Develop Emotional Intelligence:

A Real Tool for Real Sales People

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Learn how to influence and motivate others and create more effective relationships – Improve your business relationships & win more sales.

"Chris thanks for the training we had on Friday, I know that my team got a lot out of it by the way we were categorizing our people, our customers and the hotel staff for the rest of the weekend!! I know that what you have given us will become a valuable and essential tool in the way we deal with our customers and in the hiring of new staff. Thanks again."

Robert Colquhoun, CEO
Alexander Colquhoun & Son

Executive Summary

In order to effectively motivate and influence others, whether that be in making a sale, leadership, or management of people, you need to understand how they inherently make decisions.

To do this, you require a core Emotional Intelligence (EQ) competency; empathy. Empathy is what allows you to identify and understand another's state of mind, and understand what drives their behaviour. It allows you to create cohesive relationships with others, and after all, business is relationship based. Anything that makes relationships more effective is certainly well worth cultivating.

However whilst many organisations consider EQ and empathy as core competencies of high performers, the industry has so far lacked practical, scientifically based models of increasing your EQ.

In this White Paper we are going to describe a model to dramatically increase your empathy. Once learnt, it will allow you to within 60 seconds of meeting someone, identify their core emotional drives and use it to guide your interactions with them.

We will then give you a few practical examples of how Chris Golis has used this same model in his sales career, and a correlation of the model to the commonly known 'seven closes' of sales.

We will finish off with a review of some of the other current methods of personality profiling methods, such as NLP and DISC.

Introduction

No one gets anything accomplished alone. At least not in business.

In sales you need your prospects to say yes to your product or service solution <u>before</u> you get a commission.

Leaders require followers to support their ideas.

Managers need their staff to comply with their direction.

Marketers need to convince others to think a product is great.

In many cases, success depends on the emotional reaction and the behaviour of others.

But what exactly makes one person say yes to another? And are there techniques you can use to influence this?

Anyone who has been in sales knows that during a successful sale a moment comes when the prospect suddenly becomes emotionally committed to the product. Sometimes referred to as 'hooking the customer' or 'hitting a hot button' – this is the moment when your rapport with them is at its peak.

The same situation applies to all business fields – whether it's an agreement on a new marketing strategy or enthusiasm about a new product, before you can really move people in the direction that you desire, you need to get their compliance, their commitment. **You need to motivate them to do what you want them to do, and for their own reasons.**

But how do you *create* that situation time and time again?

Most corporate training focuses on formulating proposals and social graces such as shaking hands, looking people in the eye. Sales training teaches you techniques like the 'seven closes', 'asking questions' and 'listening'. Managerial training teaches you to 'set objectives', 'monitor performance' and 'manage change'.

Yet many of these techniques still fail to suffice. Salespeople know that even when you give a technically perfect presentation, and try hundreds of closes, no sale will be made unless you gain that emotional commitment from the customer.

Businesspeople know that even if they think their proposal is brilliant, and the client needs what they have to offer, it doesn't mean that the deal is sealed.

Managers know that even when you set objectives and monitor performance that sometimes your staff just don't perform how you expect them to perform.

Everyone has Psychological Tendencies that affect their Behaviour & Decisions

This is because everyone has certain psychological tendencies that influence the way they see the world – the way they process information, make decisions and how they communicate. **They have predisposed emotional drives and values (temperament) that subconsciously drive them in their day-to-day behaviour.**

It is temperament which affects our interaction with others. Different temperament is what often causes miscommunications between individuals. **It is what costs you that sale, costs you that client or hinders your effective leadership.**

These temperamental tendencies are what you need to access in order to ever maintain well-oiled and productive relationships. By tapping into these tendencies you become more interpersonally effective; thus increasing your ability to motivate, influence and drive others.

In order to motivate and influence others you need to understand what drives peoples' emotional behaviour, particularly their temperament.

So in order to effectively motivate and influence others, whether that be in making a sale, leadership or managing people, you need to understand how they inherently make decisions – and the emotional biases that underlie that.

But short of undertaking personality assessments of everyone you meet, there are other ways to understand the nature of others.

The key lies in Emotional Intelligence, or in particular, empathy. Empathy is the component of Emotional Intelligence which gives individuals social awareness; the ability to be empathetic to the emotional drives of others.

Empathy can be defined as the ability to identify and understand another's state of mind, and their motives; or, 'putting yourself in someone else's shoes'. It is what allows you to create bonds of trust and understand how and why others react the way they do.

Empathy is what creates cohesive relationships between individuals, which can be especially useful for leaders, managers and salespeople.

The fact that empathy is a core component to effective relationships is also well recognised in scientific literature. For example, in one study by Dr Antonio Demasio (Demasio 1994), patients with damage to the part of the brain that is associated with empathy and self management (the pre-frontal amygdala circuits) showed marked deficits in relationship skills, even though their cognitive (such as reasoning and learning) abilities remained intact.

According to Daniel Goleman, author of *Emotional Intelligence,* empathy is essential for success. Without it, someone can have excellent training, an analytical and incisive mind, and come up with many great ideas yet will still not succeed in their relationships with others. Why?

Because those individuals who have the ability to read the style of individuals they communicate with are simply more effective than those who don't. It is not to say that other qualities are not essential for success, such as a high IQ or technical skills. High intelligence may get you hired, but Emotional Intelligence gets you promoted.

If we refer to what was discussed earlier, your success does to some extent rely on the behaviour of others. Those who have high Emotional Intelligence make better salespeople, teachers, leaders and managers because they are able to harmonise with the emotions of others.

For example, the best salespeople have a high degree of empathy. They are able to pick up on behaviour cues in others and use it to inform their own behaviour. They act like 'social chameleons', adapting their personality to fit that of their clients.

