

MANIPULATION TECHNIQUES

The Ultimate Guide to Influence People with
Persuasion, NLP, Dark Psychology, Emotional
Intelligence, Mind Control and How to
Manage Your Emotions

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CHAPTER 1:

Mind manipulation for Beginners: Introduction

It's a word we hear all the time, usually in regard to personal relationships.

"He was really manipulative."

"I'm so glad I got out of that manipulative relationship."

But what does it mean? Where are the origins of manipulation in human nature? Why and how do we use it? How can we recognize and avoid when it's being used against us?

It's Psychological

When we talk about manipulation in this context, what we are really talking about is psychological manipulation. This type of manipulation is defined as having a social or psychological influence over another person or group. Social influence in and of itself is not necessarily harmful or fall under the category of dark psychology. Psychological manipulation seeks to change the perceptions or behaviors of its subject, to fulfill the desires of the manipulator.

Manipulation can also be a two-way street between the manipulator and the manipulated. People who are vulnerable to being manipulated also validate the manipulator's actions, which cycles back into a greater desire to feel that power over the manipulated.

Using Manipulation

Two basic theories have been popularized about the use of manipulation and the character of the people who use it. The first theory was developed by forensic psychologist George K. Simon. Simon believes that true manipulation is achieved through the use of covert aggressiveness. His theory holds that there are three things a manipulator must know in order to be successful:

1. How to conceal their true intentions;

move in with you, but she's resisting because she likes the freedom of living alone. You could try a persuasion argument, but if that doesn't work, what's your next step?

You could undermine her sense of independence, but beginning to point out that one time she burned a meal and almost started a fire. Is she sure she should be living alone? You could also remind her that she needs someone to make sure she gets up for work on time because she's a heavy sleeper that sometimes misses alarms. By planting the seeds of doubt in her mind, she will begin to question her own capabilities and will come to the conclusion that she needs to live with you.

To be an effective manipulator, much like being an effective persuader, you need to know your audience. Prey on the insecurities of your subject to open their minds up to doubt. Remember, the goal of manipulation is to change your subject's perception of reality.

Don't Want to Be Manipulated?

No one wants to feel that they've fallen victim to a manipulator. It's a sinking sensation that causes self-doubt and self-loathing. It's happened to everyone- you find out a friend wasn't really a friend, you have a romantic relationship go sour, or you have an issue with a coworker that wasn't quite on the level. How can you learn to recognize the signs of manipulation before you get hurt?

There are always warning signs or red flags when it comes to manipulation. Being aware of and being able to spot these signs will help you avoid the use of psychological manipulation against you. If you feel you are being manipulated, take time to look for these signs:

1. Denial of truth, especially in regard to promises made or insults hurled;
2. Use of guilt or blame, by turning everything into someone else's fault;
3. Use of anger or threats, against you or others;
4. Use of belittlement towards you for minor 'infractions';
5. Testing of limits, to see how far you can be pushed before becoming emotional;
6. Convincing you to give up something you love, like a possession or a hobby; and

CHAPTER 3:

Techniques of Manipulation

There are literally hundreds of techniques that manipulators implement in order to get their way. Some are manifestations of their own personality played out in real time, while others are tried and true methods of persuasion and manipulation. Many of the methods listed in this chapter aren't just used by master manipulators in single shot situations. Some of them are actual techniques researched for their ability to produce high-quality results within corporate or business settings. It is a stark realization that techniques of manipulation are used on people across the spectrum.

Manipulation within a corporate environment isn't a technique written in the handbook or taught in any class. They usually start from the top down and then are mimicked within the ranks because they are found to be successful at producing the quality end result needed. Those looking to move up the corporate ladder might find themselves using these techniques simply out of wanting to move up. Some others use them for their own self-gratification.

Whether you are looking to implement these techniques for your own purposes or are attempting to understand them in order to not fall victim, the following information will give a full understanding of the research behind them and the probable situations used. Remember, if you are planning on implementing any of the techniques below, you first must master the items in the aforementioned chapter. Those with little manipulation skill or moral withholding to employ them, might find themselves in a bad situation for everyone involved. While you may learn the ins and outs of some of the techniques, remember that they are often used in very unforeseen circumstances such as charity drives, promotions, financial obligations, and even in places such as religious institutions. No one is clear and safe from manipulative techniques but if you become aware of the most widely used, you may be able to escape without falling for the manipulation at hand.

The Fear-and-Relief Technique

first focusing on their body movements. Crossing arms, legs, facial expressions, posture, etc. Then the manipulator moves on to their speech patterns and habits. If the person has a low calm tone, the manipulator moves theirs to match. If the target has a loud boisterous personality, the manipulator will slowly move theirs up to match. Often times, for master manipulators, they are even able to mimic things like accents and breathing patterns.

