

Personal Impact Guide To

PRESENCE & POISE

the communication
factor



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The '*did you know*' factoids in this publication are for general interest only. Many have not been confirmed as fact. Some of the factoids represented in this publication were found on the following websites.

Fast Facts <http://www.didyounow.cd/fastfacts/history.htm>

Useless Facts <http://www.janhare.com/uselessfacts.html>

Pravda http://english.pravda.ru/main/18/90/363/16253_napkin.html

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INTRODUCTION



Make-up and fashion have been my passion ever since I was a little girl. Growing up one of my favourite things to do was play dress-up in my mother's clothes. My friend's mother was the local Avon Lady (as they were called in the 1960s). One day my friend showed me her mother's make-up kit. Fascinated by all the colours and textures, we decided to try them out. With the make-up and clothes, our looks were complete! I was in heaven. At least until our mothers found out.

Over the years, my interest in personal presence expanded. What is it that makes some people stand out? Is it just make-up and clothing or is there more to it? The search for these answers took me on a journey down many roads over the years. I became fascinated by image and perception.

Following my passion, I completed the John Casablancas Professional Modeling Program, the Vancouver Community College Esthetician School Program, the John Casablancas Professional Make-up Artistry Diploma as well as the Marketing & Public Relations Program at the British Columbia Institute of Technology (BCIT). Combining all my talents and interests, I was honoured to become the first certified image professional (AICI, CIP) in Western Canada through the Association of Image Consultants International.

As the founder of Personal Impact, Image Management, I have over 25 years experience in the arena of Personal Appearance, Personal Branding and Professional Marketing. My clientele is varied and ranges from stay-at-home moms to business executives. I offer a broad range of experience and in-depth knowledge to men and women of all ages in all industries. I am committed to helping others improve their quality of life through self-awareness, personal change and affirmative growth.

In today's fast paced world, there is no second chance to make a good first impression. Even though most of us would like to be judged solely on our merit, our ability and our personality, the reality is that we are initially judged by the image we present. And this perception will affect how others react and respond to us. I have learned that anyone can have a great image and presence. With a little tweaking in one or more of the areas that represent personal image, you can make a more positive impact on others.

There are 8 special reports in this series that cover personal care, make-up, wardrobe planning, business dress, dining etiquette, communication and manners. Throughout this series, I will show you how to reach your personal and professional best in an upbeat, non-threatening manner. I hope you enjoy learning about these topics as much as I have.

WELCOME TO PRESENCE AND POISE *THE COMMUNICATION FACTOR*

How we communicate influences the impression we make on others about our personality, intelligence and level of education. Although what we say is important, body language, the way we carry ourselves and the tone of our voice are all factors that influence how we are perceived. Congruency in all communication elements is the key to communication credibility. Presence & Poise the Communication Factor will guide you through the communication process and show you how to present an aura of confidence. We will also provide specific strategies for effective interaction.

HOW WE COMMUNICATE

The way we interact with others is the basis of human relations. In order to interact effectively we must be able to communicate clearly to be sure our intended message gets across to the other person. Communication can be broken down into two distinct categories:

- Verbal cues (what you say and how you say it)
- Non-verbal cues (the visual aspects you communicate)

Dr. Albert Mehrabian determined that communication can be broken down even further:

- Verbal: 7%
- Vocal: 38%
- Visual: 55%

Visual communication is comprised of:

- ✓ Appearance
- ✓ Body Language
- ✓ Clothing & Grooming

Did You Know?

When talking with someone face to face, 70% of your body language is communicated through your facial expressions

When communication elements are working in sync with each other, your personal image is credible. When the communication elements are not congruent, you will struggle to convince yourself and others of your intentions and your capabilities. This makes it difficult to achieve your goals. The key is to align all forms of communication (verbal, vocal and visual) to create clear messages.

COMMUNICATION BREAKDOWN

Communication is the process of conveying or exchanging information. All parties play a part. Sometimes we communicate intentionally with the words we use, the tone of our voice, our body language or the way we look. Other times we may communicate unintentionally with our body language, the tone of our voice or the way we look. Whether it's intentional or unintentional, once something is said, it's hard to take it back or change the impression we make.

Sometimes we're unaware that our actions, or the way we present ourselves, speak louder than words. Notice how people react to you. By becoming more aware, you can monitor your behaviour more easily. Try to understand other people's reactions and why people react the way they do.

Barriers to Getting Your Point Across and What to Do About It

- **Limited vocabulary or words used incorrectly.** If you have difficulty finding the right words to use, visit your local library for some inspiration. Reading books, magazines and newspapers on a regular basis will help you expand your language skills.
- **Not saying what you really mean.** For example, a wife saying "No, I'm fine... really" when she isn't really fine. Practice saying what you mean. Pay attention to what you really want to say. Take time to think through your ideas before blurting them out.
- **Verbal, vocal and visual inconsistencies.** Take into consideration whether your voice, body language and appearance are congruent with the message you are sending. For example, is your voice loud enough? If not, it will interfere with the message. Make sure all forms of communication are in sync.
- **Outside distractions.** Noise and other distractions can interfere with the transmission of a message. i.e. a noisy restaurant. Watch the body language and the responses of the people you are talking to. If you are uncertain if they can hear you, ask. Speak up or suggest moving to a different location.

