

DISCOVER THE LIFE-CHANGING SKILLS YOU NEED TO CONNECT WITH ANY PERSONALITY TYPE

Most people lack the tools to deal with awkward situations and difficult people. But what if you could learn the secrets of dealing with ANY personality type? *How to Get On with Anyone* will give you the knowledge, principles and skills you need to improve your interactions, build your confidence and change your life.

- **Part 1:** work out which of the 4 different personality styles you are and understand how they operate.
- **Part 2:** recognise the personality styles in others, better understand how to get on with different types and anticipate where conflict and problems may arise.
- **Part 3:** tools and strategies for typical situations including influence and impact, communication, power and control, and building resilience.

Understand others, use your charisma and communicate effectively to build better relationships.

'A really practical book with lots of ideas and templates for real life situations at work and at home.'
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'Really interactive - you will definitely learn something valuable and immediately applicable.'
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HOW TO GET ON WITH ANYONE

CATHERINE STOTHART

'Understand yourself and others so you can be more effective - this book is essential!'
Mark Stewart, General Manager and HR Director, Airbus

HOW TO GET ON WITH ANYONE

GAIN THE CONFIDENCE AND
CHARISMA TO COMMUNICATE
WITH ANY PERSONALITY TYPE

CATHERINE STOTHART

ABOUT THE AUTHOR



Photo by Bill Stothart

CATHERINE STOTHART is a leadership coach and team facilitator and has run her own consultancy business since 2002, with clients including Airbus, Audi, BAE Systems, KCOM, Astra Zeneca and United Utilities. She previously held senior posts in human resource management and learning and development in Ford Motor Company, Mercury Communications and ICL.

Catherine lived for several years in Cairo and Rio de Janeiro. These were life-enhancing experiences that really opened her eyes to human behaviour and cultural differences, and her work has continued with the underlying themes of behavioural change and personal development ever since.

She has coached dozens of managers on topics such as influencing others, engaging their teams, building resilience and developing emotional intelligence. She coaches teams in high performance ways of working and has worked on many team and leadership programmes in major companies. She also works with teachers in local high schools in Cheshire, using personality type as a way of helping them understand themselves, their colleagues and their pupils. She has experience as a Chair of Governors and is a Trustee of the British Association of Psychological Type.

Catherine has a BA in English from the University of Oxford, an MSc in Organisational Behaviour from Birkbeck College, University of London, is a Fellow of the Chartered Institute of Personnel and Development, and has qualifications in coaching and psychometric testing.

Catherine has published articles in professional journals and this is her first book.

Praise for *How to Get On with Anyone*

'One of the best books on building good relationships in all aspects of your life.'

Linda Berens Ph.D.; author, Interaction Essentials; creator of the Interaction Styles model; Director, Berens Institute

'For leaders, authenticity is key and if you know and understand your own style your chances of being more effective as a leader and a human being will be greatly enhanced in your interactions with others – this book is an essential guide.'

Mark Stewart, General Manager and HR Director, Airbus

'Learning about ourselves and how to relate optimally to others is a continuous process. This practical and accessible manual, built around a proven model, will give you enormous help along that journey.'

Andrew Mayo, Professor of Human Capital Management, Middlesex University

'A "must read" book for every manager and for anyone working with people; with clear, useful tools and frameworks to improve and manage interpersonal relationships.'

Fiona Colquhoun, Director and Mediator, CEDR - Centre for Effective Dispute Resolution

'If you want to feel motivated and energised, rather than frustrated and drained, this is the book for you – it's the ultimate guide to getting on with others.'

Ian Wrightson, Partner, UK Executive, Head of People and Culture, Mazars LLP

'This book is both innovative and practical as it provides concrete yet comprehensive tools to help each of us understand how our behaviour might unintentionally impact others, as well as gain insight into the positive intent that might be driving others' behaviour, when it is different to our own. It provides clear direction of how to be emotionally intelligent in the moment ... the book is delightful and well-written, and I love the link with Intention and Impact - very helpful!'

Susan Nash, Founder of the Type Academy

'A really practical book with lots of ideas and templates for real life situations at work and at home.'