The point of the mirror technique is to attract trust from the target. Without knowing it, as you begin to mirror every aspect of the person in a subtle manner, the target starts feeling as if they are seeing themselves in the manipulator. There is nothing more comforting than your own persona. This allows the target to relax a bit and begin to trust the manipulator more than before. It can be a very powerful technique. Within the public, this technique is often implemented by Police, Military, and during such events as hostage negotiations.

The Mirroring technique is also taught to select groups of people, such as special forces military, spies, and black operatives for use in their work. These techniques not only bring comfort, but they bring empathy. When the target sees themselves in the manipulator, they are then more likely to empathize with the manipulator. This allows for manipulation to begin. When the target has removed all suspicions or nerves with the manipulator, sees themselves in them, has a sense of empathy, and trust them, the manipulator can see the core of that person and in turn, exploit them for their own personal purposes.

The Guilty Approach

The guilt approach can be combined with other approaches such as the mirroring technique for the best results. The guilt approach is when the manipulator uses one of several different techniques to bring the feeling of guilt into the target's emotions. They may unreasonably blame them for something that has happened. They may target their emotion soft spots. Or they may even begin to put the blame of their own success or failures on the target themselves.

In order to accomplish most of these, the manipulator must know the target pretty well. They must have earned their trust. They must know how the target will react and change their tone or tactics accordingly to get the best reaction from them. The point is not to anger the target but to make them feel genuinely responsible for what the manipulator is putting on them. They must have empathy for the manipulator and trust them enough to believe they are telling the

truth.

This approach is used for both physical or financial gain, and for a boost in the manipulator's self-esteem. The guilty approach brings up feelings of good will, obligation, protection, nurturing, or instinct toward the manipulator. They then can take those and exploit them to get the outcome they were looking for. They may extort those feelings and receive a financial gain from it. They may turn the target against someone else which will ultimately lead to the manipulator's gain. They may also use the person's empathy to stoke their own ego and make them feel as if they were worthy of the praise.

In more dangerous situations, this technique can be used to twist the target into doing something heinous or nefarious. Having them kill someone for them. Having them take the blame for something they didn't do. Putting their own lives on the line for the manipulator who walks away free and clear. Oftentimes a manipulator can use this tactic on parents of a child who has been killed or kidnapped. They can use it on boyfriends to get revenge on someone that has hurt them in the past. The Guilty approach is used all of the time, even in small situations where someone who is ill uses their illness to obtain free things and advantages they would not have had otherwise. It is manipulation through emotion, one of the most powerful directives we have.

The "Victim Card"

The victim card, in many opinions, is one of the more egregious methods of manipulation. But before we talk about the manipulative form of this, let's clear up the other end of the spectrum. There are people who have undergone serious traumatic events that, due to psychological affliction from the event, are stuck in a perpetual rotation of self-victimization. These people are not consciously attempting to manipulate anyone. They are truly suffering from PTSD or other mental illnesses due to the trauma they perceived. From that, they are unable to pull themselves from this place without psychological intervention. Some of the signs of someone with a true victim status are:

- They struggle to take responsibility for their own actions or thoughts.
- Their life has not moved on from the event, especially inside of their mind.
- The anger they held from the event still holds true long after the event is

CHAPTER 4:

Victims of Manipulation

Three ways of becoming the victim of a controlling manipulator

We have looked at the character of the controlling manipulator, but what of their victims, how do they become ensnared? It might surprise you how much we are all manipulated in our daily lives.

There are the situations where any one of us could find ourselves being easily persuaded. Every day we are bombarded with advertisements, all urging us to buy their wares. Extolling the virtues of one product over another. Building a discourse where not buying certain goods is almost seen as unthinkable, out of sync with the zeitgeist.

1. Sales Tactics

This is the obvious example of such a situation. It seems to be the acceptable face of social manipulation. Commercial products always seem to carry some type of manipulative tactic. All in aid of getting the public to buy the goods. The worse of it is that we are aware of the scheming maneuvers, and yet we still fall prey to them.

When marketing is done well, it works. That's why advertising is a multi-million dollar enterprise. Companies do not have huge advertising budgets for no reason. For example, how often do we succumb to their, "Buy One Get One Free" offers or half price sales? (5a). They seem like a real bargain, saving our hard-earned bucks. Often, we are coerced into buying products we might not even need or ever wanted in the first place. The offer tempts us with generous words, such as "Free" or "Reduced." Yet, it is a marketing ploy to manipulate customers to empty out their purses and wallets. It even has its own acronym, known as BOGOF. Customers are seduced by attractive false pretenses. Are the stores or companies really being kind in giving us free products? How can they afford to that? The truth of it is that they are not giving anything away for free.

