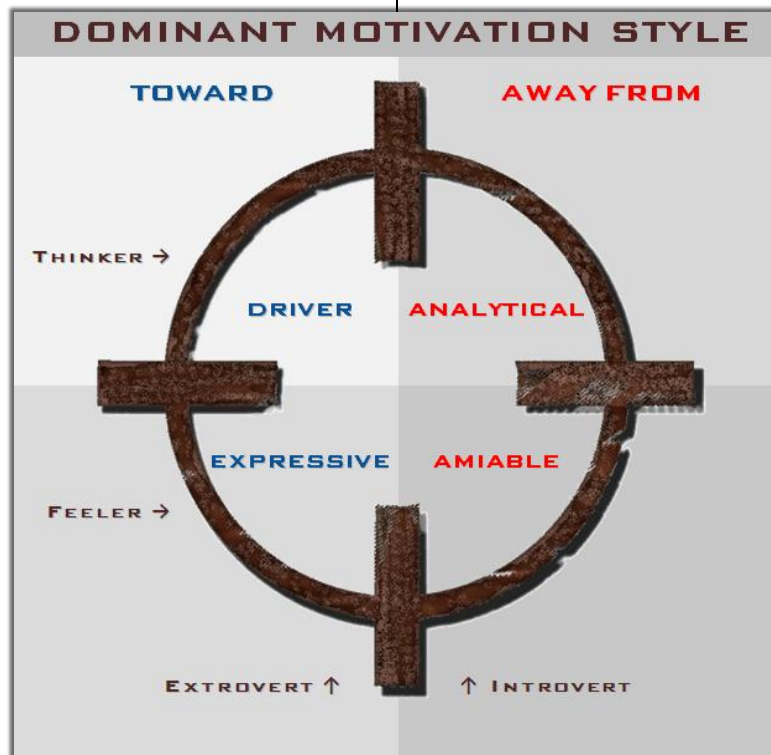
Analytical – INTROVERT/THINKER/AWAY-FROM - They are known for being systematic, well organized, and deliberate. They appreciate facts and information presented in a logical manner as documentation of truth. They enjoy detailed tasks completed in an organized manner. They are seen by others as being cautious, over structured, and people that do things by the book...

POSITIVE TRAITS

- Action-Oriented /
- Decisive
- Competitive
- Problem Solver
- Direct
- Assertive
- Demanding
- Risk Taker
- Independent
- Determined
- Results-Orientated

NEGATIVE TRAITS

- Opinionated
- Domineering
- Controlling
- Insensitive
- Unsympathetic
- Overbearing



POSITIVE TRAITS

- Controlled
- Orderly
- Disciplined
- Deliberate
- Cautious
- Diplomatic
- Systematic
- Logical
- Conventional
- Perfectionist

NEGATIVE TRAITS

- Rigid
- Critical
- Moody
- Unsociable
- Self-Centered
- Impactical

Henry Ford & Charles Lindbergh

Thomas Jefferson & Albert Einstein

How to deal with the "Driver" personality. When communicating, this person tends to be direct, use emphatic language, and will have an authoritative presence. Drivers tend to lean forward, make good eye contact, and are quick to show impatience. They may appear arrogant, they may push too hard, and they may be poor listeners that do not pay attention to feedback. When dealing with this type of personality be brief, assertive, and confident. Focus on objectives and results and do not get caught up in unnecessary details...

How to deal with the "Analytical" personality. When communicating, this person tends to be formal, avoids physical contact, will have minimal eye contact or gestures, and will have long pauses in conversations. Interacting with this type of personality can be difficult. They tend to focus on minor details and may not consider other people's feelings. They may be critical and insensitive to other's point of view. When dealing with this type of personality be prepared to be thorough, and do not expect quick decisions, this person needs time to assess the details...

Expressive – EXTROVERT/FEELER/TOWARD - They are very outgoing, enthusiastic, and have a high energy level. They are also great idea generators, but usually do not have the ability to see the idea through to completion. They enjoy helping others and are particularly fond of socializing. They are usually slow to reach a decision. They are often thought of as a talker, overly dramatic, impulsive, and manipulative...

Amiable – INTROVERT/FEELER/AWAY-FROM - They are dependable, loyal, and easygoing. They like things that are non-threatening and friendly. They hate dealing with impersonal details and cold hard facts. They are usually quick to reach a decision. They are often described as a warm person and sensitive to the feelings of others, but at the same time wishy-washy.

POSITIVE TRAITS

- Motivating
- Enthusiastic
- Convincing
- Impulsive
- Influential
- Charming
- Confident
- Dramatic
- Optimistic
- Animated

NEGATIVE TRAITS

- Manipulative
- Hasty / Dramatic
- Unproductive
- Disorganized
- Undisciplined

Winston Churchill & Franklin Roosevelt

How to deal with the "Expressive" personality.

When communicating, this person tends to be relaxed in their posture, will make good eye contact with lots of physical gestures, will employ a lively tone with pitch changes, and will never let the conversation go silent. When dealing with this type of personality be aware that they typically lack focus and may be too casual at times. They tend to lose interest easily, they are poor planners, and their follow up is not a priority. Try to be friendly, open, and flexible with them. Engage in positive small talk and do not bore them with details...

POSITIVE TRAITS

- Patient
- Loyal
- Sympathetic
- Relaxed/Mature
- Supportive
- Stable
- Considerate
- Empathetic
- Persevering
- Trusting
- Congenial

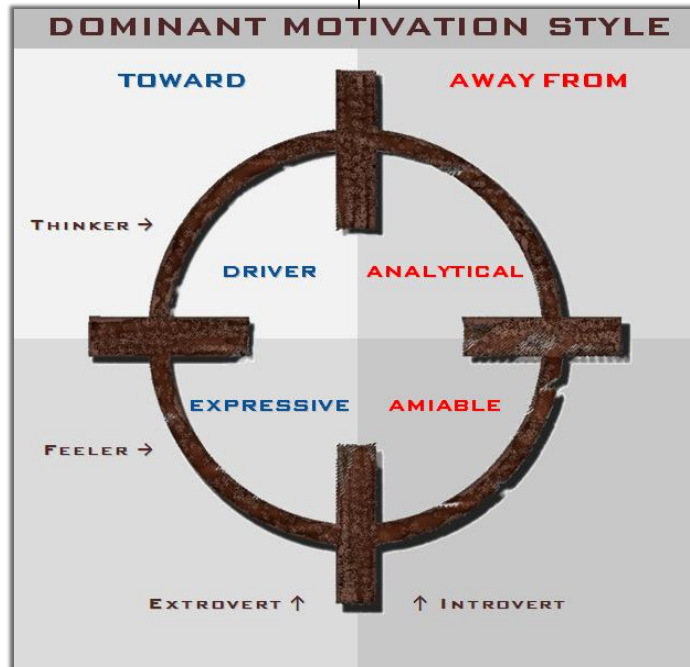
NEGATIVE TRAITS

- Self-Protective
- Dependent
- Unmotivated
- Indolent
- Stubborn

Robert E. Lee & Dwight D. Eisenhower

How to deal with the "Amiable" personality.

When communicating, this person tends to be relaxed, will have a calm and quiet tone, will make good eye contact with some physical gestures, and will listen before responding. When dealing with this type of personality be aware that they typically like routine and may be slow to adapt to new situations. They tend to avoid rejection, they may take difficulties personally, and may become stubborn if pushed to make decisions. Try to be patient and supportive and ask for their opinion...



Being "Flexible" is sometimes appropriate when communicating with others. Temporarily using behaviors that are not in our dominant quadrant of personality can help build rapport. We should be well aware of our strengths and weakness, and how those traits interplay with other's strengths and weaknesses. By using the appropriate body language, verbal intonation, and demeanor, we can communicate better with those around us.

Our ability to adapt and bring into play different traits in response to different situations is one of the most powerful capabilities that you can possess.



NAVIGATIONAL PARADIGM

CHANGING OUR WORLD VIEW FILTER

Everything is interpretation.

- Friedrich Nietzsche

Leonardo da Vinci's favorite maxim *sapere videre* or "knowing how to see" keyed on the importance of how we interpret in general; this determines everything else. A paradigm is a overall perspective or world view.

- ⊕ **ANYONE CAN LEARN TO DO WHAT OTHERS CAN DO:** We can copy the codes of the Best and make them our own. But too many people give up too quickly. What stands in our way is our failure to make a plan, practice and prepare, and sideline our limiting fears based upon poor beliefs.
- ⊕ **OUR VIEW IS PERSPECTIVE, NOT ABSOLUTE TRUTH:** Our views are just that—ours. Perspective is based upon interpretations either born from our generally limited perspective or adopted from the poorly formed assumptions of our peers. It's not so much which is right but which is better. Beliefs are manufactured interpretations from our individually-crafted sense of meaning. Absolute truth only exists within small minds. Our choice of beliefs can be updated and altered—or even abandoned at will.
- ⊕ **WE ARE ALWAYS TRYING TO MAKE THE RIGHT CHOICE:** Everyone has their own unique perspective. Through experience we have learned our codes: what we like or dislike, what we want or don't want, what we value and what we find worthless. These codes drive our decisions which are governed by what we feel is right based upon the context at the time. Even bad choices that are hurtful, or perhaps seem to be thoughtless, are typically derived from positive intentions. For that reason, we should attempt to understand the belief before condemning action.
- ⊕ **WE HARNESS OUR EXISTING TOOLS:** Our Worry Theatre operates at full capacity on a daily basis, whether we want it to or not. Images, inner voices, sensations, and gut feelings—rooted in beliefs—act either for us or against us every moment of every day. We can harness these to affect our bearing or remain average and do nothing.
- ⊕ **EXPERIENCE CREATES A MODEL:** Our thoughts and memories are based on a continuously evolving model of our perspective. When we change elements of our perspective, our experience will automatically change along with it. Therefore, we possess the power to alleviate bad memories or to embolden memories that encourage and aid our progress.
- ⊕ **OUR MIND INFLUENCES OUR BODY AND IN TURN OUR BODY INFLUENCES OUR MIND:** Our beliefs instantly affect our muscle tension, breathing, feelings, and more. And these, in turn, affect our beliefs. Changing one inherently changes the other.
- ⊕ **EVERY ACTION IS COMMUNICATION:** We are *always* communicating. Every nuanced movement is an action that has been developed over a millennia of evolution. Through paralinguage, metamessages, and gestures our unconscious is revealing our inner thoughts to all those around us.
- ⊕ **OUR COMMUNICATION IS THE LISTENER'S PERSPECTIVE:** When someone interprets our communication in a manner other than what we intended, it is an opportunity for us to upgrade our clarity. The objective is to get "crystal."
- ⊕ **IF WHAT YOU ARE DOING ISN'T WORKING, DO SOMETHING DIFFERENT:** Doing more of the same thing but expecting a different result is the classic definition of insanity. By trying a different approach by changing our beliefs, new opportunities for success arise. When that approach doesn't work, try a new one. Then try again, and again, and again. If we want something new, do something new. There are always options.

If you do what you have always done, you will get what you always got.

- John Templeton

CYBERNETIC EDITING

UNLOCKING THE DOOR TO OUR IMAGINATION

Since the 1960s, experts like Richard Bandler, David Grinder, Maxwell Maltz, and Milton Erikson, among others, have pioneered techniques to help better the lives of millions of people. However, as the amount of media has exponentially increased over the last decade, these techniques have become diluted by a never-ending stream of data (or distractions).