It is not about being manipulative; it is about learning to pay attention to what drives the behaviour of others, and adapting your communications with them accordingly.

Let's use a couple of laws of human nature to demonstrate the power of empathy. **We are more likely to agree with those we like.** If our friend asks us for a favour, we are more likely to say yes than to say, an acquaintance. The same rule applies in business. In sales, we are more likely to buy from a salesperson we genuinely esteem. We are less likely to work hard for a manager we detest. We prefer to do business with a company that we admire.

Secondly, **we like those who are most like ourselves**. We appreciate those with whom we share common values and have mutual understanding.

This is why empathy is so important in human relationships. To apply these concepts in business can be transforming because after all; most business is relationship-based. And anything that makes relationships more effective is certainly well worth cultivating. It makes you far more likely to gain the support of your subordinates and peers, a far more effective leader, and a far more successful sales person.

However, even though empathy and Emotional Intelligence are highly regarded as essential to success, many do not know how to develop it.

One of the main errors people make in trying to understand others is to judge them by their own tendencies. Everyone agrees that one person differs greatly from another. However, in our relations with others we are too quick to judge as if everyone acts like we do. For example, it is a common mistake of those who are easily discouraged to expect others to be as easily discouraged as them by every difficulty. Those with strong self-control and discipline tend to be impatient with others who fail to control themselves successfully.

But, people are different. They have different personality styles which affect their communication, decision making and motivations. The key to developing empathy thus lies in an *understanding of personality styles, and honing your communications accordingly.*

Developing empathy – Understanding Personality Styles

When we first meet someone we know that their personality depends on a number of factors; their level of ability, their motivation in life, their upbringing, family, whether they have children, the organisation they work for, their job in that organisation and many other factors. Temperament however is that aspect of personality that deals with the impulsive, emotional, non-rational aspects of behaviour. It governs how a person will apply their abilities and experience in making decisions. Temperament is the underlying facet to people's behaviour, emotional drives, communication styles and motivations. In order to increase your Emotional Intelligence and empathy, you need to understand temperament styles.

A practical tool to increase your Empathy

It is safe to say that there is no time in history when people have not tried to make sense out of the behaviour of other people. However, it is only in the last century that psychologists have developed techniques to scientifically analyse personality. Psychologists, aided by computers have refined personality questionnaires considerably. Modern psychological profiles have now been produced which are completely descriptive of the person tested. Modern theory now uses between sixteen and twenty components of personality to analyse people's emotional behaviour.

However, the problem with modern theory is that sixteen to twenty components is <u>way</u> too many for the average person to remember when analysing the behaviour of others, so there have been many attempts to simplify this analysis. In this book we are going to describe a model of human temperament that uses seven components. Once learnt, it will allow you to within 60 seconds of meeting someone, identify their core emotional drives and use it to guide your behaviour with them.

The Humm-Wadsworth Model of temperament
A Simple, practical and scientific model for understanding personality styles

The Humm-Wadsworth model of temperament has seven personality components which are each associated with a basic dominant desire. For simplicity we are going to refer to the model as the 'Humm'. If you would like to know the history of this model you can go to www.emotionalintelligencecourse.com/eq-model

The secret of the Humm is to learn how to recognise these dominant components in both yourself and in others. Then using that knowledge you adapt your communication style to individuals.

Now, if a person had only one excessive, dominant desire their personality would deteriorate into a caricature. Such people, it must be stressed, do not exist in real life. Nevertheless, to explain the techniques of the Humm it is convenient to describe hypothetical stereotypes dominated by one desire. We all have these seven components within ourselves, but it is the variation and mix of these components that are reflected in the personality of the individual.

Stereotype	Dominant Desire	Key Characteristics
Normal	Desire for order	Self reliant, conservative, rational, law abiding, self-controlled, increases with age, boring and unemotional
Mover	Desire to communicate	Extrovert, dynamic, cheerful, enthusiastic, multi-taskers, see things as either black or white, suffer mood fluctuations
Double-checker	Desire for security	Cautious, apprehensive, nervous, compassionate, sympathetic, pessimistic and critical
Artist	Desire to be creative	Individualistic: beat to a different drum, good visual imaginations inarticulate, reserved, passively stubborn, self-conscious and over-sensitive
Politician	Desire to win	Competitive, assertive, persistent, decisive, defend fixed ideas skilfully, suspicious
Engineer	Desire to complete projects°	Painstaking planners, compulsive readers, practical, objective, dedicated enthusiasm, hands-on operators, process is everything, poor at delegation
Hustler	Desire for material success°	Self-interested, opportunistic, empathetic, charming, astute, good financial acumen, love to gamble, divide world into winners and losers

Identifying the Seven Components

In 1959 the Australian firm of Organisational Psychologists Chandler & Macleod purchased the copyright to the Humm-Wadsworth Temperament Scale test. Over one million Australians sat the Humm-Wadsworth personality assessment and this was followed up with over 100,000 interviews. Gradually the psychologists at Chandler & Macleod began to develop a set of heuristics about the people they were interviewing.

In particular they developed a set of six clues to gain some understanding of the dominant core emotions in person's temperament.

1. The way the individual talks;
2. The organisation the individual works for;
3. The individual's position in the organisation;
4. The individual's dress;
5. The individual's office or working environment;
6. The first meeting with an individual

As you read through the six clues below, refer back to the dominant desires and appreciate how the desires are reflected in characteristics of the each component.