Economist, Alex Tabbarok,* informs us that there are many ways that these

Put yourself in their shoes so you will understand the things that might be red flags for them. Envision why they might just say no, not just what you will do if that's the way things go. If you can walk in someone else's shoes, you will better enable yourself to understand exactly where they're coming from.

Understanding Body Language

The first thing you will want to do when reading someone's body language is to remember the context that you are in. If you're giving an interview to a potential new employee, then, of course, they are going to be nervous. If you're interrogating a husband for the murder of his wife, then he is going to be nervous, but he's also more likely to be a manipulator than the person in the first example. The context is going to help reveal whether or not you should really have your guard up to protect against potential manipulators.

Look at the way that someone is holding their body. Are their arms crossed? Are they closed off? Rigid? Shaking? Start by taking in their overall stance first, and then you will be able to better understand the actual message they might be trying to show with their body language. Their posture and the way that they are positioned can give you an idea as to what they're saying through their bodies.

What is their smile like? Squinted eyes and wrinkled cheeks will show that it is a genuine smile. Eyes that stay the same and cheeks that barely move is a good sign that they are just faking the smile. Their eyebrows will also reveal a lot about whether or not they are genuinely smiling. Raised eyebrows can mean that they are really excited about something, whereas turned in eyebrows with a smile could mean that they are happy but still questioning what is going on. Straight and unchanged eyebrows are usually a sign that the smile is fake.

Pay attention to the way that they are nodding. Not everyone will realize it, but sometimes when we're saying "yes/no" while also lying, our heads can actually turn in the opposite way. Let's say that you're asking your spouse if they have a problem with you throwing a party this weekend. They might state "no problem" to keep the peace, but they could also end up nodding their heads up and down in a way that usually lets us know that the other person disagrees. This isn't necessarily manipulative, as they might just want to be nice and make the other person happy. It's still an example of how our heads can move oppositely of what we're trying to say, revealing our true intentions.

What is their tension like? Do they have a clenched jaw? Look at the corner of their jaw right below their ear. You will be able to see if they are really holding their jaw clenched at this point, depending on their facial structure. We all clench our jaws from time to time, especially if we're experiencing constant stress. However, rapid clenching and grinding can indicate that they are thinking deeply, which might mean that they are lying.

If they're scratching their heads or picking at something, they might be a little confused. They could be searching for more understanding, but it could also indicate that they are looking for a better lie to cover their tracks.

How to Predict Others

Sometimes we just look at the pattern of behavior of people based on their actions alone. We think that this is the way that they are going to act in any given situation. People show a lot through their actions, but it's important to still pay special attention to the decisions others are making to see if there is a hidden truth.

Make sure that you understand the full context of the way in which others are sharing their actions with others. You don't want to make assumptions just gathered from the basic understanding of a person. For example, you might have an acquaintance who is frequently hanging out in your circle of friends. This person is very closed off and quiet. They aren't very friendly to you, so you assume they don't like you.

You have predicted that if you invited them out for a solo hangout session, they would decline. However, you might not realize that this person is just very socially anxious. They don't do well in group settings but would absolutely love to get to know you one-on-one. You only made an assumption based on the basic level of understanding of this person, but there was a hidden truth overlooked when connecting these dots.

Don't let one single outlier be a reason that you assume someone is going to act in a certain way. Maybe you meet someone for the first time at a party, and they end up getting really drunk. You might assume that they are an alcoholic, especially since they were so willing to go over their limit after meeting new people.

Later on, you might discover that the night they met you, they had just gotten out

to get the victim to say it out loud. This is a pivotal point in the process of brainwashing. While the victim is suffering mentally, they perhaps have not had a chance to vocalize what they're feeling. This is a make or break point for the brainwasher because if someone else gets to them first, and talks the victim back up, they can undo all of the brainwasher's work at this point. If not, then this begins the turning point in which the victim is now completely subject to the brainwasher's will.

The brainwasher will now engage in a series of physical threats, mental assault and combine the two in order to force the person to totally renounce who they were before. This has to happen multiple times and in multiple ways, for a personality is not a one-dimensional thing.

The brainwasher will first get the victim to say that they want nothing to do with their friends, and admit that all of their friendships were false and based on lies because the victim was not who they thought they were. Then the brainwasher will go for family members and repeat this process. The process then begins with the victim's belief system. If they're a practicing member of a religious group, the brainwasher will work on getting them to say something along the lines of "You know, you're right. There are a lot of things that are just so messed up about the Catholic church. I can't believe that I was under their influence for so long. I don't think I'm going to be going to mass any more."

