Prof. Zoran Tomić, Ph.D.

THE ART OF COMMUNICATION

Original title
Prof. Zoran Tomić, Ph.D.
UMIJEĆE KOMUNICIRANJA
SYNOPSIS, 2024
.....
Prof. Zoran Tomić, Ph.D.
THE ART OF COMMUNICATION

Publisher
SYNOPSIS d.o.o., Zagreb
Bunićeva 22, Zagreb

SYNOPSIS d.o.o., Sarajevo
Maršala Tita 32

For publisher
Ivan Pandžić

Editor
Prof. Nino Ćorić, Ph.D.

Reviewers
Prof. Đorđe Obradović, Ph.D., University of Dubrovnik
Prof. Davorka Topić Stipić, Ph.D., University of Mostar
Prof. Milica Kostić-Stanković, Ph.D., University of Belgrade

Translation and proofreading
Tonina Ibrulj

Illustrations
Prof. Svetislav Cvetković, Ph.D.

Cover layout
Mario Tomiša

Press
PRESSUM

COPYRIGHT © Zoran Tomić, Ph.D.
No part of this book may be reproduced or transmitted in any form or by any means whatsoever without express written permission from the author.

ISBN 978-953-8289-71-2 Zagreb
ISBN 978-9926-485-50-4 Sarajevo
CIP record available in the computer catalog of the National and University Library in Zagreb under number 001225623

Prof. Zoran Tomić, Ph.D.

THE ART OF COMMUNICATION

SYNOPSIS

Zagreb – Sarajevo, 2024

Contents

Introduction 11

Instead of a Preface 13

INTERPERSONAL COMMUNICATION 19

Interpersonal communication - definition and principles 20

Building communication competence 23

Effective communication 23

Appropriate communication 24

ACTIVE LISTENING 29

The importance of listening 29

Ability to listen 30

Reasons for poor listening 31

Become a better listener 32

How to listen actively 34

VERBAL COMMUNICATION 39

Fear in communication ... 39

Symbols ... 41

Functions of verbal communication ... 41

Linguistic problems ... 45

Speaking styles ... 47

Verbal communication in an international context ... 49

- Compliments ... 49
- Voice characteristics ... 50
- Silence ... 50

Case Study 1 - Japan: Let's Talk in Silence ... 51

NONVERBAL COMMUNICATION 55

Perspective and classification of nonverbal communication ... 56

- Communication environment ... 56
- Physical characteristics of the communicator ... 57
- Body motion and posture ... 57

Functions of nonverbal communication ... 59

- Conveying meaning ... 60
- Expressing emotion ... 60
- Introducing yourself ... 61
- Interaction management ... 61
- Defining relationships ... 61

Communication environment ... 63

- Own environment ... 63

Time 64
Use of objects in communication – architectural design. 65
Color 66
Red color effect 67
Movable objects and design 68
Spatial environment 70
Space 70
Case study 2 - Psychology of space 71
Personal space 72
Distance zones 72
Territory 73
Case study 3 - Lobsters 75
Signals of ownership 79
Sitting at the table 80

BODY LANGUAGE **87**

Case study 4 - Wolves are masters of communication 88
Professor Mehrabian 89
Socioeconomic status/image and body language 92
Closed/open body language 94
You are the message 95
Insecurity 95
Face expression 97
Eye contact 98
Eye signals 101
The gaze 102
Blinking 104

Nodding....104
Hand contact....105
Palms....109
Handshake....111
Shoulder, elbow and upper-arm grips....114
Crossing arms....115
Who should reach first?....116
Thumb up gesture....116
Victory or V sign....117
Ring gesture....117
Status, hierarchy, dominance....118

Case study 5 - Cameron and Clegg: what is their body language really saying?....119

Bow....121
Legs....121
Smile....122
Deceit, doubt, lying....124
Touch....126
Voice....128
Breaks (pauses)....130
Compliments....132
Sneezing....132
Digestive disturbances....133

DRESSING AND COMMUNICATION 137

Functions of clothing....138
Uniform....139
Professional appearance....140

Your colors and patterns....141
What does etiquette say?....142
Dress guidelines for women....143
Dress guidelines for men....145
Clothing - Business and Diplomacy....146

TECHNIQUES OF EFFECTIVE COMMUNICATION 161

1. YES - NO communication....161
2. Personal and object communication....162
3. Making eye contact....163
4. Mention the person's name....163
5. Give people praise....166
6. Give credit to other people....166
7. Do not criticize....168
8. Third party technique....168
9. Build self-esteem in others....169
10. Ad Hominem (towards man) in a negative sense....171
11. Do not use sarcasm and cynicism....171
12. Steer - manage communication....171

ENDNOTES 173

LITERATURE 181

Introduction

Learning, always and everywhere!

The art of communication emerged as a reflection of the need to bring communication principles and skills closer to the general public, driven by their desire and intention to improve the quality of their communication. Throughout my extensive academic career spanning 25 years and various engagements in conferences, seminars, and personal and group meetings, I have frequently witnessed questions on whether we are born as successful communicators or learn to become ones.

Even Aristotle convinced his contemporaries that "rhetoric is a skill that can be learned, and anyone can learn it". When we say that it is possible to learn to communicate, we start from the fact that communication implies message transmission from one party to another. It has its principles, i.e., rules. To precisely utilize numerous communication skills and techniques, one must acquire and embrace these principles.

In my view, effective communication starts with understanding the communication process and its principles to achieve successful interpersonal communication. Interpersonal communication, which involves interactions between at least two individuals, serves as the fundamental aspect of communication. It encompasses face-to-face interaction among multiple people, allowing for immediate feedback. It includes verbal and non-verbal as well as spontaneous, scripted, and planned behaviors. Given its

significance in daily life, interpersonal communication takes precedence at the beginning of this book.

Successful communication depends on the capacity to listen attentively. Active listening stands out as the paramount communication skill, although it is the most challenging to master. Enhancing this skill brings individuals closer to becoming effective communicators, characterized by their success in conveying messages effectively.

We did not leave out verbal, especially nonverbal communication. The importance of body language in the desire to be successful and effective in communication is immeasurable. Therefore, we present an overview of the most important nonverbal signals of our body. And finally, we bring twelve techniques of successful communication. We could have presented much more of them. But mastering these techniques can fundamentally change the way you communicate and bring you new opportunities.

The text contains several examples of good practice, case studies as well as the best thoughts of great people. This is a book for all those who want to become excellent communicators. No one is such a perfect communicator that they cannot learn something new and thus improve their personal communication.

Author

Instead of a Preface

Faith in the future and the will to live

I once had a dramatic demonstration of the close link between the loss of faith in the future and this dangerous giving up. F----, my senior block warden, a fairly well-known composer and librettist, confided in me one day: "I would like to tell you something, Doctor. I have had a strange dream. A voice told me that I could wish for something, that I should only say what I wanted to know, and all my questions would be answered. What do you think I asked? That I would like to know when the war would be over for me. You know what I mean, Doctor - for me! I wanted to know when we, when our camp, would be liberated and our sufferings come to an end."

"And when did you have this dream?" I asked.

The famous Viennese neurologist and psychiatrist Viktor E. Frankl (1905 – 1997) describes his personal experience in concentration camps and how, despite humiliation and suffering, he managed to say "yes" to life. Founder of Logotherapy/ Existential Analysis, which became known as the "Third Viennese School of Psychotherapy".

"In February, 1945," he answered. It was then the beginning of March.

"What did your dream voice answer?"

Furtively he whispered to me, "March thirtieth."

When F---- told me about his dream, he was still full of hope and convinced that the voice of his dream would be right. But as the promised day drew nearer, the war news which reached our camp made it appear very unlikely that we would be free on the promised date. On March twenty-ninth, F---- suddenly became ill and ran a high temperature. On March thirtieth, the day his prophecy had told him that the war and suffering would be over for him, he became delirious and lost consciousness. On March thirty-first, he was dead. To all outward appearances, he had died of typhus.

***

Those who know how close the connection is between the state of mind of a man - his courage and hope, or lack of them - and the state of immunity of his body will understand that the sudden loss of hope and courage can have a deadly effect. The ultimate cause of my friend's death was that the expected liberation did not come and he was severely disappointed. This suddenly lowered his body's resistance against the latent typhus infection. His faith in the future and his will to live had become paralyzed and his body fell victim to illness.

[...] As the time drew near and there was no encouraging news, the prisoners lost courage and disappointment overcame them. This had a dangerous influence on their powers of resistance and a great number of them died.

***

... Any attempt to restore a man's inner strength in the camp had first to succeed in showing him some future goal. Nietzsche's words, "He who has a *why* to live for can bear with almost any *how*," could be the guiding motto for all psychotherapeutic and psychohygienic efforts regarding prisoners. Whenever there was an opportunity for it, one had to give them a why - an aim - for their lives, in order to strengthen them to bear the terrible how of their existence.

***

Woe to him who saw no more sense in his life, no aim, no purpose, and therefore no point in carrying on. He was soon lost.

V. E. Frankl:
Man's Search for Meaning,
Planetopija, Zagreb, 2010.

At the center of all achievement is personal growth

Isaac Mashman

INTERPERSONAL COMMUNICATION

WE are all unique,
WE all have something in common,
WE all COMMUNICATE

1

INTERPERSONAL COMMUNICATION

We often ask ourselves what is a successful communication. Is a successful and excellent communicator born, or can good communication be learned? As in everything, the truth is somewhere in between. Some people are indeed born and throughout life are more inclined towards social areas of life, not to mention social sciences. Others are naturalists, more technically inclined people. Some have a gift for one, two, and three areas. But either one, the second or the third, it is good to know that successful communication can be learned. It means that all of us as individuals can successfully steer our social lives by applying the best of communication science.

And one more thing, what we THINK is important. "Once on the radio, I was asked to say in three sentences which message I consider the most important in my life. I told them this: The biggest lesson I have learned is the stupendous importance of what we think. If I knew what you think, I would know what you are, for your thoughts make you what you are; by changing our thoughts, we can change our lives."[1]

You have committed to building self-confidence and enhancing communication. From now on, you need to keep a positive mindset about your chances to succeed on

that path without dwelling on the negatives. To be successful on your journey, in addition to communication skills, you will need: a DESIRE that grows into a rapture, a WILL that goes all the way, and a firm FAITH in success.

"When Julius Caesar crossed the Channel on his campaign from Gaul and landed with his legions in present-day England, what did he do to ensure the success of his army? A very clever thing: he stopped the soldiers on the White Cliffs of Dover to watch from a height of two hundred feet over the waves as the flames engulfed the ships with which they had sailed. In the enemy's country, when the last link with the continent was cut off, the last means of return burned, all that remained for them was to advance, to conquer. That is what they did." [2]

Interpersonal communication - definition and principles

In order to learn the basics of successful communication, it is important to understand and recognize the importance of interpersonal communication. *Interpersonal communication is a dynamic form of communication between two (or more) people in which messages are exchanged, which significantly affect their thoughts, emotions, behaviors and relationships.*

As you can see, interpersonal communication is dynamic and should be understood as such. Dynamism means that interpersonal communication is constantly in motion and changes over time. It should be known that interpersonal communication creates ***influence***. It changes the thoughts, emotions, behavior and relationships of the participants. The impact on relationships is one of the most profound and prominent effects of interpersonal communication.

Out of all the implications that arise from interpersonal communication, there is one principle that stands out as the

most important to emphasize: ***Interpersonal communication conveys both content information and relational information.***[3]

During every interpersonal encounter, people simultaneously exchange two types of information. Content information is the actual meaning of the words you say. Relational information contains signals that show how each of you views your relationship.[4] These signals can indicate whether you consider yourself superior, equal, or inferior to the other person, and whether you see the relationship as intimate, familiar, or estranged. You convey content information verbally through spoken words; however, you communicate relational information primarily through non-verbal cues. These cues may include vocal tones, voice pitch and volume, facial expression and eye contact; hand gestures; height in relation to the listener; and body posture. Relational information strongly influences how people interpret *content information*. In the example above, your roommate will look much more to your actions than your words to decide how you feel about him and the relationship. During most interpersonal relationships, people are unaware of the relational information being conveyed. You don't usually sit there and think, "My God, what is this person trying to convey to me about how they see our relationship?"" Relational information becomes most obvious when it is unexpected or when it suggests that the sender's relational view is different from the receiver's relational view. For example, a new acquaintance says something too intimate to you, or a work colleague starts giving you orders as if he were your boss. When such events occur, we often experience distress or anxiety ("Who does he think he is?!"). Because of this, it is important to communicate relational information in ways that are sensitive and respectful of the impressions of others in the relationship, while at the same time remaining true to one's own relationships.[5]

In order to successfully conduct communication and have success in interpersonal communication, it is important to understand how **interpersonal communication can be intentional and unintentional**.