Did You Know?

It's not the situation. It's how you respond to the situation that determines the quality of your life.

On the Receiving End

- **We don't pay attention.** Many times, we think we already know what the other person is going to say, so we let our mind wander or daydream. Instead, concentrate on what the other person has to say. By staying in the moment, you will build a positive connection and the other person will feel you are listening.
- **We are distracted.** Don't get distracted by something else competing for your attention at the same time. Give the person your undivided attention or ask to continue the conversation at another time.
- **We are passive.** The role of the listener is not a passive one. The source and the receiver both play a part in the conversation. Focus on what is being said. Use eye contact and positive language to convey you are listening.
- **We don't understand.** If the person talking uses words you are uncertain of, don't assume the meaning or guess. When in doubt, ask for clarification.
- **We are confused.** If you are confused by the incongruity of the non-verbal communication and the verbal, ask for clarification. You can avoid confusion and uncertainty about what is being said.
- **We let our biases get in the way.** Often we base our interpretations or perceptions of others on past experiences. Try to understand the specific issue at hand rather than generalizing the context based on the past.
- **Not interested.** If you are not interested in what the other person is talking about, diplomatically move the conversation to another topic. Let's face it, it's happened to all of us at one time or another.

Did You Know?

"Most people do not listen with the intent to understand; they listen with the intent to reply. They're either speaking or preparing to speak. They're filtering everything through their own paradigms, reading their autobiography into other people's lives. ~ Stephen Covey, 7 Habits of Highly Effective People

Conversation is a two way street. Listening is one of the most important components of good communication.

- Put energy into listening
- Focus on listening; involve all of your senses
- Keep an open and objective mind
- Listen to the entire story before coming to any conclusions
- Filter out distractions
- Put yourself in the speaker's position
- Don't interrupt; limit the time you talk
- Avoid emotional reactions; people will not always agree

Exercise:

Seeing is believing. Try videotaping yourself in various situations, so you can see your communication style and discover how you are perceived.

- Videotape yourself talking, presenting, or in any other communication situation. Determine which behaviours to change, and practice the new behaviours.
- For continued improvement, videotape yourself as required for feedback and monitoring.

WHAT YOU SAY

The words we use, our use of grammar and the way we enunciate all make an impact on the receiver. They indicate our level of confidence and can provide clues about our level of education. They can also be judgemental, hurtful and damage personal credibility. Take responsibility for your thoughts and ideas. Empower yourself and others with proactive language.

Be Gender-Neutral

Do not make assumptions about gender, based on the title or role. Avoid inaccurately excluding members of one sex. Pilots, nurses, doctors and receptionists can be male or female.

As traditional roles are no longer reserved specifically for men or women, terminology for these roles must reflect this. Use gender neutral job titles.

Gender Distinctive	Gender Neutral	Gender Distinctive	Gender Neutral
Policeman	<i>Police officer</i>	Hostess	<i>Host</i>
Stewardess	<i>Flight attendant</i>	Foreman	<i>Supervisor</i>
Chairman	<i>Chair</i>	Waitress	<i>Server</i>
Actress	<i>Actor</i>	Salesman	<i>Salesperson</i>
Landlady/lord	<i>Caretaker / Superintendent</i>	Seamstress	<i>Stitcher</i>
Fireman	<i>Fire fighter</i>	Mailman	<i>Mail carrier</i>

Be conscious of gender nouns, and use them appropriately.

Inappropriate	Appropriate
Man and wife	<i>husband & wife</i>
Girls / gals / ladies	<i>women</i>

Using positive language

- Be positive!
- Move from a judgemental perspective to an understanding position.

Consider Perception

I have struggled with my weight ever since I was very young. I have a friend who I have known since elementary school who had the opposite problem. All through school she thought she was too thin. As I dieted through high school, she ate. Neither of us was happy with our figures. As adults we got together after about a year of not seeing each other. We met for dinner when I was about 5 months pregnant. The first thing she said to me was, "You look so fat!" I didn't say anything, but it really hurt. I know she didn't mean to hurt me. I think she thought she was stating the obvious about me looking pregnant. I know that for her the term 'fat' was actually a compliment. But for me, who had been on some kind of diet most of my life, it was devastating.

Did You Know?

"No one can make you feel inferior without your consent" ~ Eleanor Roosevelt

Sometimes without even realising it, we can be hurtful or judgemental. This can lead to anger or conflict. By reframing your words and using positive language, you can get your point across in a more optimistic and encouraging way.

Perception

Re-frame to Positive

Skinny

Slender

Fat

Full-figure

Cheap

Thrifty

Expensive

Precious

Lazy

Relaxed

Works too hard

Hard worker

Shy

Quiet

Obnoxious

Assertive

Old

Mature

Be proactive

By using proactive language, you take ownership and convey assertiveness.