This process is not painless for the victim, however. They'll experience more feelings of guilt and shame because deep down they'll feel like they have betrayed who they once were. Since they are probably a normal, rational human being conditioned to behave properly in society, there will still be remnants of society's influence. The victim will recognize that they have betrayed friends and family members, further distancing themselves from their previous identity.

Climax

Here comes the identity crisis. This shows that the brainwasher is on their way to getting what they want. The victim after having pushed away most of their confidants will start turning to the brainwasher to ask about their new identity. They might ask the brainwasher to supply them with answers about who they are, where they are, and why they are still around. They might even ask their brainwasher what they should do next.

The brainwasher needs to be a bit more delicate than their previous aggressive actions because this is where the victim is most vulnerable and breakable. If the brainwasher is not careful, they can cause a psychotic breakdown, ultimately destroying the psyche of their intended victim, and losing all of the hard work they've put into creating a clean slate.

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‘Mom, I know what they eat and how they eat it. I just don’t have time right now. If you don’t want to go outside, I’ll feed them as soon as I get back home.’

The bottle of nail polish goes flying. Nothing but the sound of stomping is heard as the room is vacated. The sound of a door slamming is the last thing you hear.

It’s not the first time this has happened, and you know it won’t be the last. What do you do? The last time she got mad like this, it was three days before she said one word to you?

Calmly, you go to where they’ve shut themselves off from you. You don’t have to open the door, just speak calmly through it. “You’re upset, that’s plain to see. I am busy, that is also plain to see. You can pout, you can keep your distance from me, and you can keep your words to yourself too. You aren’t hurting me if that’s what you were going for. You’re hurting yourself. You deny yourself human interaction.” And then you walk away. You don’t go do what she wanted you to do, you go on about your business, and if she’s still not talking when you get back, you reiterate to yourself that she is only hurting herself, you can’t be hurt by that.

Love Denial

Much like Withdrawal, love denial is when a person who loves you holds back that attention because you won’t do something, they want you to. You can use the same type of scene from above to deal with that person. You will still talk calmly to them and let them know that what they are doing is only hurting them and not you. They are the ones who are missing out on love and attention by acting the way they are. You have to stay strong here and remain calm. They learned this. It was done to them. Have empathy for that, but don’t tolerate it. Don’t give in to it. They will learn that at least you won’t be manipulated by this action.

Choice Restriction

Many of us have done this with our children. We offer only the choices that we want them to take while ignoring the one we know they really want.

For instance, little Sally is looking at the candy bars in the grocery store. We hold up grapes and apples. “Sally, you get to pick the treat today. Is it going to

people to build statues in their likeness and to get complete acceptance and obedience. When one of the people disagrees or does an act of dissent, it is going to be met with brutal and quick punishment.

Sadism

Sadism may not be one of the aspects of the Dark Triad, but it is still something necessary to add to this. Modern researchers into psychology have proposed that the dark triad is in fact composed of four parts and that a sadistic personality disorder should be added to this. Sadism is sometimes the hardest personality trait to understand here because it is often the least relatable out of all of them.

All of us can point out times in our lives when maybe our personality was a little bit narcissistic, psychopathic, or fit with Machiavellianism. But sadism is kind of an alien thought, and most people find that this is something that is hard to understand rationally.

Sadism is when the person derives some sort of pleasure from the suffering of others. This could add in a new and worrying dimension to the preexisting traits that we have talked about above. If the Machiavellian leader wanted to cause others to suffer, they would not regret it. But if they were a sadist as well, they would enjoy that suffering. They would actually get some sort of pleasure out of the brutal acts that occur.

The feature that is going to set sadism apart from some of the other aspects of dark psychology is the fact that it is all about cruelty. And this cruelty is just there to provide pleasure for the one using it. It is not there to serve a larger aim. It is not there for some control for the manipulator. Sadists just want to cause the suffering of others because it is entertaining for them and they enjoy watching it, and nothing else.

Often, sadism is going to show up with some of the other forms of the Dark Triad that we discussed above. But it adds in another terrifying part to the mix that can make it hard for the victim to gain control again. Recognizing the signs early on is one of the best ways to keep yourself safe and to ensure that you are not taken advantage of when someone is using the Dark Triad against you.

rewards of what other people are communicating to us. This openness does necessarily have to come with a certain degree of intolerance though, intolerance directed at anything that does not immediately serve whatever purposes we have in the present moment. When we try to take in all things, including those things that have nothing to do with us, we always get overwhelmed and feel as though we are making no progress toward our goals, because we probably are not. When we instead remain open only to the things that are affecting us directly we usually find that we have much more energy to understand others and to work with what we have accordingly.