During interpersonal encounters, people attach meaning to almost everything you say and do, whether you intend to send a message or not. Scientists express this as the axiom, "One cannot not communicate."[6]

With successful communication, we want to be able to convey our ideas, attitudes, content, and ultimately, we want to be successful and recognized as excellent communicators. However, there is another very important reason why it is necessary to communicate successfully. ***Interpersonal communication can improve our health.***

The World Health Organization defined COMMUNICATION as one of the FIVE skills necessary for a healthy and happy life. Communication has a direct influence on optimism, or pessimism. Communication is also related to physical well-being; there are studies showing that poor communication skills contribute to the occurrence of coronary diseases and that the probability of a fatal outcome increases when a spouse dies.

We have already emphasized the importance of communication for health on the example of the World Health Organization. We communicate to fulfill our physical needs for social contact. Close personal relationships are very important for our health. Several studies have shown, for example, that married people live longer, healthier and more satisfied lives than individuals who are single, divorced or widowed. According to research, even having close friendships and other supportive relationships helps us manage stress and stay healthy. Interpersonal communication does not have to be face-to-face to be of use to us. In a comprehensive 2010 study encompassing over 35,000 participants worldwide, researchers concluded a significant correlation between engaging in online communication and enhanced mental health, happiness, and overall well-being. Access to interpersonal interaction through

computer-mediated communication has profoundly benefited individuals of all ages, particularly women, those with limited education, and individuals lacking financial resources.

Building communication competence

To be a successful communicator, it is important to build communication competencies. As has been emphasized, we are not born as competent communicators. Driving a car, playing musical instruments, or writing computer programs requires knowledge and competence. Competent communication requires skills that we must learn and practice. It does not mean that nature does not give some people an advantage. Research shows that some of our communication traits, for example, how social, aggressive, or shy we are, are partly determined by our genes. Regardless of what traits we were born with, however, we still have to learn how to communicate competently.

Think of five people who you think are really good communicators. Who is on your list? Do you have any relatives or friends? Teacher? Work colleague? Politician or celebrity? You? You probably recognize that identifying good communicators means asking yourself what is a good communicator. Most scholars seem to agree that *communicative competence* means communicating in ways that are effective and appropriate in a given situation. We will, therefore, consider effective and appropriate communication.

Effective communication

Effectiveness of efficiency describes how well our communication achieves its goals. Complexity in communication also exists because a person often pursues more than one goal at the same time. Achieving mutual understanding and a harmonious balance between effectiveness and acceptance from the other side is not easy.

Being an effective communicator means using behaviors and methods that will fulfill your goals in the specific con-

text in which they arise, and at the same time, satisfy the interest of others in the communication process. Only mutual satisfaction with the communication process can be considered effective communication. True, communication can be effective for you if you achieve your goals to the detriment of others. It is effective but not the best for you in the long run.

Appropriate communication

In addition to being effective, communication should also be appropriate. It means approaching the rules and expectations that apply in a society or social situation. Rules regulate communication. A competent communicator considers these rules when deciding how to act. For example, when you meet an acquaintance and he asks: "How are you?" it is appropriate to say: "Fine, how are you?". An acquaintance probably does not expect a long and detailed description of how your day is going. If you start that way, he will find that response inappropriate.

Achieving appropriate communication can be challenging when you are interacting with people from other cultures because many communication rules are culture-specific. What might be perfectly appropriate in one culture might seem inappropriate or even offensive in another. For example, if you are visiting a Canadian family and your hosts offer you food, it is appropriate to accept the food if you are hungry.

In many Japanese households, however, it is inappropriate to accept food, even if you are hungry until you refuse it twice and your guests offer you a third time. Even within a specific culture, expectations for appropriate communication may vary according to the social situation. For example, behavior that is appropriate at home may not be appropriate at work and vice versa. Moreover, behavior that is appropriate for a powerful person is not necessarily appropriate for less powerful individuals. For this reason, it may not be unacceptable for your boss to be late for a meeting, although your engaging in the same behavior would be inappropriate.

Communication competence, then, implies both efficiency and appropriateness. Re-

member that these are aspects of communication, not aspects of people.

Being a successful, effective communicator and having the ability to steer and manage communication requires several other traits, knowledge, and skills. One of these is active or good listening. Then, the building of verbal communication skills. Since humans predominantly communicate non-verbally, non-verbal communication is the key to the success of effective communication. Within these abilities, the ability of body language should be emphasized. Dressing appropriately will not take away from you; therefore, it is crucial to focus on this aspect along with developing communication competence and efficiency.

"The greatest human and business insight means nothing if not accompanied by the ability for CLEAR AND EFFECTIVE COMMUNICATION. A person striving for a successful professional and social career yet lacking mastery of communication (both spoken and written language) is comparable to a future pilot wanting to fly an airplane without a single lesson in flying. In both cases, survival would be a miracle."

ACTIVE LISTENING

What we don't know how to talk about,
we must know how to keep silent

2
ACTIVE LISTENING

The art of listening is one of the most important communication skills. Research indicates that effective communication is not solely dependent on eloquent speaking abilities. Instead, true communication mastery lies in individuals who possess the gift or practice the discipline of active listening. Do you know someone who has two tongues and one ear? No, you do not know. We are all biologically equally armed. But still people like to talk more than listen. Why? Because listening is more demanding than speaking. It requires complete concentration.

One study shows that of all four communication behaviors, speaking, writing, listening, and reading, listening comes in right after reading as the least exciting activity. On the other hand, according to other research conducted among 1,000 managers, listening ranks first among the most desirable skills for managers. There is an Arabic proverb: *If I listen, I have the advantage, if I speak, others will have it.*

The importance of listening

You are not born a great listener, you become one.[7] Listening is a skill that anyone can acquire and it comes in many forms, where human beings translate sound into meaning. Today, many professions and individuals

are considered to neglect the skill of listening. For example, doctors are said not to listen to patients and immediately rely on echocardiograms and other complex instruments to determine heart abnormalities, even though the human ability to listen can reveal many complex diagnoses. Listening behavior can thus determine one's social and professional success. Your listening skills can be a key factor in whether you or someone else gets the job.[8]

Research on listening was conducted to test the hypotheses of several previous studies related to listening skills and how they relate to academic advising. The research looked at the level of students' trust created by their gaze or impression that the teacher is listening, as well as how this leads to satisfaction and building a relationship with the teacher. The results showed that there was a strong relationship between listening and perceived benevolence, listening and competence, listening and trustworthiness, listening and likability, as well as listening and sincerity. Overall, the research has given additional credibility to the view that listening is a successful communication skill.[9]

Ability to listen

The ability to listen is defined as: acquiring, processing and retaining information in verbal communication with other people. It may seem strange, but listening is an ability, i.e., a skill (although it is a passive activity). Your ears will never get you into trouble. You simply learn by listening.[10]

Here is a famous story about Dale Carnegie, the author of several books "The Psychology of Success". Carnegie was invited to New York to a party for the return of a very wealthy woman from Africa. When he arrived at the party, Dale Carnegie was introduced to a rich woman. At the beginning of the conversation, she told him that she had heard that he was one of the most pleasant interlocutors. Carnegie thanked

the lady and said that he had heard that she had just returned from a trip to Africa. He asked her why she decided to travel to Africa. When the lady told him her reasons for visiting Africa, Carnegie asked: "And who did you take with you to Africa, when did you actually go to Africa, when did you come back, what places did you visit in Africa?" The two talked for more than 20 minutes. During that time, she spoke 95% of the time to answer Carnegie's questions. The next day in some New York papers, quotes from the rich lady appeared: "Mr. Carnegie is certainly one of the most interesting conversationalists in New York."[11]

It is a mistake to think that you only listen with your ears. You actually listen with your brain, eyes, body and intuition. If you really do not want to understand the other person, you will never be able to listen. We often go hunting for facts. Instead of listening for the main topic or general points of the argument, we concentrate on the detailed facts and can lose sight of the overall message. Focus on your interlocutor.[12]

Reasons for poor listening

Experts cite four key reasons for poor listening. These are: 1) not concentrating, 2) listening too hard, 3) jumping to conclusions and 4) focusing on delivery and personal appearance.[13]

Not concentrating. The brain operates with remarkable efficiency. While we typically speak at a rate of 120 to 150 words per minute, the brain's processing capacity ranges from 400 to 800 words per minute. This makes listening look easy, but actually has the opposite effect. Because we can listen to the speaker's words and have plenty of free "listening time," there's a temptation to divert attention to unrelated thoughts. This process is called insufficient focus.

Excessive listening. We have observed that one issue is not paying enough attention to what we hear. However, there are

times when we become overly attentive. We transform into human sponges, soaking up every word the speaker utters as if each one holds equal significance. We try to memorize every detail, including names, dates, and locations. Yet, in doing so, we frequently overlook the speaker's primary message. Even worse, we can mix up the facts. Instead of attempting to recall every detail mentioned by the speaker, effective listeners tend to concentrate on the main ideas.

Jumping to conclusions. Jumping to conclusions involves attributing words or thoughts to the speaker without proper evidence, often leading to poor communication, especially with close individuals. When we are convinced, we know someone's thoughts, we may overlook their actual words. Another manifestation is prematurely dismissing their ideas as uninteresting or incorrect. This premature judgment can lead us to believe the speaker has nothing valuable to say.

Focusing on delivery and personal appearance. At times, we form judgments about individuals solely based on their appearance or manner of speaking, disregarding the content of their message. The listener may become easily distracted by the speaker's accent, appearance, or delivery style, consequently overlooking the essence of the communication. Placing emphasis on speech performance or appearance serves as a significant source of interference in the communication process, requiring us to develop strategies to safeguard against such distractions.

Become a better listener

In order to become a better listener, one should first consider a few situations that should never be done while listening to the interlocutor:[14]

- *Do not play with a pen or paper and avoid any distracting movements while listening.* You may be impatient, but hide it. Do not shake with your foot or small coins. Stay calm and control your hand and body motions.
- *Do not relate everything to yourself.* Things happen to others, not to you.

- *Do not constantly look at your mobile phone or other devices.* Such movements break eye contact and tell your interlocutor that he is less important than the person who is talking to you over the mobile network.
- *Do not interrupt others while they are speaking.* This is one of the worst practices in conversation.
- *Do not suddenly change the subject while someone is talking unless it is necessary.* The interlocutor may feel that you are not interested in the topic and the conversation.

And remember, we think much faster than we can speak. The result is that we can think about four to five times faster than someone is speaking, we tend to think about other things and not listen to what is being said.[15]

There are several elements we can use to become better listeners.[16]

- *Take listening seriously.* Placing importance on listening is the first step to better listening. Good listeners are not born as such. They have been working on learning to listen effectively. Good listening does not come with intelligence, education or social standing. Like other skills, it comes with practice and self-discipline.
- *Be an active listener.* Active listeners pay full attention to the speaker in an effort to understand his or her point of view.
- *Resist distractions.* In an ideal world, we could remove all physical and mental distractions. However, in the real world we cannot. Because we think so much faster than we can talk, it is easier to let our thoughts wander. But when this happens to you, try to focus your thoughts on what you are listening to, on the essence of the matter. Then force yourself to stay focused.
- *Free yourself from judgment.* In addition to not only listening to people who think like us, we will hear things we do not agree with. In such situations, we tend to mentally argue with the speaker or dismiss everything he or she has said. But neither reaction is correct, and in both cases, we reject any opportunity for learning or reassurance.

- *Focus on essential listening.* As we have seen, skilled listeners do not need to absorb the speaker's every word. It is more important to focus on specific thoughts in the speech. More precisely, it is necessary to listen to the main idea, then the evidence, and the methods.
- *Develop note-taking skills.* Although there are a number of systems, most good listeners find the keyword concept the best method for listening to lectures and formal speeches. This method briefly highlights the speaker's main ideas and supporting evidence in rough conceptual form. If you improve your skills in noting down the main keywords, you will become a better listener.

How to listen actively

An active listener not only pays attention to what the other person is saying, but also asks questions, comments and reacts verbally and non-verbally to what is said. One way to improve listening skills is to take an active role. Instead of just sitting or standing with our ears open, let us act on the following pieces of advice:[17]

- *Look at the interlocutor.* One way to show interest is eye contact, but do not overdo it. Do not just stare into the eyes. Look with a social gaze (see: Nonverbal communication - Types of gazes).
- *Show interest with facial expressions.* Smile or express concern, as needed.
- By *nodding* or *making gestures* show your interlocutor that you are following the conversation.
- *Ask questions about what was said.* You can retell what you heard: "So, as far as I understand the matter is...", or maybe ask specific questions about specific topics. This technique not only allows you to clear up possibly unclear topics, but in this way, you remain focused and give the conversation and the interlocutor your full attention.

