



The Social Capitalist: Joe Navarro

Nonverbal communication is as powerful a tool as language itself, whether it comes to creating immediate rapport, maximizing your influence or reading other people to discover their true intentions. That's what Joe Navarro learned how to do during his 25 years in the FBI interrogating suspected criminals, spies and terrorists.

As one of the original founding members of the FBI's Behavioral Analysis Program, Joe Navarro mastered the ability to read nonverbal body language. When he retired in 2003, he discovered his expertise and skills could be taught, to benefit everyone from professional poker players to executives who wanted an extra edge. Since then, he has authored numerous books, including the classic *What Every BODY Is Saying*.

This is an edited transcript from a Social Capitalist Skills Session. The Social Capitalist is sponsored programming of myGreenlight, the only comprehensive online learning platform for critical relationship development skills. The interactive interview series is dedicated to delivering in-depth discussion on relationship science with the best and brightest thought leaders in business and academia.

Tahl Raz: My name is Tahl Raz—cofounder of myGreenlight and host of The Social Capitalist, where we bring you analysis and advice from the leaders of this new era of social business. We're here today with Joe Navarro, one of the original founding members of the FBI's Behavioral Analysis Program and the author of *What Everybody Is Saying*, among others. Welcome Joe.

Joe Navarro: It's great to be here.

Tahl Raz: So much of your work centers around the responses and actions of something called the *limbic brain*. Explain what that is and why it's important.

Joe Navarro: That's a great question to start with, because once we understand that our brains control all of our behavior, it's easier to understand body language. The limbic system – and it's an ill-defined system because there's various components to it – but basically, it's a more primitive part of the brain. It evolved to deal with the environment, to protect us. It is where all emotions originate and so forth. From an evolutionary standpoint it's been perfect, because rather than the high-order thinking that is normally required to make decisions, the limbic brain takes a shortcut. It reacts to the world.

Say I bring a snake and I put it on top of your desk. The universal reaction is to either freeze in place or to jump backwards. You don't sit there and deliberate, *Is it a friendly snake? Is it a charming snake?* No, it's a snake and the reaction is universal.

The limbic system reacts to the world. And that's why when you're at an ATM machine and somebody stands too close to you, you become uncomfortable, you become nervous, you're looking over your shoulder and so forth. It's there to protect you. The beauty or elegance of it is that it reacts to the world in real time. And so these behaviors are very authentic. They're very quick and we can watch these behaviors to tell us when people are either comfortable or uncomfortable.

Tahl Raz: So much of what you advise and so many of the concepts that you teach seem to revolve around the ability to detect discomfort or comfort in someone. How does that work? Is it true that it's a central concept that people should focus on?

Joe Navarro: Absolutely. From the time we're born, we are reflecting whether we're warm or cold, whether we're comfortable or uncomfortable, whether we're hungry or satiated. Our bodies are immediately reflecting how we feel, what we think, what we desire. Any mother or father will tell you that.

Throughout our lives we're constantly reflecting are we comfortable or uncomfortable. When you're sitting at a business meeting and somebody just says the most impolite, politically incorrect joke, you will see immediate discomfort in everybody at that table. It's instantaneous, it's authentic. Now, it will manifest in different ways but it's there.

The reason that I have focused in my books on comfort and discomfort is because when I looked at all the books that had been written on body language over the years, oh my God it was painful! It was painful for me to read them. I said, "Why don't they simplify this?"

Because it really is quite simple. When we're with other people, whether you're dating somebody or you're in a business meeting or so forth, do we see the signs of comfort or do we see signs that there's some sort of discomfort? Now, is it discomfort because of what we're talking about? Is it because I'm standing too close? Is it because my body smells? Or is it the topic? Has something been brought up that's causing discomfort?

What we find, universally, is that our limbic system will reflect, very precisely, whether someone is comfortable or uncomfortable. And what I found was is most people don't know where to look on the body for that information. They tend to either focus on the face or the eyes, but really not pay attention to the whole body.

Tahl Raz:

Let's bring this down to a place where we can really apply it, and people can see how it functions in their work. For instance, I know that in your work with poker players you say you can sit in observing a game, even on television, and tell whether people are bluffing or not. Obviously, if you can do that more accurately than the average poker player, there's something for them to learn there.

For business people, where does this stuff come up? What are the greatest weaknesses you see in your interactions?