Again, mindfulness training of some kind is the best practice we have to foster this sense of openness. Stress and distraction cause us to not only extract less information out of others but to also misinterpret what little that we do get. Any interpretations of other people's thoughts that we make when under stress are inherently ill conceived and hindered by our own issues. As Kant believed, it is only the judgments of the unprejudiced that should be taken into account, so mindfulness is a necessary practice for all those who want to better read minds.

If we are going to make further progress on reading the thoughts of others we are going to have to analyze them holistically. This is where some problems will always arise because no two people are exactly the same. People are complicated and just when we think we have figured out another fully, yet another layer of the onion that is their personality is peeled away, asking us to strip away axiomatic preconceptions and other facets of our integrated knowledge structure in order to adapt to the changes that we are met with.

Many times, this kind of dark persuasion is going to show up in a relationship. Often one but sometimes both partners are going to be inclined towards trying to use dark persuasion on each other. If these attempts are persistent and endure, then this type of relationship is going to be classified as psychologically abusive, and that is not healthy for the victim in that relationship. Often, they will not realize that there is something going on or that they are darkly persuaded until it is too late, and they are stuck there.

Methods you can use to effectively Analyze people

Facial profiling

Our face is the most obvious and visible reflection of our personality. Faces

don't just help in remembering an old long-lost friend or keep us different from each other. They also help in understanding the underlying personality traits and characteristics of people. Facial profiling or face reading techniques are very useful to read and understand a person's nature and character. With sustained practice and patience, you can learn to notice facial structure and more or less come to a reasonably correct conclusion about a person's character. There is a lot of history and literature covering the subject of facial profiling.

Body Language

The power of body language is so huge that what your body says is always taken as right when there is a conflict between your words and your actions. It mostly only during extremely pleasant or unpleasant experiences, that our body language comes to the fore. Our brain understands our intentions and transfers those understandings through our body systems to reveal them via body language.

Learning to read body language will help you understand what and how others are feeling about us which will help us understand how our relationships are evolving. It is common for people to realize things are not going well in their love relationships based on body language. It is easy to sense changes.

Know When You Are the Target

Financial Gain

This is one of the major motives for manipulation. That motive is not only limited to the commercial world. Manipulation in a personal relationship may be for financial reasons too. It could come in the form of family trying to force an elderly relative to change their will in their favor. Even an abusive partner who controls everything about your life, including your personal finances.

Sexual Gain

For some, there is a sexual element to their manipulation. They use their overpowering control over their victims to gain sexual favors. Some may even use physical force, in effect rape, to satisfy their sexual urges. Others may be subtler in their approach. This can begin in the form of extreme praise and flattery, lavishing their target with gifts and false promises. They will come across as the perfect attentive partner. Watch out! Once they have you where

emotions regardless of race, gender, or age. However, later in 1999, he added other emotions such as shame, pride, excitement, and embarrassment to this list.

In another study, Robert Plutchik, In the 1980s proposed that human beings have eight basic emotions, which include joy, fear, trust, surprise, anticipation, sadness, disgust, and anger. In this model, Plutchik arranged the emotions as a wheel, very similar to a color wheel, in order to show how they relate with each other. Here, some emotions combine and result in different feelings, the same way colors mix to come up with different colors. For example, two basic emotions like trust and fear come together and result in a feeling of submission.

Further and more recent studies suggest that the basic emotions are far more than six or eight, but can go all the way up to 27. Researchers in a Proceedings of National Academy of Sciences, a study in 2017 suggested that people experience emotions, not as distinct feelings, but as feelings along a gradient.

Paul Ekman's original six basic emotions and their occurrence:

Sadness

Sadness is another primary emotion that everyone if they had a chance, would choose to forego. Most people conclude that this feeling is the complete opposite of happiness since it is usually the result of grief, disappointment, hopelessness, and loss. Just like many other emotions, many people experience sadness at least occasionally, though long episodes of this emotion develop into depression.

You can tell that someone is sad if he or she is crying, is unusually quiet, withdraws from people, or is in a foul mood. The persistence and severity of this emotion will depend on what is causing the individual to be sad as well as how well he or she is able to control it.

Many people develop coping mechanisms in order to deal with sadness, with some of the most common being intoxication, overreacting, self-medication, withdrawal, and obsessive thinking.

Happiness

Many movies, songs, and books have highlighted the section of the Declaration of Independence that points towards defining the American dream as having a chance at 'Life Liberty and the Pursuit of Happiness'. Therefore, in addition to simply wanting to be happy, our forefathers appear to suggest that everyone

weaknesses. You make yourself open to fresh information and experiences and learn from your interaction with people.

According to Goleman, self-aware folks have a wonderful sense of humor, can view the positives in any situation, are self-assured about their abilities and are fully aware of the impact they have on others or how others see them.