- *Paraphrase.* Repeat the meaning of the words.
- *Do not interrupt the interlocutor.* A pause should not be a signal for you to start speaking. Wait.
- *Remove the papers from the table.* Your eyes will fly to papers and documents.
- *Do not get too relaxed.* Be mobilized.
- *Do not think about what you are going to say.* Throughout the conversation, concentrate on the other person's presentation.
- *Listen with compassion and empathy.* Listen with both your heart and your head. Try to feel what others feel when they speak. Immerse yourself in their role. Listening with true empathy is one of the keys to successfully winning people over.[18]

In addition to the above, other recommendations for active listening can be found in recent world literature:

- focus on the message being communicated,
- get full, accurate insights into the other person's communication,
- critically evaluate what others say,
- follow non-verbal signs,
- convey interests, concerns and attention to the other party,
- encourage complete, honest and fair expression of information,
- strive to achieve mutual understanding, etc.

To stimulate your self-talk, i.e. listening, you have to prepare your brain by believing that "this person has something important and smart to say." You think about:

- what the speaker wants to emphasize,
- what does that mean,
- how useful it is,
- how can I use the information that the speaker gives me,
- what is the meaning,
- am I getting the whole story,
- how it relates to what I already know.

You can show your support for listening through nonverbal communication, such as eye contact or other gestures. It is important to keep your judgment of what you mean until the speaker has finished. Listen for main ideas, concentrate on substance, not style. Fight any distractions and control any

feelings of anger if you feel angry. Read the feelings between the lines. Ask questions for clarification. Wait for the person to finish, do not interrupt. At the end of the dialogue, paraphrase what you understand from what the person said to you. It also shows the person that you have been listening and helps avoid people repeating themselves.

Every victory begins in the head. Decide to develop your skills and become a good listener and therefore a good communicator.

VERBAL COMMUNICATION

If you cannot communicate,
you cannot command either

3 VERBAL COMMUNICATION

Good communication begins with good conversation.[19] It is necessary to know how to convey your message as an idea or a system of ideas, from the most straightforward statements and claims to the most complex thought constructions. Each such message should have its content and form. The *content* of the message usually includes statements, promises, conclusions, explanations, and many other ideas. The *form* of the message is the external expression by which some content is conveyed. In addition to written messages, the most important is the verbal message transmitted by words, that is, speech.

Fear in communication

Leading world research shows that the fear of public speaking is *number one* on the list of biggest fears. In second place is fear of the heights, in third is fear of insects, then fears of financial problems, deep water, illness, death, flying, loneliness, dogs, etc. In order to imagine the fear of public performances, it is best to recall the so-called Androcles effect. Let us see what it is all about.[20]

Androcles, according to an ancient story, was a slave who was thrown into the arena with lions. At the moment of the fateful encounter in the Roman arena, Androcles told the lion that after dinner he would have to give a speech to the regiment present. Hearing these words, the lion got scared, folded its tail, and ran away to its cage without eating the poor slave.

In the book *Psychology of Success III - How to Develop Self-confidence and Improve Public Speaking*, D. Carnegie advises to analyze the phenomenon of fear of public speaking through four steps:[21]

First, *you are not the only one afraid of public speaking*. Surveys conducted at faculties show that 80 to 90 percent of students suffer from stage fright in their first year of study. Fear is natural at that age and often a reflection of responsibility.

Second, *it is useful for a person to feel a little nervous*. Stage fright is a natural way to prepare to meet unusual environmental challenges. Do not panic when you feel that your pulse is beating faster and you are covered in sweat.

Third, *many professional speakers assure us that they never completely lose their stage fright*. They almost always have it right before the speech. This is the price people pay for their exceptionality.

Fourth, we *are afraid of public speaking because we are not used to speaking in front of the public*. Fear is a hybrid of ignorance and insecurity.

From a practical point of view, fear in communication is eliminated by: 1) good preparation for a speech or performance; 2) by practice and 3) by experience.

The story of the famous Greek orator, lawyer, speech writer and Athenian statesman Demosthenes, who is considered one of the best orators of the ancient era, is well known. At first, he was nervous and shy. He constantly felt uncomfortable because he

stuttered and had a speech impediment. However, Demosthenes was determined to become an excellent orator. In order to overcome himself and overcome difficulties, he put pebbles in his mouth and spoke aloud to the sea every day. Over time, he managed to overcome his stuttering and got rid of his speech impediment. His voice was getting better, stronger and more reliable. He became one of the greatest orators in history.[22]

Thus, to understand verbal messages, it is necessary to consider topics such as symbols, denotation and connotation, semantics, semantic differential, personal and shared meanings.

Symbols

A symbol is a direct means of the communication process. Symbols have been used throughout history to summarize and convey complex messages to the masses. They are used or seen as representative of something else, for example, the image of a lion can serve as a symbol of courage. The heart can be a symbol for a human organ, but also for love. Some authors define symbols as representatives of events, activities, objects, persons or places that are used to communicate about the event, activity, object, person or place. Symbols can come in many forms, including words.

Functions of verbal communication

Throughout human history, many cultures have been illiterate. They developed a spoken language, but not a written language. Beliefs, values and traditions in such cultures are transmitted from generation to generation more through oral communication than through written notes.

Throughout human history, no known culture has lacked a spoken language. The use of language during verbal

communication fulfills six important functions, all of which strongly influence our interpersonal communication and relationships.[23]

1. Sharing the meaning

Verbal communication allows us to share meaning with others during interpersonal encounters. When a person uses language to communicate verbally, it shares two types of meaning. The first is the literal meaning of a word, as agreed upon by members of one's culture, known as the *denotative meaning*.[24]

But when people communicate verbally, they also exchange *connotative meaning*: additional understandings of the meaning of words based on the situation and the knowledge they share with their communication partners.

2. Thought formation

In addition to allowing us to share meaning during interpersonal encounters, verbal communication also shapes our thoughts and perceptions of reality. What we see in the world around us largely depends on our language.

The idea that language shapes the way we think about things was first proposed by researcher Edward Sapir, who was conducting an intensive study of Native American languages. Sapir argued that language, because it is our primary way of sharing meaning with others, greatly influences how we perceive others and our relationships with them. Almost 50 years later, Benjamin Lee Whorf expanded Sapir's ideas into what became known as the *Sapir-Whorf hypothesis*. Whorf claimed that language completely determines the speaker's knowledge and literally defines the limits of our thinking. This view is known as *linguistic determinism*.[25] As modern scholars note, linguistic determinism proposes that our ability to think is "at the mercy" of language. We are mentally "limited" by language to only think about certain things, and we cannot interpret the world in neutral ways, because we always see it through the lens of our languages.[26]

The dramatic influence that culture has on language was recognized by E. Sapir and B. L. Whorf. Because language determines our thoughts, and different people from different

cultures use different languages, Sapir and Whorf agreed that people from different cultures will perceive and think about the world in very different ways, an effect known as linguistic relativity.

3. Assigning names

The following important function of verbal communication is naming, i.e., creating linguistic symbols for objects. The naming process is one of humanity's most profound and unique abilities. When we assign names to people, places, objects, and ideas, we create symbols to represent them. We then use these symbols during our interactions with others to communicate the meaning of these things. Because of language's powerful influence on our thoughts, the decisions we make about what to name things ultimately determine the meanings we communicate and our perceptions of the people, places, and objects we communicate about.

4. Performing actions

Verbal communication allows us to take action, make requests, issue invitations and commands, or even curse. Also, we try to influence the behavior of others. We want our listeners to comply with our demands, accept our calls, obey our commands, or suffer our curses. The actions we perform with our tongue are speech acts. During interpersonal encounters, the structure of our dialogue is based on the speech acts we perform.

5. The art of conversation

Linguistic meanings, thoughts, names and actions do not happen abstractly, but within the conversation. Talking or conversation is the most common type of language activity. Although each of us intuitively knows what a conversation is, scientists suggest *four characteristics* fundamental to conversation.[27]

The first is that conversations are *interactive*. At least two people must participate in the exchange of speech for a conversation to occur. Participants must take turns exchanging messages, which must occur in real-time (immediately from one to the other). This means communication in Internet chat rooms and through instant messages can be considered a conversation. Still, traditional elec-

tronic mail, in which there is a time delay between messages being sent, cannot.

Another is that conversations are managed *locally*, which means we make decisions about who speaks when and for how long every time we change a turn. Alternatively, people finish their turn and then wait for their partner or partners to "pick" who will be next. This characteristic is called "local management" because the turn exchange is managed locally until each speaker's turn ends. It makes a conversation different from other conversational exchanges, such as a debate where the order and length of turns are decided before the event begins, and a dramatic event or play where people speak words written in advance.

The third is that the conversation is *general* or *universal*. Conversation is generally a cornerstone of most forms of interpersonal communication and social organization. Our relationships and our places in society are created and maintained through conversations.

The fourth is that conversations often adhere to *scripts* or *scenarios*, i.e., strictly structured conversation patterns. This is especially true in first meetings where one tries to reduce the other's people uncertainty. Scripts or scenarios for communication allow us to exchange greetings relevantly and efficiently, answer simple questions, exchange pleasant impressions and meet people without investing much active thought in our communication. This saves us from mental effort and allows us to focus our energy on more involved or important interpersonal encounters.

6. Managing relationships

The most profound purpose of verbal communication in our life is to help us establish, maintain and end relationships. Our personal and professional relationships are defined mainly by the verbal information we exchange online or via the Internet, over the phone and face to face. People who communicate frequently with their partners, their partners' friends and families, experience less uncertainty in their relationships and are less likely to end relationships than those who communicate less regularly.

The content of the language exchanged in relationships is also important. Couples who give more compliments, reassurances of their attachment, and emotionally supportive comments and are generally optimistic in verbal communication are more likely to sustain than those who do not.

Linguistic problems

There are more language problems in verbal communication, and we will single out abstract language, conclusion, dichotomy, euphemisms, ambiguous language, sexist language and metacommunication.

Abstract language. When people use abstract language, it often causes communication difficulties related to word ambiguity. As a term becomes more vague or abstract, it becomes increasingly difficult to decode the intended meaning. Generally, the more abstract the term, the greater the chances of misunderstanding it, as seen in the following example: Father: "Have a good time and do not come back late." Son: "Thank you, I will. Do not worry. I will be back early." Father and son did not have to mean the same thing when they used the words "early" and "late".

Conclusion. It is an assessment or judgment based on evidence or assumptions, or a procedure in which a new judgment (conclusion) is reached from two or more judgments (premises). In logic, a valid conclusion is a judgment obtained when all judgments, which are premises, with the help of a connecting (middle) term (*terminus medius*), necessarily lead to a new judgment as a conclusion: All men are mortal - Socrates is a man - Socrates is mortal. A conclusion is logically valid if it conforms to the logical rules of inference.

Dichotomy is a division into two, most often into two mutually exclusive, opposing or contradictory parts; duality; opposition.[28] In verbal communication, these are opposite words, for example "success" and "failure", "good" and "bad".

Euphemisms are mitigations, the use of words with a good meaning. It is an inoffensive word or expression that is less direct and distasteful than the one that represents reality, for example: avoiding the truth = lying. Good communicators should use positive, appropriate words to convey a message, but they also have a moral responsibility not to use words that hide information or mislead the public. More dangerous are euphemisms that change the meaning or action of words or concepts. The use of euphemisms for the purpose of concealment or manipulation is contrary to the professional standards of public communication and the public interest.

Ambiguous language is language, word, phrase or sentence that has two or more possible interpretations. It differs from unambiguous language that has only one meaning.[29]

Sexist language. Language terms that include all people but inadvertently or intentionally exclude one gender are sexist expressions. Communication scientists have researched that communication problems between men and women often stem from gender differences in communication style. For years, some linguists, especially many feminists, have argued that English language is sexist, that it reflects prejudices that affect how women are perceived and treated by others, and sometimes how they view themselves. Some words in English indicate a lower status for women. These are, for example, "Mrs." and "Miss", which indicate whether a woman is married or not. On the other hand, only "Mr." is used for men, which does not refer to marital status. Euphemisms are used much more often for women than for men.

Metacommunication is communication about communication. The term is closely related to the level of relationships in human encounters. Metacommunication occurs when people communicate about their communication, when they give verbal and nonverbal instructions about how their messages should be understood. It is not always explicit, even when it is verbal. Sometimes conversations that start at the content level become forms of metacommunication.

Speaking styles

By speaking style, we mean thought dressed in words, that is, style means a beautiful expression of thought using words. Speaking styles are also different with regard to space and time. We can talk about three types of styles: 1) plain (simple) style, 2) middle (rich, smooth, picturesque) and 3) grand style (sublime, poetic, lush).

