



HONESTANSWERS

Interview and Negotiation Skills
to Get to the Truth

LENASISCO

A PDF COMPANION TO THE AUDIOBOOK

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Published by HarperCollins Leadership, an imprint of HarperCollins Focus LLC.

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ISBN 978-1-4002-2642-9 (eBook)

ISBN 978-1-4002-2640-5 (TP)

Library of Congress Control Number: 2022940853

Printed in the United States of America

22 23 24 25 26 LSC 10 9 8 7 6 5 4 3 2 1

WHY BEING THE “NICE GUY” ALWAYS WINS

ACTIVITY

Become more self-aware to increase your situational awareness. Answer the following questions in order:

- How do you come across to others in your personal and professional relationships? (verbally, nonverbally)
- What is your personality style—your traits and characteristics. If you have never taken a personality assessment, I encourage you to take a free assessment at 16personalities.com.
- How do you usually build rapport with others?
- What is your primary purpose for establishing rapport with others?
- Describe two situations when you were empathetic or practiced empathy. How did you feel?
- What angers you?
- How can you change your thoughts so that you do not become angered?

- What are your negative emotional reactionary responses to certain types of people and situations?
- What are your positive emotional reactionary responses to certain types of people and situations?
- What do you do to be authentic? (not reacting to people or situations and doing or saying things you wished you had not)
- Think of the last time you had a conflict with someone. Look back and objectively analyze what happened. Could you have done anything differently? Write it down. When we write things down, we tend to remember them better. If it involves changes we want to make, we'll be more able to commit to them in the future.
- When did you last experience a paradigm shift? Describe the situation and the outcome. How did it help you, or how can it help you in similar future situations?

HOW TO BUILD RAPPORT IN FIVE MINUTES OR LESS

ACTIVITY

Change negative language to positive and accusatory to nonaccusatory. The answers are in Appendix C.

1. "You're being rude."
2. "You can't treat me like that."
3. "You're going to miss the deadline."
4. "You aren't leaving until I have that report."
5. "You never hear anything I say."

(continues)

6. "You could care less about what I think."
7. "Don't tell me that you've changed."
8. "Don't raise your voice to me."
9. "You misinterpreted what I said."
10. "Why are you so angry?"

UNDERSTANDING PERSONAL DRIVERS, MOTIVATORS, AND NEEDS

ACTIVITY: LADDERING

In the following three scenarios, come up with at least five probing questions you would ask to find out the POI's motivations. In Appendix C, you will find example questions for each scenario.

SCENARIO 1

POI is a seventeen-year-old girl who is being interviewed by the principal of her school about marijuana that fell out of her bag during class. Her mother is sitting beside her. The girl claims she has no idea how the marijuana got in her bag. You think she is lying. What probing questions could you ask her? Your objective is to find out her motivation and need in order to get her to tell the truth.

SCENARIO 2

You are an executive recruiter, and your potential job candidate will not answer your calls or return them. It has been one week since they said they were going to talk to their

boss about terminating their employment so that you can place them in your client's company. They finally answer your call and apologize for not being able to call you back because they got busy, they were sick, and their car died. You don't believe them. What probing questions can you ask to find out why they were ghosting you? Your objective is to find out their motivation and need in order to get them to terminate their job and join the new company. Your objective is to have this person be excited to pay your asking price and join as a new client.

SCENARIO 3

You are an entrepreneur, and your goal this year is to grow your clients and your income significantly. You have been networking and marketing your program on social media. A potential client contacts you and wants to know how much you charge for one-on-one coaching services. You tell your price. They scoff and try to negotiate your price with you, but it is non-negotiable. What probing questions can you ask this person to find out why they do not want to pay your asking price? Your objective is to have this person be excited to pay your asking price and join as a new client.

MASTER YOUR QUESTIONING TECHNIQUES

**JOHN AND PATSY RAMSEY
(LARRY KING LIVE, MARCH 27, 2000)**

https://www.youtube.com/watch?v=HhfgP_vkO1c

ACTIVITY A

Change ineffective questions to effective questions. The answers are in Appendix C.