Self-Regulation

Apart from being able to identify your emotions and being able to understand their impact on other people, emotionally intelligent people can regulate, control and manage their emotions, too. They seldom react on impulse or give in to involuntary responses. Their responses are more well-thought and considered. This doesn't imply that emotionally intelligent people hide their true emotions or don't express their emotions freely. It only means they are smart enough to understand the right place and time to express those emotions in an appropriate manner.

People who are high in self-regulation are more flexible, agreeable and have the ability to adapt effectively to change. They are wonderful at conflict management and diffusing potentially volatile situations. The increased self-regulation also leads to a greater sense of conscientiousness. These folks have a good grip on the impact they have on others and accept responsibility for their behavior.

Motivation

Motivation plays a critical role in emotional intelligence because emotionally intelligent people are intrinsically motivated by elements that go beyond recognition, rewards, money, fame and other similar things. Instead, they are driven by an inner desire to fulfill their objectives and passions. They crave internal rewards and gain their high from doing things they love.

People who are intrinsically motivated are more action-oriented when it comes to setting and fulfilling goals. They have a high need for accomplishment and are constantly looking for ways to improve their performance. Emotionally intelligent people are more committed to taking initiatives and looking for better ways to accomplish even higher results. They will aim to fulfill any task to the best of their abilities.

Empathy

Empathy is the ability to put yourself in another person's shoes to understand things from his or her perspective. This one component is often believed to be the cornerstone of emotional intelligence. Empathy goes beyond trying to identify how the other person is feeling. It is about recognizing and understanding the other person's emotional state as well as knowing how best to respond to the person's emotions based on the available emotional information.

For example, if you get the feeling that the other person is feeling depressed or dejected, you may interact with them in a more thoughtful, considerate and sensitive manner. You may make an additional effort to cheer up their spirits and make them feel good. Basically, you've used information about their emotions to behave in a manner that influences them in a positive way.

Being empathetic allows you to be a good leader and understand the feelings of your team or followers without much effort. This is especially true in professional settings, where leaders are required to inspire and influence the workforce into fulfilling the organization's goals. Empathetic leaders understand power dynamics and social relationships, along with how their behavior can impact these forces in various situations.

Sometimes employees may perform well, but there may still be a sense of frustration, stress and dissatisfaction owing to long work hours or meeting crucial deadlines. As a leader, your technical skills will only help you impart knowledge to the team. However, keeping both their spirits and morale high is something you can accomplish only with both empathy and emotional intelligence.

In such a scenario, you have to be a perceptive leader to determine the feelings of your team and use this information to direct your behavior and actions towards lifting their morale.

Empathy is perceptiveness of the other person's emotions and feelings, and taking a keen interest in issues they are grappling with. It is also the ability to predict the other person's requirements and take the appropriate action.

Social Skills

Much of our emotional skills have to do with being able to interact and connect

particular groups or individuals may have moral codes that harm others. Morals are mostly considered as the basic foundation of a person's beliefs about a lot of things that they believe. For example, when a person is brought up in a certain religion that person will more likely incline themselves to the beliefs and moral codes of that particular religion. This will have an impact on the personality development of that person.

Personality Type

This is simply a way of trying to categorize people's personalities into different areas. This is determined by the different traits each person has.

This may include the Type A and Type B:

Type A trait refer to those people who are described as being ambitious, impatient, aggressive, having difficulty in time for relaxing and highly competitive. Type B trait refers to people who are considered to be patient, more laid back and usually easygoing.

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CHAPTER 18:

Emotional Intelligence and Emotional Leadership

Both terms (emotional intelligence and emotional leadership) are intertwined. When a leader achieves one, he will be able to enforce the other, and this is the foundational basis of our entire discourse.

Throughout this book, you will learn ideas and concepts on how to enforce emotional intelligence. These will all build up to make you an exceptional, passionate leader. So, emotional intelligence comes first!

EQ is the quality of being able to confront the emotions we face in our relationship with ourselves and others. Emotional intelligence is acquired and implemented through patience, insight, observation, and imagination.

We are used to a person being referred to as intelligent as it relates to technical, commercial, entrepreneurial, or scientific skills. But it's also known that some leaders who excel in their fields have challenges in their personal lives.

It is common to find leaders who are aggressive with success but fail to sympathize with their secretary over a loss or grievance. You see leaders who scream at their subordinates when dealing with personal emotional distress.

Some leaders can also be influential, but sad or intolerant because they are deficient in emotional intelligence. EQ plays an interpretative role in social circles. When you build emotional intelligence, you can interpret people's emotional reactions to gain insight into how they feel. An outburst by an employee may not be because they are unsatisfied with work terms. The emotional display may have happened because the person is dealing with other underlying unexpressed emotions.