Plain style serves the speaker to present and prove when he needs to present facts and arguments as clearly as possible, without embellishment. The *middle style,* as Cicero calls it, belongs to the picturesque styles. This style is also used in political, state, parliamentary, judicial and other speeches. *Grand style* is closest to poetry. It is decorated with figures, sonorous and beautiful expressions.

The task of the above-mentioned styles is not to express only the speaker's mood and feelings, but to try to evoke such feelings in the listener. Using the oratorical speaking style, the purpose of the type of style, and this is what the speaker strives for, is to achieve the maximum understanding of the listener. The speaker will choose a style depending on the type of listener.[30]

A good speaking style, which every public speaker is interested in, should have three basic speaking qualities: 1) grammatical, 2) logical and 3) aesthetic.

Regularity of speech. Regularity of speech primarily means *grammatical* regularity, which is one of the important conditions of oratory. Knowing the rules of grammar gives a real opportunity to achieve a good speech style. Every, even the smallest grammatical error, can harm a good stylistic expression. These errors can appear in accentuation (accent), in form (grammatical error) and in sentence structure (syntactic error).

Purity of speech also ensures the beauty of speech expression. To achieve this beauty, the speaker should avoid:

- *archaisms* – the use of old and obsolete words,
- *provincialisms* – the use of words from a certain region,

- *foreign words* – the use of foreign words, especially when there are expressions for those words in our language.

Clarity of expression is in the correct structure of the sentence that conveys a certain thought, as well as in the best choice of words that most accurately express a certain concept. The speaker should strive, if possible, to avoid inserted and extensive supplementary sentences. When choosing certain words, which exactly denote one concept, the speaker should avoid ambiguity (*amphiboly*) of words, redundancy (*pleonasm*) and synonyms.

Ambiguous words are those that could have more than one meaning and could change the meaning of the sentence. In this case, the speaker's words can be interpreted differently. *Redundancy of words* occurs when, in addition to a word that conveys a certain concept, another word that conveys the same concept is used. *A synonym* is two or more words that have the same or very similar meaning and it makes no sense to use them together.

Aesthetic features of speech. The choice of selected words is the first basis of aesthetic expression. One and the same thought can always be expressed in two, three or even more ways, but the speaker will always choose the one that is characterized by a well-chosen word fitting into composed sentence.

Tonal characteristics of speech. Only a good knowledge of the rules of diction and modulation can make it possible to achieve spoken *music*. One of these rules of *soundness* is to avoid piling up words with the same or very similar sounds, for example: "*Peter Piper picked a peck of pickled peppers*". It is not pleasant to hear a word that begins with the same sound that ended the word before it. It is not good for the tonal beauty of speech to accumulate the same words in a sentence, then to accumulate several monosyllabic words ("then when I would"), as well as to accumulate consonants.

Embellishment of speech is usually used in grand speaking style; ornamentation, decoration, embellishment of style are made up of figures, happy comparisons and picturesque epithets that are placed be-

fore nouns to better describe and embellish. You have to be very careful with such decoration and it must not be particularly imposed and specially requested.[31]

Verbal communication in an international context

Successful oral communication requires cultural understanding. Learning the basics of the language of the country where you plan to work will help you in several ways. First, learning a language will give you a somewhat cursory picture of the culture. In England, for example, they say the clock is *working*. The French say *il marche* – literally *it goes*. Second, learning someone's language will help you succeed in daily functioning. If you know enough, you will be able to see the sights and take advantage of the unique opportunities that business travel provides. Finally, in business negotiations, knowing the language gives you more time to think. You will catch some of the meaning while your colleague is speaking, and you can start thinking even before the translation. If you are not entirely sure of the meaning of a word, bring your own interpreter when you travel for work.[32]

Compliments

The types of statements that people interpret as compliments and the socially correct ways to respond to compliments also differ between cultures. Sentence: "You must be really tired" in Japan is a compliment because a person recognizes that the other person has worked hard. The correct answer is: "Thank you, but I am fine." An American who is flattered by receiving a compliment for having presented himself well (verbally) is likely to say, "Thank you." The Japanese, on the other hand, will apologize: "No, it was not very good."

Statements that seem flattering in one context may be inappropriate in another. For example, women at work are usually embarrassed if men or superiors compliment them on their appearance. This may indicate

that women are treated through visual embellishments rather than as workers who contribute to the company's success. Roger Ailes writes that such tricks vary widely. He calls such communication a *diversion*.[33]

Voice characteristics

Tone of voice refers to the rise or fall of voice modulation. It indicates whether the speaker is confident or insecure, and whether the statement is sincere or sarcastic. When tone of voice and meaning of words come into conflict, people believe tone of voice. J. Davis believes that if one person, when asked by a friend: "How are you?" answered with the words: "I am dying, and you?", most friends would answer: "Fine." Because the tone was cheerful, they did not hear the content of the words. Tone overrides spoken words. Therefore, the tone of voice can be the cause of numerous conflicts in communication between adults. Like other elements of communication, tone of voice is reliable and can be interpreted differently. Your voice is part of the image others have of you.

Voice pitch measures low or high voices. A lower voice pitch is usually perceived as more authoritative, sexier and more pleasant to listen to. Most voices become louder when the speaker is angry or excited.

Silence

Silence also has different meanings in different cultures and subcultures. During military tensions between Greece and Egypt, Greek air traffic controllers reacted with silence when Egyptian planes asked for permission to land in Greece.[34] The Greeks intended to express their rejection by silence. The Egyptians interpreted the silence as permission. Several people were killed when the Greeks opened fire on planes approaching the runway.[35] Silence can be deep and powerful, but also inappropriate and threatening.

Case Study 1 - Japan: Let's Talk in Silence[36]

In Japan, silence is part of the national character and so essential to the culture that its use and abuse largely determines how people will treat each other, both privately and at work. Silence as a cultural value in Japan goes back to the ancient past. "Can you imagine a well-raised man speaking with the authority of a know-it-all, even if it is about something really close to him? An uncouth man who appears out of nowhere, answers the question with the utmost self-confidence regardless of topic... It is impressive when a person tends to be slow to answer, even on topics he knows very well, and when he generally does not say anything until being asked".

... In Japan, it is important to know the culture and rules; know that there is no talking on the train, no loud noises, take off your shoes when you stand on the tatami, wash before entering a hot bath, it is better to listen and observe instead of offering your opinions, do not ask too many questions, often say "thank you", "please ", "excuse me". Do not show a lot of emotions, sit still... Silence - it conveys much more than words. Silence is the position we have taken to observe, listen and establish closeness. Silence is also a way to establish social authority through restraint and self-control, a way to show you that you do not have to react to provocation, and a sign that you prefer to approach things thoughtfully rather than rely on emotion in your decisions.

... The concepts of respect, silence and acceptance have an impact on all important questions of Japan. ... Respect shown to others is one form of showing respect for oneself. Respecting yourself builds self-confidence... So always bow, show patience, accept that others are under stress too, QUIETLY OBSERVE AND LISTEN.

... The game of winners and losers is somewhere on the sidelines here. Most often, it is not clear who is the winner and who is the loser. Both parties feel good in such an exc-

hange, and this is mostly achieved through SILENCE. With the conscious decision to remain quiet and respectful, benefits come. The best of them is that you gain strength for the times when you will need to speak up.

... Showing respect means being a part of your environment, not using your voice to differentiate or separate yourself. This has a calming, inclusive effect.

... Words contribute to nonverbal interaction, but they are not the focus of it. We can convey prejudices, judgments and attitudes with words, we all know that, and misunderstandings are as common as rain in autumn. It is better not to raise barriers; it is better sometimes to establish connection with the help of nuanced gestures. We can try to relate to each other while SILENTLY LISTENING and observing posture, facial expression and tone of voice.

... In Japan: Ask one question; wait for a response; do not interrupt; do not offer your opinion; do not express your agreement or disagreement; do not mention an experience from your own life; JUST LISTEN; WAIT.

... Who you are is less important than where you are and your opinion is not as important as the environment.

In Japan, what is left unsaid is often more important than what is said.

There is also a well-known rule of the mafia: “THE BEST WORD IS THE UNSPOKEN ONE”.

NONVERBAL COMMUNICATION

An average human looks without seeing,
listens without hearing,
touches without feeling,
moves without physical awareness
and talks without thinking

Leonardo da Vinci

4

NONVERBAL COMMUNICATION

Nonverbal communication enables the transmission of a message without the use of words, spoken or written. Body motions, facial expression and gestures replace words that dominate verbal communication. Nonverbal means of communication are all that is tried to be encompassed by the concept of body language as the oldest form of mutual communication. For most people, the term nonverbal communication refers to communication that takes place through means other than words.[37]

Although we can cite many definitions of non-verbal communication, and society is rich in such literature, it should be emphasized that separating nonverbal and verbal behavior into two separate and distinct categories is practically impossible. Take, for example, the hand gestures that make up sign language (the language of the deaf). These gestures are mostly linguistic (verbal), yet hand gestures are often considered behavior that is "different from words".[38]

Perspective and classification of nonverbal communication

Another way of defining nonverbal communication is the view on what people study. Theory and research related to nonverbal communication focus on three basic elements: 1) the environmental structures and conditions within which communication occurs; 2) physical characteristics of the communicators themselves and 3) different behaviors manifested by the communicators.[39]

Communication environment

a) ***Physical environment***. Although most of the emphasis in nonverbal research is related to the appearance and behavior of communicators, increasing attention is being paid to the influence of non-human factors on human communication transactions. People change environments to achieve their communication goals and, conversely, environments can influence our moods, word choices and actions. Environmental factors include furniture, architectural style, interior decoration, lighting conditions, colors, temperature, additional noises or music and the like, within which the interaction occurs. Variations in how objects are arranged, their materials, shapes, or surface characteristics within a setting can significantly impact the dynamics of interpersonal relationships. It encompasses *procedural or action cues* as well. For instance, noticing discarded cigarette butts, orange peels, and litter left by someone before meeting them can shape your perception, ultimately influencing your interaction with them. *Perceptions of time* and *selection of the moment* form another important part of the communication environment. When something happens, how often it happens, and the pace or rhythm of procedures/actions, are part of the communicative world even though they are not

part of the physical environment *per se*.

b) ***Spatial environment***. Proxemics is the study of the use and perception of social and personal space. Studies focus on seating and spatial setups concerning leadership, communication flow, and the current activity. Personal space preferences are studied in terms of conversational distance and how they differ based on sex, social status, roles, and cultural backgrounds. The term **territoriality**, often used in proxemics research, refers to humans' inclination to establish personal boundaries (or untouchable space) akin to animals in nature.

Physical characteristics of the communicator

The category of physical characteristics of the communicator includes things that remain relatively unchanged during the period of interaction. They are influential nonverbal cues that are not visibly linked to motions. These include physique or body shape, general attractiveness, height, weight, hair, skin color or tone and so on. Odors (body or breath) associated with a person are usually considered part of a person's physical appearance. Furthermore, objects related to interaction participants can also affect their physical appearance. These are called ***artefacts*** and include things such as clothes, lipstick, glasses, wigs and other hairpieces, false eyelashes, jewelry and accessories such as bags and briefcases.

Body motion and posture

Body motion and posture usually include gestures, body movements (limbs, arms, head, feet and legs), facial expressions (smiles), eye behavior (blinking, direction and length of gaze and pupil dilation) and body posture. Wrinkling of the eyebrows, lowering of the shoulders, leaning the head are considered motions and positions of the body. In particular, the main areas are gesture, body posture, touch behavior, facial expression and eye behavior.

Gestures. There are many different types of gestures (and their variations), but the most studied are:

- *Independent gestures.* These gestures do not involve speech but can be directly translated into words or phrases in a dictionary. They typically comprise a word or two, and there is a common understanding among people within a culture or subgroup regarding their verbal equivalents. For instance, hand signals like "A-OK" or the "V-for-victory" sign, which represents "Peace," are examples of such gestures in certain Western societies.
- *Gestures related to speech.* These nonverbal gestures are closely connected to spoken communication and help illustrate verbal messages. They can emphasize words or phrases, guide the listener through thoughts, indicate object presentations, describe spatial arrangements, convey event tempo, depict references, illustrate physical actions, or provide commentary on interactive processes.

Body posture. Body posture was studied in conjunction with other nonverbal signals to determine the degree of attention or involvement, the degree of status in relation to the other interaction partner, or the degree of affection for the other interaction partner.

Touch. Touch can be self-centered or other-centered. Only focused manipulations, usually not made for the purpose of communication, can reflect a particular condition or habit of a person. Many are commonly referred to as ***nervous mannerisms***. Some of these procedures/actions are traces from an earlier time in life: when we first learn to manage our emotions, develop social contacts or carry out some instructional tasks. Sometimes we perform these manipulations as we adapt to such learning experiences and they stay with us when we face similar situations later in life, often just as part of the original movement.