This led us to the new theory of Cybernetic Editing that encompasses all proven levels of influence and combined them with the process of Reframing Exercises to create a cohesive set of techniques that allow us to focus our attention in ways that combat the exhaustive and chaotic distractions of day to day life. Taking control as the conscious steersman of our imagined interpretations, we can steer ourselves towards becoming all we want to be, what we were meant to be.

Be less concerned with what you have than with what you are, so that you may make yourselves as excellent and as rational as possible.

- Socrates



CYBERNETIC THEATRE

Imagination functions in the background just like a computer 24/7/365, filtering which 2 thousand BITS of the 400 billion gets stored and turned into information. This command-and-control center looks like a wrap-around screen capable of still-frame or video production with a state-of-the-art surround sound system for audio replays.

This is where our visual and audio clips that symbolize our beliefs are produced, edited, and stored. Left on auto-pilot, a song, a smell, or even a phrase of words can re-remember people or events with crystal lucidity. And it's from this self-perceived interpretation called self-image—how we conceive ourselves and our reality—that we re-act to life. Therefore, if we are to affect any change, it must be an altering of our self-image.

The Hack: As experts at directing our own productions in our lives, we know how to **act as if**. Our best productions include turning molehills into mountains. Worry is the transforming of an imagined event—yet to occur—into real-time beliefs (be-LIE-fs). Our production of video or audio clips affects our immediate emotional state that ends up determining our conduct. So our lives result from our very own imaginings, from how we steer (or fail to direct) our imagination.

If one advances confidently in the direction of his dreams, and endeavors to live the life he has imagined, he will meet with a success unexpected.

- Henry David Thoreau

IN|CODE hacking is an ancient process reaching back to Aristotle instilling into young Alexander's imagination to "be what you wish to seem." Twenty years later he'd conquered the known world. More commonly called role-playing or "acting as if," it's all about symbols of belief that we see or hear in our minds. Beliefs are similar to software code and changing them is as simple as importing better lines of codes (e.g., images, symbols, or language). This re-imaging is nothing more than consciously exchanging our poorly performing narrative for better pieces of code.



This process can create a better self-conception: how our identity comports with what we believe to be true about ourselves. In his book *The Believing Brain*, Michael Shermer, Ph.D., offers this noteworthy paradox:

"What you believe is what you see."

When you realize that you create your own conditions, you can uncreate them at will.

- W. Clement Stone

BELIEFS

One of the most important aspects of what human beings do is build beliefs. Beliefs are what trap people in their problems (you may have heard them referred to as "be-LIE-fs"). Unless we believe we can get over something, get through something, or get to something, there is little chance of us ever being able to succeed. Most people develop their beliefs early in life from their parents, teachers, authority figures, peers, and friends who impose limitations on them. If we were ever told that we were not good enough or not smart enough, there is a strong possibility that we may have believed it. As soon as a person believes in something they will begin an immediate search for proof that it is true. Too often they will be committed to that thought for fear of being wrong.

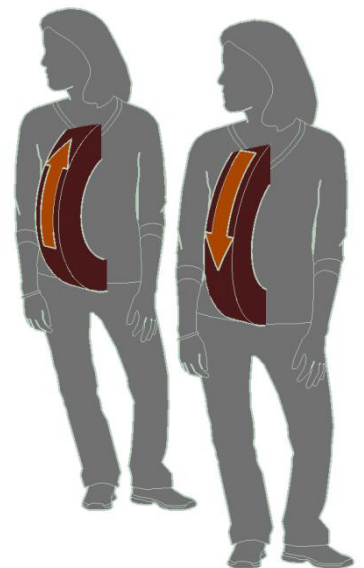
This is where the greatest potential for change lies. If we can learn to doubt our limitations that are self-imposed, we will begin to discover what is truly possible to achieve. As Clement Stone said, when we realize where our self-imposed conditions originated, we can change them. We create our own reality so to speak, so **"why not"** create the one we want?

HOW WE REMEMBER

All the different memories we have created over a lifetime belong to one of our five senses. If we stop for a moment and think of pictures, feelings (kinesthetic), words, tastes, and smells (olfactory) they all have certain attributes in the way our mind recreates the memory. These attributes or submodalities are key to reworking our memories or beliefs.

By understanding how our memories and beliefs are retained, we can reverse engineer the process. This allows us to alter our perception. Breaking the existing connections in our minds to events or images that we no longer find useful allows us to install replacement images. These new images can include new submodalities and subliminal influences that redefine our perspective. This redefined perspective will then allow us to move towards becoming our Best.

- ⊕ Imagine a picture: it may be a certain size, it may be clear or fuzzy, a movie or still shot, or it may be associated or disassociated.
- ⊕ Imagine a feeling: it might exist in a certain location in our body, or it may move, spin; it is typically seen as something that we are doing, something that is an event, or something that is an activity. What is most important is where the feeling is located.
- ⊕ Imagine words: they work in the same way we hear a phrase that has tonality that we like or a paramessage that seems out of place.
- ⊕ Imagine a sound: these are typically represented as words that you hear in our inner voice: it may be loud or soft, our own voice or someone else's.
- ⊕ Imagine a smell: these are typically associated with an image representing something that we like or are familiar with.



FEELING MIGRATION



SUBMODALITIES

By focusing on the details of the images in our mind we are able to make them more or less significant to our unconscious. Each noticeable detail is a submodality. And each one may be altered. Using the exercises found later in this section, we will learn to effectively change our memory to a state that revises our perception of the event. These modern techniques of influence and behavioral conditioning combined with the reframing exercises can make dramatic improvements in very short periods of time.

By using indirect communication and trance techniques, we give ourselves the ability to tunnel directly into our unconscious. This internal recoding of the way we use words, phrases, vocal intonation, imaging, and motivational strategies is the key to breaking through the distractions that otherwise prevent our progress.

ASSOCIATED & DISASSOCIATED

Our memories, both good and bad, possess different perspectives known as "*experiential structures*" when we see them in our theatre. Typically memories of positive events are seen as "*disassociated*" and negative events as "*associated*." The former is where we see ourselves participating as if we are a 3rd person viewing the scene, the latter we experience in 1st person. And here is the paradox. If being "*associated*" with positive things puts us in a better mood and creates excitement—encouraging us to reengage the experience, then why do we "*disassociate*" with what we find pleasing? Now consider that most negative events are recorded as "*associated*" events, thus forcing us to relive the experience over and over in our mind as if it were happening to us again every time we think about it. It appears that we are programmed to self-sabotage by separating ourselves from the good and saturating ourselves with the bad. No wonder depression is a never ending plague.

The Hack: This is where we begin to realize the power of memory management. By first taking the exciting events that we want to remember and **acting as if** we are living them right now—seeing them from an associated view point, we instantly change our connection to this event. Reliving the experience through our own eyes recaptures details of the experience in full vivid detail.

The opposite is true for negative events. If we want to end negative experiences that repeat as if they are happening to us over and over, then we need to see them from 3rd person point of view. By **acting as if** we are watching it as a movie, we detach from the event. Once we have detached, we now can turn the sound of the movie down, make the movie screen smaller, push it off into the distance, change the look of the characters, make it black and white, etc. All these options are submodalities. They change our perception of the memory in a way that separates it from our reality. By doing so we can become our Best.

Submodality Checklist		
	Insert Contrasting Feelings	
Visual Submodalities	Certain	Uncertain
Number of Images		
Moving / Still		
Size		
Shape		
Color / Black and White		
Focused / Unfocused		
Bright / Dim		
Location In Space		
Bordered / Borderless		
Flat / 3d		
Associated / Disassociated		
Close / Distant		
Auditory Submodalities		
Volume		
Pitch		
Timbre (mood of sound)		
Tempo		
Tonality		
Duration		
Rhythm		
Direction Of Voice		
Harmony		
Kinesthetic Submodalities		
Location In Body		
Tactile Sensations		
Temperature		
Pulse Rate		
Breathing Rate		
Pressure		
Weight		
Intensity		
Movement / Direction		
Olfactory / Gustatory Submodalities		
Sweet		
Sour		
Bitter		
Aroma		
Fragrance		
Pungency (strength of smell)		

*Use only the submodalities that are present. Not all submodalities will be present in every feeling...



TOWARD VERSUS AWAY-FROM

In the Personality Type section, we discovered how we are motivated by direction, either towards or away-from. This is the first step in determining how to view the images that we want to alter in our theatre. We are more effective at changing our behavior patterns when we follow our personality type to craft details and backgrounds within our images in order to re-code our memories. Consider how the direction of our motivation makes a difference in these examples. If we are motivated towards an Objective of looking like a cover model for a fitness magazine then we should imagine ourselves with that type of body. However if we are more motivated away-from looking like Homer Simpson then we want to imagine ourselves with that body type to remind us of what we don't want to look like.

The Hack: By framing these images in line with our personality we directly communicate with our unconscious in a way that is natural. This nuance requires very little additional effort to be effective. When following cybernetic editing techniques, the complementary concepts of *Associated versus Disassociated* and *Toward versus Away-From* become the canvas for painting new beliefs into our subconscious.

BE CERTAIN

Now that we have figured out how our personality reacts to certain motivational strategies we must now define the characteristics of our beliefs that we feel certain about. The submodalities of these beliefs are the keys that unlock our ability to paint a new perspective over unwanted memories.

The Hack: Layering different submodalities over events allows us to feel less certain or more certain about those events. This change in certainty changes perspective. And when we change our perspective, we change our beliefs.

Becoming our Best is all about developing new mental codes, habits, and skills. This is the beginning to running our brain the way "we choose" to run it. Using our brain in this manner, we will find ourselves feeling better on a more frequent basis because we are taking control.

Defining Certainty

1. Imagine something that you absolutely believe to be true (like the moon rising).
2. Take note of the details (submodalities) associated with the image in your mind of the moon rising.
3. Note the details on the submodalities chart from the previous page (and be specific).
4. Now, imagine something that you are unsure of (maybe this, maybe that).
5. Notice what images, sounds, and details arise when you think of this uncertain image (again be very specific).
6. Next, compare the lists, looking closely for differences between certain and uncertain.
7. Take special note of any details that stuck out in either of the images. You will use these strong feelings to associate with new images to change their impact.

Changing Our Beliefs

1. Imagine a be-lie-f that you no longer want, one that you have discovered to be faulty.
2. Next, image a positive belief you want to have in its place. See all the subliminal details (see Body Language section), not just the submodalities.
3. On the page above, review the submodality comparison and pick the first 3 beliefs from certain feelings.
4. Do the same for the uncertain.
5. Now push the image of the negative belief in #1 off into the distance until it is the size of a stamp. Then, rapidly snap this belief back to you in a flash, imprinting the 3 submodalities of uncertainty onto it from #4.
6. Now, see the positive beliefs firing off into the distance and snapping back into the 3 submodalities of your certain feelings from #3.
7. Repeat this process at least 10 times rapidly, vividly recognizing more detail in the certain image each time they snap.

Be-lie-fs

Our beliefs are only useful when they are useful to us. Carrying forward someone else's beliefs because we failed to ask "why" is the greatest mistake most people make. Why do things work like this? Why do we need to act this way? Why isn't it ok to do this? These questions are paramount in understanding what ultimately represents "truth" for our individual perspective.