Talk – The Big Clue

Talk is a most useful clue to the dominant components of a personality. Normals tend to talk logically and without emotion. Hustlers will name drop and bring up money early in the conversation. Movers have a lively, enthusiastic, smiling manner in contrast to Double-checkers who are pessimistic and hypochondriacs complaining about invisible aches and pains. Artists are quiet, bashful and sensitive, and by contrast, Politicians are forceful, aggressive and opinionated. Engineers on the other hand come across as flat and monotonic in their speech.

Organisation

Organisations, as well as individuals, develop behavioural characteristics that determine their success in the business environment. For each type of industry it is possible to suggest which components will lead to organisational growth and development. These components will tend to become norms of behaviour. Norms refer to the standard of behaviour that is derived from the expectations of people both inside and outside the organisation. Good examples are such comments as 'X is a creative advertising agency' or 'Z is a marketing company'. People who have the expected norm as their dominant components will tend to succeed in those organisations. Each of the seven components can lead to success, depending on the organisation.

- The **Normal** component, with its emphasis on logic and precedent, tends to dominate professional organisations such as legal and accounting firms. Thus the people who staff these organisations tend to be either high Normals or Hustlers who have mimicked the Normal component.

- **Hustlers** are agents. Their ability to tell both sides of a story helps in such fields as stockbroking, merchant banking, real estate, car dealerships and so on. Only individuals with considerable Hustler can handle both buyers and sellers quickly and profitably.

- **The Mover** works best in service industries which deal with numbers of people, such as retailing and fast foods. The enthusiasm and energy of Movers make them excellent employees and later managers in these industries.

- **Double-checkers** are preoccupied with security. Suitable industries include those concerned with potential disasters, such as insurance or transport monopolies.

- **Artists** are creative, iconoclastic yet withdrawn. They are found in industries where creativity is critical to success such as advertising and fashion.

- **Politician** norms of behaviour tend to be followed in bureaucracies and big companies. Position, office size and status symbols are some manifestations of this component. It is also common in the largest company within an industry.

- **Engineers** tend to dominate building design companies and consultants, where the work flow tends to be a succession of projects. To succeed in an Engineering organisation you have to be successful at planning and completing projects.

If you are unsure about the norms of a company, look at its annual report. It is unnecessary to look inside or calculate any financial ratios, just examine the cover. If it is bright and flashy it is probably a Hustler organisation. If it contains many photographs of people it probably has a Mover culture. A subtle and creative touch suggests an Artist company. Pictures of successfully completed projects suggest an Engineer organisation.

Position

Just as organisations may have dominant components, so too do certain positions or functions.

Successful General Managers, who need logic, ceaseless energy and a thirst for success, tend to be a combination of Normal, Mover and Politician. Marketing people generally succeed if they are emotional and have lots of enthusiasm and a manipulative streak. Thus marketing personnel tend to be low in Normal, and high in Mover and Hustler. Administrative staff requires the ability to double-check and do monotonous and detailed work, and so tend to combine strong Normal and Double-checker components. Personnel managers need to be able to meet a number of people during the day for interviews and other meetings so generally have high Mover component. On the other hand they need to be sensitive so need high Artist. IT managers generally come from software backgrounds which tend to hire people with a lot of Double-checker (to check the code) and Engineer (to complete the project). To rise above the ruck the individual needs a lot of Politician as well. Besides the position in an organisation, another useful clue is a manager's personal assistant. Since like attracts like, managers often select staff who have similar components to their own.

Thus, the organisation that an individual works for and his position within that organisation can be important clues to the personality. While you will frequently get square pegs in round holes, generally you do find that managers work for organisations and in positions that suit their personality best.

Dress – The apparel oft proclaims the man

Dress is another BIG clue as to the dominant personality components. The fashion industry bases its appeal on the assumption that clothes and appearance are a reflection of the personality: *'The apparel oft proclaims the man'* or, the modern equivalent, *'I dress to make a statement about myself'*.

Normals tend to wear high quality, conservative clothes in sober colours such as grey. Men's ties tend to be conservative and often show some form of repetitive emblem representing a club, school or university.

Dress is a key clue for the Hustler component. The clothes are generally glitzy, if not flashy. For example, a male Hustler generally wears red or orange striped ties. Both the male and female Hustler often wear ostentatious watches and bracelets. The female Hustler will typically have gold rings on at least two or three fingers and heavy gold earrings. When they wear casual clothes, they are often open-necked showing off gold chains and necklaces. Another clue is that Hustlers often wear designer label clothes, as they love to drop names.

Movers and Engineers tend to have a tousled appearance. Movers usually have their coats off, collar unbuttoned and sleeves rolled up. They often appear to be rushing from one task to another. They like to wear casual clothes such as jeans, running shoes and loose fitting shirts and pullovers. Movers like bright colours and patterns. They often have a message on their clothes such as *"Don't Worry - Be Happy",* either in the form of a button, or as a slogan on a T-shirt.

Engineers get very wound up in their work and are disinterested in dress. So their shirts slip out of their trousers and their ties will slip without being noticed. The model Engineer is the absent-minded professor who puts on an unmatched pair of socks. Engineers are interested in technology and often are the first to own the latest technical advance such as G3 mobile phone, Bluetooth earpiece or PDA (Personal Digital Assistant). They typically have a row of pens in their shirt pocket or a Swiss knife on a belt. Female engineers often have something useful hanging around their neck such as a fob watch or a ballpoint pen. Both sexes often wear striped shirts, which are in non-classic colours or patterns.

Double-checkers tend to choose good quality clothes as they believe cheap clothes are poor acquisitions because they will soon fall apart. As the Double-checker male has an overpowering need for security he too wears club ties. He usually has a short back-and-sides haircut. There is a Mother Earth colouring about Double-checkers' clothes; browns and greens tend to dominate. Double-checker women tend to have big handbags filled with all sorts of make-up and other items as a precaution against any unforeseen eventuality.