One of the most powerful forms of non-verbal communication occurs when two people touch. The touch can be almost electric, but it can also be irritating, condescending, or comforting. Touch is a highly ambiguous type of behavior and its meaning often takes more from the context, the nature of

the relationship and the way it is performed than from the configuration of the touch itself.

Facial expressions. Most research on facial expressions focuses on patterns that convey various affective states, as the face is the primary source/display of affects. The six primary affects that have been studied the most are anger, sadness, surprise, happiness, fear, and disgust. Facial expressions can also function as regulatory gestures, providing feedback and guiding the course of interaction.

Gaze. The main areas of interest in gaze studies include the direction, timing, and duration of someone's visual attention during interactions. Gaze refers to the movement of the eyes that we make in the general direction of another person's face. *Mutual gaze* occurs when the participants of the interaction look into each other's eyes. The dilation and constriction of one's pupils is also of interest to those who study nonverbal communication because it is sometimes an indicator of interest, attention, or involvement.

Vocal behavior. Paralanguage, also known as vocal behavior, pertains to the manner in which something is expressed rather than its actual content. It encompasses the range of nonverbal vocal cues surrounding common speech behavior. Most research on vocal behavior and its effects on human interaction has focused on pitch level and variability; duration of sounds (shortened or drawn out); pauses within the speech flow and latency / period of waiting for a response during the exchange of turns; volume level and variability; resonance; precise or unclear articulation; speed; rhythm; and an inserted sound during speech such as "uh" or "um".

Functions of nonverbal communication

We have all watched an important football match, the final of the World Cup or European Champions League or national championships. The winner was decided by penalty kicks. What do winners communicate? Clenched and raised fists, elated facial expressions, and ecstatic hugs exchanged between players powerfully

communicate joy, jubilation, and winner status. But more than that, their nonverbal communication reveals the team's sense of belonging, the pronounced closeness they shared as friends and teammates.

As this example illustrates, nonverbal communication can serve a variety of purposes: from conveying meaning and expressing emotions to presenting oneself to others, managing interactions, and defining relationships. Just as we use words to denote unique meanings, we often use nonverbal communication to convey meanings directly.[40]

Conveying meaning

On some occasions, we use nonverbal communication more indirectly as a way to emphasize or enhance verbal communication meanings. We do this in *five ways*.[41]

The first way is ***repetition***. Nonverbal communication is used to repeat verbal messages over and over, like when you say "Up!" and then point up.

Second, we ***contradict*** our verbal messages with our nonverbal communication. For example, a friend may ask you if you are angry, but you answer by frowning and angrily shouting, "No, I am not angry!"

Third, we use nonverbal communication to ***reinforce*** the meaning of verbal messages, such as when you say "I love you" to someone while smiling and offering a gentle touch to emphasize the meaning.

Fourth, we sometimes use nonverbal communication to ***replace*** verbal expressions, for example when you shake your head instead of saying "no".

And fifth, we use nonverbal communication to ***emphasize*** certain parts of verbal messages, for example when you increase the volume of just one word "STOP".

Considering the functions of non-verbal communication, we will point out the importance of expressing emotions, presenting oneself, managing interaction and defining relationships as the most important functions.

Expressing emotion

We communicate emotions through nonverbal ***affect displays*** — intentional or unintentional nonverbal behaviors that display actual simulated emotions. Displays of affect are

presented primarily through the face and voice. The intentional use of the face to communicate emotion begins in infancy, when babies learn to facially communicate anger and happiness in order to get what they want. Unintentional displays of affect begin even earlier. Babies in the first few weeks of life instinctively and reflexively show facial expressions of distress, disgust and interest. And as adults, we communicate hundreds, if not thousands, of real and fake emotional states with our faces.[42]

Introducing yourself

Nonverbal communication can help us present different aspects of **ourselves** to others. We all use nonverbal communication codes to create our identities during interpersonal encounters. And an important part of being an effective nonverbal communicator is recognizing the need to quickly change our nonverbal communication to present ourselves in different ways when the situation calls for it, for example, a dedicated employee one moment, a concerned colleague, a human the next.

Interaction management

Nonverbal communication also helps us manage interpersonal interactions. For example, during a conversation, we use eye contact, touch, smiling, nodding, and changing posture to signal who should speak and for how long. While talking to a friend, you probably look at him or her for 30 to 50 percent of your conversation time. Then, as you near the end of your conversational turn, you invite your friend to speak by lowering your pitch and volume, stopping any gestures and focusing your gaze on the other person. As your friend begins to speak, you look at your partner for nearly 100 percent of his or her speaking time, nodding your head to show you are listening.[43]

During the conversation, we also read the nonverbal communication of our partners to check their level of interest in what we are saying, and paying attention to signals such as eye contact, smiling and nodding.[44]

Defining relationships

The function of nonverbal communication defines the nature

of our interpersonal relationships. We especially use our nonverbal communication to create intimacy and define dominance or submissiveness in our relationships.[45]

One of the important functions of nonverbal communication is to create **intimacy**, a feeling of emotional connection or unity between us and others. Touch, physical proximity, shared gaze, quiet voices, open body posture, sharing personal items and, of course, spending time together — each of these nonverbal behaviors emphasizes and enhances intimacy. A smile and a steady gaze are associated with intimacy. Individuals share more personal space with intimate friends and others they like than with strangers and use proximity to convey affection.

In general, more intimate relationships, especially romantic relationships, show higher levels of nonverbal participation in all codes (more eye contact, more touching, more smiling, closer distance, and so on).[46]

Dominance and submissiveness or submission. **Dominance** refers to the interpersonal behaviors we use to assert power and influence over others. Using space more than usual; access to other people's space, time and property; unilateral use of touch (give more, receive less); indirect body orientation; direct gaze and staring; frowning and angry looks; and silence — all these signs signal the dominance of the person who uses them. These behaviors are perceived as dominant when shown by both men and women. In contrast, **submissiveness** is the willingness to allow others to exert power over us. We communicate submissiveness to others by nonverbally engaging in behaviors that are the opposite of those that express dominance, such as taking up less space; allowing others to control our time, space and possessions; more laughing and letting others interrupt us.

Communication environment

The communication environment indicates the influence of the environment on human communication. When people interact with each other, there are always features of the environment that surround them, which influence their interaction. In their environment, people perceive their own environment (perception of formality, warmth, privacy, familiarity, limitation, *distance*) and time (time as location, duration, interval, arrangement of intervals), as well as architectural design (color, sound, sensitivity, objects).

Own environment

The number of places where we communicate with others is unlimited - homes, buses, offices, restaurants, parks, hotels, schools, workplaces, theaters, etc. Once we perceive the environment in a certain way, we can incorporate these observations into the messages we send. And once those messages are sent, the way the other person perceives that environment is changed. In this way, we influence the environment and the environment influences us.[47]

There are six most important dimensions to what we perceive and how we send and receive messages.[48]

The perception of formality is one of the dimensions related to the formal-informal continuum.

Perception of warmth - environments in which we feel emotional warmth encourage us to linger, relax and feel comfortable.

Perception of privacy – enclosed spaces often suggest greater privacy. When privacy is greater, there is often less distance between people, and messages are more personal.

Perception of familiarity. With strangers, our reactions are usually more cautious, deliberate and conventional. In an environment that is unfamiliar, the initial topics will be general rather than personal.

Perception of limitations. Part of our overall reaction to the environment is based on whether we perceive if we can (and how easily) leave it.

Perception of distance. Sometimes our reactions in given circumstances are influenced by the proximity or distance from which we have to communicate with other people.

Time

Time is part of the communication environment. When we study the way people communicate and understand the use of time, we deal with *chronemics*. The idea of what is "early" or "late" varies from culture to culture. Therefore, time is extremely important to us. It affects when we eat and sleep, and often determines how much we get paid at work. Time plays a key role in social interaction. It affects how we perceive other people, for example, responsible people arrive "on time", boring people talk "too long", and good friends give us "time for themselves". "Time Management" training is essential for anyone hoping to climb the organizational ladder.

People are constantly interacting. When we evaluate our social contacts, there are four fundamental principles by which we view time: 1) as a place of events; 2) as the duration of the event; 3) as an interval between events; 4) as the distribution of events.[49]

Time as a place of events. Some of our experiences of time refer to when something happens, the timing of events. The beginning of some events is judged as well-timed, for example, "You hugged me exactly when I needed it the most". Sometimes it can also be perceived as poorly timed, for example, "I do not prefer dinner at 10 o'clock at night". Sometimes our understanding of the time when something happens is precise, and sometimes it forms a general time frame.

Time as the duration of the event. Our perception of time includes how long an event lasts. We develop expectations about the appropriate and inappropriate duration of events, but perceived duration is not always a reflection of actual time.[50]

Time as an interval between events. The periods between events also shape the way we perceive time. The pace at which something happens is actually the experience of the time that has passed since it last happened. The perceived

pace of our lives will likely be a reflection of how much or how little time separates each of our activities. The phrase "long time no see" suggests that there is a norm about the interval between contacts in close relationships, which in this case has been exceeded.

Time as the distribution of events. As we observe periodic series of intervals, we begin to sense social rhythm, regularity/irregularity, order/disorder, which creates a sequence of our actions and habits. Of all our time-related observations, the arrangement of intervals is the most complex and the most difficult to describe to others. Understanding the schedule of intervals is crucial to understanding ourselves, as well as understanding our interaction with another person.[51]

Use of objects in communication – architectural design

Objectology is the science of how we select and use physical objects in nonverbal communication. It deals with every kind of physical object; from the clothes we wear to the furniture we choose or the car we drive. The use of visual support for the brand is becoming increasingly prominent.

Architecture and objects in our environment can be characterized as a space with fixed or semi-fixed features. A ***fixed feature*** refers to a space organized by immovable boundaries (rooms in a house). A ***semi-fixed feature*** refers to the arrangement of movable objects such as tables or chairs. Both can have a strong impact on our communication behavior.[52]

At one time in American history, ***banks*** were deliberately designed to give the impression of strength and security. The design was often characterized by large marble columns, lots of metal bars and doors, uncovered floors and bare walls. This style usually conveyed a cold, impersonal image to visitors. Later, bankers realized that they needed to change their environment, to create a friendly, warm, "home-like" place where people would enjoy sitting and discussing their financial needs and problems. The interior of the bank began to change. Carpets and more comfortable chairs were added, wood replaced metal, etc. This is just one example

of recognizing that the interior in which the interaction takes place can significantly affect the nature of the interaction.

The way people arrange their ***rooms*** can also predict future behavior. In one study, eighty-three rooms of freshmen students were recorded. When the photos of the rooms of students who left school a year and a half later were analyzed, it was observed that their rooms had more decorations reminiscent of high school and home, and less of them were related to the university community and college life.

Sometimes we get very clear messages from the home environment about a person or a couple. Ways of decorating a home can tell us a lot about the nature of a couple's relationship. We can be influenced by the mood created by the wallpaper, the symmetry and/or orderliness of the objects on display, the pictures on the walls, the quality and likely price of the things placed around the house.

Color

People believe that colors can influence behavior. Some believe that "prisoner misconduct" will vary depending on the colors surrounding them. For example, the walls of the San Diego City Jail were allegedly painted pink, soft blue, and peach, assuming that the pastel colors would have a calming effect on the inmates. In Salem, Oregon, the bars on the Oregon Correctional Institution's cells were painted soft greens, blues and bright yellows. The facility's manager said the color schemes would be constantly changing to keep it an "exciting place to work and live."[53]

A group of researchers in Munich, Germany, studied the influence of colors on mental development and social relationships. Children who were tested in rooms they thought were beautiful scored twelve points higher on the IQ test than those children who were tested in rooms they thought were ugly. Blue, yellow, yellow-green and orange were considered beautiful; white, black and brown were considered ugly. It has been shown that beautifully painted rooms also stimulate attention and creativity.

Professor A. Mehrabian (1976) says that the ***most pleasant*** shades of colors are blue,

green, purple, red and yellow in order. He suggests that the ***most exciting*** color shade is red, followed by orange, yellow, purple, blue and green.[54]

A series of studies on the color of jerseys worn by football and hockey players precisely established the different ways in which colors can influence behavior. Researchers proved this claim among students. Students judged that black jerseys have the connotation of meanness and aggression more than those in other colors. They then looked at statistics from actual professional games and found that football and hockey teams wearing black jerseys were penalized more than teams wearing other colors. It has been shown that colors also have an influence on the perception of judges.[55]

Red color effect

When in doubt, wear red – Bill Blass

The red color in the entire animal world has a key role in expressing fertility in females and dominance in males. The color red in certain contexts also affects people. The color red affects the impression of dominance in men, perhaps due to the common association between anger and a red face indicating aggression, as opposed to a white face indicating fear.[56]

At the 2004 Olympics, competitors in boxing, taekwondo, Greco-Roman and freestyle wrestling were randomly assigned red or blue outfit. By comparing the results of the fights, it turned out that the competitors who wore red won a statistically significant number of victories.[57] A longitudinal study of the results of English football clubs over a period of 56 years confirmed this effect in team sports.[58]

It is still not fully understood whether the person wearing red is more aggressive, whether it has an intimidating effect on an opponent who is not wearing red, whether it skews the referee's perception in favor of the person in red, or whether it is a combination of factors.