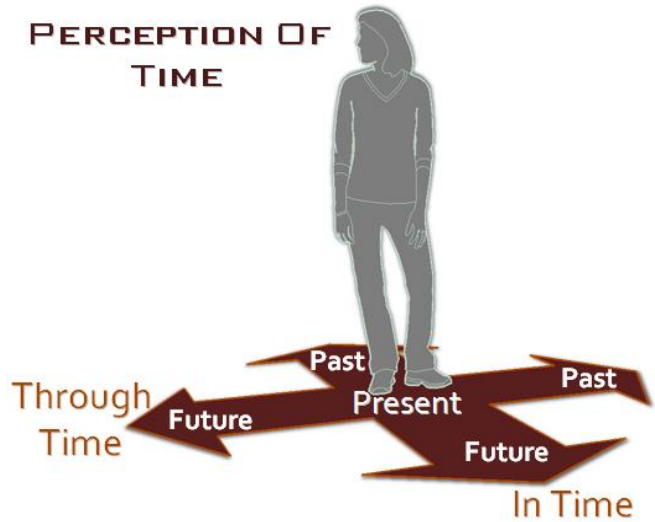
The Hack: Our aim is to turn a "bad belief" into a "big lie" so we no longer believe it. This capability enables us to turn a certain event into an uncertain event, or vice versa.



HOW WE EXPERIENCE TIME

Most problems we face in life happen in our minds. Furthermore, problems generally exist in our concept of the past and the future. And the past and the future exist only in our minds! Understanding how to change the way we think and feel about our past, present, future—our perception of time, makes it easier for us to move forward.

The differences between our perception of time known as "In Time" and "Through Time," usually are determined by how we approach time. For example, if we code time "In Time," generally we seldom focus on the past – we put the past "behind us." On the other hand, if we code time "Through Time," we usually remember and relive our history easily. Those of us with Through Time coding will visualize our future somewhere off to our right. If we are In Time, we'll see our future directly in front of us.



Perception of Time Changing Memories

1. To diminish or erase a memory, imagine one that you dislike.
2. Take note of the details (your body language & submodalities). Freeze it, and shrink it in size.
3. Skip to the end of the memory and freeze it. Now, use the theatre controls and invert the colors (e.g., color to b/w or vice versa).
4. See yourself from the 3rd person (disassociated) point of view in the end of the movie.
5. Now, run the movie backward, seeing the sights backward and the sounds backward. Even spin the feelings in your body in the opposite direction.
6. Repeat this at least 20 times until the memory is no longer vivid.

To enhance a memory, run the image forward from a 1st person (associated) point of view, making it larger and clearer. Spin the feelings faster in the same direction that they started in.

LEAVE THE PAST IN THE PAST

The purpose of memories should be to learn from them, to enjoy them, or to use them as guides for better behavior. We have a tendency to hold on to terrible memories and relive them over and over to exhaustion. The problem is not the original event but that our own mind replays them. Nothing good comes from reliving trauma.

Engrained in our subconscious as a survival trait over thousands of years to help prevent us from re-experiencing trauma, we naturally avoid it at all cost. All of our negative emotions and connection to bad memories are made possible by the way our mind retains them. Often, these fearful memories become so burdensome that we are afraid of the wrong things. None of us are exempt from this.

"The Best Thing About The Past Is That It Is Over." When we take the time to really stop and look at the details of our past experiences, we often feel remorse about how foolish we acted. Frustrated about the beliefs we had, who taught the beliefs to us, and how we learned them, we tend to hold onto this anger which ultimately prevents us from progressing.

The Hack: To progress into the future, we first need to leave the past behind. Then we must create such strong positive desires for our future that we want to move toward them. These exercises help us decide which images in our mind are worth being afraid of, which need to be changed, and which need to be made more important.



NEVER FEAR OUR OWN THOUGHTS

The Hack: When we think about things that scare us, we just need to imagine them differently. By simply installing different sounds and shrinking the images, we learn that we are in control of communicating effectively with our unconscious. *"One of the things we should never, ever, be afraid of is our own thoughts."*

IMAGE SWITCHING

The Hack: We change our memories by making an image in our mind that we are so drawn to that we look at it and think *"That's what we want!"* To do this we imagine a picture in our cybernetic theatre that we want and make it life size, as big and as bright as possible. This image must dominate our field of view so every little minor detail is visible. Next we need to go back to an image that we want to change, gray it out and make it fuzzy. Then shove the negative off into the distance and suddenly snap the new life-size image in its place.

IMPORTANT! Whenever our unconscious shows us an image from the past that we don't like, we should instantly grey it out and replace it with a positive image! This will become a mechanical function over time as we train our unconscious, reminding it through constant repetition what we want, what we don't want, and that we are in control.

STACK TECHNIQUES FOR MAXIMUM IMPACT

The following are examples of multiple unconscious communication devices to help us fight for attention. Cybernetics is all about intertwining and stacking these devices for maximum effectiveness.

- ⊕ **Body Language:** Beyond using body language to communicate effectively, it can be used to influence our own thoughts by how we see ourselves in our imagination. When we see ourselves we should see ourselves smiling, being charismatic, standing with confidence, and using gravity defying posture. *"Being how we wish to seem"* starts with how we visualize our own appearance.
- ⊕ **Para-Language:** Being congruent with our thoughts through our tempo and rhythm is vital. If we want excitement then our tempo in our self-talk should be fast, emphasizing the words that we want to motivate ourselves with. If we want to be calm, then our inner voice's tempo should be slower.
- ⊕ **Verbal Content and Phrasing:** Just as the way we speak to ourselves creates emotion, what we are saying is equally important. If "repetition is the mother of memory" then we should pay attention to what we are saying—and repeat it often. Using metaphors to lock in thoughts and repetitive sounds and phrases to drive home the point, we can motivate ourselves in dramatic fashion.

OVER & OVER & OVER & OVER AGAIN

The techniques that are being described are not something that we do just once and are done; they are techniques that we run over and over and over in our mind until they become familiar. We use these imaging techniques along with the remaining tools for indirect communication—to flood our unconscious with the exact message we want to deliver. This allows us to move away from pain and move toward hope, away from insecurity and toward confidence, and away from mediocrity and towards becoming our Best.

Change Everything – The Details

1. Imagine a memory that you like.
2. Take note of the details (your body language & submodalities). Freeze it, and make it fill your theatre screen.
3. Now watch the movie and see yourself smiling with gravity defying posture. See all the positive traits that you exhibit and exaggerate them.
4. Now snap your point of view into 1st person (through your eyes).
5. See everyone having fun, feeling this moment as if you were living it now.
6. Now make note of what positive things you are saying to yourself.
7. Repeat these phrases—using the rhetorical structure explained above—until the memory is perfectly vivid.
8. Imagine a negative experience.
9. Finally, use your new positive memory and its associated submodalities and paint over the negative experiences 10 times.

In her recent release *Rethinking Positive Thinking*, Gabrielle Oettinger Ph.D. scientifically invalidates Norman Vincent Peale’s school of positive mental attitude. Because the mind cannot distinguish between imagined wishes and reality, it’s fooled into believing that our grand fantasies are already achieved. His practice fails because the energy drive necessary to overcome inevitable obstacles is missing. There is no grit.

Oettinger’s solution? Stop the fantasies and acknowledge the challenges! Mentally contrasting your Next-Action against the reality of your obstacle creates an energy catalyst called *eustress*, Greek for “good stress.” Not to be confused with its polar opposite—the deadly distress, eustress functions as the necessary struggling and striving for something worthy.

The Contrast Hack: Using your theatre, vividly imagine yourself completing the Next-Action. Take time to experience every relevant detail (see Body Language section), event, and possibility. As you view this on your screen, open a second screen and focus on what holds you back. Pretend you’re a detective hunting for the challenge. What is it? Laziness perhaps? Or, is it fear? Let your imagination have free rein, trusting it to guide you. For example, if it’s a fear like anxiety, notice how this triggers a video clip of images. These images affect your attitude, resulting in a rapid heart rate and a frazzled mind—and ultimately poor behavior.

The Sequence Hack: When someone is excellent at experiencing any psychological state, ask: “How do you make yourself feel like x?” In the case of someone that suffers from depression, ignore the indignant look on his face and ask him to focus on the step by step. “Teach me your method of feeling depressed; from the beginning, walk me through each step.” What this exercise reveals is the **sequence** of this code. (see the Body Language section) Now, with intention (below), change the sequence to break their code! This hack works to import positive emotional sequencing as well. Discover an expert’s exact sequence of images, self-talk, sounds, and feelings. Use these to craft a line of code that will produce similar results. It’s not magic, it’s **IN|CODE**.

Intention pre-activates the situation of a challenge arising – and the subsequent automatic behavior. It’s essential planning for a situation and pre-coding your exact behavior, like installing a simple “if-then” code statement in software: if challenge, then pre-determined conduct: **“if situation, then behavior.”**

The Intention Hack: From your theatre, pull up the challenge you discovered during contrasting. Now, let’s write a code statement beginning with the situation: “If I feel I don’t have time to go to the gym...” Now, let’s add your pre-designed choice of behavior: “... then I’ll see myself looking like Homer Simpson!” Or, “If I feel like I’m going to get depressed, then I will see myself helping my friends do something extraordinary that will make a positive difference in the life of others!!” Or, “If I feel enraged, then I’ll relax and continue with my ordinary behavior.”

The CLUE Hack: As you replay your new video in your imagination at least 10 times each night before sleep, add a Summit CLUE (see below). Pause at the end of each replay of the completed Next-Action. Now, discover the first CLUE that proves that you succeeded. When you have it, pause again. Notice each detail of what the perfected behavior feels like! For instance, if you used the intention hack above to **IN|CODE** regular arm workouts at the gym, see yourself walking out onto a crowded beach with your Arnold biceps and shouting “Sun’s out; guns out!!”

C O M P A S S

I N | C O D E

MY OBJECTIVE 1: By / /20__, I will _____

MY NEXT-ACTION - By / /20__, I will _____

MY NEXT-ACTION - By / /20__, I will _____

MY NEXT-ACTION - By / /20__, I will _____

OBSTACLE? What's obstructing me externally? _____

CHALLENGE? What's stopping me internally? _____

(situation) IF I _____

(behavior) THEN I _____

CLUE of the success of my Next-Action? _____

What this CLUE feels like? _____

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AMNAT CURRUM VICTORIUM
 VICTORY LOVES PREPARATION



THE 5 WHYS

The primary tool in kaizen philosophy

The 5 Whys is the primary tool in Dr. Deming's kaizen philosophy of TQCM (Total Quality Control Management), the process that turned Japan's WWII war-torn economy into a global juggernaut. In Professor Eli Goldratt's book *The Goal*, the 5 Whys help discover bottlenecks that limit capacity and slow throughput in manufacturing (e.g., LEAN, Six Sigma, and JIT). Its value to us is similar. Our limited mental beliefs results from erroneous interpretations, drastically limiting our creative potential performance.

As the preferred technique of eternally curious 3-year olds, this iterative question-asking technique drills through surface layers of parroted unconscious responses, forcing the mind to dig for root motives. A cause-effect chain is discovered underneath a particular problem when repeating the question "why," each answer forming the basis for the next question.

The "5" comes from empirical observation on the number of repetitions typically required to resolve a given problem. Because there are no hard and fast rules of this method, success depends upon the persistence of those involved as well as the quality of their effort.

