



READ EMOTIONS
BEHAVIORAL SCIENCE FOR BUSINESS PROFESSIONALS



— A —
SUPERPOWER
FOR BUSINESS PROS

ATTAIN HEALTHIER RELATIONSHIPS WITH THIS NEW SKILL

BY DAN SEIDMAN

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In training I often open by asking sales reps in the room to choose a superpower that would help them increase their performance.

It's a fun question and lets people imagine, well, unimaginable success. The answers range from invisibility (*I'll get back in the prospect's office, after my call, and see what they're saying about us*) to answers like the following (with the reasoning, sometimes bizarre, behind their choice of power):

- ▶ Precognition, the ability to predict the future (*I am not going on any call where I don't get the sale. I will be known for my 100% closing ratio*)
- ▶ Superhuman Endurance (*I can work harder, not smarter*)
- ▶ Time Travel (*Gonna go back and re-do that sales call, fix what I did wrong*)
- ▶ Omnilingualism, the ability to speak any language (*ME: Dude, you looked that up. No cell phones during training!*)
- ▶ Immortality (*I'll study the best salespeople, then become the best, forever*)
- ▶ Mind Control (*"You must buy from me, nothing is more important than saying YES, right now."*)
- ▶ Flying (*I'm just sick of always being stuck in traffic*)

Of course, none of these dramatic fantasies will ever be fulfilled. The good news is that there is a superpower. It's a subtle, under the radar ability.

The new skill: you can learn to read others' faces and know which emotions they are feeling during professional and personal interactions.

This training exists and it is based on science.

This paper is designed to take you through a new form of behavioral science that is now available to business professionals. This skill can improve performance, even for the most experienced leaders and staff. It has applications to managing, coaching, hiring and selling as well. We'll cover the following elements in this document:

5 The Outcomes

4 The Training

3 The Applications

2 The Scientist

1 The Science



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THE SCIENCE

Read Emotions training is based on the work of Dr. Paul Ekman. His research offers significant contributions to the world of emotional intelligence and influence. This science is solid and is validated by over 200 papers/studies over the last 40+ years. The work was immense. 43 muscles in the face can form over 10,000 expressions. The critical elements are seven emotions, known as “universal” because they can be spotted in any human face regardless of country, culture or ethnic background. This is the ultimate diversity tool, particularly for global companies. Even people blind from birth exhibit these seven expressions.

HIGHLIGHTS

- When people deliberately try to conceal their emotions, or unconsciously repress them, a very brief facial expression often occurs. These are “micro expressions” and last only a fraction, less than 1/2 of a second.
- Micro expressions tell you that the emotion is concealed. But they do not tell you how or why it was concealed. Good questions are needed to determine the reasons behind the feeling revealed.
- People can be taught to read other’s nonverbal behavior and spot lies. Law enforcement and military intelligence were the first to recognize and adopt these skills to detect deception. Over the past 20 years, this science has been used to protect millions of people in dozens of countries around the world.
- Research has consistently shown that untrained individual’s ability to accurately detect a person’s feelings is 54%, no more accurate than chance or flipping a coin. This number can be increased with training. NOTE: during our programs, attendees average about a 40% increase in detection skill.
- Knowing if someone is being open and honest is critical to key conversations. There are multiple nonverbal behaviors - including vocal cues and body movement - that can indicate a person is being truthful. But the most effective to monitor are micro expressions because the face is easiest to read. Law enforcement aside, the business world needs heightened emotional awareness of another person’s feelings when engaged in conversation.
- Why does our body utilize emotions? “Emotions help us to deal with matters of importance to our welfare... without thinking.” Paul Ekman interview with Daniel Goleman of Emotional Intelligence fame.
- Triggers are moments in our working environment that create emotional reactions in both our body and mind. Consider a sarcastic colleague for example. Triggers can cause harm if we mis-manage our reactions by exhibiting too much intensity (think of anger which can range from annoyance up to rage) or by letting our response last too long (think how sadness prolonged becomes a mood).
- Science does not define emotions as positive or negative, because each emotion serves a purpose. We prefer to describe them as constructive or destructive. An example of constructive anger might be a person feeling resentment (a less intense level of anger) over some injustice or bad behavior. In the U.S. civil rights movement, anger motivated many people to contribute to significant change in society.
- The seven universal emotions are *Surprise, Fear, Anger, Disgust, Contempt, Sadness and Happiness*. They occur when the following triggers are present:



1 **Surprise** is when we're alerted by something sudden or unexpected



2 **Fear** is when something is threatening harm



3 **Anger** is when something blocks our goals



4 **Disgust** is when we encounter something that's offensive



5 **Contempt** is when we feel moral superiority or scorn



6 **Sadness** is when we lose something of value



7 **Happiness** is when something is pleasurable

The usefulness of this science exists in the fact that it is an elite communication skill. Healthier relationships can come from applying these new behaviors to our professional and personal interactions.

NEXT – THE SCIENTIST AND HIS FASCINATING JOURNEY



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THE SCIENTIST

Dr. Ekman received his Ph.D. in Clinical Psychology in 1958. His research in cross-cultural studies of non-verbal behavior is both fascinating and useful. Ekman's most famous body of work centered on research in facial expressions and how they reveal emotion.

Ekman studied patients who claimed they were not depressed and later committed suicide. In one memorable experience, Mary was a 40-year old woman who lied that she was optimistic and felt good enough to be released from care. She fooled every staff person who interviewed her during her stay. Then, before leaving the in-patient facility, Mary confessed that she intended to harm herself once she was out. What had a team of psychologists missed in their counseling conversations? Ekman and a colleague spent 100 hours, going frame-by-frame, through a 12-minute film of Mary discussing her release with her physician. There it was! When the doctor asked how she felt about her future, there were two frames out of 24 where a look of intense anguish flashed across Mary's face. The pain was clear, seen frame-by-frame, then quickly covered by a smile. Here was Ekman's first evidence of a micro expression, a flicker of muscle movement on the face which lasted less than 1/2 of a second. In Mary's case, this "leakage" revealed strong destructive feelings the patient was trying to hide.

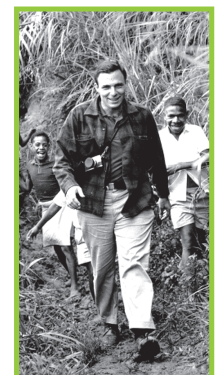
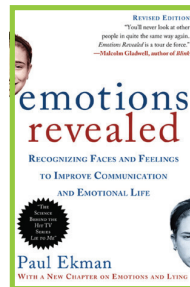
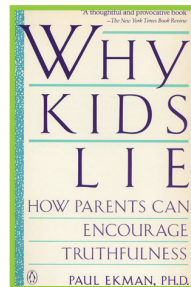
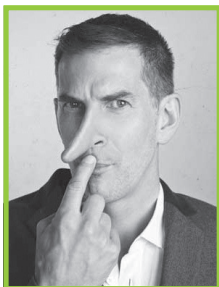
This was Ekman's defining moment. People produce non-verbal expressions of their true feelings in blinding speed. With practice, these emotions could be seen. His research deepened on micro expressions.

The following year Ekman traveled to Papua New Guinea to work with the Fore People, a Stone Age tribe that practiced cannibalism and had almost no exposure to western faces or culture. The Fore natives were shown pictures of westerners and could recognize what emotions were being revealed. In time, Ekman then brought images of the Fore People back to the west. Here his tests with our culture yielded equally solid results in the recognition of feelings in the face. Ekman's research provided the strongest evidence to date that seven facial expressions are universal.

A new science had been born. Ekman and his team then developed the Facial Action Coding System or FACS. This tool analyzed the 43 muscles in the face to identify when the seven universal expressions were being revealed. It was the first time a tool was developed for objectively measuring facial movement. Outside the counseling profession, others started to notice Ekman's research.

Hollywood adopts the FACS science. In a brilliant application of this work, Remington Scott, an authority in computer graphics imagery, digitized the coding and began using it in the film industry. Now animated creatures and digital characters could more accurately express their emotions. This has significantly improved the movie-goer's experience. It also led to Scott's team winning the Academy Award for Visual Effects in *Lord of the Rings: The Two Towers*. The tormented character Gollum was a work of art as he exhibited wild swings in emotion that were perfectly portrayed through his digital skin, over the face of actor Andy Serkis.