Victim Language

There's nothing I can do

I can't

You should have

I have to

It's not my fault

I can't help it

That's just the way I am

You're lucky

I'll try

She intimidates me

He makes me mad

Taking Ownership

Let's look at our options

I will not

Would you consider

I choose to

I'm responsible; How can I fix it?

I choose my response

I'm happy the way I am

You took the right action

I will (or I will not)

I feel intimidated around her

I feel angry

Pronounce Words Correctly

- Gonna → going to
- Proably → probably
- Bedder → better
- Didja → did you
- Gimme → give me
- Supposably → Supposedly
- Goin → Going

Use Clear Language

- Be clear in your intent. Avoid words or phrases with the weaker intention such as:

I wish

I will try

It seems to me

I'm not sure, but

I think that

I hope

In my opinion

- Use active verbs rather than passive.

Passive verbs: learn, know, understand

Active verbs: develop, create, produce

- Avoid distracting language:

Hedges: “to tell you the truth”

Bromides: “without further ado”

Fillers: “um”, “er”, “basically”, “like”, “you know”, “to be honest”

Slang: “he goes” instead of “he said”

- Acknowledge statements rather than respond to them as if they were questions. Answering a statement can lessen your credibility because you can sound defensive.

e.g.

Statement: “That sounds expensive.”

Response: “It costs that much because...”

Better response: “Oh. Do you have a question about that?”

Did You Know?

In the Canadian province of Quebec, all signs must be posted in French. In all other provinces, signs must be posted in English and French.

- To gather more information, ask:

What, specifically ...

Where, specifically ...

When, specifically ...

How, specifically ...

- Avoid asking “why, specifically” as this puts people on the defensive.

e.g. “Why did you do it that way?”

HOW IT'S SAID

It's not what you say. How you say it is just as important. Your voice is the vehicle that delivers the words and reflects meaning. By changing the inflection, pitch, volume and speech rate, the perception of your words can instantly change.

Inflection

- Use a clean tonality to sound calm and in control. This tonality has no inflection, therefore no emotion is heard.
- Practice sounding positive, diplomatic and confident. Avoid statements that sound apologetic, defensive or aggressive.
- Avoid using upward inflection at the end of a statement. It will sound as if you don't believe in yourself. A downward inflection has more authority.
- Speak with a smile in your eyes and lifted cheekbones to add warmth to your speech.

Pitch

- Lower your pitch for more credibility. Breathe from the diaphragm.
- Vary the pitch for more impact. A monotone voice sounds "boring."

Volume

- Adjust your volume according to the situation.
- A loud voice can command attention; on an on-going basis it may sound insensitive or dictatorial.
- A quiet voice can be sensitive; on an on-going basis it may sound self-effacing or powerless.
- A moderate voice will sound confident and will be appropriate most of the time.

Did You Know?

Nodding and shaking the head mean different things in different regions. Here in North America nodding means "yes" and shaking means "no". In some countries it's the other way around.

Rate

- A slower rate can sound thoughtful; on an on-going basis it may sound like a "slow mind."
- A faster rate can create a sense of urgency; on an on-going basis it may sound frivolous.
- A moderate rate can sound confident and will be appropriate most of the time.

Be Aware of Other Non-Verbal Language

- Throat clearing
- Coughing
- Laughing
- Snorting

WHAT ARE YOU REALLY SAYING?

We constantly send non-verbal messages. Most of these messages are received on a subconscious level, usually in the form of a feeling. When verbal and non-verbal elements are in alignment, the message is congruent and you get your point across accurately. If the messages conflict, the non-verbal message usually carries more weight. It is also important to be aware of your habits and how they may influence perception. For example: crossing your legs or clasping your hands. Even though they may seem like harmless habits, in the wrong circumstances they can come across as defensiveness or nervousness. Combined gestures can have an even greater affect on perception if all are congruent. If they aren't in-sync this can cause confusion. Try to use open, inviting gestures and movements that are natural and relaxed. You will appear confident and those around you will feel positive.

Did You Know?

In Iraq and Iran giving someone a thumbs up gesture is considered offensive. In Canada this is a sign of approval.

Exercise:

What does your body language say? Sit in front of a mirror in a position that you find comfortable. How do you look? Is your body conveying what you want it to convey? Now try sitting in an uncomfortable position? Do you look comfortable, approachable, outgoing, stiff, confident, etc. By comparing yourself in different sitting positions, you will soon discover how you can make adjustments to project your ideal image.

To enhance this exercise, look in a mirror while doing the following behaviours. Observe what your body language is saying.