Here's how to use this simple but extremely effective technique to discover the root of any challenge:

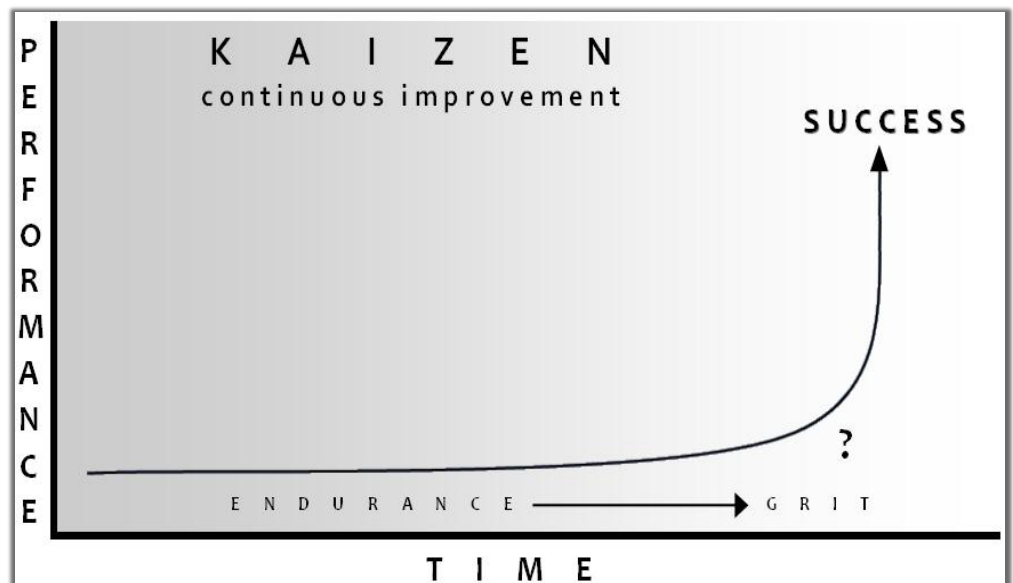
1. Write down the specific problem, describing it completely.
2. Ask *Why* the problem happens and write this answer down below the problem.
3. If the answer that you just provided does not identify the root cause of the problem in Step 1, ask *Why* again, and write that answer down.
4. Loop back to Step 3 until you believe you've found the root cause.

Example of *the 5 Whys*: Problem statement: You are on your way home from work and your car stops in the middle of the road.

1. Why did your car stop? Because it ran out of gas.
2. Why did it run out of gas? Because I didn't buy any gas on my way to work.
3. Why didn't you buy any gas this morning? Because I lost it all last night in a poker game.
4. Why did you lose your money in last night's poker game? Because I'm not very good at "bluffing."
5. Why do you play when you're not good at bluffing? Because it's fun to hang out with the guys.

Insight: Your car ran out of gas because what you consider fun is bluffing terribly with your friends.

Success can be small but consistent improvements that accumulate over time. As the continuous effort outpaces the resolve of others, your preparation, practice, and planning creates opportunity to perform when others can't.





DISTINGUISHING A P⁵ GOAL FROM AN OBJECTIVE

First, **RUBICON** uses a singular Goal that may be supported by any number of Objectives and Next-Actions. Instead of diffusing your efforts into many directions, this "economies of attention" aligns your efforts by concentrating them towards your Personal Legend. No wasted effort!

Second, because we track Aristotle's "be what you wish to seem," a Goal is who you wish to "be"—what you are *be-coming*. It cannot be what you "do." You'll see the distinction in the example below.

Third, once you have written down your Goal, begin *the 5 Whys*. If you ask *Why* and get an answer, it means that what you believed was your goal is just an objective. Keep asking questions until you do not get another answer.

IMPORTANT! The last comment is your Goal. All the other answers are some form of an Objective.

Example of using *the 5 Whys* to distinguish a Goal and an Objective (between being and doing): Goal statement: I want a million dollars! Q. Can you be a million dollars? "No." So how about, would you like to be worth a million dollars? "Sure, that's what I said!"

1. Why do you want to be a millionaire? Because I want to be rich!
2. Why do you want to be rich? Because I want to be a success.
3. Why do you want to be a success? Because I want to *feel* important around my peers.
4. Why do you want to *feel* important? Because being important makes me *feel* satisfied.
5. Why do you want to *feel* satisfied? Because I want to be . . .

And happiness . . . What is it? I say it is neither virtue nor pleasure nor this or that, but simply growth. We are happy when we are growing.

- John Butler Yeats

Insight: You really don't want to be a millionaire; you want to be . . .

A DOMESTIC EXAMPLE OF THE 5 WHYS

Problem statement: Your wife is unhappy because you spend so much time playing golf with the guys.

1. Why is she unhappy? Because I give her the same excuses about being busy, but always find time to play golf with my friends.
2. Why do you find time to play golf? Because I enjoy the game and hanging out with the guys.
3. Why is do you enjoy this? Because they make me *feel* like I'm accepted, and that's fun.
4. Why do you like feeling accepted? Because it makes me *feel* satisfied.
5. Why do you want to feel satisfied? Because it makes me *feel* happy.

Same example but with a different endings: the above is an example of guy that moves **towards** objectives and the below is one who moves **away-from** problems. (see Personality Types above)

1. Why is she unhappy? Because I give her the same excuses about being busy, but always find time to play golf with my friends.
2. Why do you find time to play golf? Because it's fun to *feel* like I'm accepted.
3. Why do you like feeling accepted? Because I do not like *feeling* criticized all the time.
4. Why don't you like being criticized? Because it makes me *feel* incompetent, like I'm not accepted.
5. Why do you not want to feel incompetent and unaccepted? Because it makes me *feel* miserable.

Insight: Your wife is unhappy because you lie about not having time.

SUGGESTION: Now, that we've discovered the real reason why we like playing golf, add one more thing. Combine a technique by asking yourself a "*What if*" question: "*What if I scheduled part of my recreation time with my wife and children? Could that satisfy her so that she'll accept me more? And as a result, could making this change help me feel even happier?*"

Summits are visualized rehearsals of an imagined success, enhancing performance by “acting as if” you’ve “become what you wish to seem.”

Practiced by Olympic and pro athletes, SWAT snipers, combat pilots, astronauts, concert musicians, and preeminent tech gurus, the results are endless. Albert Einstein used this method to solve his General Theory of Relativity, imagining himself riding on a light photon. Thomas Edison practiced this before bed each night, visualizing his innovative achievements of the next day.

Recent research has proven that this mental exercise equates to actual practice by experimenting with college students shooting free-throws. After being broken into groups, one practiced 100 shots each day for a month; the other did the same—but only in their minds. At the actual competition, their accuracy rates were increased by 24 and 23 percent, respectively. Why? Because the mind does not distinguish between imagined images and those we refer to as real.

COMPASS™ suggests 4 conceptual applications:

- ⊕ **CLUE** seeks proof that you’ve accomplished your task (e.g., a treasure hunt).
- ⊕ **My Summit** focuses on experiencing an incredibly extraordinary place, adventure, or event.
- ⊕ **My excellent day** focuses on crafting an incredibly extraordinary day.
- ⊕ **My excellent performance** focuses on seeing yourself achieve greatly.

We are today where our thoughts have brought us; we will be tomorrow where our thoughts take us.
- James Allen

Genius is the ability to put into effect what is in your mind.
-F. Scott Fitzgerald

I practice in my mind.
- Arthur Schabel, world-class pianist

C O M P A S S	
I N C O D E	
MY OBJECTIVE 1: By / /20__, I will	AMNAT CURIUM VICTORIUM VICTORY LOVES PREPARATION
MY NEXT-ACTION - By / /20__, I will	
MY NEXT-ACTION - By / /20__, I will	
MY NEXT-ACTION - By / /20__, I will	
OBSTACLE? What's obstructing me externally:	
CHALLENGE? What's stopping me internally:	
(situation) IF I _____	
(behavior) THEN I _____	
CLUE of the success of my Next-Action?	
What this CLUE feels like?	

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CLUE is a treasure hunt for our **IMAGINATION**. Whenever our **COMPASS™** asks us for a future Goal, Objective, or Next-Action, it then challenges us to locate a CLUE of how we will know we have accomplished the task in the future. By hunting for the CLUE, we aim our Cybernetic Theatre (above), knowing exactly what success looks like and therefore what steps need to be taken to this end. Small but effective incremental steps are the secret of the Best.

The Hack

Practicing any Cybernetic recoding 30-45 minutes before sleeping at night creates an even greater advantage. Rehearsing in this window of time causes our subconscious to replay these modifications 6 times more often than any other thought we’ve considered throughout the day.



The filter for our brain’s attention is called reticular activity sensory. RAS gets accidentally reconfigured when we buy the new red car and all of a sudden our attention flags us about every red car on the road. Were they there yesterday? Of course. But our filter had deselected them as unworthy of our attention.

Summit exercises include journaling as well as creating a collage to manually calibrate our RAS filter to notice more of what we need and essentially blinding us to what we don’t. Here are 4 basic filters to begin: (1) places to visit, (2) people to share our time with, (3) events to experience, and (4) characteristics to exemplify.

The Hack: When pictures are added to our collages, the process is accelerated (pics are worth a thousand words) because repeated reviews impress our imagination with intensity. Some report this actually attracts our aim, but more realistically, it was really there all along. We just learned to tune into the correct frequency.

MY EXCELLENT DAY & PERFORMANCE

These follow the concept above. And though you can draft more detailed versions within your journal and collect a collage of each, our **COMPASS™** provides space for us to impress our mind on a regular basis, so that we get crystal. (see the inset below)

RAS

Reticular **A**ctivity **S**ensory is our data filter. It selects what data we process into information and deselected the rest.

Dr. Rupert Sheldrake theorized a wireless information network called morphogenic fields, similar to the internet. Metaphorically he compared it to a radio transmitter and our minds as receivers. When we experience a flash of insight—like a eureka!, we’ve tuned into this network by accident.

Intentionally tuning our unconscious to these transmitting frequencies begins by asking questions or designing summits experiences.

C O M P A S S

HOTI TO KRATISTO TO THE STRONGEST
My Life Motto?

My Summits?
Paint a word-picture of my future peak PERFORMANCE

Paint a word-picture of my future peak DAY

My Values
What principles guide my conduct? Why?

My Data INPUTS?
What's going into my Imagination?

TV _____

Web _____

Books _____

News _____

Mentor _____

Peers _____

(e.g., Lazy or Disciplined? Irresponsible or Responsible?)
YOU'RE THE AVERAGE OF THE 5 PEOPLE YOU SPEND
THE MOST TIME WITH. JIM ROHN

MOVE ON A MISSION BE ON-PURPOSE

EXAMPLE OF A SUMMIT JOURNAL ENTRY: MAY 19, 2017

As I awaken to smell the ocean breeze pushing thru the sheer of my terrace door, I muse about how far I've come. Noticing the beauty still asleep next to me, I quietly follow the aroma to the kitchen where a kind older lady has brewed the most amazing coffee. She motions me to the terrace to sample a delicious feast.

Later, running on the beach as the sun breaks the horizon, hues of blue, orange and pink create a kaleidoscope framed by the turquoise ocean lapping at my feet. I think to myself "Paradisio!"

A SKYPE call comes in from Matt who's on approach for Hong Kong. "I honestly don't know where I'm at," I tell him, "and don't really care. But it's beautiful... and she's gorgeous," I say smiling as my svelte bikini-clad friend approaches. "We're supposed to go sailing today" I tell him, "but I'm certain she'll convince me to take her shopping before I step on the platform this evening. Jonny Z's confirmed 5,000 pre-registered for the RUBICON event."

Tomorrow, before I climb aboard the jet, I'll share RUBICON P⁵ with the local corps of Dr. Yunus' micro-loan treps. These tenacious street-folks inspire me with their never-say-quit attitudes. They're the reason I do what I do.

Outstanding! This is the life I trained for!

SELF-TALK

"SELF-COACHING" OUR WAY TO 50,000 BETTER COMMENTS/DAY

Awareness of our internal monologue opens our eyes to flawed interpretation filtering. It's a reigning in of judgments in order to focus on improvement.

- Carol Dweck, Ph.D.