Anne Whitaker, former Audit partner, EY

'Really interactive and practical with plenty of self-assessment opportunity...you will definitely learn something valuable and immediately applicable.'

Steve Jones, Operations Director, Laing O'Rourke

'Catherine has found the sweet spot between intellectual rigour and accessibility. The result is a great resource for OD practitioners and coaches to help clients discover and uncover aspects of interaction and self that will enable more effective ways of being, working and delivering in service of their work roles and teams.'

*Sue Hills, Organisation Development
Manager, The King's Fund*

How to Get On with Anyone



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How to Get On with Anyone

Gain the confidence and
charisma to communicate
with any personality type

Catherine Stothart



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About the author

Catherine Stothart is a Leadership Coach and Team Facilitator and has run her own consultancy business since 2002, with clients including Airbus, Audi, the EEF, KCOM, Astra Zeneca and United Utilities. She previously held posts in Human Resource Management and Learning & Development in Ford Motor Company, Mercury Communications and ICL.

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Catherine has published articles in professional journals and this is her first book.

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This book builds on and describes how to apply the Interaction Styles model, which was developed by Linda Berens in the US, and published in 2001. It is based on research she carried out over 20 years into personality type and temperament (Carl Jung¹, Keirsey and Bates²), and it also draws on work on observable behaviour patterns (such as Merrill and Reid's³ social styles theory that was further developed by Bolton and Bolton⁴, and the work of Marston⁵, Geier and Downey⁶).

The model has four patterns of interaction, which Berens named In-Charge™, Chart-the-Course™, Get-things-Going™ and Behind-the-Scenes™. In this book I have given these four styles one-word names to make them more accessible to a wider audience, while retaining the integrity of her model. The names are: Mobiliser (for Berens' In-Charge), Navigator (for Berens' Chart-the-Course), Energiser (for Berens' Get-Things-Going) and Synthesiser (for Berens' Behind-the-Scenes). The descriptions of the styles closely follow those of Linda Berens and they are adapted with her permission.

I am very grateful to Linda Berens for supporting me in this work and giving me her invaluable advice on how to write about the styles. I am also full of admiration for the depth of her knowledge about personality types and her many years of work in this field. For more information about Interaction Styles, please see www.lindaberens.com

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Setting the scene

Only connect

E M Forster

We are social beings. For most of us, our relationships are the most important part of our lives. More than wealth or status, relationships with others are what give us meaning and a sense of purpose. There is convincing evidence that 'our relationships with other people matter, and matter more than anything else in the world'⁷. When our relationships are poor, we experience loneliness, distress and ill health. Good relationships are the basis for well-being and fulfilment.

But getting on well with other people at work and at home can be difficult – misunderstandings and conflicts arise, and we don't get the results we want. Worse than that, we may get results that we definitely don't want.

People have patterns of behaviour which they tend to repeat in a variety of situations and we describe this as their 'personality' or 'character', or 'the sort of person they are'. We sometimes talk of having a 'personality clash' with someone, which is shorthand for not getting on with them. It usually occurs because what they do or say, or what they think or feel, is different from us and we find their patterns of behaviour difficult to relate to. In other cases, we quickly feel rapport with people and easily get on well with them. This book will give you the awareness of why these differences occur and what you can do to get on better with all personality types.

The book is based on the four basic styles, known as Interaction Styles⁸, which people tend to display when they communicate with others and

it's about how to relate more successfully to other people, both at work and in our personal lives. It's a practical guide to how to adapt behaviour to connect with other people and get good outcomes for everyone. You will learn about the four styles and become aware of what might drive your words and actions and how to manage your impact on others. You will also be able to read other people's behaviours more accurately, appreciate what might be driving their behaviour and adapt what you say and do to build rapport and understanding with them.

I have been working with individuals and teams in business and education for 25 years and the most common problems they have relate to working with others. Interaction Styles is the best tool I have found to help them to gain self-insight and get on better with others. I've also personally found it immensely helpful in my own relationship with my husband and children. Often, when I introduce the styles when working as a coach in business, people see how they can apply it to their lives and relationships outside work, as much as in work. That is why I believe it is worth sharing it more widely, and why I have written this book.