1. Are you mad?
2. Do you take the bus or drive to work in the morning?
3. Will you be arriving early?
4. Won't you ever stop complaining?
5. Do you prefer your mother's cooking or your grandmother's?
6. Were they upset with what happened?
7. Didn't you say she said "no" when you asked her?
8. Is she applying for jobs?

ACTIVITY B

Come up with ten questions in two minutes. This is a timed activity.

STEP 1

First, think of a person you do not know personally. It could be a celebrity, a political figure, or even someone at work you do not interact with often. Your goal is to find out more information about them by coming up with ten questions to ask them if you were face-to-face with them.

STEP 2

You have two minutes to come up with ten interrogative questions. Don't cheat! Set a timer for two minutes, and as quickly as you can, write ten questions on a piece of paper. Go!

STEP 3

How many interrogative questions were you able to come up with? If you wrote down questions that began with "Did you . . . Are they . . . Is your . . .," those are yes-or-no, closed-ended questions. If you did write down closed-ended questions, try and change them to interrogative now.

When I do this activity in my classes, I rarely have anyone who comes up with ten questions. The majority of participants come up with four to six good, interrogative questions. However, after they have had the class, I do this same exercise again. And guess what? Most of the participants can now come up with seven to ten questions. In just a few hours, their questioning ability has improved. And so will yours. You just have to keep practicing.

(continues)

To keep practicing, do the same exercise again. If you want to challenge yourself, give yourself one minute to come up with ten interrogative questions. The more you exercise your brain, the faster you will formulate good questions during an interview when you need them.

You can try this with other topics such as sports, hobbies, or books. What ten questions would you ask a quarterback? An equestrian? An expert shooter? A professor? A business owner?

ACTIVITY WITH ANSWERS

Write ten specific interrogative questions you can ask an author within two minutes. Afterward, go to Appendix C to see my ten and compare them to yours.

DON'T TELL, ASK

ACTIVITY

Here are three scenarios for you to read and then develop an alternative Don't Tell, Ask statement/question to replace the minimizing-the-event statement. The minimization will be underlined in each example. The answers will be listed in Appendix C.

SCENARIO #1: COWORKER CLASH

You are the new COO of a start-up company. This is a new position, and the CEO hasn't informed all stakeholders about your job. In your position, the HR director reports to you, but he doesn't know that yet. The first week you are there, you ask him to meet with you to discuss roles and responsibilities as well as the mission and vision of the company. He is visibly stressed and tells you he does not have time. Now, he happens to have an established relationship with the CEO because he worked for her years ago in another company. You find out that he went behind your back and complained to the CEO that you were pressuring him when he had tons of work to do. The CEO came to you and asked why you were pressuring him. You explained that you asked to meet with him to learn more about his role and responsibilities to work effectively with him. The CEO told you to figure out how to work with him because she

doesn't want him to become upset and quit. So you write him an email that says,

"Good Morning, Rodney, as the new COO, I am excited to work together to take this company to success. I know you are very busy, especially since we are in the beginning stages of establishing this company. However, as your senior supervisor, I need to meet with you for fifteen minutes this week. I would like you to brief me on your position to learn more about your role and initiatives. I know you are stressed and that's why you went to the CEO and complained about me. I am not here to cause you stress; I am here to help alleviate it. Please let me know when we can meet by the end of business today. Thank you, Sincerely, Alicia."

Your task is to rewrite this email following the Don't Tell, Ask rule.

SCENARIO #2: TIGHT-LIPPED WITNESS

You are a detective interviewing a witness to a neighborhood crime. You say, "Listen, I get that you don't want to talk because you fear that the people who did this may come after you. But if you don't tell us what you saw, they will continue to vandalize the neighborhood or, worse, hurt people. Do you want to let that happen?"

Your task is to rewrite this conversation following the Don't Tell, Ask rule.

SCENARIO #3: ADDICTED PATIENT

**Disclaimer: I am not a doctor, nor do I speak for doctors. This is just an example of how to use the Don't Tell, Ask technique.*

You are a health provider, and you are concerned that one of your patients is becoming addicted to Percocet, which you

(continues)

prescribed him after his surgery. He seems drowsy, incoherent, and there is a change in his personality, but he claims to still be in severe pain, which he shouldn't be after this much time has passed since his surgery. The patient is in your office and is requesting a refill. You approach your concern by saying, "You should not be experiencing pain this long after the surgery. I know that some people are afraid to go off the medication for fear of re-experiencing the pain, but I can assure you, you will feel just fine. I suggest stopping the Percocet for a week, and we'll see how you feel after that."