Eye Contact

What your eye contact communicates

Minimal

Lack of trust

Maintained 70% of the time

Confidence

Stare or Hard Gaze

Confrontational

Eyes squinting

You can't see well enough

Eyes wide open

Surprise or trying to take in new information

Soft gaze

Comfortable or at ease

Eye Movement

Why you do this

Looking up

You're visualising

Looking to the side

You're thinking about what to say next

Looking down

You're trying to process your feelings

Eyebrows**What your eyebrows communicate**

Raised	<i>Questioning / surprise</i>
Lowered	<i>Anger / frustration</i>
Variation	<i>Interest / paying attention</i>

Head Position**What your head position communicates**

At an angle	<i>“Aren’t I cute?”</i>
Chin raised	<i>Nervousness or looking down at someone</i>
Chin lowered	<i>Nervousness or “please ignore me”</i>
Head turned slightly	<i>Nervousness or “I’m keeping part of myself away”</i>
Head held straight & facing speaker	<i>Interest / Confidence</i>

Hand & Arm Positions**What your hand and arm positions communicate**

Playing with hair	<i>Sensuality</i>
Hands clasped	<i>Holding onto old ideas; not open to new ideas; nervous</i>
Crossed arms	<i>Disagreement; not open; defensive</i>
Arms holding self	<i>Vulnerable; protective</i>
Hands on hips	<i>Waiting; confrontational</i>
Fidgeting	<i>Restless; nervous</i>
Arms relaxed at side	<i>Confident, relaxed and open</i>

Leg & Foot Positions**What your leg and foot positions communicate**

Crossed legs	<i>Closed; defensive</i>
Crossed ankles	<i>Thinking</i>
Ankle supported on leg	<i>Power play</i>
Legs parallel	<i>Organized</i>
Feet not touching floor	<i>Not grounded</i>

Body Position & Movement**What your body position and movement Communicates**

Leaning forward, arms resting on legs or other surface	<i>Waiting; depression</i>
Leaning forward, hands on knees	<i>Ready for action</i>
Leaning back, hands clasped behind head	<i>Open; "let's see"</i>
Leaning back, hands in front	<i>Retreating; disengaged</i>
Leaning sideways on an object	<i>Fatigue; not aligned with communication; unsupported</i>
Weight on one leg	<i>Lack of confidence</i>
Weight evenly distributed	<i>Confident; in control</i>
Pacing	<i>Nervousness; wanting to escape</i>
Rocking	<i>Need assurance</i>
Micro-movements (e.g. twitching)	<i>Nervousness; lying; negative feelings</i>

Interpersonal space

Some people are very comfortable with physical contact. These people might place a hand on your arm or on your shoulder. Be aware that if touching is non-reciprocal, the other person is probably not comfortable with it. The person who is initiating physical contact is perceived as being in control.

Acceptable interpersonal space differs from country to country and region to region. The following guidelines are for Canada and the US.

Intimate space	within ½ an arm length
Personal space	within ½ - 1 arm length
Social space	within 1 – 2 arm lengths
Public space	more than 2 arm lengths

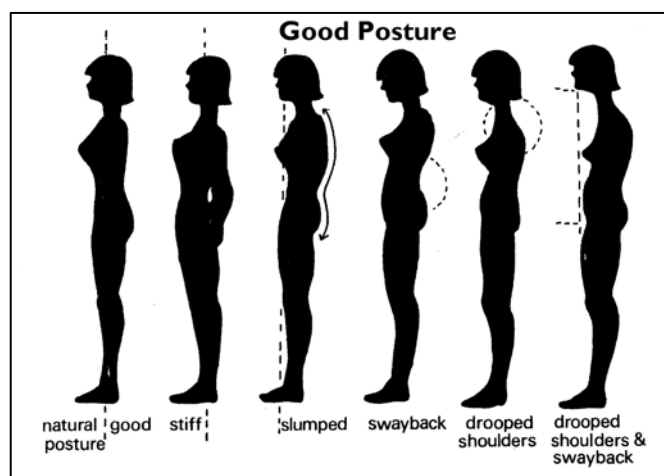
ADDING POISE FOR PRESENCE

The way you carry yourself can be interpreted as a clue to the way you feel about yourself. Posture and poise are non-verbal elements that can make or break your image instantly.

Shoulders set forward	<i>Feeling heavy responsibility (carrying a heavy load)</i>
Rounded back	<i>Unsupported</i>
Sway back	<i>Compensating</i>

Posture

- Ears should line up with center of the shoulder bone
- Pull the head up from behind
- Shoulders are straight
- Arms should fall gently at your side
- Chest and ribcage should be up
- Tummy and Derriere are tucked in
- Weight should be distributed evenly on the feet



Test Your Posture

To determine how good your posture is:

1. Cut a piece of string to a length a little longer than you are tall.
2. Attach something heavy like an eraser to the end of the string.
3. Tape the other end of the string to the top of a full length mirror.
4. Stand sideways to the mirror aligning your body with the string. The string should line up with the body at the following points: the center of the ear lobe, the shoulder bone, the hip bone and slightly in front of the ankle bone.

Did You Know?

Integrity is doing the right thing when nobody is watching. ~ Jim Stovall

Exercise to Improve Your Posture

Did You Know?