A word of warning: People are very complex and no single model of human behaviour can account for all the variations between people. Our behaviour is influenced by our upbringing, education and the culture in which we live, as well as by our inborn personality preferences. Furthermore, in any situation we have choices about how we behave, and these are not pre-determined by our personality. But there are some recognisable patterns of behaviour that people share (while having many different individual characteristics), and knowing about the four Interaction Styles gives you both self-insight and options for how to interact with others to get better outcomes for everyone. I have found that people get it easily and can put it into practice quickly, with positive and constructive results.

How the book is set out

Part 1 sets out why the styles are important, what they are, and the typical strengths and potential pitfalls of each style.

- Chapter 1 sets the styles in the broader context of emotional intelligence and recent developments in neuroscience.

- Chapter 2 gives you the opportunity to assess your own style.
- Chapter 3 has an overview of the four styles – how people come across when they are in each style and what motivations might be driving their behaviour.
- Chapters 4–7 describe each of the four styles in detail, how to maximise your strengths, recognise your emotional triggers and manage your response to conflict and stress.

Part 2 describes how to recognise the four styles in other people and gives tips on how to work and live with them.

- Chapter 8 focuses on awareness of others and how to pick up cues about their thoughts and feelings. It relates physical cues to the likely inner drives, beliefs and aims to give an appreciation of the usually positive intention behind behaviour.
- Chapters 9–12 are about living and working with people of each style – tips on what works well and potential conflicts and synergies with the other styles.

Part 3 covers specific applications of the styles in different situations and settings.

- Chapter 13 focuses on how to build rapport and trust, how to set positive outcomes and plan your communication to have the impact you intend.
- Chapter 14 is about how to flex your style to engage others and inspire their commitment, rather than just their compliance.
- Chapter 15 looks at sources of power and how to harness the talents of your style to enhance your charisma.
- Chapter 16 describes the strategies to build your self-esteem and self-confidence.
- Chapter 17 is about how to cope with pressure, manage stress and re-energise.

The Appendix includes handy reference and quick look-up tables.

How to use this book

If you want to dip into the book rather than reading it from cover to cover, start with Chapters 2 and 3 where you can do the self-assessment activities and get an overview of the four styles. Then you can read the chapter about your own preferred style (one of Chapters 4–7) and how to adapt to connect with others and behave in more emotionally intelligent ways. If you want tips on how to connect better with someone of one of the other styles, then read the chapter on living and working with that style (one of Chapters 9–12).

In Part 3 you will find practical tools and techniques for emotionally intelligent behaviour that apply to all styles – how to have positive impact and influence, how to engage others, how power affects communication, building your confidence and finally a chapter on maintaining your resilience and re-energising in today's hectic world.

Throughout the book there are activities and exercises for you to complete if you wish, so it can be used as a handbook for yourself or to use with others.

All the case studies are true, and all names have been changed.

Who this book is for

This book is for anyone who is interested in understanding themselves, understanding other people and building better relationships at work and at home. No prior knowledge is required, though there are plenty of references for anyone who wants to dig deeper into the theory and related models.

Reading this book will help you to:

- understand your own Interaction Style and how to manage your behaviour for positive impact and influence
- understand the Interaction Styles of others and how to get on better with them
- feel more confident and influential in your relationships, at work and at home

- discover how to flex your style to improve team work and get better results for everyone
- learn how to pick up cues from other people's behaviour so that you can successfully engage and inspire them
- feel motivated and energised when working with others instead of frustrated and drained
- reduce unnecessary conflicts and avoid misunderstandings when working with others.

I hope this book will help you to enjoy **all** your relationships to the full.

Part 1

What's your
style?

Chapter 1

Your brain and you

We see what is behind our eyes

Chinese proverb

*Our conscious minds are tiny
iceberg-tips on the dark ocean
of unconscious*

Oliver Burkeman¹

Getting on with other people is one of life's biggest rewards and also one of its biggest challenges. We all know that we get on better with some people than others and that we can quickly build rapport with some people and take an instant dislike to others. While we can choose our friends, we can't choose our work colleagues, neighbours, family members, or the many people we meet in our daily lives. So anything which helps us get on better with others must be a good thing.