The red color effect is emphasized in advertising and product design. Women dressed in red attract attention and increase their sex appeal. Men dressed with red "attention grabbers" (e.g., tie) give the im-

pression of power and authority. But it is important to know that the effect of red depends on the context.

Movable objects and design

If we know that the arrangement of certain objects in our environment can help structure communication, it is not surprising that we often try to manipulate objects to elicit certain kinds of responses. Special, intimate evenings are often highlighted by candlelight, soft music, favorite drinks, soft pillows on the couch, and the removal of dirty dishes, trash, and other impersonal material associated with everyday life.[59]

Employees often use ***objects*** to personalize their offices. These signs of personal identity make the employee feel more satisfied with his work life and provide visitors with information to start a conversation. Objects in our work environment can also be arranged to reflect certain relational roles to mark boundaries or encourage greater belonging. The interior of the director's room can clearly indicate the perception of the status of those who stay in it, such as expensive paintings, a large desk, a plush sofa and chairs, curtains and the like.

The podium that separates the White House Press Secretary from reporters during White House press conferences is also perceived as both convenient and a barrier to effective communication. During the Nixon administration, press conferences were formal, with the spokesman standing behind the podium. Ron Nessen, a Press Secretary for President Ford, felt that the podium contributed to an unproductive sense of "us and them" division, which encouraged him to conduct conferences without barriers.

If you want to maintain a distanced formal relationship, a desk can help you create that impression or feeling. The arrangement of other furniture items can facilitate or hinder communication.

Hotel owners and airport designers are apparently already aware of the "too comfortable" phenomenon. You may have noticed that the chairs in some fast-food restaurants are slightly tilted forward at a ten-degree angle. This encourages guests to eat quickly and move on, to make room for others.

The Central Bus Station in New York has replaced its old wooden seats with folding plastic seats, only twenty centimeters deep, which "require so much concentration to balance that sleeping or even sitting for long periods of time is impossible". This was done to prevent the homeless from sleeping in the station. Some environments seem to have an unwritten code that practically forbids interaction.[60]

We spend most of our time in buildings. The architecture of those buildings can determine who you meet, where and, perhaps, for how long. American office buildings are often built according to a standard plan that reflects a pyramidal organization. Several senior managers supervise a large number of employees. These managers generally have the most space, the most privacy and the most desirable office locations, i.e., on the highest floor of the building. Reaching a height above the "masses" and occupying a significant amount of space are just two indicators of power. Offices, which are located on the corner, large windows with a view and personal elevators are also associated with status and power. The office next to an important CEO can also be a very significant power base.

A similar pattern exists in academic settings, as professors in higher academic ranks usually have more space, windows, privacy and the ability to choose the location of their office.

It is common for people at the lowest levels of various organizational ladders to find themselves in a large open "arena". These "offices" (desks) have little or no privacy. Some recent projects of housing care for the elderly have taken into account the need for social contact. In these housing units, the doors of the apartments on each floor open to a common entrance.

Fast food restaurants also seem to differ in how much they encourage interactive participation by their customers.[61]

Architects and social scientists have even experimented with new prison designs. Design by its very nature can encourage or discourage certain types of communication, that is, the structure can determine how much interaction will take place and what the general content of that interaction will be.

Several studies show a relationship between the distance separating potential marriage partners and the number of marriages. Proximity allows us to get more information about another person. The inescapable conclusion is that as the proximity increases, the attractiveness will probably increase as well. Numerous studies have shown that proximity also affects friendships.

Spatial environment

Space

Body language is also defined by the way you use the space around you. The physical space around you is a metaphor for the mental space you use.[62] When giving a lecture, try to avoid standing behind the chair. This creates a physical barrier between you and your audience. The chair may symbolize your means of comfort, the support for you to persevere, but it still serves as a physical barrier between you and your audience. If you are physically able, walk in front of your audience. Wherever possible, minimize the space between you and your audience to create the greatest proximity and help yourself build friendships faster and more effectively.[63]

Psychology of space is extremely important. An interviewing manager will never receive candidates in a small room. He will most likely organize these conversations in a larger space or hall. They will "make" candidates walk ten meters to the table. In those few seconds, they will assess body language, self-confidence, etc.

Case study 2 - Psychology of space

One of the best stories about the psychology of space was described by Albert Speer, Hitler's architect and later Minister of Armaments and Munitions. Albert Speer was sentenced to twenty years in prison at the Nuremberg Trial. In his memoirs called Inside the Third Reich, he described how he designed the new office of the criminal Adolf Hitler. According to him, the Nazi leader gave architect Speer a deadline to build a new magnificent building in which his office will be located within a year.

Speer writes: "The long plot of land for construction prompted me to line up a series of rooms along a long axis. Here is the plan that I showed Hitler: through the great gates, the visitor would enter from Wilhelmplatz into the Court of Honor. Via the stairs in front of the building, he would first enter a medium-sized reception room, from which almost five-meter-high double doors opened into a large hall clad in mosaic. Then he would ascend several steps, pass through a round room with domed ceiling and see before him a gallery 145 meters long.

Hitler was particularly impressed by my gallery because it was twice as long as the Hall of Mirrors at Versailles. The deep window niches were intended to illuminate the room indirectly and achieve the pleasant effect I saw when viewing the Great Hall of the Château de Fontainebleau![64]

So, overall, the series of rooms were decorated with a rich variety of materials and colors and totaled **220 meters** in length. Only then did one reach Hitler's reception hall. It was, without a doubt, the splendor of representative architecture and certainly the "effect of art", which was also in the Baroque, which Hitler was always impressed by: "On the long walk from the entrance to the reception hall they will get a taste of the power and grandeur of the German Reich."[65]

Personal space

Many books and articles have been written about how animals, birds, fish, crustaceans and primates mark and defend their territory[66], just like humans. Personal space focuses on the body and can be considered one's portable territory, which each person carries with them wherever they go. It is called an area with an invisible border surrounding one person's body where others cannot enter without permission. Therefore, personal space is the distance that someone wants between himself and other people in a regular, informal exchange of ideas and thoughts. Observation and limited experiments show that most citizens of North America, Northern Europe and Asia want more personal distance than Latin Americans, French, Italians and Arabs. People who like more personal space are often forced to accept close contact in a crowded elevator or subway.[67]

Even within a culture, some people like more personal space than others. An American study found that men take up more personal space than women. In many cultures, people of the same age and gender take up less personal space than people of a different age or gender. Latin Americans will stand closer to people of the same sex than North Americans would, but therefore North Americans will stand closer to people of the opposite sex. People of the same sex from Laos sit very close together, almost like a crowd, according to American norms of personal space. But people of the opposite sex sit at a greater distance from each other.[68]

Distance zones

Researchers list four different distance zones.[69]

1. ***Intimate zone*** between 15-45 centimeters is by far the most important, as it is the zone that guards a person. Only those who are emotionally close to us are permitted to enter: partners, children, parents and close friends. There is a sub-zone that extends up to 15 centimeters from the body and implies intimate physical contact. This is the close *intimate zone.*
2. ***Personal zone*** is between 46 cm and 1,22 m. This is

the distance that we stand from others at cocktail parties, office events, social and friendly gatherings.

3. ***Social zone*** is between 1,22 and 3,6 m. We stand at this distance from strangers and people whom we do not know very well.
4. ***Public zone*** is over 3,6 m. Whenever we address a large group of people, this is the comfortable distance at which we choose to stand.

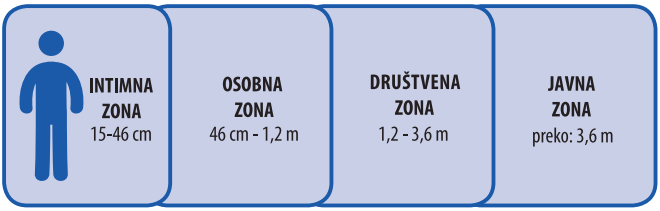


Figure 1 *Distance zones*

Territory

The concept of territoriality has been used for years in the study of mammalian behavior. It generally refers to "behavior characterized by identifying with some physical area in a way that suggests possession and defense of that territory against perceived invaders".[70] Most scientists who study behavior agree that, in addition to animals, there is territoriality in human behavior as well. They help to regulate interaction with others, and can also be a source of conflict. As with other animals, humans who are stronger and more dominant seem to have control over a larger territory.

The property that one owns or the space that one regularly uses constitutes a private territory and one will fight to defend it. Home, office and car represent such a territory, and each of them has clear boundaries in the form of walls, entrances, fences and doors. Each territory can have several sub-territories. For example, someone's personal territory in the house can be the kitchen, and they will resent it if someone enters it uninvited while that person is in it. People have their favorite places where they sit in cafes, libraries, etc. They know how to mark these areas by leaving personal items around that place or by using

them frequently. People also have their own seats in cars and consider it their territory.

Territory is important for every person, but also for animals. Animals of all species occupy and maintain territories to defend themselves, protect their young, and safeguard their food supply. People occupy and defend territory for roughly the same reasons. We use an elaborate series of defense signals to defend our territory. Some use verbal warnings such as "No trespassing", "Beware of the dog".

Others defend their territory with barriers such as gates, fences, walls and locks. These barriers are sometimes called *boundary markers*.[71] Research suggests that people rarely use verbal communication to defend temporary space. Instead, they use physical objects as markers, i.e., markers, such as leaving coats on theater seats, blankets in the stands at football games, purses or backpacks on classroom seats or cafeteria tables. These types of markers are sometimes called *center markers* because they are placed in a central location within the territory. The territory becomes a status symbol and is defended against intrusion.[72]

Professor A. Mehrabian in his book *Silent Messages* also points out that dominant animals tend to maintain a greater personal physical distance than those occupying lower positions in the social hierarchy, while subordinate animals have been observed to give space to dominant animals.[73]

> [...] It is known, for example, that chimpanzees from the same group understand their social world and its hierarchical layers very clearly. They know what is important and who has privileged access. They understand all this as if their survival and reproduction depend on it, and so it is.[74]

Glen McBride, an Australian professor, extensively studied how dominant behavior affects the spatial arrangement of domestic fowl. His theory on "social organization and behavior" emphasizes the significance of space management. This re-

lationship between personal space and hierarchical status appears to be a common phenomenon across various species within the vertebrate kingdom, including birds and mammals. Observations at the Japanese Monkey Center near Nagoya also indicate that ground-living Old-World monkeys exhibit similar patterns of spatial behavior based on their social dynamics.

The principle derived from these findings is that *individuals of higher status within a social group possess more significant access to various spaces and wield more authority in regulating their proximity vis-à-vis others than those of lower status.* Numerous everyday instances illustrate this phenomenon. For example, individuals of differing status levels within shared environments like schools, businesses, or hospitals typically see higher-status members allocated larger and more secluded spaces.

Case study 3 - Lobsters [75]

Lobsters that dig around the ocean floor have a pronounced territorial conflict. If you catch a few dozen of them and transport them to a new location, you can observe their rituals and techniques used to establish their status. Each lobster will first begin to explore a new territory, partly to map its details and partly to find a good place to roost. Lobsters learn a lot about the place they live in and remember what they learn. ... A lobster needs a safe shelter to rest, a place that is safe from predators and natural forces. As they grow, lobsters molt, i.e. shed their shells. This means they are soft and vulnerable at certain times. A hole under a rock is a good home for a lobster. In each new territory, there may be only a small number of very good shelters or places to hide. Other lobsters are constantly looking for them. This means that lobsters are often encountered when they go exploring. Complex defensive and aggressive lobster behaviors are embedded in the lobster's nervous system. In the fight for territory, the lobster ritually be-

gins to dance, like a boxer, opening and closing its pincers, moving back and forth and from one side to the other, using special nozzles located under the eyes to throw jets of liquid towards its opponent. This liquid spray contains a mixture of chemicals that send a message to another lobster about its size, sex, health and mood.

Sometimes the lobster sees at first glance that its pincers are smaller than the opponent's, so it retreats without a fight. The chemical information contained in the jet can have the same effect and convince a less healthy or less aggressive lobster to retreat. This is a ***dispute resolution at the first level***. If the two lobsters are very similar in size and have visible abilities, or if the fluid exchange does not provide enough information, the dispute will proceed to ***second level***. Waving madly with tentacles and pincers down, one will move forward and the other will retreat. Then the attacked lobster will move forward and the attacker will retreat. After several rounds of such performances, the nervous lobster feels that it is not in his interest to continue. He will make a reflexive movement with his tail, jump back and wipe out to try his luck elsewhere. However, if none of them falter, the lobsters move on to the ***third level***, which involves a real fight.