Joe Navarro:

One of the biggest issues that I see is that you go through graduate school and undergrad school, and nobody really teaches you how to observe. So then you get hired by a company and they say, "Well, go do due diligence" ... all right so, I ask questions? That's not good enough. It's how people *react* to questions when you're conducting this due diligence.

Quite often people think, *when I graduate from college or when I go to the new job, that's when I'll begin to focus on body language.* Well, the fact is, that's too late. You've got to start right now. Our limbic brain is always at work. It deals with threats and it deals with comfort and discomfort. The displays of high confidence that we want to be leaders, those are nonverbal.

When we look at a leader and we admire how they lead, one of the things that stands out is their nonverbal signals. They command the room. Their gestures are smooth. Nobody likes an erratic person. We lose respect for anybody who has jittery gestures and is just all over the page. When we look at somebody like Colin Powell ... my God, the man comes into a room and he dominates the stage. His gestures are smooth and we know he's a leader. We want to follow him and he hasn't even spoken to us yet.

So, you begin to appreciate the power of nonverbals to influence others. You don't walk into a room and say, "Hi, I'm here to influence you." We are influenced, we are seduced, by very subtle things. It doesn't matter what profession you're going into. We're basically dealing with people.

I tell business people, “You’re in the same business I was in. You do two things every day that I did: You observe and you communicate. And if you fail on one or the other, you will fail in your business. You will fail in your enterprise, because if you can’t observe changes, if you can’t observe how people react to you and your message, then you don’t know how to communicate.”

Interpersonal communication is anywhere from 70 to 80 to sometimes 90 percent nonverbal. Again, we see how important the nonverbals are.

Tahl Raz: Some people think of nonverbal communication and immediately they just focus on the idea of picking out whether someone is lying. But in fact, if you understand these cues and how people receive them you can actually modify your own behavior to become more persuasive, etc. So, in thinking about maximizing your influence in a first encounter with someone, let’s do a kind of imaginary case study, we’ll call him *John Smith*.

Joe Navarro: Right.

Tahl Raz: You helpfully break down influence into two categories, *at a distance* and *up close*. Let’s start with *at a distance*. So, we’re John Smith, meeting someone important for the very first time. What should we be concerned about? What are the variables involved in influencing at a distance to convey leadership and to start maximizing our influence?

Joe Navarro: Well, let’s clarify some things. Nonverbals are anything that’s not a word that communicates. So the fact that I’m groomed, the fact that my clothes are clean, the fact that my shoes are clean, the fact that I have a Waterman pen instead of a Bic pen is communicating something about me. Body language is a nonverbal too, but it goes straight down to the colors of clothing that we choose, and so forth.

So, at a distance, one of the things that people begin to notice is, for instance, how quickly you get out of your car and how quickly you move to come inside. Do you meander? Do you smoke? Do you stop? Are you fixing your clothes and so forth, or do you look like you have your act together, promptly walking into a room.

This is chronicity—how we use time and space. People are influenced by a person who walks in briskly. And you can do this experiment anytime. Just ask somebody to meander over to the

Xerox machine, taking their time, and then meander back. Then ask people to watch the person meander, and then rate them – you’ll see that they rate them poorly. So, how we use time, how we command a space, how we move through space, how we’re groomed.

Secondly, when you are seeing somebody walk down the corridor – are they making eye contact with everybody or are they looking down at their Blackberry or down at their shoes? This is something that in corporate America I hear a lot of complaints about—people aren’t making eye contact. They’d rather look at their Blackberry. Well, guess what? When it’s time for promotions they’re going to say, “I don’t even know what this guy looks like so how do you want me to make a decision? I’d rather go with a guy that I know.”

These little things add up. At a distance, we’re assessing each other to decide, does this person look socially competent? Daniel Goleman in talking about emotional intelligence has said, “do they look like a man or a boy?” If this guy looks like this is the first time he’s wearing a suit, with the suit hanging down to the end of his thumb, he’s just not well cared for, not well dressed.

So, all these things begin to transmit information, because unless you are dressed by your mother, you’re making these decisions on your own. Your brain is governing your behavior.

How we greet each other transmits information. Do we give each other just a simple greet or do we arch our eyebrows and go, “Hey, how are you?”

Tahl Raz:

So that’s influence at a distance. To sum up, you’ve talked about this as *curbside appeal* – the way you look, the intention of your movement, how deliberate you are, your gait, and so on.