Dr. Ekman is the author of over 14 books, most notably *Emotions Revealed*, *Telling Lies* and *Why Kids Lie*. He has conducted over 50 years of research and is listed as one of *Time Magazine's* 100 most influential people. Dr. Ekman's research inspired the award-winning Fox TV series "Lie to Me" as well as the popular Pixar movie "Inside Out" which focuses on emotions within family dynamics. Over the last two decades, Dr. Ekman has developed a close relationship with the Dalai Lama. They are working toward increasing compassion through creating awareness and skills in order to limit the damage of destructive emotions.



NEXT - HOW THESE SKILLS IN BEHAVIOR ANALYSIS ARE BEING APPLIED TO OTHER ENVIRONMENTS



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THE APPLICATIONS

The ability to read emotions has broad appeal to organizations and individual roles where healthy communication, solid relationships and the ability to assess credibility are valued.

LAW ENFORCEMENT

20 years ago this training was kept to the Secret Squirrels. Military intelligence and law enforcement has spent hundreds of millions of dollars and rightfully so. The ability to know what a person is feeling can give hints to their intent. This is never more critical than in high-risk situations. Ekman's team has trained the CIA, Interpol, Scotland Yard, FBI, TSA and Air Marshals in Europe. After 9/11, foreign service officers were coached to better interview international visitors who were seeking visas to enter the U.S.

NOTE: The Read Emotions training experience uses some law enforcement videos and business clips where learners can discover what the speaker is attempting to suppress. More later in The Training.

HOLLYWOOD

The movie industry, as previously noted, has embraced this science with significant success. You've seen its use in films like *Avatar*, *Spiderman* and *Planet of the Apes*. A Fox TV show "Lie to Me" was based on Dr. Ekman and his work. Accurate expressions have been built into the \$15B video game franchise *Call of Duty*.

HR & TRAINING

This is an elite emotional intelligence tool. EI is the hottest addition to corporate workshops. Because the ability to read emotions can enhance working relationships, the 300,000-member association *Society for Human Resource Management* (SHRM) has approved this content for continuing education credits. *The Association for Talent Development* (ATD) has also accredited this to apply to professional certification in the training field. The application is broad within a corporate environment. It supports classes on communication skills, emotional intelligence, negotiating, interview skills for hiring, conflict management, diversity and more. The trend toward video interviewing has made this skill particularly valuable in qualifying and disqualifying job candidates.

UNIVERSITY

A major southern university has asked Read Emotions to craft workshops for their adult education department which is available in the spring of 2020. Two other schools are asking for partnering relationships because of the need for emotional intelligence skills in the student body, our next generation of leaders and workforce personnel. Read Emotions is currently building that curriculum. Primary focus is first on colleges that provide strong sales and marketing degree programs.



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LEADERSHIP

Leaders and managers ability to understand and motivate staff can be significantly enhanced when they know what others are thinking and feeling. In the UK, this training is call “Blue Chip” referring to the high value it offers in working with employees and most critically, managing leadership team members and board relationships.

EXECUTIVE COACHING

Read Emotions has also been approved as a training resource for *Vistage*, the elite executive coaching organization. This CEO peer advisory organization has over 23,000 members across the globe. Vistage member companies grew 2.2 times faster than average small and midsize U.S. businesses, according to a 2017 study by *Dun & Bradstreet*. Like many world-class organizations, Vistage continues to seek personal and professional improvement for their CEO clients.

“You’ll never look at other people in quite the same way again.”

**Malcolm Gladwell
best-selling
author of *Blink* on
Dr. Paul Ekman’s
science**

ASSOCIATIONS

A dozen trade organizations are bringing in these training programs at national and international conferences because of its value to members. The broad appeal of these skills means industry-specific customization is being applied to workshops.

SALES ENABLEMENT

There are four areas in the selling profession where the application of these skills has its highest value. All benefit by an increase in empathy and EQ. Specific improvement by roles include;

Leaders with increased perception of emotions can become more self-aware of workplace triggers. They can then better manage their personal bias and have healthier one-on-one conversations. Team meetings improve as a trained leader is more able to recognize what others are thinking and feeling.