Artists tend to wear very imaginative clothes and be in the forefront of fashion. The ties of the men and the dress of the women often contain unusual patterns. Sometimes they choose clothes that are odd-ball. Another common dress code for the Artist is totally black.

As noted earlier Politicians often wear navy and are conservative in nature. However they are very keen on uniforms. They like working in organisations that have uniforms and designing new ones.

Office

If you meet people either in their home or office you then have another excellent clue as to their

dominant components. While the Politician's mode of dressing tends to be conventional and nondescript, it is the offices of the Politicians that give them away. It is often in the most dominant position in the building and larger than the surrounding offices. Even if the offices are the same size the Politician's office contains status symbols such as nameplates, degrees and certificates on the walls. Politicians generally place their desks in a dominant position. Both Politicians and Hustlers try to have entertaining areas if it is at all possible.

By contrast, the office of the Artist sometimes has the desk facing away from a view or window. The office furniture and lighting is typically of a modern, creative design. The desk is sometimes untidy as the Artist detaches himself from reality. Some form of original creativity often hangs on the wall.

The Hustler, on the other hand, often has a flashy reproduction on the wall and flamboyant decor. Because they are often divorced you will often see a family picture with the ex-wife missing.

Double-checkers tend to have pictures of their family in a prominent position on their desk but in this case all the family is in the photograph. They cram their offices with files as they cannot bear to throw anything away and they have to keep a copy of everything - just in case.

Engineers often have timetables, project charts and pictures of big projects such as bridges, buildings or aeroplanes hanging on the wall. They usually have shelving crammed with books on a number of diverse topics. Their desks are usually untidy but they tend to know where everything is to be found.

Movers also have untidy desks cluttered with the working papers of several simultaneous projects. Because they see things in black and white they often have slogans on the wall.

Normals are usually neat and tidy in their work and so have neat and tidy desks, situated in a neat and tidy office. If they have a bookcase it is often filled with old leather books. Another clue to the Normal is the paintings they hang on the wall. Typically they are landscapes although sometimes you may even see a painting of a founder.

Gambit – The Opening Moves

Gambit is a term taken from the game of chess and refers to the opening moves made by a player. Using the same metaphor you can work out what drives a person by their own opening moves. Did he or she keep you waiting and when you do meet do they address you informally or formally? The Gambit is an important clue to your prospect's personality. First, is the prospect punctual? If they are punctual then it is a safe bet that you are dealing with one of the following:

- a Normal who is on time because that is the socially correct thing to do,
- a Hustler because winners are on time and losers are late,
- an Artist because they are sensitive about other peoples' feelings and do not like to keep them waiting, or
- an Engineer, because time is money to an Engineer.

If, on the other hand, you are kept waiting, you are dealing either with a Mover, because they have become distracted on their way to the appointment, or a Politician, who keeps you waiting to show you who is the more important.

You then distinguish between those who keep you waiting and those who do not by how they address you. Normals will address you formally and will not use first names until well into the meeting.

Hustlers are friendly and genial and while they're on time, they generally will address you informally rapidly moving to first names. Artists (who are also punctual) will, because they take quite some time to get to know people, address you formally while Engineers do the opposite—they tend to be reasonably friendly and will address you informally. Of those that will keep you waiting Movers will immediately apologise, immediately get on first name terms and their warm enthusiastic smile will immediately put you on their side and make you forget their tardiness. Politicians on the other hand, will not apologise for keeping you waiting, and will be formal and fairly aggressive in their first few moments.

By using these six clues of *talk, organisation, position, dress, office,* and *gambit* (known by Humm users as TOPDOG) it becomes very easy to quickly determine the dominant core emotions of an individual. Most Humm practitioners (the methodology takes most people a day to learn) can guess one or two dominant drives in a person within 60 seconds.

The Humm in action

The first sale - Selling to an Engineer

Shortly after attending the Humm course, I was working for International Computers Limited (ICL) and the first tender I had ever seen was put on my desk – for the Electricity Commission of NSW. I was the most junior of the salespeople and the system was that all tenders went to the most senior salesman, and if he didn't want to pursue it handed it on to number 2, and so forth.

So the tender from the Electricity Commission of NSW had been rejected by all four of the other salesmen in the team. The reason was that the Electricity Commission of NSW was an IBM account and all the other salesman knew ICL never won against IBM.

I did not know this and very excitedly went to the initial meeting with Neville Warner. During the meeting I noted and discovered the following.

- He had a row of pens in his shirt pocket.
- He wore a horizontally striped tie with a vertical pinstripe shirt.
- He spoke in a flat monotonic voice.
- He had been with the Electricity Commission for 20 years, successfully completed several projects and had been made the IT manager because in his words, "The previous IT manager was a disaster and the CEO had given him the job to fix it.
- On the office wall were several pictures of large generating stations he had worked on.

Neville was a classic Engineer. I went back and read my notes and they said Es like three things:

- inspired projects,
- manuals and
- touching the product.

 So that formed the sales strategy.

In the second meeting I told Neville that the important thing when choosing a computer system was not the hardware but the software. I told him that while other salespeople will go about the megahertz and kilobytes of disc capacity, I was going to propose a second-hand machine!! In addition I was going propose running ICL's most sophisticated software. I then gave Neville the introductory manual to the George III operating system which (remember this is 1974) revolutionarily used visual display units rather punched cards to interact with the computer. Several days later I rang and asked Neville if he looked at the manual. *"I was up to 3am last night reading it. The concepts are fascinating."* Over the next 3 weeks I took Neville seven manuals and he and his colleagues read every one!