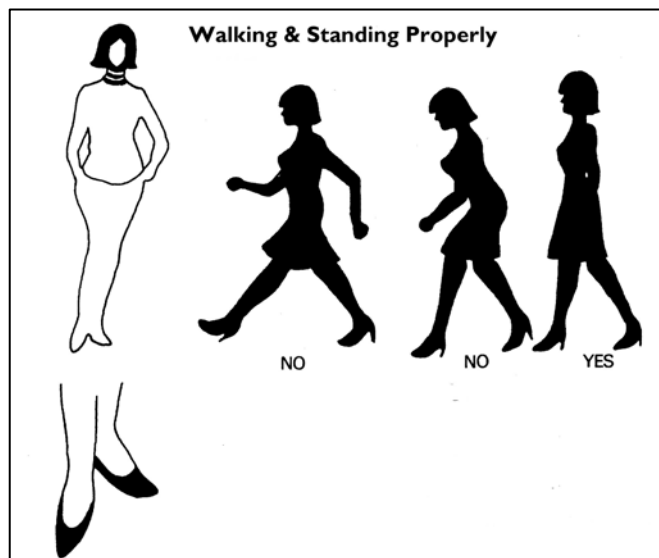
If you present yourself as being powerless you will become powerless.

1. Lean with your back and head against the wall.
2. Place your feet approximately one foot from the wall.
3. Try to place the small of your back as close as possible to the wall. Ideally, you won't be able to insert your hand between your back and the wall.

Walking

- Walking should appear effortless
- Heels are placed down first
- Steps are approximately a foot apart
- Toes should be pointed straight ahead
- Knees should be slightly flexed
- Walk from the waist down. Hips move forward with the leg
- Hold head high and back straight
- Arms should swing slightly
- Weight should stay centred, not side to side
- The body should float, not bob up and down.

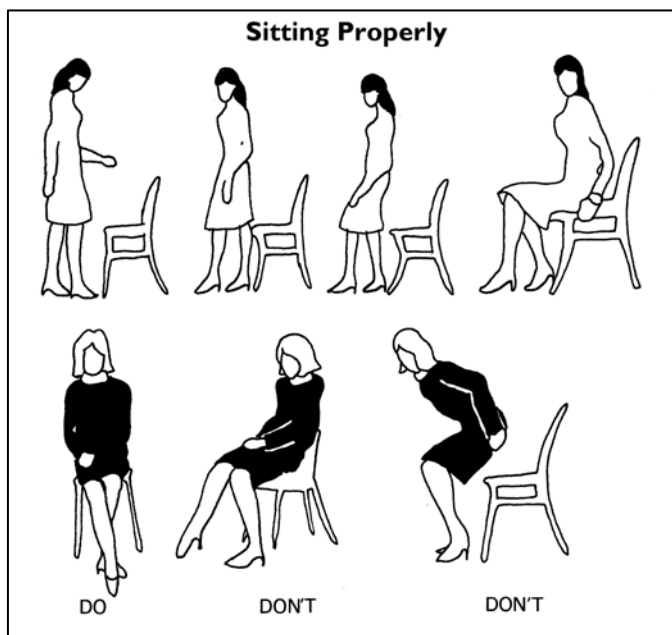
The motion should be smooth



Exercise for a more Refined Walk:

1. Back straight
2. Bend knees taking long exaggerated steps
3. Pretend you are quietly sneaking up to someone
4. Walk smoothly, no bouncing
5. Gradually shorten steps

Sitting



1. Touch your calf to the back of the chair
2. Keeping your back straight, lower your body to the chair
3. Sit on the edge of the chair
4. Place your hands on the side of the chair and slide back
5. Keep knees and ankles together
6. Sit straight with your back against the chair back

HOW TO START A CONVERSATION

If you tend to feel a little tongue-tied when mixing socially or in business, keep up-to-date with current events for light conversation. Even though it may seem that everyone else knows each other, and you know no one, that may not be the case. To meet people:

1. Approach the person you would like to meet.
2. Make eye contact and smile.
3. Introduce yourself. Get the other person's name. Make sure you have heard the name clearly and are clear on the pronunciation. The person of higher position would offer to shake hands first.
4. Explain your relationship to the host, or your purpose for being at the event. You may ask the same information of them.
5. Do not talk about yourself, unless asked.
6. If the person's business is of interest to you, ask for a business card.
7. When receiving the card, look at it before putting it away.
8. Only present your card when asked.
9. If someone gives you information or help, give prompt and sincere thanks.

Ask Questions

- Open ended questions open conversation. These are questions that start with who, what, where, when, why, how. They don't require a simple "yes" or "no" answer.

Topics for Conversation:

- The other person's family
- The other person's interests
- Good news about mutual friends or acquaintances
- Current events and news items that are light, interesting and easy to talk about
- A recent play or movie
- Ways to assist others
- Positive news about the economy
- A recent documentary or television show

Conversation Gaffes:

- Gossiping or swearing
- Criticizing, complaining, making sarcastic or degrading comments
- Condescending comments, feeling sorry for someone, “Poor...”
- Talking about how much something costs or how much money you make
- Saying anything designed to advance your career
- Interrogating people for any reason
- Telling long stories, unless they're pertinent to the discussion
- Discussing or asking personal questions involving crime, politics, money, illness, food preferences or religion.
- Saying anything controversial
- Offering an opinion or giving unsolicited advice (including on appearance), or correcting someone's etiquette. This includes making personal comments.
- Boasting or name dropping

Conversation Tips:

- Be courteous to everyone
- Speak in positive terms
- Listen attentively
- Show authentic interest in others
- Say “please” and “thank you” at every opportunity
- Don't interrupt
- Paraphrase the speaker's words in your own words, “I believe you are saying...” or “Lets see if I have this right... What you are saying is...” This shows you are paying attention
- If you don't understand something that has been said, ask, “How do you mean?”