Daniel Goleman also argued that cognitive intelligence is not the only guarantee for success. He asserted that emotional leadership is, in fact, an accurate measure of success for a leader. Your ability to see beyond the outburst and empathize with the person makes you an emotionally intelligent person. However, we often

Again, to build up these competency areas for a higher EQ, you must start with yourself. You cannot give what you don't have, and you cannot inspire people when you are not inspired. So start with you!

Organizational Awareness

Organizational awareness is strictly within the confines of the organization you lead. Leaders without corporate awareness struggle with influence. They may be exceptional with the cognitive aspects, but they are not emotionally intelligent.

It is your responsibility to know what happens in your workspace with the people you lead. Organizational awareness isn't a role you delegate to someone else. Even with your tight schedule and responsibilities, make it happen!

If you are leading a large organization with a lot of people, it might be challenging to keep tabs on everyone. Use the channels of command to help manage your relationships and those you may not see or hear as often. Use the managers and lower-level leaders to find out details of the others below the chain. By doing this, you will be teaching your coordinators and managers how to build EQ through organizational awareness.

Relationship Management (Social Skill)

The fourth and last domain is relationship management, which is also a social skill. Your social ability will come quickly to you when you take the first three domains seriously.

Interestingly, the competencies in this domain will help strengthen your EQ level and help you become an exceptional leader. The skills include influencing, coaching and mentoring, conflict management, teamwork, and inspirational leadership.

Influencing

Relationship management is also about impact. When you manage people, it should be to influence them, which has been the focal point of this discourse.

This influence will cause you to become valuable as a leader and as an individual. Every team has unique individuals: those who are reliable, and those who have more weaknesses than strengths. Start working closely with those with weaknesses to influence them to become better. You cannot work on yourself alone as a leader; the people around you need to grow as well because that is

if you want to make the plunge and start acting like a leader:

1. Redefine your job your new leadership role will most likely not come with a promotion. Instead you will probably find yourself slowly needing to lead more in your current position. It's easier to find new ways of behaving when it is followed by an equivalent title because everyone around you will know that you are supposed to be leading now, which means they will treat you accordingly. However, when demands for leadership grow without a predefined job description, things get complicated. The first step is to recognize that your job has changed and that your skills will need an upgrade, too. Most people don't find it hard to recognize this need. 79 % of Herminia's research subjects agreed that agility is essential in today's world. However, actually changing often proves difficult. Most people tend to keep doing more of the same thing that they are used to. Herminia mentions an example from her own research, a manager who was making the transition to leadership. Every time he wanted to work on his company's future direction, he got caught up in day to day problems. Instead of trusting his team to take care of it on their own, he kept micromanaging and thus neglecting his actual task. Redefine your new job and make the transition even if you don't feel ready. This would feel like an internal step up; it would involve making up your mind to take on a few responsibility and actively programming your mind for the tasks that would come with it. It is first a personal activity; your commitment would now be to follow through on tasks; taking up full responsibility of their success or failure.

2. Redefine your network Doing leadership tasks together with other people in your field can spark change both externally and internally.

Externally, it makes others see you as a leader and improves your reputation, which in turn makes you feel more like a leader internally, too. If other people treat you like a leader and expect you to lead them, it will give you confidence to act the part. This will result in bigger expectations from others and give you confidence to pursue more and more opportunities. As your identity as a leader grows both externally and internally, you will seek out more tasks that will reinforce and improve it and the people you lead will increasingly turn to you for more guidance. This is a process called internalizing a leadership identity which is the cycle of receiving more and more opportunities as you do more leadership tasks. However, this cannot happen in a vacuum. Acting like a leader in front of the proper network is essential for your reputation and confidence as a leader.

objections. And if you pay attention to how Vladimir Putin answers journalists' questions at his press conferences, you will notice that the words “no” and “but” are practically absent in his texts (unless he consciously uses them).

What is this technique based on? The words “yes” and “no” have a magical meaning for a person. Despite their brevity, they have great significance, often independent (“She said, “Yes ”!” Or “When the buyer says “no ”...”). The word “yes” means consent, acceptance. The word “no” is a refusal, contradiction, conflict, or end of interaction.

In a speech, it is very popular to begin any answer with the word “no”: “No, well, let's go”, “No, I agree”, “No, well, right.” The word “no” came into our speech almost at the level of a parasite word.

Even if the statement made in the conflict situation is completely true, we often resist it due to the very emotional background of the interaction.

“You came in jeans.”

And away we go ...

But you could just agree, “Yes, I'm in jeans.” Moreover, this is an obvious fact. And there would be nothing more to say to the other side. The topic is exhausted.