Everything we do or say has an impact on others, whether we intend it or not, and we communicate constantly. But we are not always aware of how we come across to others or the impact on them of our behaviour. Similarly, we are not always skilled at picking up cues from other people about the thoughts and feelings driving their behaviour and we don't always respond appropriately. If we can improve in these two areas, we will get on better with other people and have more satisfying relationships. What helps us to get on well with other people is to:

- know how we come across to others and be able to manage the impact we create
- pick up cues from them and adapt our behaviour to respond to them constructively.

In other words, we need to behave in more emotionally intelligent ways, with greater self-insight and better perception of others.

There are four styles that people typically fall into when they interact with others. Knowing about these four styles gives you the self-awareness, and the awareness of others, to behave with greater emotional intelligence and get on better with them.

The four Interaction Styles were researched and developed by Linda Berens² in the US and she named them In-Charge™, Chart-the-Course™, Get-things-Going™ and Behind-the-Scenes™. In this book I have given them the following one-word names:

- **MOBILISERS:** They push for action with results; they generally move and speak quickly and may be seen as straightforward and determined.
- **NAVIGATORS:** They push for a course of action; they generally move and speak in a deliberate manner and may be seen as serious and focused.

- **ENERGISERS:** They push for involvement; they generally move and speak enthusiastically and may be seen as expressive and engaging.
- **SYNTHESISERS:** They push for the best result; they generally move and speak patiently and may be seen as unassuming and approachable.

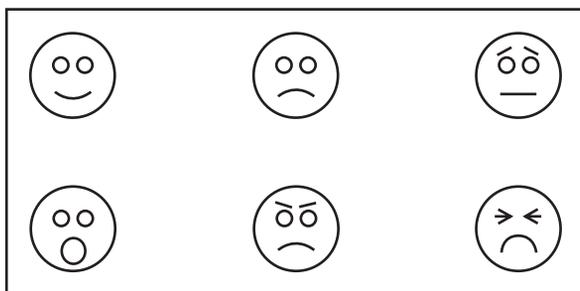
Before exploring the four styles, it is worth taking a little time to review:

- why it is important to be emotionally intelligent
- some findings from neuroscience that show that being emotionally intelligent is difficult
- how knowing about the four styles helps you to get on better with others.

Why emotional intelligence is important

Daniel Goleman³ and others have shown that emotional intelligence is important for success in life. The key message of his book was that to live and work productively with other people, you need emotional intelligence (EQ) as much as IQ (intelligence quotient). For Goleman, EQ is being aware of your own emotions and being able to manage them, and being aware of the emotions of others and being able to build connections with them.

Goleman, a psychologist and science journalist, based his book on research carried out by various people, including Howard Gardner,⁴ Paul Ekman⁵ and Salovey and Mayer.⁶ Ekman identified facial expressions for six emotions that are believed to be universally recognised across all human cultures – happiness, sadness, fear, surprise, anger and disgust.



A key part of emotional intelligence is empathy – the ability to detect the emotions of others and experience the same emotions yourself or at least to imagine what someone else is feeling.⁷ Some politicians, like Bill Clinton and Barack Obama, are noted for showing empathy and this enabled them to connect with voters. In a presidential campaign debate in 1992, George H Bush notably failed to show empathy towards a woman who asked about how the downturn in the economy had personally affected him. He spoke about investing to get the economy going again, while Clinton walked up to the woman, looked her in the eye and talked about the people he personally knew who had been badly hit by the downturn. Afterwards, film of the event showed the woman nodding in response to Clinton's words, and showed that their facial expressions and tone of voice matched. They were in rapport and he was demonstrating empathy to her and, importantly for his election prospects, to the wider TV audience.

Empathy is a very basic characteristic, fundamental to all human relationships, and without empathy it is difficult to connect to other people. (There is evidence that other mammals also have empathy and are affected by emotions.)⁸ Empathy and emotional intelligence are important for anyone who works with others, and especially for those in leadership positions, as 'leadership today is a deeply emotional role.'⁹ Uwe Krueger,¹⁰ the CEO of engineering company Atkins, describes emotional intelligence as the 'art of leadership': 'the emotional part is something that makes you authentic and that people expect from you in order to develop trust in you'.