Did You Know?

Lack of tack is considered a faux pas in communication. People will be offended and won't want to be around you.

Networking

- The purpose of networking is to build long-term relationships and uncover future opportunities. It is done from the attitude of “giving” rather than “getting.”

Exercise:

Feeling a little shy? When it comes to meeting, greeting and conversations, the more you do it, the easier it gets. Gain conversation confidence by talking to new people every day:

- Introduce yourself to three new people each week
- Attend every party, business mixer or social gathering possible
- Strike up a conversation with one person each day (line-ups, elevators, bus, etc.)
- Join a class that requires group activities

Tip: a great place to develop social and speaking confidence is through Toastmasters International.

<http://www.toastmasters.org/>

Did You Know?

In order to be a great communicator you must become a great listener. Fight the urge to respond immediately and really listen to what the other person is trying to communicate.

RELATIONSHIP BUILDING

In order to build a solid relationship, rapport must be established. This can be done by simply showing sincere interest in the other person.

What Is Rapport?

- Rapport is the foundation of relationship building. By developing trust, integrity and common interest, you can easily build rapport.
- When you have rapport, you each have the other's attention and communication can then take place.

How to Build Rapport and Keep it

- Be genuinely interested in other people. Asking questions is a great way to get people to open up and to build rapport. You can start a discussion by asking open ended questions about them and their interests. This will encourage them to talk about themselves. When people are comfortable, they love to talk about themselves.
- People like to hear their name used in conversation. However over-using it can come across as insincere.
- Show you are listening and interested in what they are saying through open body language and facial expressions such as smiling. Using good eye contact, about 70% of the time, shows that you are interested in what the other person is saying.
- The more people have in common, the easier it is for them to build rapport. Use the conversation to find out about similar interests, etc.
- Mirror the person's communication style. Do they like to ease into a topic or jump right in? Is the person relaxed or very formal? By matching their style, they will feel more connected to you. Matching and mirroring is a great way to align yourself with the other person. Mirroring their verbal, vocal and visual communication will help you stay in tune with the other person's thoughts and perceptions, helping you build rapport. For example: Do they like to get down to business right away or do they like to socialise first? (When you have rapport, this happens naturally)
- Once established, long-term rapport is based on trust, dependability and consistency. Be congruent in your verbal, vocal and visual behaviour. Continue to show genuine interest. Always keep the commitments you make and act with honesty and integrity.

Exercise

Experiment with matching and mirroring. Become aware of when your verbal, vocal or visual cues match the other person.

BEHAVIOURAL STYLES

In order to match and mirror, for rapport building, it's important to understand that everyone has different personalities and behavioural styles. Some people want to get to the point quickly and are very bottom line oriented, while others are very social. Understanding various behavioural styles can be helpful in determining the best way to establish rapport.

DISC

There are many different personality assessment systems. The following four behavioural profiles are based on the Disc System. (*Dominator, Influencer, Stabilizer, Comprehender*) The Disc profile is a tool for understanding behavioural types and communication styles.

Did You Know?

One glance from another person can speak volumes about that person's feelings and attitude about you.

The Dominator

Dominators are the movers and shakers of the world. They tend to be independent and strong willed. They like challenges and quick results. They are bottom line and results oriented. These individuals demand action, like to get things done and avoid detail. They like to get to the benefits and the bottom line quickly.

This person:

- Speaks loudly and assertively
- Moves with speed and power
- Makes direct eye contact
- Has a formal, serious demeanour

To establish rapport with this person:

- Be efficient
- Be punctual
- Get to the bottom line
- Avoid small talk and introspective discussions
- Dress professionally
- Stress quick results
- Ask questions
- Put everything in writing
- Let them feel they are in control; give them a choice

Other Characteristics:

- | | | |
|--------------------------|----------------------------|---------------------------|
| • A leader | • Directive | • Risk-taker |
| • Enjoys control | • Assertive | • Courageous |
| • Enjoys power | • Forthright | • Self-reliant |
| • Likes multiple choices | • Wants immediate results | • Self-controlled |
| • Driven | • Gets to the point | • Independent |
| • Decisive | • Competitive | • Time-oriented |
| • Determined | • Objective vs. subjective | • Conceals emotions |
| • Dictatorial | • Takes action | • Tells others what to do |

The Influencer

Influencers love to meet new people. They are great networkers. They tend to be outgoing and very social. They enjoy team participation, entertaining, sharing thoughts and ideas. Don't be in a rush with these individuals. They like to enjoy the moment.