Self-talk, our monologues often referred to as "self-coaching," includes repeating phrases (e.g., "why me?") as well as metaphors (e.g., "you're such a dumbass!"). Piggy-backing underneath these codes are paramessages (like volume, pitch, tone, etc.). Together they incessantly express emotionally-packed messages beneath our conscious awareness. This wouldn't be worth mentioning unless it was the smoking gun that triggers much of our self-sabotaging. (Anything repeated long enough becomes "be-lie-viable.") Like ridiculing a defenseless child, this "self-coaching" creates an endless loop of negative self-fulfilling prophecies. Like Anthony Robbins says:

"The quality of our lives is determined by the quality of our questions."

In *Success Principles*, Jack Canfield warns that our inner critic averages 50,000 comments each and every day! And what's even more alarming? 80% are negative! Neurologist Daniel Amen calls them ANTs or "automatic negative thoughts." His solution? Begin by becoming aware. Secondly, challenge self-sabotaging processes by becoming educated. And finally, replace them with better comments.

Re-Coding designs better awareness questions to modify our continuous internal coaching, replacing the negative (and harmful) with pre-formatted positive (and beneficial) audio clips.

Our **COMPASS**™ uses many formats of questions to help us tune our Imagination. Basically, the quality of any question determines the quality of the answer. When we ask poorly formatted questions like "why me?" we get poor answers that resemble excuses, like "you're not lucky," "you're not smart enough," or "Fate loves everybody else."

Altering our perspective alters our questions. "Why me?" becomes "Why not me?" We may scoff that such a minor and simple change has little to no effect. But imagine what 50,000 repetitions per day will do over just a month.

Remember, the Best do not have any major secret but many tiny ones practiced in combination with consistent persistency!

When we look at the **COMPASS**™ and ask ourselves "what metaphor does our life represent?" our answer defines our paradigm: the major filter called our worldview. Is it a circus, a war, a game, or a mess? This master perspective of what our life means affects everything else. Imagine how life as a circus compares to a battle.

Forward to the next question: "what metaphor should our life represent?" We self-sabotage so often because we're afraid! Here we get to steer our life towards something extraordinary fearlessly.

What-if questions re-calibrate our **RAS** (see above) in a unique way, resulting in eureka! insights with even a little practice. These allow us to test-drive our limitless potential—without risk. Consider the question above: "What if I couldn't fail, who would I be?" In your imagination get crystal about what it feels like to "be who you wish to seem." Write it down. Then practice contrasting (see above section) what your life could be against what it is today. The only thing holding your back is you!

C O M P A S S

What am I doing to be the Best?

What metaphor does my life represent?

What metaphor should my life represent?

What if I couldn't fail, who would I be?

What if I couldn't fail, what would I begin?

What if I become a master communicator?

What if I lived with an attitude of Gratitude?

BE THANKFUL IN SMALL THINGS BECAUSE IT IS IN THEM THAT YOUR STRENGTH LIES. MOTHER TERESA

THIS QUOTE MOTIVATES ME:

Author: _____

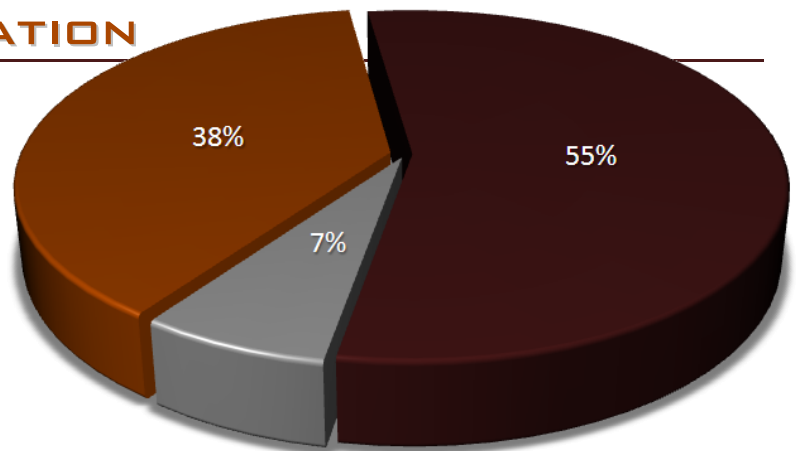
YOUR QUALITY OF LIFE IS IN DIRECT PROPORTION TO YOUR QUALITY OF QUESTIONS



SUBLIMINAL COMMUNICATION

WE ARE ALWAYS COMMUNICATING.

- **55% - BODY MOVEMENTS**
(FACIAL EXPRESSIONS, ACTIONS)
- **38% - VOCAL**
(VOLUME, PITCH, RHYTHM, ETC.)
- **7% - VERBAL**
(WORDS)



Albert Mehrabian (1981)

BODY LANGUAGE BASICS

There are two ways we communicate nonverbally: with body movements such as facial expressions – gestures – posture, and with spatial relationships, such as how much distance we put between ourselves and the other person. With over 50 percent of a message's impact coming from body movements, understanding body language is essential to effective **"Congruent"** communication (remember this term because we will see it again in many types of subliminal research). Nonverbal cues generally occur in congruent clusters – groups of gestures and movements that have roughly the same meaning and agree with the meaning of the words that accompany them. Example: when someone is asked what's wrong; the frown, shrug, and turning away are congruent among themselves. They all signal a problem of some kind. However, the nonverbal cues may not be congruent with the words if someone says *"I'm fine."* This is a signal to us that something is, in fact, out of place; that what is said doesn't jive with how (s)he is acting.

Awareness of incongruence in our own nonverbal messages can make us much more effective communicators. For example, we may have a good idea about how to make people more productive at work. Unfortunately, because we slouch in our chair, sit in the back during meetings, fold our arms protectively, and keep our eyes down cast, there is no chance anyone is hearing anything but *"Please ignore me."* Even when we verbally commit to the idea, our posture and demeanor shows a lack of confidence which makes any proposal a tough sell.

As we become aware of our own nonverbal cues, we will discover that our body language provides and transmits a wealth of information about our unconscious feelings and attitudes. Sensing poor posture, folded arms, and other cues that indicate our internal mental state can help us move towards eliminating the tension or other issues that are causing uncomfortable feelings in our mood.

1. Body Movements:

- ⊕ **Social Kinesics**, or body communication, is largely learned. Gestures are passed from one generation to the next without any special training. A boy learns to walk bowlegged like his rancher father, and a girl learns to laugh and cover her mouth like her mother. While there are more similarities in body language between cultures than there are in verbal language, the differences are sufficient to create considerable confusion. For example, maintaining steady eye contact while answering the question of someone in authority is a sign of sincerity in the American Midwest. For a Puerto Rican to maintain eye contact under similar circumstances would be a sign of disrespect.
- ⊕ **Regulators** are nonverbal cues that monitor or control the speaking of the other person. As we listen, we nod our heads, indicating to the speaker that we understand and want him or her to keep talking. We lean or look away to communicate that we want the speaker to stop talking. We raise our eyebrows in disbelief, suggesting that the speaker needs to defend a position. The sensitive speaker modifies his or her conversation in response to the listener's regulators.



2. Facial Expression. Observing facial expressions by taking note of whether the eyebrows are raised or lowered, the forehead is wrinkled or smooth, the chin is set or flaccid, and how flushed or pale a the face is, will provide useful information about the person's mood. Frowns, smiles, ear movement (indicating tension or relaxation in the scalp), tilt of the head, and many other expressions all contribute to a significant amount of communication. Watch for deviations in expressions from a person's initial baseline to determine their mood when communicating with them.

3. Gestures:

⊕ **Legs and Feet** can say just as much or more as our upper extremities. Here are a few tale-tell cues to be aware of. When we sit with our legs uncrossed and slightly apart, we communicate openness. When we straddle a chair, we are indicating dominance. When we put one leg over the arm of a chair, we are suggesting indifference. Sitting with one ankle over the other knee or sitting with ankles crossed can be a sign of resistance. Sitting with one leg crossed over the other and swinging or kicking it back and forth is often a sign of boredom, anger, or frustration. Agreement is most likely when all limbs are uncrossed. Note that the direction in which the legs and feet are pointed is often the direction in which the individual feels most interest. To experience how much we use gestures, try having a conversation without using any body language and see how difficult it is.

⊕ **Arms and Hands** say a lot about what a person is thinking. We all know someone who talks with their hands. Even when on the phone, they may unconsciously use regulating and illustrating gestures even though the listener cannot see them. People scratch their heads in bewilderment, touch their noses in doubt, rub their necks in anger or frustration, tug on their ears when they want to interrupt, wring their hands in grief, and rub their hands in anticipation. Some put their hands on their knees to indicate readiness or on their lips to indicate impatience; lock their hands behind their back as a signal of self-control or behind their head as a statement of superiority; stick their hands into their pockets to hide their meaning; and clench their fist as a sign of anger or tension. Others cross their arms in front of their chest when feeling defensive or unwilling to communicate openly. And some even use their arms and hands to create nonverbal emblems that translate directly into words such as "peace" or "up yours."

The Hack: Isopraxis – Is the mirroring effect that happens between two people who are comfortable with each other. This mimicking can also be used by one person to make another more comfortable in their conversation.

You can learn a lot about a person by mirroring or matching their gestures, breathing, posture, and eye movement. Continued practice in this area will allow you to recognize these more common cues quickly.

4. Posture and Breathing. Slumped posture can be a sign of feeling "low", fatigue, a sense of inferiority, or not wanting to be noticed. Erect posture is generally associated with higher spirits, greater confidence, and more openness than slumped posture. Leaning forward tends to suggest openness and interest where leaning away suggests lack of interest or defensiveness.

Breathing is another important indicator of feelings and attitudes. Rapid breathing can be associated with excitement, fear, irritability, extreme joy, or anxiety. A pattern of holding our breath, alternating with short gasps for air, is a sign of anxiety or built-up tension. Shallow breathing in the upper chest often indicates thinking that is cut off from feelings. Deep breathing into the stomach is more likely to be associated with feelings and action.

We can use these techniques to experiment with how we are feeling. Make our breaths shorter and shallower to generate excitement or make them longer and deeper to calm ourselves down.



PARALANGUAGE (VOCAL COMMUNICATION)

The vocal component of speech is considered apart from the verbal content. Through paralanguage, we unintentionally betray our moods and attitudes. No matter what we say, the sound of how we say it will reveal a great deal about who we are and what we feel. Paralanguage can be used to encourage discussion, convey disbelief, provide emotional context, and many other subliminal motivators.

Your language will be appropriate if it expresses emotion and character... To express emotion, you'll employ the language of anger in speaking of outrage; the language of disgust and discreet reluctance to utter a word when speaking of impiety or foulness, the language of exultation for a tale of glory... This aptness of language is one thing that makes people believe in the truth of your story.