Your task is to rewrite this conversation following the Don't Tell, Ask rule.

ELICIT INFORMATION, DON'T ASK FOR IT

ACTIVITY

Since elicitation is about making provocative statements, here are eleven statements for you to change into elicitation techniques. The answers are in Appendix C.

1. Where do you come from?
2. Where do you work?
3. What do you think about teenagers' obsession with taking selfies?
4. Do you play sports?
5. What do you like to do for fun?
6. What is your favorite song?

(continues)

7. What is your method to flipping houses and selling at such a high profit?
8. Why do you always have to have the last word in every conversation?
9. Why did you not tell the truth when you had the chance?
10. What is your nickname?
11. There have been four Tesla crashes in the past two months. What is wrong with them?

OVERCOME CONVERSATIONAL CHALLENGES

ACTIVITY

Here is a challenge scenario. Come up with three questions you could ask the other person that could be possible solutions to the challenge. These questions should persuade the person to open up. Be mindful of your words and how you come across! You do not want to sound accusatory or judgmental. The answer is in Appendix C.

CHALLENGE SCENARIO

Bob is a project manager who came to you, the program manager, about an incident with one of his team members. Bob told you he overheard his team member, Matt, say, "I'm so sick of COVID! The rules keep changing and no one has any idea what to do. First they force us to get inoculated, so we don't have to wear a mask, now they say we have to even if we got the vaccine. The world is ridiculous!" Bob provided Matt timely feedback, but Matt didn't seem to care what Bob had to say. Now Bob is concerned. He is asking you to speak to Matt. What could you say to Matt to diffuse his emotions and increase his empathy? You will see my response in Appendix C.

EMPATHIC NEGOTIATION SKILLS

ACTIVITY

For fun, go to a furniture store, a car dealership, or anywhere that you can typically negotiate a price for something. Use this checklist and try to get at least 10 percent off of the sticker price!

PROFILE YOUR TARGET

- What is your NPT? HE-e, HE-i, HI-e, HI-i, SE-e, SE-i, SI-e, SI-i.

PLAN YOUR APPROACH TO AN EMPATHIC NEGOTIATION

- Do it in person, face-to-face.
- Put yourself in the other person's shoes.
- Build rapport.
- Come prepared with facts and data.
- Be prepared to say "no."
- Use empathetic statements to create a safe environment.

(continues)

- Use elicitation techniques to encourage your opponent to open up.
- Don't be afraid to show vulnerability.
- Use a confident voice.
- Check in with your biases.

PLAN YOUR CONVERSATION

- What is your objective?
- What is your BOND?
- What is their *why*?

EXECUTE THE CONVERSATION

HOW TO ACCURATELY ANALYZE BODY LANGUAGE

DATELINE SPECIAL INTERVIEW WITH BRITNEY SPEARS | PART 01

<https://www.youtube.com/watch?v=XPbqNReDETo>

ACTIVITY

Watch this video of Chris Watts, liar and murderer, on YouTube:
<https://www.youtube.com/watch?v=ugoYkx04E2Q>.

Watch until 1 minute, 35 seconds and write down all the non-verbal signs of stress and deception. The answers are in Appendix C.

DECEPTIVE STATEMENTS AND ANSWERS

DREW PETERSON CHALLENGE

https://www.youtube.com/watch?v=c_PRGT8N8YE

ACTIVITY

This is a fun activity. Ask a friend, colleague, or someone you know well to handwrite a story that is a complete lie. Tell this person to create a believable lie (so they should not write about having supernatural powers). The story only has to be the length of one side of an 8 x 11 sheet of paper. The reason why you want this person to handwrite their story and not type it is because, if they type it, they can go back and make changes to what they have written. We do not want them to do that because we want to be able to see the lies. After they finish, you will conduct statement analysis on their story to see if they can identify any of the verbal indicators of deception covered in this chapter. Have fun, but please do not do this exercise on your husband or wife!