This person:

- Speaks with animation
- Uses animated gestures
- Uses animated expressions; smiles
- Has a warm, friendly demeanour

To establish rapport with this person:

- Be stimulating
- Use testimonials
- Be a friend; be close and warm
- Present the "big picture"
- Use emotional benefits
- Recognize them as being important

Other Characteristics:

- | | | |
|----------------|------------------------------|-------------------------------|
| • Inspiring | • Sociable | • Focuses on generalities |
| • Positive | • Creative | • Supports dreams and plans |
| • Expressive | • Spontaneous | • Coaches |
| • Enthusiastic | • Makes quick decisions | • Enjoys "looking good" |
| • Persuasive | • Likes to plan | • Good conversationalist |
| • Emotive | • Enjoys prestige | • Needs to be with people |
| • Outspoken | • Dreamer | • Enjoys the limelight |
| • Open | • High expectations | • Tells others what they feel |
| • Frank | • Takes risks | |
| • Entertaining | • Intuitive; goes on hunches | |

The Stabilizer

If you have a problem, the stabilizer will be there for you. With their nurturing style, they tend to be good listeners and very supportive of others. They like to be helpful, but don't like to feel pressured. They prefer consistency over change.

This person:

- Speaks softly and evenly
- Moves slowly and deliberately
- Uses even, moderate gestures
- Has a caring, approachable demeanour

To establish rapport with this person:

- Be sincere and friendly
- Build rapport quickly
- Talk long-term
- Talk about their family
- Don't rush; allow time for conversation
- Don't pressure them
- Reassure them
- Help them decide

Other Characteristics:

- | | | |
|---------------|---------------------------|--------------------------------|
| • Steady | • Family-oriented | • Seeks agreement |
| • Supportive | • Nurturing | • Strives for consensus |
| • Amiable | • Traditional attitudes | • Gets the job done |
| • Friendly | • Makes careful decisions | • Builds relationships |
| • Likable | • Seeks solutions | • Supports people and emotions |
| • Cooperative | • Needs security | • Counsels |
| • Loyal | • Values continuity | • Asks others what they feel |
| • Reliable | • Safety-conscious | |
| • Team player | • Accepting | |
| • Generous | • Enjoys harmony | |

The Comprehender

The comprehender is the researcher and planner. They plan ahead every detail before making their move. They are analytical and tend to focus on quality and accuracy. When making a decision, they tend to prefer facts over emotional stimuli.

This person:

- Speaks evenly, less intonation
- Uses minimal eye contact and expressions
- Uses minimal gestures and movements
- Is serious and less responsive

To establish rapport with this person:

- Be correct
- Give details
- Use facts
- Stress rational, logical reasons
- Give quick, precise answers
- Compliment them
- Tell them what to do; give reasons why

Other Characteristics:

- | | | |
|--------------------------|-------------------------------|-----------------------------------|
| • Analytical | • Looks for what doesn't work | • Values fairness |
| • Critical | • Needs facts before deciding | • Neat and organized |
| • Logical | • Slow to make a decision | • Punctual |
| • Likes facts | • Second guesses decisions | • Concept-oriented |
| • Wants details | • Task-oriented | • Money and numbers oriented |
| • Information specialist | • Works best independently | • Keeps feelings hidden |
| • Gathers data | • Complies with rules | • Asks others what they are doing |
| • Systematic | | |
| • Problem-solver | | |

HOW TO BE A GREAT LEADER

Have you ever met someone who really motivated and inspired you to reach a goal or finish a project? You worked tirelessly to completion, not because you were afraid of the consequences or afraid of disappointing, but because you were truly excited about what you were doing. You could feel the synergy and excitement. That's what leadership is all about. A leader is someone who guides or inspires others. The following are attributes of great leaders.

1. Vision

Leaders are forward thinking. They have a clear vision of the brightest future; a future that transcends the organization. They develop values and purpose to help the organization reach this vision. Their personal vision becomes a "calling."

2. Inspire

Leaders inspire people to have a sense of their own vision and commitment that is in alignment with the shared vision. They act as mentor, coach and teacher. They model the way by sharing their personal vision and demonstrating their commitment to the truth.

3. Design

Leaders can see how all the parts fit together to perform as a whole. They help others see the "big picture" and purpose. They conceptualize their strategic insights so that people can challenge and improve them.

They design a system in which people are empowered to learn and continually expand their capabilities; personal growth and personal mastery are fostered.

4. Synergy

The whole is greater than the sum of its parts. A team can accomplish more than even the strongest individual on the team.

The maximum potential for the whole group can be realized when each individuals' maximum potential is realized.

All talent necessary to ensure the team's success is already present.

Synergy = an enlightened individual + effective contact.

What A Synergistic Team Looks Like

1. All team members are clear about and have agreed upon the team objectives (mission).
2. The team leader has high visibility; s/he makes and maintains effective contact.
3. The team is highly task-effective.
4. Each team member is valued for his/her uniqueness. The focus is on the different qualities that make each individual unique.
5. Team members are willing to voice agreement and disagreement openly and willingly.
6. Issues are raised in an observational way, rather than a judgmental way.
7. The team's time and place orientation is constantly "right here, right now."
8. Energy is focused on objectives, not negative emotions.
9. Working relationships are "authentic," which is more productive than pretending they are "good." (Most team dysfunction occurs through avoiding conflict)
10. The team values and focuses on what is effective, as much as what is not going well.
11. Team members are free to trust their intuition.
12. *The team has fun!*

How to Create Team Synergy

Synergy starts with open communication and trust. Everyone involved should feel that they have something to contribute and are part of the solution or final result.