Now, John Smith has moved closer—he’s now standing in front of this new person trying to make a first impression. One of the first things you mentioned was spatial needs, the issue of space and how much to give. How did that function when we’re talking about influence up close?

Joe Navarro:

Once you’re close together then it’s a combination of things. For instance, if you’re in Latin America, an embrace would be more likely than a handshake. In America, the first time we touch each other is usually when we shake hands. And how you know do you have that right? If I asked you how many times you’ve shaken someone’s hand and you really didn’t like having to do it,

everybody raises their hand. The fact of the matter is that handshaking is cultural. You're going to have handshakes you're just not going to like. The key here is, how do you react to that? Do you grimace? Do you make a face? Does your nose crinkle up? Or do you say, "Oh, so very nice to meet you," as you're shaking what, in essence, feels like a dead fish?

Tahl Raz: A question, Joe. If all of this is operated by the limbic system, which is essentially unconscious in its evolutionary pat-me-down that warns if people are going to hurt you, how do we control it? It would seem that the people who most need your work have an overactive limbic system. How can they train something that's unconscious?

Joe Navarro: Well, limbic reactions are one thing. Then there are cognitive anticipations. If I'm naturally introverted but I know that I'm going to have to shake peoples' hands, I'm going to have to tell myself, *I've got to make eye contact*. I've got to tell myself, *I'm going to be shaking hands—some are going to be strong, some are going to be weak. Try to mirror them*. Once you're standing there, at the meeting, what are the spatial needs of individuals? In New York, you can stand closer to a person but don't try it in the Midwest. In New York, you can touch another person, don't try it somewhere else. So what are the spatial needs of the person? One of the things I always teach is that you shake hands then immediately move a step back and see what the other person does. If they need more space they'll move back. If they're comfortable, they won't move. If they feel they want to be closer to you, they'll probably move forward.

But yes, there are limbic reactions, but that doesn't render us incapable of overcoming them. In fact, that's what they do in the military when they hear a machine gun. They don't just duck down. If you did you'd all be dead. They're trained to actually charge the machine gun. So, we can overcome the limbic system but, and this is what programs like this are great for, you have to recognize what the limbic system will want to do versus what you *should* do. It helps to know what to model, in order to have the nonverbals of an exceptional person, not the nonverbals of a mediocre person.

Tahl Raz: So, in terms of what you should be modeling, a concept that comes up quite a bit is this idea of *mirroring*. Help give us a firm grasp of exactly what it is, why it's so powerful, and how to do it.

Joe Navarro: Fantastic question. Mirroring is important because it's biologically imperative. This is how we learn how to eat, how we learn how to play. It's taking place inside of us while we're still in the womb. German babies and French babies are born crying in the lilt of the native tongue. So already while they're in the uterus they're picking up the mother tongue sound.

We have this area of the brain called the F5 region, and this region of the brain is where we have what's called *mirror neurons*. And so when we see somebody kick or throw the ball in a certain way, it's a shortcut ... *oh, that is how you get this from here to there.*

In business, and this should start when you're in high school or college, I teach that you should find people that you respect and admire and mirror their behaviors. Because if you admire them, I'm sure that other people admire them. Look how they walk. Look how they handle themselves. Look how they deal with stress.

By acknowledging these individuals, beginning to mirror their behaviors, we begin to change ourselves. It changes how our brain adapts. You see this in families where the mother or the dad constantly yells at the child. Well, the child will mirror that. That's how they react to the world.

You go to another family and they whisper to the child, and low and behold, the child has a greater sense of control. That's what we call emotional intelligence. So, we can govern these things. We can control it. I tell people, "Just find people that you respect that are in prominent positions and mirror their behaviors."

And of course, another extreme of that is when you join an organization. They talk about the culture of the organization. Well, that's mirroring. You want to copy that. You want to be in harmony. You want to be in synchrony with that because that's going to help you to fit in, and that's going to help you to climb the ladder.

Tahl Raz: I thought that mirroring also took place within the context of actual interactions. One way that you make people feel at ease is that you mirror their body language or demeanor. So for example, if someone is using lots of hands and they're energetic, you try to mirror that. Or if they're a bit closed in their language, you mirror that. Is that not the right application of mirroring?

Joe Navarro: There's different kinds of mirroring. There's personal mirroring and then there's social mirroring. The Romans had it right—when in Rome, do as the Romans. That's mirroring.