- Aristotle

THE SIX ELEMENTS OF PARALANGUAGE

- 1. Pitch.** As we tighten our vocal cords, we raise the pitch of our voice. Intense feelings of joy, fear, or anger make the pitch of our voice go up. When we are depressed, tired, or calm, the muscles of our vocal cords relax and the pitch of our voice goes down. Though our pitch varies in normal conversations, it will move toward the extremes when we're expressing intense feelings.
- 2. Resonance.** The shape of our vocal cords and chest determines resonance. Resonance refers to the richness or thinness of our voice. A man with heavy vocal cords and a large chest is likely to have a deep, full voice. A woman with tight, thin vocal cords is apt to have a thin, high voice. With some practice, we can control both pitch and resonance. We witness singers and public speakers regularly practicing this. Deep chest tones communicate firmness, self-assurance, and strength. Thin, high-pitched voices suggest insecurity, weakness, and indecisiveness.
- 3. Articulation.** How carefully do we enunciate our words? Do we speak in so relaxed a manner that many of our sounds are slurred together, or do we pronounce each syllable precisely? Different levels of articulation are appropriate in different situations. A slight slur or drawl may add to an atmosphere of comfort or intimacy. But slurred words would be inappropriate in a board meeting, where clear, concise speech is expected.
- 4. Tempo.** The tempo or speed at which words are spoken reflects emotions and attitudes. Fast talkers convey excitement and can be expressive and persuasive. Speaking too fast, however, can make the listener nervous. Rapid speech can also signal insecurity. A slow, hesitant speaker may give an impression of laziness or indifference. To another listener, the slow speaker may sound sincere, thoughtful, and interested. The speed at which we speak often reflects the region of the world where we grew up (known as dialect or accent). People from New York City speak more rapidly than those from Arkansas, and people raised in large cities generally tend to speak faster than those from the country. Fast talkers and slow talkers often feel frustrated when they converse with one another. The fast talker feels uncomfortable with long pauses and often will attempt to finish the sentence of slow talkers for them. The slow talkers have difficulty keeping up and may eventually give up trying to communicate.
- 5. Volume.** On the positive side, loud volume is usually associated with enthusiasm and confidence. On the negative side, it may be associated with aggressiveness, an overinflated ego, or an exaggerated belief in the importance of a message. A person of higher status may raise the volume of his or her voice over that of a subordinate. A loud voice in this case says, "I'm in command. You do what I tell you to do." A soft voice may convey, "Don't attack me. I know my place. I know I'm helpless." In everyday settings, a soft voice is often heard as a sign of trustworthiness, caring, and understanding. It can also indicate a lack of confidence, a feeling of inferiority, or a sense that the message is unimportant. At the same time, an extreme version of the soft voice, a whisper, accentuates communication. A whisper can imply special intimacy, meaning "This is just between the two of us." It can also convey sadness, fear, or awe.



6. Rhythm. Rhythm determines which words will be emphasized in a sentence. In this question “What time is it?” The emphasis is normally on the word “time.” If we were to place the emphasis on the word “what,” we would upset the rhythm. Notice the change in meaning as we vary the rhythm in the following sentence:

“Am *I* happy!”

“*Am* I happy?”

The sentence changes from an exuberant statement of fact to a message of doubt and uncertainty. Just as every song has its particular rhythm, so does every language. The words we choose to emphasize in a sentence make a vital difference in the meaning of what’s being said.

CHANGING OUR PARALANGUAGE

If we did not vary our paralanguage to some degree when we spoke, we would sound like a robot. Others would experience our speaking style as monotonous and tune us out. They would assume that we were bored with what they were saying. To assess our own paralanguage and learn what it says about us, we need to record our voice as we carry on a normal conversation. Wait at least twenty-four hours before listening to the replay so we can be more objective. Also, if you haven’t heard your recorded voice before, you should listen to it for a while until the novelty wears off and it sound relatively natural to you. As you listen to the recording, consider the following:

- *Does your voice reflect what you want to say?*
- *Is your voice congruent with the words you speak?*
- *Is there something about your voice that you dislike?*

If you discover something about your paralanguage that you want to change, practice again with a recorder (possibly in front of a mirror so you see your expressions). Speak or read into the recorder, varying your voice—always keeping in mind how you want to sound. Play the original recording of your voice for a friend to get some feedback on your voice quality. Experiment with any changes he or she suggests.

MAKING SENSE OF EFFECTIVE CONGRUENT COMMUNICATION

Reading people and using their tells to assess their thoughts, feelings, and intentions is a learned skill that takes practice. More importantly, we must understand our own nuances and how they affect our communication with other people in order to spot tells in someone else.

- ⊕ **We must observe our environment in detail.** Notice our surroundings and the elements that make people the way they are. This “*situational awareness*” will help us establish a baseline for the environment that we are communicating in. Someone who is talking to us near a highway may exhibit different traits than they would if they were in a park (they may be nervous because of surrounding traffic).
- ⊕ **Establish a baseline.** People exhibit natural expressions that are part of their appearance (e.g., a naturally furrowed brow). This becomes your baseline. Now, look for expressions that deviate in repetition. Comparing the baseline to the repeated deviation over a conversation will indicate whether the person is reacting in positive or negative way (comfortable or uncomfortable).
- ⊕ **Look for behaviors that happen in clusters.** Any one tell can be mistaken. But when someone begins to cluster multiple tells—and combines them with congruent vocal cues, we know that we are on the right track to understanding their current motivation.
- ⊕ **Find the divergence and convergence.** When immersed in conversation, look for moments when something that is said noticeably affects the person to whom we are speaking. See how it deviates from their baseline. By doing this repeatedly we will begin to understand the other person and their comfort level throughout the conversation.



METAMESSAGES & EMBEDDED COMMANDS

THE SECOND LEVEL OF A STATEMENT'S MEANING

METAMESSAGES

Many statements have two levels of meaning. One level is the basic information being communicated by a series of words. The second level, or metamessage, communicates the speaker's attitudes and feelings. For example: when we intentionally alter our rhythm and pitch for emphasis or include special verbal modifiers as in the following statement: "*We like you, of course,*" it becomes very different from "*We like you,*" and infers a negative connotation. By emphasizing "*we*" and adding "*of course,*" the meaning has been subtly changed to imply that others don't feel the same way and that our personal charm may be suspect. A few innocuous words and a change in rhythm are all it takes to make this metamessage. Consider the sentence "*You are late tonight.*" If the word "*late*" is emphasized with a slightly rising inflection, the sentence communicates surprise. It may also imply a question about the cause of the delay. If the words "*You are*" are emphasized, the metamessage is irritation. Metamessages are a source of much interpersonal conflict. On the surface, a statement may seem reasonable and straightforward, but underneath, the metamessage communicates blame and hostility. Consider the statement "*I'm trying to help.*" If the verbal modifier "*only*" is inserted and given the emphasis of a rising inflection, the metamessage becomes very different. "*I'm only trying to help*" communicates hurt feelings and defensiveness.

⊕ **Rhythm and Pitch in a metamessage:** A sentence where each word gets equal emphasis is unlikely to contain a metamessage. But by accentuating rhythm and pitch of one or more of the words, a speaker may communicate a great deal about his or her emotional state. For instance, examine the phrase "just a minute." When every word has equal emphasis, the phrase is a simple request. When the words "just" or "minute" are emphasized, the message is annoyance or impatience. The simple sentence "You're sweet" changes considerably when "You're" is emphasized with a rising inflection. The metamessage is surprise, maybe even distrust, and the statement reads as "You're being sweet, but that's an unusual occurrence." When "sweet" is emphasized, the message is clearly appreciation but becomes a sarcastic, cutting metamessage by giving both words a strong emphasis and "sweet" a falling inflection.

⊕ **Verbal modifiers:** Verbal modifiers are special words that add nuances of meaning to a sentence. The following is a list of words often used to modify verbs: "certainly," "only," "merely," "naturally," "now," "later," "sure," "just," "still," "again," "slightly," "supposedly." Some phrases like "of course," "come on," "I'm sure," or "I guess" show up frequently in metamessages. In general, any word that denotes quantity (either a lot or a little) can be crafted into a sarcastic metamessage. In the column on the left are a series of sentences that include verbal modifiers. The column on the right contains the metamessage implied by each modifier.

STATEMENT	METAMESSAGE
"It's <i>only</i> a game."	There's something wrong with you. You're taking this too seriously.
"You <i>sure</i> have been tired today."	There's something wrong with you, or you're up to no good.
"I was <i>just</i> being frank."	There's something wrong with you if you can't take honesty.
" <i>Naturally</i> , you'll want to come."	There's something wrong with you if you don't want to come.
"Are you <i>still</i> here?"	You shouldn't be here.
"I was <i>merely</i> making a point."	There's something wrong with you if you can't be reasonable.
"You <i>certainly</i> are quiet."	You're too quiet and it bugs me.
" <i>Come on</i> , let's relax."	There's something wrong with you, and you are annoying me.
"You tried your best, I'm <i>sure</i> ."	I'm not so sure you tried your best.
" <i>Now</i> what do you want?"	You ask for too much. You're trying my patience.

EMBEDDED COMMANDS

Dr. Milton Erickson coined this term when he showed that by modifying timing and emphasis within a sentence can influence a person's behavior. For example: when a colleague once asked him for an appointment he replied that he did not have time. But when the colleague responded; "**Dr. Erickson...**[with emphasis] some people know how to... **make time** [again with emphasis]." Recognizing his own methodology, he granted the appointment. This statement within a statement technique—repeated within a conversation, subtly introduces the thought into the mind of the listener—creating a sense of commitment to the idea when poised as a contrast to what others can do.



VERBAL CONTENT

REPETITIO MATER MEMORIAE "REPETITION IS THE MOTHER OF MEMORY"

The manner of speaking is as important as the matter.
- Lord Chesterfield

Rhetorical Devices work at the level of sentences, clauses, phrases, words, and even individual sounds to create an emotional impact. By using emotional impact and symbology to interact with the unconscious the message is more likely to be retained. This is evident in all aspects of effective communication from the prominent politician to the most successful recording artist. When we learn how to harness the power of these devices—both internally with motivational strategies and externally with others, our message will be heard at a deeper level than that of most typical conversation. This indirect control of language is the secret to many of the most revered figures in history.

*These devices work by creating expectation in conversation then breaking or highlighting those expectations in different ways to create emphasis around our point. It is important when reviewing this information **not** to worry about knowing the details of every type of rhetorical device but to know the concept of a few of them that will work well. Adding these small structural changes to the content of our writing or conversation can make a tremendous difference in the effectiveness of our communication.*

INDIRECT REFERENCES

Metaphor: An implied comparison that causes people to think about the association between a living being and an inanimate object. *"His thinking was razor sharp."*

Simile: An explicit comparison using the word "like" or "as" between two objects. *"He was strong as an ox."*

Metonymy: A type of metaphor in which one object is used to describe another object by referencing something associated with it. Because a girl is very smart, you could say *"There goes that brainiac!"*

Synecdoche: A metaphor in which a part of an object represents the whole. Hands being part of an individual representing the group we could say *"All hands on deck."*

Irony: The use of words to express something different from and sometimes opposite to their literal meaning: *"The unsinkable ship, the titanic..."*

Of all the talents bestowed upon men, none is so precious as the gift of oratory. He who enjoys it wields a power more durable than that of a great king... The subtle art of combining the various elements that separately mean nothing and collectively means so much in a harmonious proportion is known to very few... The student of rhetoric may indulge the hope that Nature will finally yield to observation and perseverance, the key to the hearts of men.

- Winston Churchill

STRUCTURAL PHRASING

Parallelism: Communicating similar ideas with similar structures, as seen below.

Now the trumpet summons us again – not as a call to bear arms, though arms we need – not as a call to battle, though embattled we are – but a call to bear the burden of a long twilight struggle, year in and year out, rejoicing in hope, patient in tribulation – a struggle against the common enemies of man: tyranny, poverty, disease, and war itself...

- J.F.K.

Cowards die many times before their deaths, but the valiant never taste of death but once. (Antithesis)
- William Shakespeare

Antithesis: Parallelism taken to the opposite extreme, presenting contrasting (there is that word again) ideas in similar structures to accentuate the contrast between them.



Asyndeton: Meaning “without connectors”: a sequence absent expected conjunctions designed to create a sense of urgency. *“They were beautiful – so large, perfect, round, firm!”* (Speaking of cantaloupes)

Polysyndeton: The opposite of asyndeton, or adding more conjunctions (which are “and” “or” “but” “yet” “so”). Its purpose is also to create intensity and importance and drama.