Now very angry, the lobsters come at each other fiercely with their pincers outstretched ready to fight. Each tries to roll over onto the other's back. A lobster that ends up on its back will conclude that its opponent is capable of inflicting serious injury on it. He usually gives up and leaves the place (although he is very bitter even after slandering the winner behind his back). If none of them manage to turn the winner, or if one of them does not want to give up, even though he is defeated, the lobsters go to the ***fourth level***. This level implies an extreme risk that should not be taken lightly: one or both lobsters will emerge from the conflict injured, perhaps even fatally injured.

The lobsters start to move faster and faster towards each other. Their pincers are open so they can grab a leg, tentacle, eyes or anything that is exposed and vulnerable. Once it has successfully grasped a part of the opponent's body, the catcher will quickly squeeze the pincers and jerk the tail back sharply in an attempt to tear it off. By the end of disputes that have escalated to this point, it is usually very clear who is the winner and who is the loser. The loser is unlikely to survive, especially if he stays in the territory occupied by the winner, now his mortal enemy.

After losing a battle, no matter how aggressively the lobster behaves, it loses the will to fight any further, even against other lobsters it has previously defeated. A defeated lobster loses its confidence and this condition can last for days. Sometimes defeat can have more serious consequences. If the dominant lobster suffers a severe defeat, it changes completely. He gains a new, subservient brain more suited to his new, lower position. His previous brain simply was not sophisticated enough to handle the transformation from king to loser without completely dissolving and reshaping.

The female lobsters (who also fiercely fight for territory in the strongly maternal phases) quickly recognize the *biggest guy*, whom they are immediately irresistibly attracted to. This is a strategy used by females of various species, including humans. Instead of devoting themselves to the demanding task of identifying the best male, they leave that task to the infallible calculation of the dominance hierarchy. They let the males fight and then choose their lovers from the top of the ladder. When the female is ready to shed her armor and soften a bit, she becomes interested in mating. They begin to swarm around the territory of the dominant lobster, emit attractive scents and aphrodisiacs towards him, trying to seduce him. His aggressiveness has made him successful and therefore he is likely to react in

an irritable, domineering manner. He is big, healthy and powerful. It is not easy to divert his attention from the fight to mating.

The story of lobsters is significant as it speaks to the struggle for space and territory. However, let us remember that lobsters have existed for over **350 million years**. It implies that dominance hierarchies were an essential and enduring feature of the environment to which all complex life forms adapted. Brain and nervous systems were relatively simple 350 million years ago. Nonetheless, they already possess the structure and neurochemistry necessary for processing information about status and society.

Research really shows that there is a **psychological advantage** in being in one's own territory. An animal who fights in his own territory almost invariably wins. Even a physically stronger and larger animal becomes a less capable fighter in another's territory. Thus, status is enhanced within one's own territory and others are reluctant to enter that area and be repulsed.[76]

Only individuals threatening an animal's status or authority within its territory are repelled. For instance, in a scenario where a *rat* assumes control of a territory, subordinate males who do not challenge its authority are permitted to remain. Among baboons, juveniles interact with dominant males, whereas adolescents on the verge of entering the social hierarchy avoid close contact with them. In the case of birds, territorial defense typically occurs against species with similar dietary requirements. Therefore, intruding animals are tolerated when they do not threaten existing power dynamics and privileges.

Scientists have identified three types of territory: 1) primary, 2) secondary, 3) public.[77]

Primary territories are exclusively the owner's territory. They are important for everyday life. They are carefully guarded against uninvited intruders. Home or bedroom are often described as primary territories.

Secondary territories are not so important in the daily life

of the owner nor are they perceived as something to which one claims exclusive rights.

Public territories are available to almost everyone for temporary use such as parks, beaches, squares, streets, seats in public transport, telephone booths.

Not every appropriation of territory is the same. Researchers[78] point out three types.[79]

1) ***Violation*** includes unjustified use of someone else's territory. This can be done by looking (staring), by voice or other sounds (making noise), or by body (taking two seats).
2) ***Invasion*** is more comprehensive and permanent. It is an attempt to occupy someone else's territory. It could be an armed attack in another country or the action of a woman who turned her husband's study into her computer room.
3) ***Contamination*** is the defilement of someone else's territory not by our own presence, but by what we leave behind, for example someone else's dog leaves feces in our yard.

Signals of ownership

People lean against other people or objects to show a territorial claim to that object or person. Leaning can also be used as a method, of dominance or intimidation when the object being leaned on belongs to someone else. For example, if you are going to take a photograph of a friend and his new car, boat, home or other personal belonging, you will inevitably find that he leans against his newly acquired property, putting his foot on it or his arm around it. When he touches the property, it becomes an extension of his body and in this way, he shows others that it belongs to him. Young lovers continually hold hands or put their arms around one another in public and social situations to show others the claim that they have on each other. Women will brush nonexistent dust off their husband's shoulders to signal to other women that he is taken.

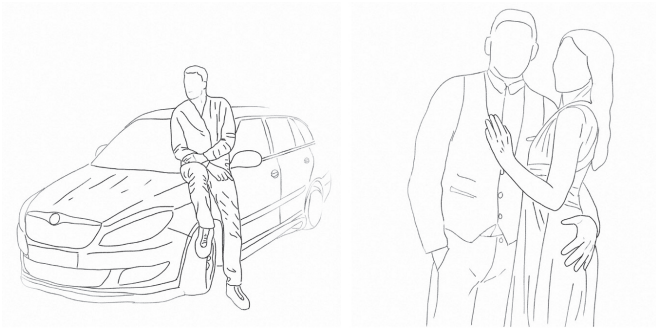


Figure 2 *Signals of ownership*

Sitting at the table

The willingness of others to cooperate with you largely depends on how you sit in relation to their position. Certain aspects of their attitude towards you can also be detected by the way they sit in relation to your position. Experts point out that although there is a general formula for interpreting the seating position, the environment can influence the choice. The choice of a place to sit indicates the degree of closeness and directness of orientation. It has a status significance, both throughout history and now.

Status significance led to the elaborate discussions of table shape for the Vietnam peace talks in Paris. Delegates from various nations and political groups at the talks did not wish to be judged implicitly as being of lower status through an assignment to certain positions at the table. Thus, the extensive preliminary negotiations required to decide on the shape of a table involved necessary compromises on the part of all parties regarding their respective status in the situation. A. Mehrabian: Silent Messages, **1971.**[80]

Now let us consider the main sitting options in various circumstances at work and in society.

The corner position (B1) is chosen by people who are engaged in friendly, casual conversation. The position allows for unlimited eye contact and the opportunity to use numerous gestures and to observe the gestures of the other person. The corner of the desk provides a partial barrier should one person begin to feel threatened, and this position avoids territorial division on the top of the table. This is the most successful strategic position from which a person B1 can deliver a presentation, by assuming that a person A is listening.

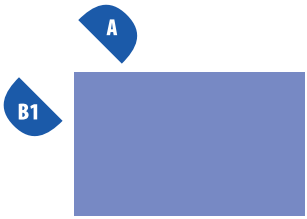


Figure 3. *The corner position*

The cooperative position (B2) usually occurs when two people are thinking alike or working on a task together. It was researched that 55% of people perceive this position as the best for cooperation or intuitively take it when asked to work jointly with another person.

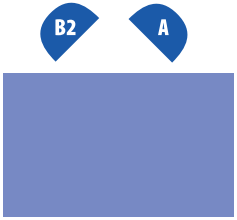


Figure 4. *The cooperative position*

The competitive/defensive position (B3) – In this arrangement, competitors face each other, just like Western gunslingers. Sitting across the table from a person can create a defensive, competitive atmosphere and can lead to each party taking a firm stand on their point of view because the table becomes a solid barrier between both parties. In business scenarios, 56% of respondents consider this position as competitive, while 35% consider it conversational in social situations, such as in restaurants. This is the most common sitting position in restaurants among couples.

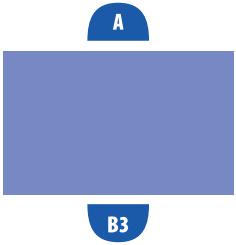


Figure 5. *The competitive/ defensive position*

The independent position (B4) is the position taken by people when they do not want to interact with each other. It is common among strangers in places like the library, park bench or a restaurant, and it is the position we refer to when we say we are "diametrically opposite" to an idea.

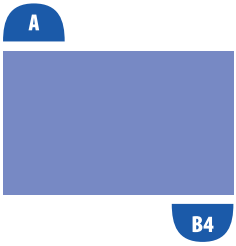


Figure 6. *The independent position*

One thought says that *it is not what you say, it is where you sit.* Rectangular tables create a competitive or defensive relationship between people because each person has equal space, equal frontage and separate edges. It lets everyone take a "position" on a given subject and allows more direct eye contact across the table. Square tables are ideal for having short, to-the-point conversations or for creating superior or subordinate relationships. Historically, the person on the right is less likely to be able to successfully stab you with their left hand, hence the "righthand man" is more favored and others subconsciously credit the right-hand person with having more power than the one on the left side.

King Arthur – Round Table. King Arthur used the Round Table as an attempt to give each of his knights an equal amount of authority and status. A round table creates an atmosphere of relaxed informality and is ideal for promoting discussion among people who are of equal status, as each person can claim the same amount of table territory. The circle itself has become a worldwide symbol of unity and strength and simply sitting in a circle promotes the same

effect. Unfortunately, King Arthur was unaware that if the status of one person is higher than the others in the group it completely alters the dynamics of group power. The king held the most power and this meant that the knights seated on either side of him were silently granted the next highest amount of power, the one on his right having more than the one on his left. The power then diminished relative to the distance that each knight was seated away from the king.

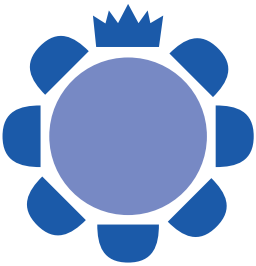


Figure 7. *King Arthur – Round Table*

Keeping two people involved. Let us assume that you, person C, are going to talk with persons A and B, and that you are all sitting in a triangular position at a round table. Assume that person A is talkative and asks many questions and that person B remains silent throughout. When A asks you a question, how can you answer him or her and carry on a conversation without making B feel excluded? Use this simple but effective inclusion technique: when A asks a question, look at him or her as you begin to answer, then turn your head towards B, then back to A until you make your final statement. Thanks to this technique, person B will feel included into conversation and this technique is very useful if you aim to attract that person to your side.

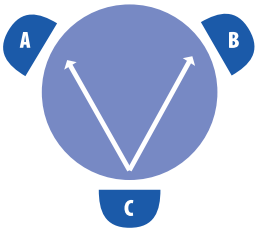


Figure 8. *Keeping two people involved*

Rectangular board tables. On a rectangular table, it seems to be a cross-cultural norm that position A has always commanded the most influence, even when all people at the table are of equal status.

In a meeting of people of equal status, the person sitting at position A will have the most influence, assuming that he or she does not have his back to the door. If A's back was facing the door, the person seated at B would be the most influential and would be strong competition for A. Positions of A and B are considered focused on solving tasks.

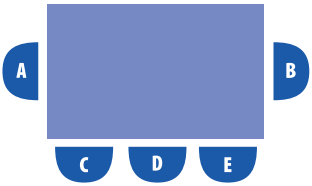


Figure 9. *Rectangular board table*

BODY LANGUAGE

You are the message!

5
BODY LANGUAGE

Before the invention of the radio, communication was mostly done in writing, through books, letters and newspapers, which meant that even less beautiful politicians and poor speakers, like Abraham Lincoln, could succeed if they were persistent and had good handwriting. The radio era gave openings to people who had good speaking skills, such as the great orator Winston Churchill, who would probably struggle to achieve as much in today's visual, televised era. Since the time of J.F. Kennedy (**the first televised president**), politicians have understood that politics relies on appearances, so the most successful have personal PR consultants on body language to help them present themselves as sincere, caring and honest public communicators.[81]

Body language is the body's subconscious reaction to a message. The body reacts spontaneously, and especially expresses feelings directly. Even if an individual consciously controls body language, signals remain that cannot be managed and influenced. Body signals are therefore an important source of information for the receiver of the message, as they make it easier for him to immerse himself in the role of the sender of the message. CNN star Larry King says, "To me, body language is like language. It is a natural part of conversation and communication."[82]

Case study 4 - Wolves are masters of communication

They speak with their “body”, eyes and ears, snout and body position, but also by marking and howling. The ability of wolves to communicate clearly and effectively is one of the reasons why they rarely come into conflict with each other. Communication builds mutual understanding and creates trust.