What we find is that when there's a high degree of comfort – back again to comfort and discomfort – people will mirror each other naturally. That's why couples that really get along great, after awhile, don't even have to talk to each other, and begin to look like each other, because they're mirroring each other in so many things.

Harmony is synchrony and synchrony is harmony. Mirroring is the ideal way of doing things. Now obviously, you don't want to create a caricature – if they cross their legs, so do you, and back and forth until it becomes a joke. But what we find is most people, when they're very comfortable around each other—one will cross their legs, the other one will do it also.

Tahl Raz: You teach an online class tailored for business people. I'm going to go through a couple of the takeaways, and hope you'll expand a little bit on what you mean by them.

One of the things you say is that you can use nonverbal communication to get people to open up and create empathetic channels of communication. That's particularly important to what we do and what we teach, which is that the best way to build a deep relationship is to show and evoke some vulnerability. To get to a place where you're both opening up. How does the nonverbal component work in that?

Joe Navarro: It's very easy. Walk up to somebody and stand right in front of them. If we were to put meters on you, we would see that your blood pressure goes up – and yet we know that if you were to stand at an angle to that person, your blood pressure would go down and you'd actually feel better about talking to this person. So, the angle is important to helping someone relax.

The distance is too. My distance and space at which I like to communicate is probably different than yours, just from social and family background reasons. So, when we achieve harmony there, at a space and angle where I feel comfortable, we're already affecting how much face time we get. You want the person to leave the meeting and say, "Boy, you know I really like this guy. I'm not sure why, but I like him." And maybe it all had to do with the fact that you weren't standing directly in front of him, but the fact that you were at an angle.

Here's another one—head tilt. Most schools teach the smile, the smile, you've got to smile. Yes, everybody smiles, we got it. But it's

beyond that. One of the things we find in studies of babies is that around 3 weeks to 5 weeks, they already recognize head tilt. Head tilt is probably one of the most powerful indicators that we are empathetic, that we are listening. Think of a child approaching the parent, and the father is there always with that stiff, straight neck – versus when the father stands at an angle and tilts his head down and says, “Hey, what’s going on?” Completely different dynamic.

These are little experiments that you can go out and try, and just ask, “How do you feel about that?” And they’ll tell you. I’ve seen people blunder this over and over. They go to a meeting, they meet with somebody for the first time, and they get right in front of them, eye to eye. We forget we are primates. We are *primates*. We are susceptible to the same things that affect a primate – and this is very challenging, direct face-to-face. I often say that when the diplomats go to the White House and sit across from each other, they don’t get anything done. But then they go to Camp David where they can sit side-by-side, and then they get things done.

It’s that ability to let down, to emphasize with body language anything that contributes to harmony.

Tahl Raz: Besides head tilt, are there any other specific postures for creating openness and empathetic channels of communication?

Joe Navarro: There are the “palm up” displays. A lot of times I see business people cup their fingers, so the fingers not the palms are pointed towards the other persona. They should instead be putting their palm up, which is basically saying, “please accept me as I am.”

So, palm-up displays, which are very open. Also avoiding the hands on the hips, the arms akimbo with the elbows out—that’s the “I’m ready, we have issues” position. I see this all the time with managers when I get called in to deal with a company’s communication issues. I see managers walking down the hallway, and as soon as they stop to talk to somebody, boom! The hands are on the hips, the elbows are out. Well, where else do we see that? Go to the zoo and watch the great apes. They basically have the same behavior, which is a very territorial, very dominant behavior.

If you want people to open up to you, you’ve got to minimize that. Instead of standing there with the wide stance, relax the arms, maybe even cross the legs. Crossing the legs is a high-comfort display. We only do it when we’re really comfortable, which is why if you’re on an elevator by yourself you’ll cross your legs, but as

soon as strangers come in, you'll immediately undo them. And we know because we've studied this: If strangers come into the elevator and they've got alcohol on their breath, you'll immediately undo the legs because your limbic brain is saying, *get these feet ready to escape*. And your limbic brain is only responsible for your survival, it has no social contract to be nice.

So, back to creating room for openness: You can cross your legs when you talk to people, tilt your head, angle a little bit, and you'll see how differently they'll perceive you because now you're transmitting *comfort, comfort, comfort*.

Tahl Raz: Are there other signals that convey trust and confidence and leadership?