And it goes further than creating trust. Neuroscientists agree that feelings and thinking are 'completely intertwined'¹¹ and that emotions (in ourselves or others) provide us with information that is necessary for decision-making. Without the emotional component of decision-making, our decisions would be worse. So, emotional intelligence (EQ) is not only 'nice to have' but is an essential part of working and living with others. Our ability to get along with other people in any context, outside work as well as in work, is aided by emotional intelligence and empathy.

Take a few moments to think about what emotional intelligence means to you. What examples do you have of emotionally intelligent behaviour? What behaviours would you class as good EQ? And what about emotionally UNintelligent behaviour? What would you class as poor EQ? Behaviour in this context is what you do, say, think or feel.

Some examples are given to start you off.

Your words and phrases to describe emotional intelligence

Being able to pick up on how someone else is feeling

Examples of emotionally intelligent behaviour

Being able to respond calmly and assertively to someone who is angry

Examples of emotionally UNintelligent behaviour

Giving negative feedback to someone in front of others

Notes

Recent findings in neuroscience

Behaving in an emotionally intelligent way depends on being aware of and able to manage the emotions driving our own behaviour. It is also about recognising the impact of our behaviour on others, being able to read their emotions and understand what might be driving their behaviour.

But this is not easy. Neuroscientists have shown that perception of the world around us is prone to distortion and error – our brains do not merely take in information from the world around us, but they actively create it.¹² We fill in the gaps and make inferences and assumptions that

go beyond what we perceive in the external world. This gap-filling also applies to our perception of other people – we may read their words, voice tone and body language correctly, or we may get it wildly wrong. We put our own interpretations on what other people say and do, seeing their words and actions through the distortions of our own lenses.

We cannot know what it is like to be someone else. The Native American adage ‘Don’t judge a man until you have walked a mile in his shoes’ is often quoted because it makes an important point. We make assumptions from other people’s behaviour about their thoughts, feelings and motivations, but these can be incorrect. Most of us have had experiences where we got the wrong end of the stick or have been completely unaware of the undercurrents in a conversation. Similarly, we sometimes lack awareness of our own emotions, how they might be driving what we say and do and how that behaviour might be impacting others.

Neuroscientists are finding more and more evidence that our perceptions of the outer world, our memory of events, our perceptions of other people and even our self-perceptions are all subject to distortion and error and they believe that as much as 95% of brain activity is outside our conscious awareness.¹³ Here are some examples.

Problems in sensory perception and memory

What we take in with our five senses from the external world is subject to processes in the brain which create the experience.¹⁴ Our brains are not merely recording experiences, they are *creating* them. So even our basic senses of sight, hearing, taste, touch and smell cannot be trusted to tell us what is really there. The checkerboard illusion¹⁵ and the McGurk¹⁶ effect show how our sight and hearing can be distorted – look them up on YouTube. In both cases, the context influences the meaning we make from our perceptions. Similarly, the ‘Pepsi paradox’ shows how taste can be distorted by branding. People are more likely to choose Pepsi over Coca Cola in blind tastings but choose Coca Cola when they know what they are drinking. Their experience of the taste is influenced by unconscious factors, such as the packaging and image of the brand. Jonah Berger¹⁷ suggests that 99.9% of our choices are influenced by forces of which we are unaware. Social influences shape many of our decisions in unconscious ways.

Memory is also influenced by factors outside the immediate sensory data. In an experiment carried out by Elizabeth Loftus,¹⁸ researchers were able to convince adults that as children they had been lost in a shopping mall. They were told some basic information about the fictional event, and were asked how they had felt when lost. About 25% claimed to remember the incident. Not only were they able to talk about how they had felt, but when they were asked about the same (fictional) event again a week later, many of them added details as facts which had never happened and which they had not been told. People remember the general gist of an event but not the details and may add details over time that didn't happen, believing them to be true. Their memory is a memory of a thought or feeling, not of an event in the external world. Even ID parades are prone to error – 20% of the time people choose as the guilty subject someone who the police know for sure cannot possibly have committed the crime.¹⁹

Masses of sensory data bombard us continually, but we cannot possibly attend to all of it. Our unconscious continually processes information without our being consciously aware of it²⁰ and most of this data never comes into our conscious minds. It is believed we can only attend to around seven items of the many millions of bits of data around us at a time – and our brains find ways of selecting relevant information. Sometimes a change occurs which causes things, that were previously unnoticed, to come into our conscious awareness. Several years ago, I wanted to change my car and became interested in a particular model that I had never previously noticed. Suddenly, the roads seemed to be full of cars like the one I was interested in. They had been there all the time, but I had never noticed them. Most people have had similar experiences. When we are sensitised to something, we notice it while ignoring other aspects. Try the illusion of the moonwalking bear on YouTube.