Sales professionals can see an increase in attentiveness and rapport with buyers. Negotiating optimum agreements is another by-product of this ability. They’ll improve their capacity to deal with rejection. One of the strongest ways a salesperson improves is through an increase in questioning skills. Great sellers attribute much of their success to powerful questions that lead the buyer further down the path toward a close.

Sales managers will gain new strengths in coaching reps toward improved performance. Accountability will improve as managers can better evaluate a rep’s emotional state when commitments to new behaviors are being made. Knowing that state can also lead to establishing realistic goals.

Hiring the right reps is an integral and often frustrating area in a company’s sales experience. There are very distinct truth and lie detection elements in the ability to read emotions. Nobody wants to be fooled into a bad (expensive) hire. Better insights into a candidate’s feelings can generate strong and insightful follow-on questions. Interviews become easier with the management of difficult conversations, negotiating compensation and seeing that hires are the right fit for an organization.

There are clearly a great deal of rich reasons to adapt this skill in a variety of sales enablement roles.



THE TRAINING

This experience utilizes a diverse blend of technology, interactive exercises (role play simulations) and unique coaching to equip business professionals with a new EI skill that can increase workplace performance and staff longevity.

The outcome of this program is to **Begin recognizing emotions in others for more effective and healthier relationships.**

INTRODUCTION:

Ekman's science and its application in law enforcement and military intelligence. Learners view a video from the May 2017 Ariana Grande Manchester, UK bombing. What do they see? Is the person on camera a hero or not?

OVERVIEW:

How Read Emotions has re-designed this training to offer behavior analysis skills to business professionals, in order to improve personal and organizational performance.

OPENING:

Discussion to determine attendees' reasons, perceived value and application of this new skill. "What if you could know another's feelings?"

LEARNING MOMENTS on EMOTIONS:

Video from the Pixar movie *Inside Out* to raise the question – how well do we manage or mis-manage our emotions?

How do emotions occur? What triggers us in our work environment to generate feelings, both good and bad? Can we reduce the negative impact of our reaction, in order to maintain healthier relationships? Mindfulness coaching is offered, with practice on managing one's emotions. Emotional Intelligence grows with self-awareness and better handling the intensity of one's own feelings. After this, we essentially earn the right to be aware of others' and manage those relationships.

EXERCISE:

Pre-test sales reps' ability to read the 7 emotions in high-speed video clips. These feelings are shown in of a fraction of a second and are known as *micro expressions*. *We are testing individuals in order to help them move away from instinct and add science to their abilities.* Each learner's score will create a baseline for individuals and the group. This will be used to measure skill improvement after coaching. NOTE: First encounters with these videos can be frustrating, until learners begin to pickup the expressions.

COACHING:

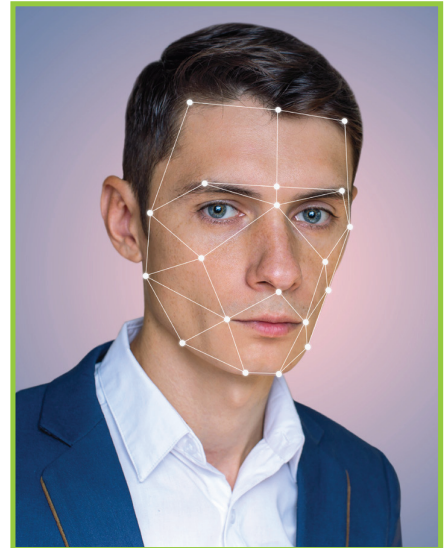
The 7 emotions are revealed through images of highlighted muscle movement in the face, slow motion clips and some entertaining video from "gotcha" moments in the news where people attempt to mask true feelings. A variety of exercises on each of the 7 will help learners to practice seeing emotions on one another, in order to better see them in others after the classroom experience.

EXERCISE:

Re-test attendees with new videos and score the improvement in their ability to see micro expressions. *Note: in our previous training programs, Read Emotions scoring in each group showed approximately a 40-50% increase. This has been fairly consistent over time.*

APPLICATION AT WORK:

Business professionals will be given a variety of scenarios where they notice a micro expression in someone's face and need to address it. What questions will they use? Will they choose to ignore it? This exercise will be run in groups in order to draw from the collective experience and brainpower of team members.