Joe Navarro: Well, under that large umbrella of *comfort* is where we see harmony, where we see sympathy, where we see good social bearing, where we see good emotional intelligence. It's when we see erratic behaviors, when we see somebody emotionally lose it, that we are in the area of *discomfort*.

So, when we look at good leaders, the things that we look for are stature, command of space, command of self, how do they communicate, do they communicate effectively?

Years ago when I was doing work for CBS analyzing political events, the then-Democratic Party chairman, Howard Dean, lost 20 points within a week thank to one nonverbal mistake. He was at a rally, and he just screamed, he made this yelp. ([Click here for a clip.](#)) He's a bright guy, he's an MD, but because he made this nonverbal, almost apelike scream, he was immediately disliked in the same way that Dukakis was when he mounted a tank in the '80s and put on a silly helmet. He looked so silly in it, it didn't matter what he said, the nonverbals conveyed, *this guy doesn't get it*.

And so when I talk about nonverbals and the power of nonverbals we're talking about little subtle things that influence us. We are affected, tremendously affected, by these little nonverbal gaffs.

Tahl Raz: So, you've talked a little bit about the head tilt and feet crossing to create empathy. Then, to build trust and confidence and leadership, we talked about stature and controlled movements, holding your shoulders back and posture. At that point, using my John Smith character, how do we identify how this other person is reacting to all that we're doing—their true feelings, their thoughts,

their intentions? What are the tells for people to walk away from this conversation with?

Joe Navarro: When people like you, what you will see is they will react in kind. You'll see more smiling. You'll see more relaxed faces. You'll see more head tilt on their part. You'll see them leaning forward. You'll see them unveiling themselves more.

Go to any conference where the students, the workers, executives, whoever, don't like the speaker, and all of a sudden you'll see that they begin to put an object on top of themselves—a briefcase, a purse, a laptop. But when they're in the presence of somebody that they enjoy, they begin to unveil themselves by getting rid of these objects. So, there's lots of behaviors that show, *I'm really interested, I'd like to get to know you more, I'd like to get closer to you*, and so forth. And a lot of that has to do with we begin to show features of comfort in our forehead, our eyes, our face, and so forth.

Tahl Raz: You talk about training people in something that you call *situational awareness*. Basically, it's the ability to observe not just individuals but the context that you're in to get a quick match up. I'm a big fan of spy movies of every kind, and you see this displayed accurately or inaccurately, and that's the question, in every movie.

So in *Bourne Supremacy*, or one of these Bourne movies, he walks into a diner and within seconds he's like, "This guy can handle himself, that guy can't," and he's made all of these kind of accurate situational assessments. To what degree is that a Hollywood exaggeration? Did you run into people in the FBI who really had mastered that?

Joe Navarro: Well, a lot of stuff on television is just junk. But we know from studies on what are called *thin slice assessments* that about 75 percent of us are actually pretty good at, *hey, is this a nice guy or is there an issue with this person?* It's an innate ability.

Did I work with people in the FBI that were able to do this better? Yes, we do that through training. The instructors come in, they create a room, you walk in and have three seconds to look at it before you walk out. Then they ask you, "What did you see?"

Or you're sitting in class and all of a sudden a guy runs in, shoots two people with blanks, and then the instructor says, "Put down your work, give us a description of what you saw."

What you do is to begin to train yourself to become a better observer. Now, I had started that way before the Bureau because I realized that the most successful people are good observers. Every good scientist is a great observer. You've just got to see the world and see what's there. I actually practice going into a room and saying, *all right, how many light bulbs? How many pens do I see? Where are the electrical outlets?* I go into a parking lot and say, *how many white cars? How many red cars? How many blue cars?* It becomes a game.

What's fascinating about it is how quickly you become exceptional at being able to count things almost in a subconscious way – you know without actually counting there were 11 white cars not four white cars, and it's accurate. You aren't compelled to go to this level of observation by society, but you can train yourself to become an exceptional observer.

That's one of the things that I really emphasize in my coursework: Become a better observer. We aren't taught how to enough. In fact, we teach each other to observe poorly. I'll give you an example. Most people are taught when you come to a four-way stop sign, you look left, then you look right, then you look left, then you look forwards.

That's all wrong. The first thing you do when you come to a stop sign is relax the eyes and look straight ahead. Your limbic brain in conjunction with your eyes will determine the closest car that presents a threat to you. You then orient to that car through what we call *the orientation reflex*, and you look that way. Then you look the other way. But the best way to start is to just look straight ahead. Your eyes, through peripheral vision, will take it all in.