Sometimes, our brains record an event that only comes into consciousness later – if relevant. I once had my purse pickpocketed from my handbag. I discovered the loss only when I got home but I had an instant recall of when it had happened and who had done it, though at the time I had not consciously been aware of the theft. Most of us have had similar examples of realising the significance of an event only afterwards, when something causes it to come into conscious awareness.

Problems in perception of other people

The examples above show that what we perceive through our five senses, and our memory of events, can be distorted and much of our brain activity is outside our conscious awareness. If our perceptions of basic objects, like a chess board or a can of coke, can be inaccurate, then think how much more potential for error and distortion there is in our perceptions of other people, with all their additional complexities of language and behaviour.

Neuroscientists believe that much of our perception of other people happens unconsciously.²¹ We automatically infer mental states from face, voice tone and body language. Our inferences may be correct or incorrect and as this happens unconsciously, it is next to impossible to know which is which. Furthermore, when we feel threatened, the unconscious takes over and the more primitive parts of the brain react with the fight or flight response. Steve Peters calls this instinctive reaction 'the inner chimp'²² – the chimp acts before our conscious mind can decide on a more emotionally intelligent reaction.

When communicating with other people, we pay attention not just to what they say, but also to the way that they say it, their facial expression and tone of voice. Alfred Mehrabian's²³ research is often misquoted, but in essence, his study of the communication of emotion showed that when there is a contradiction between the words used and the tone of voice and facial expression, we pay more attention and trust the message conveyed by the tone of voice and facial expression than to the message of the words themselves. Note that this research specifically covered communication of *emotion*, not all communication.

Faces and eyes are especially important as our instinctive reactions to events are often revealed in our facial expressions. When we watch a film, we react emotionally and instinctively to the events on the screen. This is shown in our facial expressions, even though we are not communicating with anyone – it happens outside our conscious control. When talking to others, our brain pays attention to the minute muscle changes in their expressions and it is believed that this is one way we send and receive signals about our emotions. We unconsciously mirror these expressions and as a result, our brains experience and recognise the emotion our colleague is experiencing.

One rather scary consequence of this is that people who have had Botox injections in their face are less able to move their facial muscles and therefore less able to experience and understand the emotions of the people with whom they interact.²⁴

There are several well-known examples of the impact of face and posture on people's interpretations of events. Researchers studied the impact of visual impression in the presidential debates between Nixon and Kennedy in 1960. During the TV debates, Nixon looked pale, haggard and sweaty, while Kennedy appeared suntanned and healthy. People who heard the debate on the radio rated Nixon as most effective, while those who saw the debate on TV said Kennedy did better.



Tone of voice has been shown to have an impact on the inferences that people make about the competence of the speakers. One set of experiments²⁵ used a computer to teach a topic, with either a female voice or male voice. When the topic was love and relationships, the students rated the female-voiced computer as having a more sophisticated knowledge of the topic than the male-voiced computer, even though the words spoken were the same. On gender-neutral topics, both were rated equally for competence. When a forceful male voice was used, it was rated as more 'likeable' than a forceful female voice, even when speaking exactly the same words.



It appears that when we observe other people, our brains do not merely record the observations, but *create* them. Our brains fill in the gaps and supply information that does not directly come from the raw sensory data. We make inferences about other people based on our perceptions of their facial expression, tone of voice, body language, and possibly other factors of which we are not even aware. Our inferences may be right or wrong and often we can only guess what other people are thinking and feeling. Consequently, our impressions and decisions about other people may not be accurate. We may be influenced by irrelevant attributes or superficial qualities and make erroneous decisions as a result.