Inversion: Reversing the normal subject verb object order of expression. *“And so, my fellow Americans: ask not what your country can do for you – ask what you can do for your country.”*

Isocolon: Each of the four repetitious clauses are of the same relative length: *“not as a call to bear arms, though arms we need – not as a call to battle, though embattled we are.”* This lulls the listener into a pattern of expectation, so that when we break it, it delivers a powerful rhetorical punch.

REPETITIVE CONTEXT

Anadiplosis: Is repeating the word at the end of a clause at the beginning of the next clause. Here is a famous biblical example: *“In the beginning was the Word, and the Word was with God, and the Word was God.”* It is a rhetorical construction that lets us intensify and redefine an idea.

Anaphora: The same word or phrase is repeated at the start of successive clauses to create a sense of urgency and climax (e.g., *“not as a call to bear arms, though arms we need – not as a call to battle, though embattled we are”*).

Antimetabole (or Chiasmus): When the word at the end of one clause is repeated at the beginning of the next clause, it creates a rousing emphasis and a call to action.

Whether we bring our enemies to justice, or bring justice to our enemies, justice will be done.

- George W. Bush

There is a simple rule: You say it, and you say it again, and you say it again, and you say it again, and then again and again and again and about the time that you're absolutely sick of saying it is about the time that your target audience has heard it for the first time.

- Frank Luntz

Epanalepsis: The word or words used at the beginning is repeated at the end of a clause. One of the best examples comes again from JFK in his 1961 address to the United Nations: *“Mankind must put an end to war – or war will put an end to mankind.”* The effect contains a thought neatly, like a sound bite.

Epistrophe: The opposite of anaphora where a word is repeated at the end of two or more clauses in a row. Once again, JFK, *“For no government is better than the men who compose it, and I want the best, and we need the best, and we deserve the best.”* It conveys closure and control. This particular example also includes Polypoton and Isocolon.

Polyptoton: The use of repetition of words with the same root. For example when JFK says; *“not as a call to battle, though embattled we are.”*

Ploce: Repetition of a word in a different sense and/or possibly a different ending—such as a plural or past tense, to seat the term in memory (e.g., Determine / Determined / Determining / Determines).

SOUND-BASED RHETORICAL DEVICES

Alliteration: The repetition of any sound at the beginning of successive words. *“The cute coeds swam.”*

Consonance: A pattern of consonant sounds being repeated in successive words, whether at the beginning of words – a type of alliteration – or anywhere else in a word. *“He struck a streak of luck!”*

Assonance: The repetition of vowel sounds in successive words. *“The cool, blue moon.”*



RAPPORT TECHNIQUES

THE DEEPEST PRINCIPLE IN HUMAN NATURE IS THE CRAVING TO BE APPRECIATED.

– WILLIAM JAMES

Everything You And I Do Springs From Two Motives: The Sex Urge And The Desire To Be Great.

- Sigmund Freud

BEING LIKED BY OTHERS

- 1. Project happiness and smile often.** Smiling is the easiest and most fundamentally important thing we can do to make an impression on those around us. Simply put, project happiness and it will be infectious to others.

There is nothing either good or bad, but thinking makes it so.

-William Shakespeare

People who smile, tend to manage, teach and sell more effectively, and to raise happier children. There's far more information in a smile than a frown. That's why encouragement is a much more effective teaching device than punishment.

- James McConnell

- 2. Remember people's names.** The best way to ruin good rapport with someone is to forget who they are. Remember that everyone wants to be great in their own way, and when their names are forgotten it is signal to them that they are not important to us. If we want to be genuinely liked by someone, then we must care enough to remember who they are.
- 3. Be genuinely interested in other people.** To really form a bond with someone we must be engaging in our discussion. That means to hear what they are saying and retain a certain amount of it. When we offer return discussion, encouraging additional details from them, they will likely be more interested in continuing the conversation with us. And if we can continue the conversation we are well on our way to a meaningful relationship.

It is the individual who is not interested in his fellow men who has the greatest difficulties in life and provides the greatest injury to others. It is from among such individuals that all human failures spring.

- Alfred Alder

- 4. Let others talk about what they are interested in and listen intently.** One thing is universal in life: people are always more interested in telling us about their accomplishments than they are in listening to what we have to say. If we think about this for a moment, we will realize that this is in direct competition with our own thoughts (we want to talk about ourselves too). The secret is to quell our own desires to be heard. Only then will people be more interested in engaging with us, especially if we listen intently to all that they have done.

Every man I meet is my superior in some way. In that, I learn of him.

- Ralph W. Emerson

- 5. Help others understand their importance.** The truth is, most people we meet feel themselves superior to us in some way. A sure way to gain rapport is to let them subtly realize that we recognize their importance. This doesn't mean using b.s. flattery, but instead finding a genuine interest in what makes them special, and reminding them of it.

- 6. Always make room for others to participate.** People hate to be left out when others are participating. We can instantaneously win the favor of someone if we go out of our way to include them. Take notice of those around us and give them the opportunity to interact, and we will have given them the opportunity to return the favor and enjoy our company in the future.



LEAD OTHERS TO BETTER THINKING

1. Always be respectful, and never tell people they are wrong. If we are out to prove something, don't be so quick to let people know it. Be subtle so no one will feel that we are out to correct them. Be mindful of our body language because we can tell people they are wrong by a look, intonation, or gesture just as easily as we can with words. If we tell someone they are wrong, all we have done is struck a direct blow at their intelligence, pride, and self respect. This will never make them want to change their minds. Even after we substantiate our claim, we will not alter their opinion because we have made a negative emotional impact.

Men must be taught as if you taught them not and things unknown proposed as things forgot.

- Alexander Pope

You cannot teach a man anything; you can only help him find it within himself.

- Galileo

Be wiser than other people if you can; but do not tell them so.

- Lord Chesterfield

2. Always be noble in our approach. Most people have a high regard for themselves, feeling that they are well intended and unselfish by nature. All of us, being idealists at heart, like to think of motives that sound good, whether they are truly intended that way or not. So, in order to lead others to better thinking, appeal to a nobler motive.

A person usually has two reasons for doing a thing: one that sounds good, and a real one.

- J.P. Morgan

3. Get the other person saying "Yes." When talking with people, don't begin by discussing the things on which we differ. Begin by emphasizing – and keep emphasizing – the things on which we agree. Keep emphasizing, if possible, that we are both striving for the same end result and that our difference is one of method and not of purpose. This has been known for centuries as the "Socratic Method" where the skillful speaker gets, at the outset, a number of "Yes" responses. This sets the psychological process of the listener moving in the affirmative direction and incrementally closer to agreement.

People who can put themselves in the place of other people, who can understand the inner working of their minds, need never worry about what the future has in store for them.

- Owen D. Young

If there is any one secret of success, it lies in the ability to get the other person's point of view and see things from that person's angle as well as from your own.

- Henry Ford

4. Consider things from other's point of view; respect their desires and opinions. Remember that other people may be totally wrong. But they won't think so. Don't condemn them. Any fool can do that. Try to understand them. Only wise, tolerant, exceptional people even attempt to assess things from other's perspective. If we follow this rule this will sharply increase our skill in developing and maintaining relationships.

5. Let others take ownership in the idea. Getting people involved means letting them be creative and add to the discussion. In order to do this we must find the right balance of incorporating their feedback and preserving our original goals. Analyzing the input of others can have the cumulative effect of engaging them in the idea, gaining their endorsement, and furthering our perspective towards achieving our goal.

6. Disagreements are settled with incremental agreements. We can't win an argument, because if we lose, we lose it; and if we win, we lose it. Why? Well, suppose we triumph over the other man and shoot his argument full of holes proving him to be "*non compos mentis*" (*incompetent*). Then what? We will feel great. But what about him? We have made him feel inferior, and we have hurt his pride. He will resent our triumph, and – "*a man convinced against his will is of the same opinion still.*" So ask ourselves which is better, an ego building victory or our opponent's good will in the long run?

If you argue and rankle and contradict, you may achieve a victory sometimes; but it will be an empty victory because you will never get your opponent's good will.

- Ben Franklin

Assume a virtue, if you have it not.
- William Shakespeare

1. Ask questions rather than giving orders. Very few people like to have orders barked at them. The best way to give directions is to engage the other person's senses with a question. Instead of; "Move that desk over there!", a better approach would be to say; "Do you think that desk would work better on that side of the room?" Offering engaging discussion rather than authoritative orders will return far more respect in the long run.

Compared with what we ought to be, we are only half awake. We are making use of only a small part of our physical and mental resources. Stating the thing broadly, the human individual thus lives far within his limits. He possesses powers of various sorts which he habitually fails to use.

- William James

2. Give others a reputation to live up to. If we want to improve a person in a certain respect, act as though that particular trait was already one of his or her outstanding characteristics and praise them for it sincerely. Give them a fine reputation to live up to and they will make enormous efforts to live up to that reputation rather than disappoint you.

3. Offer authentic praise and appreciation before we offer advice. It is always easier to listen to unpleasant things after we have heard some praise of our good points. Beginning with praise softens the blow of any difficult advice. Use any praise available before we must introduce someone's faults into the conversation.

4. Discuss our own mistakes in detail and never be afraid to admit when we are wrong. It isn't nearly so difficult to listen to a recital of faults if the person criticizing begins by humbly admitting that he, too, is far from unblemished. Put things into perspective and help others realize that no one is perfect; the most important thing is to learn from mistakes and not to repeat them.

5. Never criticize, scold, or celebrate someone's mistakes. If it is our goal to stir up resentment within someone that will last for decades and endure until death, just offer someone a little stinging criticism – no matter how certain we are that it is justified. When dealing with people, remember that we are not dealing with creatures of logic for the most part. We are dealing with creatures of emotion, creatures bristling with prejudices and motivate by pride and vanity.

I learned thirty years ago that it is foolish to scold. I have enough trouble overcoming my own limitations without fretting over the fact that god has not seen fit to distribute evenly the gift of intelligence.

- John Wannamaker

I consider my ability to arouse enthusiasm among my people the greatest asset I possess, and the way to develop the best that is in a person is by appreciation and encouragement. There is nothing else that so kills the ambitions of a person as criticisms from superiors. I never criticize anyone. I believe in giving a person incentive to work. So I am anxious to praise but loath to find fault. If I like anything, I am hearty in my approbation and lavish in my praise.

- Charles Schwab

6. Always give others the chance to save face. How vitally important this concept is. And how few of us ever stop to think of it. We ride roughshod over the feelings of others, getting our own way, finding fault, issuing threats, criticizing a child or an employee in front of others, without even considering the hurt to the other person's pride. Whereas a moment's thought, a considerate word or two, a genuine understanding of the other person's attitude, would go so far toward alleviating the sting. Let's remember that the next time we are faced with the distasteful necessity of reprimanding someone to do so in a manner that preserves their pride and be encouraging when mistakes happen.



COMMUNICATING WITH OTHERS

THE KEY TO SUCCESS LIES IN OUR ABILITY TO COMMUNICATE.

Happiness doesn't depend on outward conditions. It depends on inner conditions.

- Andrew Carnegie

ANALYZE WHAT YOU SAY TO YOURSELF

Are you saying negative things to yourself? If so, these negative judgments and labels should be changed. The hard part is sticking with your nonjudgmental descriptions when the pressure is on, or after you have been rejected. Old negative statements happen in your unconscious, and they have a tendency to come on strong during these times, greatly affecting you. Rather than reverting to the old distorted labels and judgments, return to the positive list you will create below and listen to it over and over in your theatre.