Tahl Raz:

One of the last concepts I want to hit with you is something you call *movement to action*. As I read it, it's not just one behavior, but kind of a grouping that sends a very powerful message, which can say everything from "I care" to "I'm involved, I'm engaged, I'm confident." Can you talk to me what that is?

Joe Navarro:

From studies we know that babies at around 12 to 14 months respond to what are called *pro-social individuals*. These are individuals who move to action, who will do something further and do it quickly. They tend to favor those people in the same way that when I walk into a store I like it when somebody says, "Let me go get that for you," and they rush off and they bring it back. What we

hate is the person who delays, takes his time, walks slowly, meanders, and so forth. This is devastating to businesses.

So, for an example of movement to action, look in the past year at the issue with Toyota. They failed to move to action quickly to deal with the runaway cars, the problems they were having with the accelerator. We don't really know what the issue was, but we know this: It cost them billions of dollars – not millions, but *billions* of dollars – because they failed to move to action quickly.

When we move to action quickly it's impressive. When I studied the folks at the Ritz Carlton organization, one of the first things they told me was, "We look at everybody in the lobby and if somebody needs help, we go to them to see how we can help them. We don't wait for them to come to us. If we wait for them to come to us to ask for help, it's too late. They can get that at any hotel anywhere in the world." So why is the Ritz the Ritz? Because they train their people for situational awareness. Assess everybody, see who has a need, anticipate it and go to them. The reward is these people keep coming back. They don't care what they have to pay for the room. What they like is that people care about them.

That's something that every organization can do, and it's free. It's the difference between me waiting for you to come from the door to my desk, and me leaving my desk and hurrying to the door and welcoming you. That's something you'll remember the rest of your life.

Tahl Raz:

It's really true. Actually, as you were speaking, I was thinking of it in the context of dinner or lunch or breakfast, when you're already there and waiting for people to come and they arrive. You don't see as part of common etiquette anymore that people actually get up and greet you and shake your hand. Or when you come to a restaurant and there's a group of people at a table, go and kind of actively shake hands with or kiss everyone at the table. I was thinking to myself that the people who do that are some of the most confident, socially sophisticated people I know, and that seemed to encapsulate movement to action best for me. Would that be accurate?

Joe Navarro:

Yes, it absolutely is. Movement to action is huge. And I use *move to act*, not move just to move. As one great author said, "Don't confuse movement with action." Action is something that is very positive. It's something that benefits other people.

I have gotten so many letters from organizations that I worked with where they said these simple practices had really made a big difference. When you look at all the banks in America, they're all up against the same lending rate. The only way to change your appeal is to do things like these soft sciences, these soft skills that you're talking about—move to action. I mean, how many banks have you been to where the manager just stood there behind a desk? How about if that manager gets up, burns a few calories, moved towards you, welcomes you, sits you down and says, "How can I help you?" What a big difference. You know what you're going to do? You're going to tell other people about that bank.

How do you differentiate in the future when everything is the same? I mean, all cars are starting to look the same because we're all against the same laws of physics. The only way to differentiate is really by four things: Being able to observe, being able to communicate better than anybody, being able to create psychological comfort with body language, and lastly, being ready to move to action for their benefit.

There's only four ways to go from average to exceptional and that's all we're left with. Science has brought us to the point where all the cars are the same, all the planes are the same, all the banks are the same. It's left to us. I would argue that so-called soft skills are the golden skills that must be mastered.

Tahl Raz: This is the perfect way to end. Can you repeat those four ways that you go from average to exceptional?

Joe Navarro: Yes, absolutely. There's no way you can succeed in any career if you don't master these. Be a great observer. Become a great communicator—and that's both verbal and nonverbal. Create psychological comfort—so people will want to be with you, be around you. Finally, move to action. Do things with anticipation so that they don't have to ask for it. Move quickly when you're in front of them. If they hand you a piece of paper to Xerox—run to Xerox it! And what you will find is people will come to you and want to be there because you're creating the perfect environment for them to be associated with.

Tahl Raz: Fantastic. You provided our audience with some invaluable information. I encourage everyone who is listening to find out more about what you're up to and the books you've written including the superb *What Everybody is Saying*. Until the next time, keep connecting and bye-bye.

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For more information about Joe, visit www.jforensics.com.