Since none of us is perfect. From the point of view of logic, we can respond to almost any criticism with some kind of partial agreement:

“You are unprofessional.”

- Yes, my professionalism can be improved.
- You have little experience in this area.
- Yes, there are people who work in this area more than I do.

“You are not self-confident.”

- Yes, I do not feel confident in all situations.

We suggest learning any answer to begin with the word “yes”. Then, in a conflict situation, you will be able to maintain a more friendly background of interaction.

You can find something to agree with even in the most ridiculous claims and insults. In these cases, we do not agree with the statement itself, but with the fact

CHAPTER 27:

Team Spirit

Now, “a good climate in the team” and “team” are almost synonyms because it is known that team members “are always cheerful, and are like mountains behind each other”. That is, the team reigns in a mood that we would like to achieve in our team, managing the emotions of employees. This is true: in a real team, as a rule, the emotional background is quite stable and positive (that is, joyful and at the same time energetic, focused on achievements). Another thing is that these teams are very few. Hardly ever. Therefore, it makes no sense to expect from subordinates that they will feel better if they are called “one team.” However, this is exactly what happens very often.

Knowing that a team is a group of people that can provide super-results for a company, many managers want to achieve this effect and call their department a “team.” However, from one name, the group does not become a team; moreover, for her to truly become a team, quite a lot of time must pass. And it’s not always that business needs it in teamwork. Therefore, in this part, we will pay attention to better understand this difficult concept, and in the end, we will talk about how you can achieve the mood that is present in teams, even in a regular working group.

What is a team?

Most often, a team is perceived as a group of people with a common goal. Is it so? Let's look at an example. Imagine a bus stop at which eleven people stand. They all have one goal, right? What happens when the bus comes up? People will begin to interfere with each other, striving to achieve their own goal. Not really like a team, is it?

Imagine then that these eleven people are a domestic football team that needs to get to the stadium. Then each of them will help the other to get on the bus: someone will hold the door, someone will support a friend...

What is the difference between the two groups? It seems that there is a common goal, but in one case, people help each other, and in the other, not. The answer is

controversial. People think differently in a team! Both the norms and the rules of teamwork allow these people to agree on how to combine their efforts in the most efficient way. Ideally, each team member easily follows the general rules, as he understands that they help the team achieve a shared common goal.

Finally, the last stage of team building is the so-called work phase. This does not mean that before the team members did not work. This means that only now the team is reaching the peak of its effectiveness. A sport team suddenly begins to win all the games one by one, and with apparent ease. Observers from the outside seem that everything happens with ease and effortlessly, that the “team” is constantly lucky.

In business, the work of these teams is more difficult to notice, because we rarely manage to observe the work of teams from the inside. But, sometimes, it is possible to see, for example, two people who are even somewhat similar to a couple who have lived together for many years: one begins the phrase, the other, ends.

So, for those people who have not seen this, it seems that these two were just lucky to meet each other, “coincide so well” and establish a proper team or a joint business. The process of team building, however, as a rule, is quite long precisely because it takes time to go through the stage of conflict and a lot of strength and patience.

However, if you plan to work with someone for a long time, it is worth the effort to form a team. The final effect is worth it.

CHAPTER 28:

Emotional Intelligence for Leadership: Conclusion

The next step is to put the information here to practice in whatever area of leadership you are involved in. Remember that knowing your emotions and understanding those of others is a great success because it enhances relationships and brings people closer to each other. On the other hand, not being able to control your emotions is a recipe for disaster, because not only will you find it difficult relating with other people, but they will often find it hard to relate with you in a respectable way. Therefore, if you can learn to understand and cultivate self-awareness, you will know exactly what you are capable of, what you can expect from the individuals in your team, and how to make life easier for everyone you relate with.

There is no doubt about how powerful motivation is and the value it has on an individual's emotional intelligence. Every leader must strive to develop intrinsic motivation or achieve self-motivation in everything he or she does, especially in situations where his or her followers can witness. One of the advantages of this is regardless of the outcome of a team's efforts; a leader will stay focused on what is important because their fulfillment is in the process, not just the results.

Furthermore, when relating to everyone in his or her environment, a leader needs to be empathetic. Some of the demands you might have on your followers might be normal and reasonable, but if your level of empathy is low, you might not have the time or motivation to find out why some are failing. Team members and followers are all human beings, and it is possible for them to go through tough times that they fail to accomplish even the simplest of tasks.

If you have read from the beginning of this book up till this point, you are well on your way to making significant progress already! I encourage you to put aside the fear of failing and seek out opportunities to demonstrate what you have learned in this book. Start by taking baby steps. There is no point in rushing into giant strides that are not sustainable. Move at a comfortable pace and you will be