Part of the purchase process was the running of a benchmark. My plan was for Neville and his team do it themselves. I organised for them to go to Woolworths at 4pm with one of our system engineers, Steve to run the benchmark. The next morning I came into the office, no Steve. I rang Neville's office to be told he was not yet in. Somewhat puzzled I rang Woolworths and was told Neville and his team were still there. Neville got on the phone and said excitedly, *"We have got the benchmark*

down to 14 minutes and 50 seconds and we are sure we carve off another couple of minutes. Can my team and I stay here and keep running the benchmark?"

This was the only account taken off IBM by ICL in the world that year and when other ICL salespeople with awe in their voice asked me how I did it, I would reply that I got the decision maker to read seven manuals and stay up all night running benchmarks!!

Selling to a Double-Checker-Hustler

One of my major computer accounts at ICL was General Electric. Their computer system needed a set up tape drives costing $20,000 (remember this was 1974). The decision maker, Roy, was a Double-checker-Hustler who was refusing to pay that much money.

Double-checker-Hustlers are often suspicious that there is something wrong with a proposal product and that the price is too high. They always try to get the best deal possible. They take a long time to reach a decision and are always trying to get something better. If you do have an idea that provides value for money, Double-checker-Hustlers will eventually accept it. They become useful after the purchase, because they are famous among their peers for being careful, fastidious bargain hunters, and become a useful reference.

Suddenly a memo was placed on our desks saying a set of reconditioned tape drives was available with a three-year guarantee. The book price was $2000 and the deal offered was 50% commission for every dollar over that amount.

I knew that Hustlers like to play games and gamble so I rang Roy and said how about a game of squash. After a short pause he said he would. I then said I wanted to have side bet and he asked how much.

"$1,000 a point." I replied. There was short gasp and he asked me to explain.

"Roy, you need a set of tape drives. I know you won't pay $20,000 for new drives but a set of reconditioned drives with a three year guarantee has just become available. I propose that we play 3 sets of squash and every point you beat me by we knock $1,000 off the price. You are a better player than me so you are bound to get a discount"

There was a short pause, and then he agreed. It was an incredible game. Roy was playing for $1,000 and I was playing for $500 a point. In the end I lost 9-4, 9-5, 9-3 or by 15 points. Roy then said bring the contracts around tomorrow. I said no way as I knew he was a H and would try and back out of it. I pulled the contract out the bag, pen in hand and with sweat pouring out of us, refused to let him leave the court until he signed the contract.

The aftermath was a study in contrasts. When I got back to ICL there was uproar, I was going to earn $1,500 commission. The tape drives were only worth $2,500 at the most. What would the customer think?

I told them I had the happiest customer in Sydney. Indeed afterwards when I visited Roy on business he would drag me down to their sales offices and introduce me as the best salesman in Australia.

A final Example – Selling to an Artist
The story of how I published my first book

When I switched careers to become an investment banker, and then a venture capitalist I was asked by Allen & Unwin to write a book on venture capital. *Enterprise and Venture Capital: A business builder's and investor's handbook* was first published in 1989. It has sold over 15,000 copies and is now in its 5th edition.

The story of how the book came to be published is again an example of the Humm in action. In the late 1980s Edna Carew was the leading financial author in Australia and in the Allen & Unwin stable. She was asked to write a book on venture capital by the publisher, John Ironmonger. She declined but suggested to John that he consider using me. I had written several articles for JASSA, which was the quarterly journal of the Securities Institute of Australia.

The statistics are publishing are simple, only 1% of the manuscripts received by a publisher are published, and of those published around 1% go and make money. Investing valuable resources in an unknown author is very risky for a publisher. Hence John rang me and suggested that we meet in a very contemporary and modern Italian restaurant in North Sydney.

Within 60 seconds of meeting John I knew I had a problem. John was dressed in a very expensive linen shirt, and was wearing an even more expensive Italian leather jacket which looked like it was Armani. He spoke very softly, avoided eye-contact and did not use his or my first name when we shook hands. John had a high Artist component and I know that of all the seven components, the Artist is the one that gives me the most problems. Artists and I suffer from personality dissonance. Now I know that Artists beat to a different drum and like people who are individualistic. I was desperately trying to think of how I could distinguish myself from the other 500 or so prospective authors who had gone before me and sat at this table.

Suddenly the opportunity came. John passed me the wine list and asked what I would like to drink. I studied the wine list for several minutes, pulled out my wallet and said the following.

"John most the wines on the list are really mediocre. However there is one red that is drinkable. Unfortunately it costs $300. I tell you what, you pay for the meal and I will put the wine on my American Express card."

I then took my American Express Card from my wallet and put it on the table and waited expectantly.

After several minutes silence, (I had been taught well – there is a time to be quiet and this was it) John said:

"Are you sure this is the only wine you can drink?"

"No question."

Again there was a period of silence for several minutes as we looked at each other. Finally John spoke: *"Put your card away. The publisher always buys the first lunch."*

At that moment I knew the book was going to be published. John was not going to go back to the office, present an expense claim for $500 and tell his peers that he was not going to recommend publishing the book.

Subsequently John told me that he dined out of the story for years. When the book was finally published, I repaid John the favour and took him out to an equally expensive lunch. It was a terrific investment. *Enterprise & Venture Capital* has earned me $25,000 in royalties and $250,000 in speaking and consultancy fees. Moreover the book was a key reason St. George Bank decided to invest $20 million in a venture capital fund. In time we raised an additional $120 million earning in total $28 million in management fees.

Using the Humm in sales - The Seven Closes

At TNT they had a selling system developed by the National Sales Manager, Keith Stevenson.

In the Stevenson selling system, there were seven basic objections, seven ways of handling objections, seven closes etc. Keith's technique was that every salesperson should learn the seven closes and if one close failed try another one.