Here's a sample dialogue, in a sales setting. (*Try to address this yourself, right now*)

You're in a second and final meeting with a buyer who has indicated interest in your offering. During the conversation you ask her about previous solutions that the company has tried without success. At that moment you notice a micro expression of anger that quickly disappears.

How do you respond to that emotion?

HINT: the trigger for anger is the blocking of one's goals.

Feeling brave? *Replace anger with contempt.* Now how do you respond? (Triggers are on back page 3)

email me at DanSeidman@ReadEmotions.com for some insightful and potent responses

WRAP-UP:

Summary and debrief of the Read Emotions experience. Coaching tips on how to practice and reinforce this new skill in order to work toward mastery.

SUCCESS STORIES:

Jamie is an elite sales professional who went through our full 5-day global certification experience. At the end of each day, he chose not to spend time with the trainers or attendees. Rather he went to his room, turned on a news station, turned off the sound and studied faces. By the third day he wasn't missing any expressions in live interactions or on videos. Upon his return to work, Jamie applied his ability to respond to anger, disgust and sadness with buyers who had previously been difficult for him. In addition, he shared how when he now saw contempt it no longer triggered him. He smiled and patiently pursued the sale. Jamie was able to better manage his own emotions as well as others. He attributed \$30K in commissions attained in 2 weeks after the Read Emotions program to the skills Jamie had developed during training. He told us the best thing he received from the new skill was recognizing how he was triggering his wife. A stronger marriage relationship was a nice bonus to his improved selling abilities.

A Vistage CEO immediately recognized an application he was to put into practice the day after we worked together. "We're no longer doing our support and lead generation by phone. We're switching to Zoom video conferencing. I want team members, both tech and sales, to know what's really going on with people who are important to us."

Jessica is a counseling psychologist who was somewhat upset after going through the 2-day workshop. Why? She was vocal about the fact that these skills were never offered to her during all the years of schooling she had to navigate to work in her profession. When we followed up with her a couple months after the program, she said she uses this skill every single day. It has tremendous value when managing relationships and helping people to attain new thinking and behaviors.

The counseling example is significant to the work setting. This science has its home in psychology. Our interactions with people inside and outside our office can get stronger, healthier. We can understand what motivates others and know true feelings to get buy-in to change initiatives, simple decisions, mentoring scenarios and more.



THE OUTCOMES

This experience is thorough, practical, life-changing and career-enhancing. You'll learn to think of your emotional life in scientific terms and be able to identify others' emotions to work with them in a more constructive way.

This is new skill. When did you last encounter something truly unique that, when put into practice, offers a competitive advantage? This training experience provides a total immersion in a new ability that will serve selling professionals, leaders and others in your workforce.

Increase your emotional awareness. EQ or emotional quotient is a measure of one's interpersonal and communication skills. You can increase staff EQ in a variety of ways that can dramatically improve sales performance, better manage others, avoid hiring blunders and positively influence the bottom line.

Let's look at on simple, common example that surfaces all too often in the world of selling: How often do sales people lose a sale or have a poor call because they claim, "I didn't really know what was going on with that buyer." When you complete this training, you will know what your prospects are feeling. After you identify the emotion, you then rely on your newly-acquired questioning skills to find out how to manage that emotion. You can help the buyer to feel safe, comfortable and confident in your sales pro, and your offerings.

This skill has huge application to objection-handling. Because resistance from buyers runs through every step of the sales process, managing their feelings (as well as our own) is a critical skill that can take us further down the path to a close. Details on a powerful objection-handling tool can be found in *The Ultimate Guide to Sales Training* book or email me for an overview of something that sales leaders rarely do – build a tool to eliminate buyer resistance. Read Emotions training layers nicely into any sales process without competing or conflicting with your selling system.

Develop elite communication skills that strengthen critical relationships, enhance your performance, position yourself for career advancement and deliver greater results? Read Emotions training is the smart decision.

By now you have enough information to invite Read Emotions in to train your team to attain this new skill.

Contact **DAN SEIDMAN**

to discuss a variety of training formats and a unique, highly interactive keynote for your conference.

 **1-847-359-7860**  **DanSeidman@ReadEmotions.com.**



READ EMOTIONS LEADERSHIP

Dan Seidman – Managing Director of *Read Emotions* leads your team of Paul Ekman's globally certified training professionals.