APPENDIX A

11-STEP STRATEGIC INTERVIEW FLOW

HAVE BEEN ASKED numerous times what my “flow” is when I am interrogating/interviewing. I never realized I had one until I started thinking strategically about my interviewing method. The interview flow follows the conversational hourglass. You have to ease into and out of the interview, always focusing on rapport and creating a safe environment so POIs feel comfortable being honest.

At the midpoint of the hourglass/interview, after you have gained the POI’s trust, you have to do the dance. The POI will be forthcoming, then resist; they may open back up, then shut down. It’s like ocean waves lapping at the shore. You have to flow with their demeanor and behavior. That’s why I call it my “interview flow.” During Step 5 you may have to go back to Step 2; during Step 9 you may have to go back to Step 4.

Here are eleven steps to my “flow”:

1. Get their interest immediately.
2. Gain their trust through rapport.
3. Carefully control the conversation to the topic of concern.
4. Do the dance:

Ask direct and indirect questions.

Use questioning techniques.

Reinforce the rapport.

Exploit all information.

Identify indicators of truthfulness and deception/conduct statement analysis.

Gently push them to cognitive overload.

5. Call out the elephant in the room (tell them you know they are lying).
6. Bring them to the breaking point by causing cognitive overload.
7. Assign a positive trait.
8. Be patient, listen, be empathetic, know when to push and when to ease up.
9. After they break, exploit all details.
10. Reinforce rapport, leave them feeling positive and open to speaking with you again.
11. Establish recontact procedures.

APPENDIX B

YOUR COMPREHENSIVE INTERVIEW CHECKLIST

CHAPTER 2: PLAN, PREP, AND PRACTICE

Before you interview, fill in the following:

- Objective(s):
- Time:
- Location:
- Strategic focus:
- POI information (as detailed as you can to include behavior and demeanor):
- Note-taking:
- Recording (audio/video):
- Interviewers:
- Interpreters:
- Room setup:
- Create a list of the “what-ifs”:

CHAPTER 3: HOW TO BUILD RAPPORT IN FIVE MINUTES OR LESS

Before you interview, think of how you will build rapport with your POI:

- What do you have in common? How can you connect with them within the first five minutes? Exploit the similar-to-me bias.
- How will you mirror their behaviors?
- How will you change your language so you are not accusatory and do not tell them what they *can't* do?
- What positive trait can you assign this person?
- Be a team, not an opponent.
- Change the scene if necessary.
- Find out everything you can about the person you are interviewing.

CHAPTER 4: UNDERSTANDING PERSONAL DRIVERS, MOTIVATORS, AND NEEDS

Before you interview, answer the following questions:

- Is your POI inward or outward focused?
- How can you use the laddering technique?
- What is their motivation to tell the truth? What needs will you have to meet for them to tell the truth?

CHAPTERS 5, 6 & 7: MASTER YOUR QUESTIONING TECHNIQUES; DON'T TELL, ASK; AND ELICIT INFORMATION, DON'T ASK FOR IT

Before you interview, plan your questions:

- Write out specific questions you will ask.
- Write out any yes-or-no questions you will ask only to check for truthfulness.
- What repeat and control interrogatives will you ask?
- Remember to fully exploit a topic by asking follow-up interrogatives.

- Do not ask leading, forced choice, vague, compound, loaded, or negative questions.
- Do not tell someone what they did or why they did it; ask interrogatives instead: What did you do? Why did you do it?
- Use elicitation (indirect questioning) when questioning has created an uncomfortable environment. Ease any stress and relax the POI by switching to using elicitation techniques to extract pertinent information.
- How can you use the five questioning techniques to help you get the truth?
 1. Which non-pertinent questions can you ask to relax the POI?
 2. Adopt a pause to make sure you give the POI time to answer.
 3. When can you exploit a topic by using rapid fire to increase cognitive overload?
 4. Use the Columbo Approach.
 5. Timeline their story.
- Use my four lie-exposing questions:
 1. How did that make you feel?
 2. Why should I believe you?
 3. What do you think should happen to the person who ...?
 4. Are you a liar? Did you lie to me?