I argued differently. I said each of the seven closes matched one of the seven Humm factors. What you had to do was first analyse your prospect and work out his or her one or two dominant core emotional drives. Once you had worked that out you would use the appropriate presentation techniques, anticipate objections, and apply the correct commitment techniques. Thus *Empathy Selling* was born.

The following table links the seven Stevenson commitment techniques with the Humm component.

Technique	Example	Humm Component
Assume the Deal.	*'So how much trade-in were you hoping for on your current car?'*	Double-checker
Subordinate Question.	*'Are you going to buy a manual or automatic?*	Politician
Physical action.	*'Let's go for a test drive.'*	Engineer
Inducement.	*'We have been authorised to offer a 10 per cent discount to those clients who purchase by the end of the week.'*	Hustler
Narrative Close.	*'We have agreed you want a blue, automatic station wagon with power steering. Our other office can bring one over now. While that is being done let's complete the documentation.'*	Normal
Impending Event.	*'The manufacturer has announced it will be discontinuing this colour so if you want it you must decide now.'*	Artist
Ask for the Order.	*'Shall we start drawing up the documentation now?*	Mover

Every sales book lists the subordinate question or minor point close as probably the most successful. Once you understand the Humm, you understand why. The majority of managers (i.e. decision makers) have some Politician component. The Subordinate Question close works best with Politicians; hence the reason for its success. On the other hand if you try the Subordinate Question close on a Double-checker, failure is the likely result. You must not offer the Double-checker a choice, he or she will freeze absolutely positive that whatever decision is taken it will be wrong.

Driven by the desire for security, the Double-checker does not want to take the risk of failure. For the Double-checker, you need to Assume the Deal and offer a single solution. However if you use that technique with a Politician you will again fail. The Politician loves to make decisions. Take away this authority and he will immediately think you are presumptuous.

Using these techniques the division was very successful. In four years it doubled volumes, quadrupled revenues, and increased the bottom line tenfold. In my fourth and final year the divisional ROI was 240%. In the last 18 months, the division was involved in 15 tenders. On a market share basis the sales team should have won perhaps two. We won all 15!! In one tender our proposal was four times more expensive than our nearest competitor.

The Humm: A comparison of other personality profiling tools

The Humm is a practical tool; it is easy to learn (it takes a day) and simple to use. The other personality profiling tools used by sales and business people today suffer by comparison. We have undertaken a review of the major personality profiling tools currently used by sales and business people: NLP, DISC and Myers-Briggs.

NLP Neuro-Linguistic Programming

NLP is perhaps the most widely used profiling technique by sales people. Richard Bandler and John Grinder founded Neuro-linguistic programming (NLP) in the 1970s. The term represents a supposed theoretical connection between neurological processes ('neuro'), language ('linguistic') and behavioural patterns that have been learned through experience ('programming'). NLP originally started as a form of psychological therapy but now claims to help people change by teaching them to program their brains. The basic assumption is that while people use visual, auditory, kinaesthetic (VAK) sensory channels; one is dominant and this is reflected both in the eye-movement and language that people use. You can work out which is the dominant sensory channel looking which way their eyes move and then you base your sales presentation on that channel or what is known as learning style. For example with Vs you can use pictures, As words, and Ks models.

A whole host of terms have developed under NLP. Rapport means achieving empathy by matching someone's speech, body rhythms, and non-verbal behaviour. This is useful as we do like those who are like ourselves.

The problem is NLP then increases the complexity. Anchoring is the process by which a particular state or response is associated (anchored) with a unique anchor. Swish is a novel visualization technique for reducing unwanted habits. The process involves disrupting a pattern of thought that usually leads to an unwanted behaviour such that it leads to a desired alternative. Reframing is the process whereby an element of communication is presented so as to transform an individual's perception of the meanings or "frames" attributed to words, phrases and events.

I think of NLP as an inverted pyramid. The V,A,K concept is easy to understand and is appealing but as you climb the pyramid the concepts become woollier and more complex.

The Limitations of NLP

NLP pretends to be a science, but is really pseudoscience, for its claims are not based on the scientific method. Its very name is a pretence to a legitimate discipline like neuroscience, neuro-linguistics, and psychology. Like many other pseudo-sciences It has a large collection of scientific sounding terms, like eye accessing cues, metamodeling, micromodeling, metaprogramming, neurological levels, presuppositions, primary representational systems, modalities and submodalities.

More importantly there is little or no evidence or research to support its often extravagant claims. A significant amount of experimental research suggests that the central claims of NLP are unjustified. A research committee working for United States National Research Council led by Daniel Druckman concluded that there was *"little if any evidence to support NLP's assumptions or to indicate that it is effective as a strategy for social influence. It assumes that by tracking another's eye movements and*

language, an NLP trainer can shape the person's thoughts, feelings, and opinions. There is no scientific support for these assumptions. "

The NLP effectively uses three factors and these correspond to the Artist, Politician and Engineer in the Humm. In any person one of these three components is likely to be stronger that the other two but of course one or two of the other four components (Normal, Mover, Double-checker and Hustler) could be much stronger. The Normal grows with increasing maturity and is a dominant factor in most people over 40. The three most common components in females are Mover, Double-checker and Artist, yet NLP neglects two of the three. Finally there is no Hustler which in sales situations (either in the salesperson or they buyer) is both common and also rises to the fore.