Our judgements of other people are often made on guesswork and assumptions rather than hard evidence, and this can lead to bad decisions being made. Neville Chamberlain²⁶ wrote to his sister in 1938 after meeting Hitler that 'in spite of the hardness and ruthlessness I thought I saw in his face, I got the impression that here was a man who could be relied upon when he had given his word'.

Research into job interviews²⁷ has consistently shown that we make judgements about people as soon as they walk through the door, though if we give them a fair chance to answer the questions, we often find our initial impressions disproved. Despite all this evidence, we are often very confident in our ability to judge other people – whether on their competence, their honesty, or indeed if we like them.

Reflect on a recent interaction with someone.

What messages did you pick up from their facial expression and tone of voice? How accurate were those messages? How do you know?

Problems in knowing ourselves

Although we may agree that it is difficult to understand other people, most of us believe we have a pretty good understanding of ourselves. However, there is plenty of evidence from neuroscience that suggests we don't know ourselves nearly as well as we might think. The Milgram experiments (in which people thought they were giving electric shocks to others, some strong enough to kill) are a good example of this. Most of us believe that we would disobey the instructions of the authority figure to administer the shocks, yet the evidence of the experiments suggests that most of us would obey.

The planning fallacy is another example of our ignorance about ourselves. Despite experience that we consistently under-estimate how long it will take to carry out a task, we continue to underestimate. This applies as much to major construction projects like the Channel Tunnel, the Scottish Parliament and the London Olympics, as to our personal activities, clearing out the garage, digging the garden or sorting out our photos.

A particularly striking example of our inability to fully know our own minds is an experiment²⁸ in which people were shown pictures of two

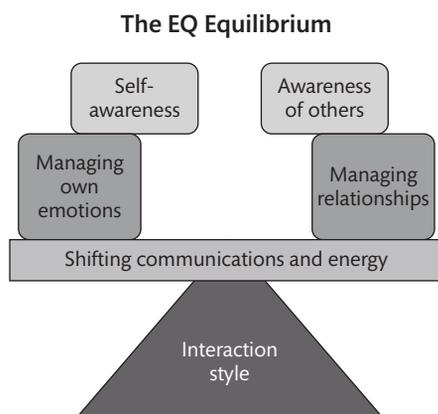
people and asked to choose which one they found more attractive. The pictures were then removed, and the participant was presented with one picture, and asked to explain why they chose it. Sometimes the picture was the one they had chosen, while in other cases they were shown the picture they had not chosen. Nevertheless, most people came up with an explanation of why they had chosen it, even when they hadn't. 'We often do not know what we like or why we like what we do. Our preferences are riddled with unconscious biases, easily swayed by contextual and social influences.'²⁹

How the styles help

We know that our perceptions of the world around us and of other people can be incorrect, and that reading other people is prone to distortion and error. We often misinterpret what other people mean and react in ways that lead to further misunderstandings, confusion and even conflict. Similarly, we know that much goes on in our brains outside our conscious awareness and that even our understanding of our own motivations and behaviours can be limited. So how can an understanding of the styles help?

Knowing about the styles helps us interpret our own and other people's behaviour, and provides a guide for how to behave in more emotionally intelligent ways. Importantly, it connects the inner and outer worlds and the inner motivation to the outer behaviour. It helps us get in touch with ourselves and manage the emotions driving our own behaviour, as well as read the energy of other people and appreciate what might be driving their behaviour. It helps us fill in the gaps with something better than guesswork so that we can shift our communications and energy to connect better with them.

The diagram below shows the key components of emotional intelligence – self-awareness and being able to manage your own emotions, and awareness of others and being able to manage relationships with them. Your natural style is like a pivot around which you can shift your energy and communications and flex your approach to behave with greater emotional intelligence and build better relationships.



EQ, like IQ, may come more naturally to some people than others, but emotionally intelligent behaviours and attitudes can be developed. Emotional intelligence is 'the practice of managing one's personality'³⁰ – it is something that you do, rather than something that you have. The styles provide practical insights for behaving in an emotionally intelligent way in the moment, so that you can get on better with other people. The next chapter outlines the four styles.