CHAPTER 9: EMPATHIC NEGOTIATION SKILLS

Profile your target:

- What is your NPT? (HE-e, HE-i, HI-e, HI-i, SE-e, SE-i, SI-e, SI-i)

Plan your approach to an empathic negotiation:

- Do it in person, face-to-face.
- Put yourself in the other person's shoes.
- Build rapport.
- Come prepared with facts and data.
- Be prepared to say no.
- Use empathetic statements to create a safe environment.
- Use elicitation techniques to encourage your opponent to open up.
- Don't be afraid to show vulnerability.
- Use a confident voice.
- Check in with your biases.
- Do not try to pretend to be something you are not.

Plan your conversation:

- What is your objective?
- What is your BOND?
- What is their WHY?

CHAPTER 10: HANDLING THE BREAKING POINT

To effectively handle the breaking point so that the POI breaks instead of shuts down, you need to figure out what will motivate them to confess. The breaking point can come when the POI knows you have discovered their lie. We want to let the POI know we know they lied without being accusatory. To do this, you can say the following:

“It appears to me . . .”

- “. . . that there is something else you want to tell me.” (Avoid saying, “there is something else you are not telling me,” because that may be accusatory and cause them to shut down.)
- “. . . that there is more to the story.”
- “. . . that there is something else on your mind.”

You can also say, “I may be wrong, but . . .”

- “... I sense some hesitation in your answers.”
- “... you appear to be uncomfortable.” (You can ask a follow-on question after they answer, such as, “What can I do to gain your trust?” or, “What can I do to make you feel comfortable?”)

You can also persuade them to break by using embedded commands. You can say, “I notice that when I questioned you about [insert topic] . . .”

- “... you became nervous.”
- “... you looked like you felt guilt.”
- “... you looked like you wanted to tell me something.”

You can say, “Now that you know I have discovered discrepancies in your story . . .”

- “... you are feeling guilty.”
- “... you want to come clean.”

You can say, “Eventually . . .”

- “... you will tell me the truth because it is the right thing to do.”
- “... the burden of lying will break your will.”
- “... you will accept I caught you in a lie—we have evidence that points to you.”

You can also say:

- “It’s not easy to lie; you will get confused.”
- “No one can remember a rehearsed story; you will forget the details.”

- “You may notice how worried you feel right now.”
- “You are probably starting to think that telling me that lie was a bad idea.”
- “You are probably starting to think it’s time to come clean and tell me the truth.”
- “Remember, everyone leaks indicators of deception, and I am trained to pick up on them.”
- “Tell me why I don’t believe you.”

The POI needs to feel good about themselves and finally do the right thing.

APPENDIX C

ANSWERS TO ACTIVITIES

CHAPTER 3: HOW TO BUILD RAPPORT IN FIVE MINUTES OR LESS

Activity: Change negative language to positive.

- “You’re being rude.” Change that to nonaccusatory language and say, “There seems to be a lack of politeness.”
- “You can’t treat me like that.” Change that to positive language and say, “You will treat me with respect.”
- “You’re going to miss the deadline.” Change that to nonaccusatory language and ask, “Do you think you will make the deadline?”
- “You aren’t leaving until I have that report.” Change that to positive language and say, “You can leave as soon as I have that report.”
- “You never hear anything I say.” Change that to positive language and say, “You will hear what I have to say,” or, “Thank you for listening and hearing everything I say.”
- “You could care less about what I think.” Change that to nonaccusatory language and say, “I know you care about what I think.”
- “Don’t tell me that you’ve changed.” Change that to positive language and say, “Tell me how you have changed.”

- “Don’t raise your voice to me.” Change that to non-accusatory language and say, “Let’s talk without raising our voices.”
- “You misinterpreted what I said.” Change that to nonaccusatory language and say, “Perhaps what I said wasn’t clear.”
- “Why are you so angry?” Change that to non-accusatory language and say, “How do you feel right now?”

CHAPTER 4: UNDERSTANDING PERSONAL DRIVERS, MOTIVATORS, AND NEEDS

Activity: Laddering

In the following three scenarios, come up with at least five probing questions you would ask to find out the POI’s motivations to tell the truth. There are no right or wrong answers. Just be sure to begin the question with “why” or “how.”