DISC & its derivatives

The DISC behavioural model is far and away the most popular model of personality profiling and over two million people take the 24 question test annually. DISC uses two personality traits: Assertiveness and Sociability as vectors and depending whether you are high or low in each vector you end up in one of four quadrants. DISC stands for Dominance, Influence, Steadiness and Compliance.
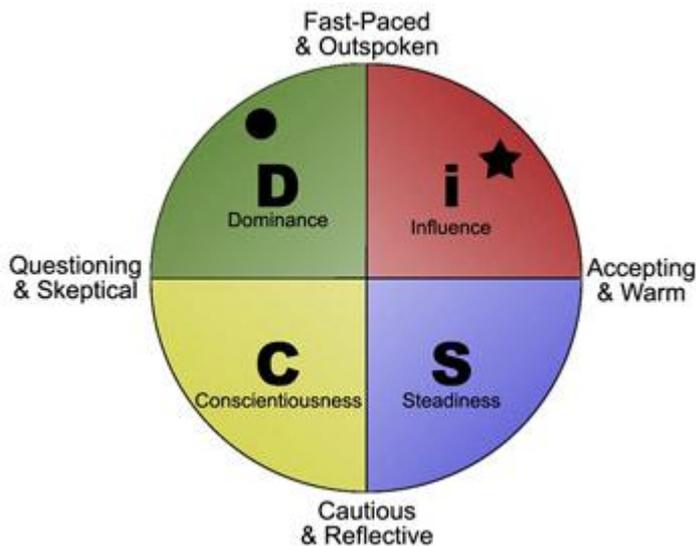
To better understand a prospect, a salesperson first positions the prospect along a dimension of being "fast-paced and outspoken" to "cautious and reflective." Next, the same person is considered along a dimension of being "questioning and sceptical" to "accepting and warm." The combination of these dimensions places the individual in one of the four quadrants.

DISC has spawned numerous 2x2 copies which generally spin you clockwise around the four quadrants.

Social Styles: Driving, Expressive, Amiable, Analytical (starts in upper left quadrant)

LAFFe: Logic, Action, Fun, Feeling (starts in bottom left quadrant)

Animals: Analytical Owl, Methodical Hedgehog, Visionary Fox, Connected Meerkat

TEAM: Togetherness, Enterpriser, Analyser, Motivator

DISC and all its imitators make the point that your position is fluid and situational. For example you can be in a different quadrant socially to where you are in a working environment. Also you can easily move into a different quadrant depending on what you're doing and the level at which you are doing it. For example, your desk is organized but your gym locker is a mess.

The Limitations of DISC

Too simplistic

Psychologists, who have authenticated DISC against the most widely validated test in personality testing, the 16PF, have concluded DISC is a two factor correlation. It corresponds to the Mover and Politician components. The summary of one psychologist was telling: *"Why use a technology for prediction of human behaviour that is so inherently limited by its brevity and format?"* In other words DISC does provide an answer but it is too simplistic—it puts people into one of four boxes.

Temperament is not relative and situational

When we talk about personality we are trying to work out their temperament, which is defined our inherited emotional predisposition. It is genetic and fixed. What we want to work out is what someone's consistent emotional response is. People who have organised desks also have neat gym lockers.

Ipsative test rather than normative

DISC has also been attacked by experimental psychologists for weak scientific reliability and validity. This is because DISC is an Ipsative rather than a Normative test. Ipsative tests measure the relative strengths of traits within an individual by making an individual do a forced choice. Normative tests compare the individual with the rest of the population.

Where is the corporate psychopath?

Any personality profiling system must help you recognise the corporate psychopath, or 'snakes in suits'. These people have an inordinate sense of entitlement for power, prestige, and wealth and have no morality about the means with which they are willing to achieve their ends. They operate according to their own self-serving principle: look out for number 1, no matter what the cost to others, and without guilt or remorse. Many decision makers have a strong Hustler component. It is critical that any personality profiling system teaches you to recognise these people. DISC fails to do so.
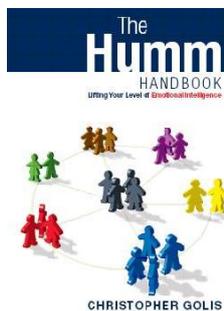
More Information

This White Paper has focused on one of the core competencies of Emotional Intelligence; empathy, or 'social awareness'. There are three other components, as described by Daniel Goleman, author of *Emotional Intelligence*.

Goleman described emotionally intelligent people as those with four characteristics:

1. They were good at understanding their own emotions (self-awareness)
2. They were good at managing their own emotions (self-management)
3. They were empathetic to the emotional drives of other people (social awareness)
4. They were good at handling other people's emotions (relationship management)

For more information about the other components of Emotional Intelligence, and how to increase them, you can refer to Chris Golis' book, **The Humm Handbook: Lifting Your Level of Emotional Intelligence.** Below we will discuss a few of the sections, and what you will learn from the book.

Goleman describes the first step in developing Emotional Intelligence as **Self-Awareness,** which he defines as understanding your underlying dominant emotions. We now have a technology for achieving this goal: the Humm-Wadsworth model of temperament.

How do you learn your dominant and weak components? The best way is to complete the full Humm-Wadsworth questionnaire, which takes around an hour, and then meet for another one-hour interview with a trained psychologist from Chandler and Macleod, who owns the test copyright. Alternatively you can do a self-test, which is less accurate yet still allows you to recognise dominant components in yourself. The Humm Handbook also contains self-tests which can help you identify your dominant components.

Self-management

Once you have some self-awareness and are aware of your dominant and subordinate emotional drives, you are now ready to take the second step in the path of emotional intelligence: Self-Management. This section of the book focuses on the 'hot buttons' of each component — these are specific things that aggravate certain personality components, and is particularly useful in guiding your interactions with others.

Social Awareness

The Humm Handbook discusses the personality profiles in-depth, allowing you to develop your social awareness further.

Relationship Management

This section demonstrates how the Humm is an important tool for managers to use in the selection, management, and motivation of subordinates.