When defining a task and delegating:

1. Propose the tasks or goals
2. Seek information or opinions from others on the team
3. Give information or opinions based on facts
4. Clarify and elaborate on the task in order to clear up any confusion

To maintain team spirit:

1. Keep communication channels open
2. Encourage others by being friendly, warm, responsive, supportive and honest
3. Compromise: Keep in mind that you are working with a group with different personalities and needs. Modify your approach as needed for the benefit of the group. Work to reduce tension rather than letting it fester.

Ineffective Team Effort

There are some things that can get in the way of team synergy and bring down morale amongst the members. These are a few:

1. Showing dependency by leaning on anyone who represents authority
2. Resisting anyone who represents authority
3. Withdrawing psychologically
4. Pairing up: seeking out one or two supporters to form a kind of emotional sub-group
5. Fighting or asserting personal dominance
6. Controlling by attempting to get your own way, regardless of others' opinions
7. Isolating yourself and keeping silent
8. Withholding information from the team
9. Talking too much
10. Criticizing
11. Making judgements
12. Blaming
13. Not trusting the group
14. Sabotaging
15. Intimidating
16. Manipulating

WIN-WIN STRATEGIES

You are more likely to get what you want when you use the win/win approach to negotiating.

1. **Hard**
 - aggressive, forceful, authoritative, threatening; "I win, you lose."
2. **Soft**
 - passive, open, vulnerable, appeasing; "I lose, you win."
3. **Win / Win**
 - solution-oriented, well-informed, cooperative, principled; "I win, you win."

The Process

- Know what outcome you want; know what you don't want.
- Know what outcome the other person wants; know what he or she doesn't want.
- Avoid showing emotion or arguing.
- Show respect for the other person's opinions.
- Always listen.
- See things from the other person's perspective.
- Invite open discussion.
- Seek agreement.
- Use laughter to break tension.
- If you are not in agreement, first acknowledge their viewpoint (e.g. "that's a good point...")
- When in trouble, ask for thinking time.
- Clearly define and document your agreement.

Negotiation Tactics

Positive

- Creative thinking
- Silence
- Inquiring
- Giving information

Negative

- Passing the buck
- "Take it or leave it" attitude

Did You Know?

"You are treated in the way you teach people to treat you"~ Wayne Dyer

- Asking for something unrealistic
- Asking for more just before the close

Neutral

- Clothing & grooming; your image can help you get what you want. It can also help you to fit in.
- Body language; this portrays your state of mind – what do you want to say?
- Voice: 38% of your message is in the tone of your voice (85% on the telephone).
- Seating should be equal; nobody should have the "power" chair.
- Matching or mismatching others verbal/non-verbal behaviour. In general, match someone who you want to show agreement with; mismatch a bully.
- Avoid using stereotypical labels based on your perception – if you want to change the perception, change the label.

Conflict Resolution

You are not responsible for other people's emotions. You are, however, responsible for your own.

An Active Aggressor

- argues
- gives orders
- stubborn
- hard style
- manipulates intellectually

A Passive Aggressor

- needles
- whines
- complains
- soft style
- manipulates emotionally

To cope with aggressors:

- Back off
- Be open to negotiate
- Be willing to re-discuss
- Break negative patterns
- Use silence

SUGGESTED READING

Essential Self, Essential Style **Alyce Parsons, Kathy Hurley, Theodore Donson**

Emotional Intelligence **Daniel Goleman**

Getting to Yes: Negotiating Agreement without Giving In **Roger Fisher, William Ury**

You Look Great But How Do You Sound? **Dr. June Johnson**

Minding Your Manners Everyday Matters **Kimberly Law, AICI CIP**



Training and Resources:

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Kimberly Law Profile:

Kimberly Law, AICI CIP is a Certified Image & Etiquette Consultant and principal of Personal Impact International founded in 1999. She is an author, speaker and works with companies, men and women helping them refine their look from head to toe and enhance professional communication, increasing confidence and personal effectiveness. In other words... she does extreme makeovers without taking extreme measures, to help her clients look and act their very best, always!

Kimberly has demonstrated her expertise across Canada through local and national media such as: Global Television News, Vancouver; CityTV Breakfast Television and News, Vancouver; VTV Breakfast, Vancouver; and has been interviewed on CKWX and CKNW, Vancouver as an Image Expert. Her achievements have been written about in publications such as The Burnaby Now, Vancouver Sun, Edmonton Journal and the Financial Post. She is one of one fewer than **200 consultants, world-wide** and the first in Western Canada to receive international recognition as a Certified Image Professional (CIP) through the Association of Image Consultants International (AICI) (www.aici.org). She served as AICI's International President 2011-2013 and currently serves as AICI Immediate Past-President. She is also a Founding Director for the Institute of Image Training and Testing International (www.iitti.org).

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