Scenario 1: POI is a seventeen-year-old girl who is being interviewed by her principal about marijuana that fell out of her bag during class. The girl’s mother is sitting beside her. The girl claims she has no idea how the marijuana got in her bag. You think she is lying. What probing questions could you ask her? Your objective is to find out her motivation and need in order to get her to tell the truth.

- How do you feel about the fact that the teacher saw the marijuana fall out of your bag?
- How do you feel about teenagers using marijuana?
- Why do you believe teenagers in this school smoke marijuana?
- How do you feel about marijuana?
- Why would anyone hide the fact that they are smoking marijuana?

Scenario 2: You are an executive recruiter, and your potential job candidate will not answer your calls or return them. It has been one week since they said they were going to talk to their boss about terminating their employment so that you can place them in your client's company. They finally answer your call and apologize for not being able to call you back because they got busy, and they were sick, and their car died. You don't believe them. What probing questions can you ask to find out why they are ghosting you? Your objective is to find out their motivation and need in order to get them to terminate their job and join the new company.

- How do you feel about our communication over this past week?
- Why do you think we haven't spoken since last week?
- How do you feel about your new opportunity/job?
- Why do you think this new opportunity is a good change for you?
- Why would you feel you should take this new job?

Scenario 3: As an entrepreneur, your goal this year is to grow your clients and your income significantly. You have been networking and marketing your program on social media. A potential client contacts you and wants to know how much you charge for one-on-one coaching services. You tell them your price. They scoff and try to negotiate your price with you, which is nonnegotiable. What probing questions can you ask this person to find out why they do not want to pay your asking price? Your objective is to have this person be excited to pay your asking price and become your new client.

- Why do you feel the price is not fair?
- Why would you want to negotiate the price?
- How do you determine the fairness of prices?
- Why do you feel the price is negotiable?

- How would you handle negotiating something that is nonnegotiable?

CHAPTER 5: MASTER YOUR QUESTIONING TECHNIQUES

Activity A: Change ineffective questions to effective questions.

- “Are you mad?” to “How do you feel right now?”
- “Do you take the bus or drive to work in the morning?” to “How do you get to work in the morning?”
- “Will you be arriving early?” to “When you will be arriving?”
- “Won’t you ever stop complaining?” to “When will you stop complaining?” / “Why are you complaining?” / “What are you complaining about?”
- “Do you prefer your mother’s cooking or your grandmother’s?” to “Whose cooking do you prefer in your family?”
- “Were they upset with what happened?” to “How did they feel about what happened?”
- “Didn’t you say she said *‘no’* when you asked her?” to “What did she say when you asked her?”
- “Is she applying for jobs?” to “What jobs did she apply for?”

Activity B: Ten effective, specific interrogative questions you can ask an author within two minutes.

1. How long did it take you to write your book?
2. How did you come up with the topic of your book?
3. What inspired you to write your book?
4. Who is your publishing agent?
5. How much money will you make from this publication?
6. What is the name of the publishing company that published your book?

7. Where can someone purchase your book?
8. When will your book be available to purchase?
9. When will you write another book?
10. How difficult was it to write your book?

CHAPTER 6: DON'T TELL, ASK

Activity: Here are three scenarios in chapter 6, with an alternative “Don’t Tell, Ask” question/statement to replace the minimizing-the-event statement.

Scenario #1: Coworker Clash

Good Morning, Rodney! As the new COO, I am excited to work together to make this company successful. In order to do that, I need your help. Even though we are all very busy at this time, as your senior supervisor, I would appreciate your time for a fifteen-minute meeting this week. I would like you to brief me on your position so I can learn more about your role and initiatives and so we can work together as an effective team. I value your openness and honest communication with me. Thank you. Sincerely, Alicia.

Scenario #2: Tight-Lipped Witness

You are a detective interviewing a witness to a neighborhood crime. You say, “If you don’t tell us what you saw, these people will continue to vandalize the neighborhood, or worse, hurt people. How do you feel about that?” Wait for an answer and continue to exploit.

Scenario #3: Addicted Patient

“You should not be experiencing pain this long after the surgery. Percocet can be addictive and very dangerous to your organs if taken over long periods of time. I suggest you stop taking the Percocet for a week and we’ll see how you feel after that. How do

you feel about that?” Wait for an answer and continue to exploit.