Relationship management is one of the most important EQ skills out of the four. We now have a very useful model for the manager to use when handling relationships with peers and subordinates. This c

chapter discusses how to manage each of the seven components, tips for training each component, especially when giving criticism, and some suggestions on how to gain their cooperation.

Building teams

A common management task is to create a new team. This can be for the launch of a new product or the opening of a new branch. Of course in such a situation there are a number of management techniques that have stood the test of time such as setting goals and objectives, defining responsibilities, providing regular feedback, weekly team meetings and quarterly reviews. However the Humm can play a very useful role in team building, and helping you select a diverse team with complementary abilities.

Management styles

This section analyses how the different components affect our management styles and our decision making.

Combinations

As mentioned earlier, we are not limited to purely one personality stereotype; we are all a combination. This section discusses the common combinations and how the mix of the components is reflected in our behaviour.

For details of where to order the book, and more Emotional Intelligence resources, go to www.emotionalintelligencecourse.com

About the Author

A story from Chris Golis and how he came to discover the Humm...

In 1972 when I was halfway through completing a full-time two-year MBA course at the London Business School. Charles Handy was my tutor. Charles subsequently became known as the leading management guru in the 1990s but well-known even then for his lateral thinking.

I had just been offered a position with McKinseys in New York after being flown there twice. When I told Charles about the offer (certainly the dream job of every MBA student at that time) he advised me to reject it! Instead he suggested I start my post MBA career as a salesperson! He told me that he had come to the conclusion that success in business depends on how good you are in one-on-one meetings and the best way to develop that expertise is become a salesperson. This still is very sound advice which I often give to young people starting their business career.

I decided to emigrate to Australia and accepted a trainee sales position with International Computers Limited starting just before the official opening of the Sydney Opera House. Six months later I was introduced to the Humm-Wadsworth personality model on a two-day sales training course run by Chandler & Macleod. The course was given by Kevin Chandler who was the son of the founder. I subsequently learned that although Chandler & Macleod had run many courses for managers using the Humm-Wadsworth this was the first sales training program they had run. It is fair to say that the training program was a moment of epiphany. Up until then I had believed that deep down all of us were the same.   After the training program I realised how different we all are, particularly in how we react emotionally. Subsequently, I used the model very successfully in selling and management. One result of this career choice was that I wrote *Empathy Selling,* which described how to use the Humm-Wadsworth technology in selling situations. I then subsequently went on to write The Humm Handbook which describes how the Humm technique can be used in management and leadership.

About Chris Golis

Chris Golis latest transformation is as a public speaker and trainer which he began in June 2007 after retiring as a venture capitalist with Nanyang Ventures.

Previously he had worked since late 1981 in the Australian financial services industry. He first worked at Bankers Trust to start the Financial Services division. He was responsible for the launch of the BT Hi-Yield and BT Split Trusts and saw funds under management in this division grow to more than $500 million. He then successfully raised $10 million for the MIC, BT Innovation Limited which was 30% over subscribed. This awakened his interest in the fledgling Australian venture capital industry.

He was the Executive Chairman of Nanyang Ventures (1995-2006), which was the fund manager for Nanyang Australia I & II and the Nanyang Innovation Fund with over $140 million of institutional private equity funds. He is one of the few people in Australia who have successfully grown companies that have made significant capital gains for their owners including DKS (MD 1989-91), GMD Group, IPL Datron, Scitec (Chairman 1994-2000) , Neverfail SpringWater (Chairman 1990-95) and VeCommerce (Chairman 2000-2006).   He has been a director of some 30 public and VC backed private companies including the Chairman of Mooter Media Limited.

Prior to joining BT Australia Mr Golis worked in the information services industry. He started with IBM in 1967 as a Systems Engineer and progressed to Computer Project Manager with KLM. Mr Golis migrated to Australia in 1973 where he worked for ICL, GEC, and TNT progressing from Salesperson to Divisional General Manager. The largest profit centre he managed employed over 300 people and had sales over of $30 million.

Mr Golis's first degree was from Cambridge (Sidney Sussex College) where he graduated in 1967 with joint honours' degree in Natural Sciences (Chemistry and Experimental Psychology) and Economics. In 1973 he completed (with distinction) the two year Masters program at the London Business School. Mr Golis was awarded the Sydney Stock Exchange Prize in 1983 for the best performance in the Diploma Course of the Securities Institute of Australia.

Mr Golis is a Fellow of both the Australian Institute of Company Directors and the Australian Institute of Management. He was a member of the NSW SIA Council 1985-99 and a Senior Fellow of that organisation. He was a director of the Australian Venture Capital Association 1999-2005. He is currently the President of the Cambridge Society of NSW. His book *Enterprise and Venture Capital - A Business Builders' and Investors' Handbook* (Allen & Unwin, fifth edition June 2009) has become the handbook of the Australian Venture Capital industry. McGraw Hill published the latest version of his book *Empathy Selling—New Sales Techniques for the 21st Century* in November 1995 and a new

edition was recently republished in March 2009. His third book, *The Humm Handbook: Lifting Your Level of Emotional Intelligence* was released in June 2007.

Based on his books, Chris has developed seminars and training courses on people skills for technical managers, venture capital, and business planning. Since 1990 he has trained some 5,000 people. Among his clients are the Australian Venture Capital Association, Citicorp Asia, Euromoney Institute of Finance, IIR, Islamic Development Bank, National Science & Technology Board, Singapore, New York Institute of Finance, PricewaterhouseCoopers, Securities Institute of Australia, Securities Institute of Malaysia, the Singapore Venture Capital Association, and Terrapin. Chris is available for training and public speaking.

Contact Chris

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