The Hack: Make a list of your negative labels and devaluing statements. Be descriptive and take a good hard look at the reality of these statements. Now rather than seeing everything as a negative, make a list of positive descriptive statements. Imagine yourself in your theatre and add these statements to your image. Turn up the sound as you repeat them over and over, making a commitment to be positive.

USE BODY LANGUAGE

One of the fastest ways we can turn people off is through body language. Shy people characteristically avoid eye contact, keep a bland and expressionless face, and physically retreat from others. The message they are sending is "Don't bother me." Do the opposite and make successful contact with others by:

- ⊕ **Smiling:** For "effs" sake, smile! A smile is the most universally understood statement that you are open and interested in making contact with someone.
- ⊕ **Making eye contact:** Most people have difficulty looking someone in the eye and thinking of what to say at the same time. Eye contact can provoke anxiety, causing us to lose our train of thought. The solution is to focus your eyes somewhere else on the other person's face. For example, you can keep your eyes glued to the person's nose, mouth, or left ear. As long as your focus is within eight inches of the nose, the other person won't be able to tell that you aren't looking him or her in the eye.
- ⊕ **Using gravity defying posture:** Stand upright and relaxed. Frowning, frumpy, and lazy posture is a turn off for most people. Be energetic, and that starts with how you carry yourself.
- ⊕ **Moving toward the other person:** This means getting into the circle or group rather than watching from the outside. It also means that you don't converse from ten feet away. Find a distance at which you can talk and interact comfortably without invading their personal space.
- ⊕ **Leaning forward:** Leaning back against the seat communicates fatigue or disinterest, while leaning forward indicates that you are engaged and ready for contact. So lean in and listen intently.
- ⊕ **Uncrossing our arms and legs:** Crossed arms and legs indicate a defensive, protective position, while an open posture indicates a willingness to listen.
- ⊕ **Letting your responses show:** Nod, frown, raise your eyebrows in surprise, and so on. Be animated in your discussion and offer feedback not only with your words, but with your gestures.
- ⊕ **Touching the other person:** Briefly touching someone you are familiar with on the shoulder, arm, hand, or knee says far better than any words your feeling of warmth and liking. This small gesture is an indication that you are comfortable.

Whenever you go out-of-doors, draw the chin in, carry the crown of the head high, and fill the lungs to the utmost; drink in the sunshine; greet your friends with a smile, and put soul into every handclasp. Do not fear being misunderstood and do not waste a minute thinking about your enemies. Try to fix firmly in your mind what you would like to do; and then, without veering off direction, you will move straight to the goal.

- Eric Hubbard



THE ART OF CONVERSATION

Once you break the ice, the question is how to make satisfying contact with another person. There are 3 parts to a good conversation: asking questions, listening actively, and disclosing a little about yourself.

⊕ **Ritual and Informational questions:** Ritual questions are most often used as the opening gambits of a conversation, focusing on a person's name, where he or she is from, and what he or she does. While a ritual "how are you doing?" might reap a "Fine, how are you?" an informational question, such as "What's it like to work with children?" will promote more intimate contact. Informational questions allow you to begin sketching a picture of who this other person is. These are more specific and elicit important facts about the other person's experience, beliefs, and feelings.

The secret to exciting conversation is to follow your curiosity and ask questions that you really want the answer to. People are their own favorite topics of conversation, so let them talk about themselves and listen intently. They will be flattered by your attention and interest. Be genuine, because each question continues the excitement and pleasure of continued interaction. By using the technique of active listening you get around a lot of the problems that create blocks to meaningful conversation.

⊕ **Active listening:** The second hallmark of a good conversationalist is the ability to listen in such a way that others feel heard. As we discussed earlier, an active listener feeds back what's been said in his or her own words. This is done for three reasons: First, to make sure that he or she understood; second, to give the speaker the reassurance that her or she was listened to; and third, to promote more disclosure on the part of the speaker. When people are encouraged by your attention, they will go to extraordinary lengths to give you as much description as possible.

It should be clear by now that listening is more than merely keeping your mouth shut. Carefully attend to what is said, remember it, and feed it back. Failing to listen is the most common cause of conversational disaster. If you are unable to listen, you are unable to give the interest, attention, and respect that you yourself would want to receive. Who wants to talk to that type of person?

⊕ **Self-disclosure:** Some people are afraid to express their tastes and feeling because they feel that disclosure might destroy an illusion of similarity with the other person. They worry that revealing differences will undermine potential closeness. The fact is that contrasts are exciting, and differences in taste and viewpoint can enliven a conversation.

If you are having difficulty with this concept, try to think back to important incidents in your life that helped make you who you are today. Focus on information that will enable others to understand you better. Add anything that you think is important or appropriate (but don't embellish!). This doesn't mean that you have to talk about your deepest darkest secrets. Just be authentic.

Each thing that you reveal will add another interesting layer to the conversation that will excite others who are being let into your world a little bit at a time. When you talk about your hopes and fears, preferences and beliefs, you become a unique individual rather than a cardboard character. You are making an impact relative to your sincerity.

TRY IT OUT

You can use these techniques in the board room, on the beach, with your family and loved ones, or with a perfect stranger. Being able to understand the people you are interacting with will give you an extraordinary advantage in all aspects of your life.

Creating rapport with people is learning how to use all these techniques to interact in a manner that is beneficial to both parties. Conversation is the art of combining questions, active listening, self-disclosure, and body language, so trial and error is part of this process. The idea is to learn to read people's different nuances and put them to good use, helping you identify ways to keep things interesting.



USING THE TOOLS

THE ART OF COMBINING CYBERNETIC TECHNIQUES

INCLUDING IN CODE SUBLIMINAL TECHNIQUES		No training or exposure to Performance Development		PS strategies with IN CODE with motivation direction and contrast/intention.		Beginner IN CODE with the 5 whys and mind-set.		Intermediate IN CODE with image editing association and body language.		Advanced IN CODE, what I'm saying and how I'm saying it to myself.		Advanced IN CODE Building Rapport and communication.	
		1	2	3	4	5	6						
P ⁵ TECHNIQUES	Personal Legend	I don't want to think about dying!!		To show my son I love him.	GMS	Here lies a man who grew to be the Best Father!	GMS	Here lies a man who grew to be the Best Father!	VC	Here lies a man that fought his Sirens like Odeseus.	RT	For his friends and family, he fought like Odeseus.	
	Gravestone												
	What Matters Most?	Not sure...	FMS	Not being an alcoholic like my father, because it's in my genes.	5-W	Feeling happy.	BL	Feeling happy, seeing myself smiling in the mirror.	VC	Here lies the Best Father, the Best Husband, the Best Person he could be.	VC	Here lies the Best Father, the Best Husband, the Best Person because he listened.	
	GOAL To BE what?	To not be a loser?	FMS	Not to be an embarrassment, like I've been all my life.	5-W	After 2026, to be the best man at my boy's wedding!	1-P	After 2026, being at my son's side seeing him kiss his new bride!	VC	After 2026, to be the best man, seeing myself like George Clooney.	RT	After 2026, just like Clooney, he captured the attention of all at the reception.	
	OBJECTIVE To DO what?	To keep a job?		To earn my son's admiration.	GMS	By 2018, I become the Senior Sponsor at my local AA.	GMS	By 2018, I become the Senior Sponsor at my local AA.	GMS	By 2018, I become the Alcoholics Anonymous' member of the month.	GMS	By 2018, I become the Alcoholics Anonymous' member of the month.	
	NEXT-ACTION To DO what?	No clue what this is and do not like being asked all these questions.		To not take another drink.	GMS	By 364 days from today, replace my surrogate addiction with Crossfit competitions.	3-P	By 364 days from today, I see myself accepting a trophy for completing the competition.	1-P	By 364 days from today, I am handed a trophy for completing the competition.	1-P	By 364 days from today, I am handed a trophy for completing the competition.	
	Obstacle External	Addicted to alcohol and repeated DUIs.	FMS	Hereditary addiction to alcohol.	GMS	Feeling of shame for not being my Best!	3-P	I see myself gassed-out at the 2 mile marker, like usual.		At 2 miles I'm winded, hurting, exhausted, puking, strong, determined.	VC	At 2 miles I'm winded, hurting, exhausted, puking, strong, determined.	
Challenge Internal	Never thought about it.	FMS	I was born this way and people don't change.	GMS	Become my own hero first before I can be my son's hero!	GMS	Become my own hero first before I can be my son's hero!	5-W	I'm afraid of the pain of becoming a hero and the responsibility it demands!	RT	Fear of becoming a hero and the responsibility it demands, so I asked other winners for their advice.		
IN CODE	IF Situation		IF I'm afraid of having another wreck when I drink,		IF I'm afraid of having another wreck when I drink,	3-P	IF I see myself with friends, drinking and having a good	3-P	IF I see myself with friends, drinking and having a good	3-P	IF I see myself with friends, drinking and having a good time,		
	THEN Behavior		THEN I'll see a pic of my 5 year old standing at my funeral, feeling that I abandoned him.		THEN I'll see a pic of my 5 year old standing at my funeral, feeling that I abandoned him.	1-P	THEN I will see my son looking at me as I lay in the casket from my DUI.	BL	THEN I will see my son's tears and despair as he looks at me in my casket.	RT	THEN I will see my son's tears and despair as he looks at me in my casket, and will ask others for their input.		
	Clue of Success		Standing next to my son as he takes his vows!	5-W	Standing next to my son AS HIS HERO as he takes his vows!	1-P	Seeing my son acknowledging me as his best man!	BL	My son smiling as he acknowledges me as his best man!	BL	My son smiling as he acknowledges me as his best man!		
		FMS = Fixed Mind-set	GMS = Growth Mind-set	5-W = Due to the 5 whys	BL = Body Language	1-P = First Person	3-P = Third Person	VC = Verbal Content	RT = Rapport Techniques				



PUTTING IT ALL TOGETHER

THE MISSION CONTINUES

Navigating without direction leads to nowhere. So we've charted a course using P⁵ strategies, bearing towards our Personal Legend. In this odyssey, we must expect Fate to challenge our measure of grit as she searches for those striving to "become what they wish to seem."

Privations and danger are the toll of deeds of glory. "What is sweeter than to live bravely and to die leaving immortal renown? When you seek my colors tomorrow, you need look only to the fore!"

- Alexander the Great

Encouragement to pursue such an odyssey is summed up best by Nobel-winning physicist Mihaly Csikszentmihalyi in his book *Flo*: "Contrary to what we usually believe, moments like these, the best moments in our lives, are not the passive, receptive, relaxing times . . . The best moments usually occur when a person's body or mind is stretched to its limits in a voluntary effort to accomplish something difficult and worthwhile."

And, more valiantly – after serving as a Navy SEAL, graduating with a Ph.D. from Oxford as a Rhodes Scholar, and chosen as one of TIME magazine's 100-most influential people in the world – Eric Greitens persuades us in his recent release *Resilience*: "Those who are excellent at their work have learned to comfortably coexist with failure. The excellent fail more often than the mediocre. They begin more. They attempt more. They attack more. Mastery lives quietly atop a mountain of mistakes."

IN|CODE is the art of emulating the codes of the Best. When we upgrade our internal and external communication skills, anguish suffered from traumatic memories can be diminished or eliminated entirely, distressed relationships can evolve into mutually beneficial exchanges, and genuine authenticity can result in success. Recognizing the mechanisms that control our environment help us see what we want to see, feel how we want to feel, and project what we want to project. When we arrive here, we may comprehend that life is not what we believed it to be. Instead, the odyssey becomes an understanding...

that our perspective can create happiness when we create our own perspective.

**AMNAT CURIAM
VICTORIUM**

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**VICTORY LOVES
PREPARATION**