CHAPTER 7: ELICIT INFORMATION, DON'T ASK FOR IT

Here are the suggested responses. There are no right answers, however. You may come up with more techniques to use and thus different provocative statements.

“Where do you come from?”

- “You definitely don’t drive/talk like you are from around here.” (Naivete)

“Where do you work?”

- “You must have an interesting occupation based on what you know about X.” (Showing Interest)

“What do you think about teenagers’ obsession with taking selfies?”

- “I need a teenager to help me understand why they take so many selfies.” (Naivete)

“Do you play sports?”

- “You look athletic/in shape; you must play a sport.” (Flattery)

“What do you like to do for fun?”

- “When I finally get some free time, and I want to have fun, I go dancing!” (Quid Pro Quo)

“What is your favorite song?”

- “Every morning I start out listening to my favorite song.”
(Quid Pro Quo)

“What is your method to flipping houses and selling at such a high profit?”

- “You must have a method you use to be able to make such a high profit.” (Assumed Knowledge)

“Why do you always have to have the last word in every conversation?”

- “Having to say the last word is an ineffective communication habit. Most of us may not even realize we do it.” (Criticize)

“Why did you not tell the truth when you had the chance?”

- “You had the chance to tell the truth. I can’t understand why you would not want to be honest.” (Express Disbelief)

“What is your nickname?”

- “I bet they called you ‘Roadrunner’ in high school because you were a track star.” (False Statement)

“There have been four Tesla crashes in the past two months. What is wrong with them?”

- “There has got to be something wrong with manufacturing parts on the Tesla to cause all these recent crashes.” (Criticize)

CHAPTER 8: OVERCOME CONVERSATIONAL CHALLENGES

Challenge Scenario Solution:

As Bob's program manager, you are meeting with Matt to give him feedback about his statement regarding wearing a COVID mask.

- "Matt, we are all frustrated with the changing rules. I'd like to hear more about your thoughts and opinions." Listen to Matt and let him vent in a safe environment. Then say:
- "Matt, I respect your point of view. And I agree with you; I am frustrated as well. But being frustrated is not a solution and will only lead to more unproductive behaviors. Let's figure out a way to deal with changing policies so that we don't react to them with anger and frustration." Follow up with:
- "Bob and I are open to hearing your thoughts anytime. We are a team so let's handle these challenges together and help each other through these difficult times. What else can I do for you right now?"

CHAPTER 11: HOW TO ACCURATELY ANALYZE BODY LANGUAGE

Chris Watts Deceptive Analysis Answers:

Throughout this interview, Watts is breathy, meaning it sounds like he is struggling for air. This happens when you are under extreme amounts of stress. His mouth is drying out from cortisol evident by licking lips and hard swallows. Watts is stressed from lying. Watts displays numerous incongruent shoulder shrugs and shakes his head "no" repeatedly. Let's discuss his incongruent facial expressions of emotion.

You should have seen the following facial expressions of emotions that are incongruent with what he is saying:

1. Contempt :44
2. Doubt :54
3. Disgust 1:12
4. Contempt 1:24

You should have also seen the following indicators of stress and deception:

- Prolonged Eyeblink :17
- Tongue Protrusion :34
- Prolonged Eyeblink :44
- Deep Inhale :51
- Prolonged Eyeblink 1:11
- Tongue Protrusion 1:22
- Prolonged Eyeblink 1:23
- Prolonged Eyeblink and Hard Swallow 1:28
- Rapid Eye Blinking 1:33
- Licking Lips 1:34
- Lips Disappear 1:35

Additional Info from 1:35 to 1:57. Here are deceptive indicators:

- At minute 1:39, he says, “I called her three times . . . texted her about three times” as he shrugs his shoulders and shakes his head “no.” Also, he used the liar’s number, three. When liars have to quantify information and they have to make it up on the spot, they usually will say three: three times, three hours, three miles, and so on. It is no coincidence Chris Watts says he called and texted her three times. He’s lying.
- At minute 1:43, he stutters (cognitive overload) and shakes his head “no.”
- At minute 1:46, he looks to the right and shrugs his shoulders.
- At minute 1:47, he is smiling.
- At minute 1:50, he swipes his face—itchy from stress.