Dan has been called "The Trainer to the World's Sales Trainers" and is a globally-recognized authority on selling, having coached and consulted from Vietnam to Venezuela and across North America.

His body of work can be found in *The Ultimate Guide to Sales Training*, a 544-page encyclopedia of best-practices. Dan has also authored 4 other books, including the communication skills work, *The Secret Language of Influence*.

Dan is a *World Master's Athlete* with three gold medals playing on the U.S. basketball team. Like all elite athletes and business pros, he hates losing as much as he loves winning.

For a very potent new skill that boosts EQ and performance, contact Dan today about Read Emotions training DanSeidman@ReadEmotions.com or 1-847-359-7860



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READ HIDDEN EMOTIONS



READ EMOTIONS
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Imagine being able to know what someone is thinking and feeling. How would that impact your ability to build constructive relationships whether leading, coaching, hiring or selling?

The psychologically-validated research on emotions is based on 50+ years of work by Dr. Paul Ekman. But it has been kept to law enforcement and military intelligence, including the CIA, FBI, Interpol, Department of Homeland Security, Scotland Yard and more, until today.

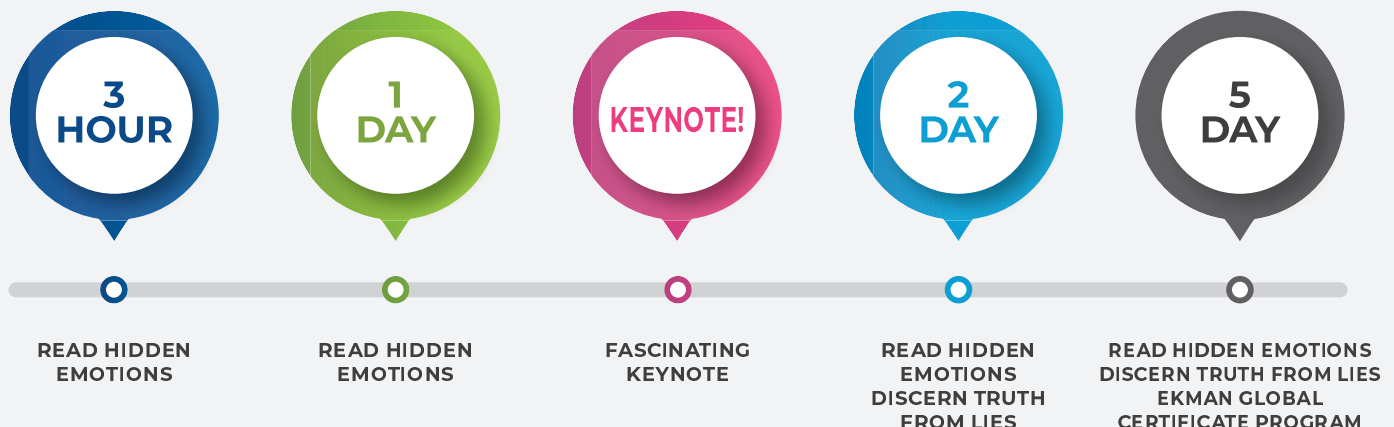
This new, high-value skill is now available for sales professionals, business leaders, hiring staff, coaches and the academic world. Read Emotions has re-designed this training experience to improve individual abilities in emotional intelligence, influence and communication.

You will be trained to see hidden emotions in the face that others can't see. Our unique and highly interactive programming utilizes a special video tool and hands-on coaching to help you learn to spot these emotions.

The use of this amazing behavioral science has already been embraced by Hollywood. You can see its use in award-winning films like Disney/Pixar's Inside Out, Lord of the Rings and the Fox TV show Lie to Me. It has been built into the animation of the \$15B video game Call of Duty.

Training experiences include a variety of programs from a fascinating keynote to in-depth workshops to a globally-recognized certification. This powerful skillset can be embedded within your workplace to impact sales performance, leadership decision-making, hiring, board management and employee coaching. Our training team are all Paul Ekman certified master trainers and have decades of experience in leadership and sales.

TRAINING PROGRAMS INCLUDE:



Customized programs are available for sales professionals, leaders and HR staff.

Contact us to bring this amazing science to your team!

 www.ReadEmotions.com

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 1-847-359-7860



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