Wolf’s body language is multi-layered. Showing teeth, grabbing, blocking the way or light bites are intended to prevent serious fights. Calming signals such as turning the head, looking down, ignoring, and paw pounding help alleviate sociological stress. Reconciling signals such as touching, lying down together with touching bodies, parallel running together, licking and nibbling on the fur serve for better communication and reconciliation.

Eyes are an important means of communication between wolves and humans. Just like a human, a wolf will perceive a direct stare as a threat. If it looks down or turns away, it means it is submissive or friendly. A child’s open face is associated with an invitation to play. Pupil changes in both species, both human and wolf, show feelings of joy, fear, anger.

Wolves avoid direct eye contact because they treat each other with great consideration. Admittedly, while communicating, they constantly look at each other briefly, but avoid direct and longer looks.

When two people are close and comfortable with each other, they will often close their eyes when touching. Wolves behave the same way when their partner bites their fur. They obviously enjoy being touched. This is especially pronounced when the mother or nursing wolf is taking care of the cubs, but also during the mating period when couples are courting each other. Mutual nurturing for wolves is an important part of social life, it is an expression of care and

attachment to a partner. Touches encourage closeness and give a sense of security and comfort.
Courtship of wolves lasts a whole year. The leading couple sniffs and touches each other. They lick and nibble each other's face, ears, neck and shoulders. The female puts her paws on the back of the male's neck or shoulders, which resembles a human hug. When mating season begins at the end of January, the male behaves playfully like a puppy. He lowers the front part of his body, jumps on the female, wags his tail and tries to jump her from the side or from behind. If the female is not ready yet, she defends herself, pretends to be "unattainable", sits down. Very few courtships actually end in mating.[83]

Professor Mehrabian

The general significance of nonverbal communication is confirmed by Albert Mehrabian's research on the inconsistency of messages and the results of an experiment on overall likability and overall sensitivity. According to this research and equation, the first level is: visual - *How is the candidate dressed? Is he adequately dressed and neat for the situation?* The second level is *vocal* – it is tone of voice, pure sound, voice color. And the third level is *verbal* - it is simply the content of the message. What is being said, i.e., what is the message to the audience?[84]

Professor Mehrabian also asserted the percentage of importance of these forms of communication and their influence on the message:[85]

VERBAL – (What do we say?) **7** %
VOCAL - (How do we say?) **38** %
FACIAL – (Body language) **55** %.

The effect of visual (facial) expression is the greatest, followed by the effect of tone of voice (or vocal expression), and finally the effect of words. If the visual, i.e., facial expression is inconsistent with the words, the degree of likability conveyed by the facial expression will dominate and determine the effect of the overall message. On the oth-

er hand, if in an audio recorded message or telephone conversation the voice expression happens to contradict the words, then the voice expression determines the overall effect. It can work either way. The words can be positive and the vocal expression negative, in which case the overall sarcastic message is negative; or the vocal expression can be positive and the words negative, in which case the overall message is positive.[86]

Professor Michael Argyle and his colleagues confirmed our findings stated in the equation 7 + 38 + 55, points out A. Mehrabian in *Silent Messages* (1971). In a related study, they also found support for a similar relation when messages referred to dominance. A person's nonverbal behavior far exceeds the importance of his or her words when one uses inconsistent or contradictory messages that show dominance (submissiveness). For example, if a person's facial expression and posture are dominant, no matter how words imply that one is submissive, the message will be interpreted in a way that is consistent with the dominance revealed by his facial expression and body posture. These studies are important for public communication, but also for politics.

I was surprised when I first saw those results. I thought it was not possible that only 7% could belong to the "what" in communication. However, over the years I have come to accept the fact that this is indeed the smallest part of communication. If you look at the numbers again, you will realize that actually 93% of communication is based on something completely different, that is, not on the words we use. For this reason, anyone who wants to convey their thoughts as fully, as clearly and as accurately as possible should be constantly aware of other people's warning signs sent by body language, **writes Peter Thomson in his book** *The Secrets of Communication.*[87]

Professor R. Birdwhistell came to a similar assessment of the representation of the nonverbal part of communication that takes place between people. He estimated that the average person actually communicates with words for a total of ten to eleven minutes a day, and that the average sentence only takes 2.5 seconds. He found that the direct verbal component of communication amounts to 35%, and that the rest of 65% of communication is done nonverbally.[88]

Considering these results and their meaning, all political candidates should be clear about what they should pay attention to in the campaign. Candidates for the US Senate and Congress, for governor or other high offices, take courses in how to use a camera and how to speak in public. Raymond Strother says of his experiences with Gary Hart's surprisingly successful presidential campaign: "I would usually send the politicians I worked with to a drama graduate from Yale first to gain confidence and build a style. Then we go with the candidate to the video room and bring all the hottest questions of the campaign. There we teach him how to stand, to address the camera and how to answer the reporter's questions. The main thing is that, given the precious television time, he learns to answer each question in 30 to 40 seconds. Hart spoke for too long at first, he could not stop himself, but then he learned to be so concise that he could hold a press conference anywhere; in the airport, on the tarmac before the plane takes off, in the corridor."[89]

Thomas Petterson, a professor at Harvard University's Kennedy School of Government, says that the average length of a candidate's speech clip is seven seconds. Many people think that they mainly listen to the candidates, but in fact, journalists speak for six minutes for every candidate's minute.

If we stay a little longer in the political arena, an illustrative example is Charlie Whelan - the former press secretary of the finance minister in the Government of the United Kingdom,

Gordon Brown. He claimed to have been able to read the body language of his former colleague Alistair Campbell, the press secretary of Tony Blair, the Prime Minister of the United Kingdom. Whelan felt that it was possible to tell when Campbell was not telling the truth by reading his body language, or more precisely by following his sniffing habits in a sneering manner. "Every time he lies, he sniffles," Whelan claimed.[90]

Socioeconomic status/image and body language

In theory, everyone has two socioeconomic levels – the real level and the visibility level. The main factors for evaluating the socioeconomic level are - property status, education and family origin. If you choose to live in an environment where there is a concentration of power, in a big city, your perceived socioeconomic level will affect how you are treated, just as much, if not more than your actual level. The way the environment will perceive you often does not depend on the assumption of the observer, but on the information you present and on how that information is "packaged".

There is a connection between title, image and money. Socioeconomic level is also related to what we wear. Research shows that people in different socioeconomic levels wear different types of clothing and that almost most people recognize them by that. For example, out of every ten American men who come from the upper or middle class, eight of them wear beige raincoats, while eight out of ten of those who come and stay in the lower middle class wear black raincoats. If you wear a beige raincoat, people will think that you are better educated, more intelligent, more cultured, more reliable and a better worker than when you wear a black raincoat.

According to research, members of the upper socioeconomic groups mostly own things that indicate wealth and good taste. They live in more expensive houses, drive more

expensive cars, wear more expensive jewelry and clothes. They have more money. They are more likely to have more original classical music CDs in their homes, which indicates a certain level of taste. They own works of art and antiques, which indicate both wealth and taste. But almost everyone agrees that just owning an expensive house or a big car does not make you a representative of the upper socioeconomic level. However, they also admit that it is a very good first step towards that.

On the other hand, people from the upper middle class have clear verbal and visual signals. People of the upper middle class walk, stand, sit and hold their heads at different angles than people from the lower classes. Body signals are important in the communication of socioeconomic status. It is said and known that we can control the way people will react to us, if we control our body signals. Our body signals will determine whether we will be trusted, loved, admired or held competent.

Socioeconomic behavior and communication thus lead us to a socioeconomic image. It has to do with our overall communication as well as dressing. Researchers have come to the realization that if people change their clothes, their visible socioeconomic level will change, and the world will treat them differently. When these individuals gave non-verbal signals of upper-middle class, most people from all milieus of life viewed them as competent, more intellectual, more beautiful, etc. It has been found that the same phenomenon occurs when one's socioeconomic body signals change as well. Men from upper socioeconomic backgrounds hold their shoulders almost in a military fashion. Their necks are sometimes pointed forward, but their heads are upright. People from the lower middle class all have their shoulders bent forward, their heads down, which forces them to walk as if on roller skates. The stride of upper-middle-class people is approximately 24 centimeters, while that of lower-middle-class people is long and uneven.

Women who come from the upper middle class keep their necks thrown back and their heads held upright. People from the upper middle class are more prone to controlled, precise motions. The way they use their hands and the way they walk are completely different than lower middle-class people do, who tend to wave their arms and hold them away from their bodies.[91]

Closed/open body language

When we cross our arms and legs and face away from the person we are talking to, we are communicating with ***closed body language***. This can signal that we are closed to any new information we receive, and it can also highlight our anxiety. When the body closes, the mind also closes, that is, when the mind closes, the body follows it.[92]



Figure 10. *Closed body language*

With open body language, legs and arms are not crossed, i.e. buttoned. With open communication, we direct our body towards the person we are talking to and often make gestures by showing our palms. This reveals openness to new people or ideas and leaves a good impression on the interlocutor. When we communicate, we are sensitive to other people's body language, but we also need to be aware of our own actions and the signals we send out.[93]

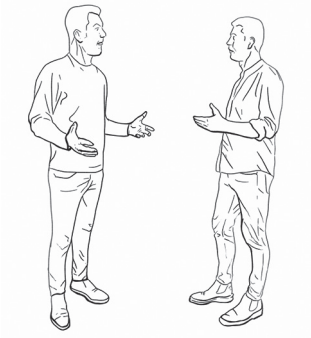


Figure 11. *Open body language*

You are the message

We can often read the statements of famous actors that certain film or theater roles were very demanding for them. This confirms, regardless of their sometimes-lavish talent, that it is also difficult for them, even for an hour, to be someone else.

In today's era of photography, we are all television producers. We broadcast our own shows. We record a certain percentage of viewership. We have been absorbed by the medium of television and now we are part of it. We can broadcast comedy, drama, informative and political programs, write scripts and act, and make the audience laugh, cry or get bored. "**The medium is the message**", wrote Marshall McLuhan, and Roger Ailes believes that **every person is a message**, regardless of the medium they choose.

"You are the message", can be reduced to the fact: if you do not see yourself as a walking, speaking message, you have not understood the most important thing. Words are meaningless if the rest of you is not aligned with them. Your wholeness affects how others perceive you or react to you. "In the past twenty years, I have worked with literally thousands of business and political leaders, entertainers and people who just want to succeed. I have helped many people to learn to communicate more effectively, to control the communication environment, to convincingly present their positions, to overcome unpleasant questions from journalists and angry shareholders and in general to navigate the changing communication situations in which we find ourselves every day. The secret of this training is in the sentence *You are the message.*"[94] So, it is important to accept the fact that you (the whole of you) are the message - and that the message determines whether or not you will get what you want in life.

Insecurity

Public roles bring with them a lot of challenges. Politicians, actors, musicians and other public and famous figures are constantly in the spotlight. No matter how routine it may be for some, every public event,

public appearance and public role carries with it responsibility and therefore nervousness. Of course, everyone wants to cover it up. Many are often under a "mask".

Concealing potential nervousness or insecurity is no easy task. Nonverbal signs are the ones that show us that a certain person is uncomfortable or nervous and even insecure. Men often know to touch their cuffs, the top of their shirt sleeve or the watch on their wrist in front of the audience or cameras. Although this gesture can help a person to gain additional security, it also reveals another state of the person.

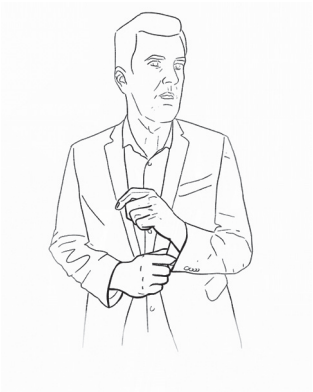


Figure 12. *Touching the shirt or cuff*

On the other hand, women, when they are scared or insecure, can grab their purse or, if they are holding a bouquet of flowers, they squeeze it against their body.



Figure 13. *Holding a purse or bouquet*

Face expression

The face is the most expressive, unrecognizable and memorable feature of all human beings. The face clearly conveys information and strongly shapes the image of a person. Therefore, the rich and famous ask to have their portraits taken. Like people, faces are special and different.[95]

The pioneer in the field of nonverbal communication research, R. Birdwhistell, introduced the term kinesics to denote the study of body motions in communication. "Body motions" are used in a broad sense and refer to head and face motions. Birdwhistell estimated that more than 700,000 possible physical signs can be communicated by body motions. How powerful nonverbal communication is, we will testify with one example.[96]

At the end of the nineteenth century, it was rumored that a German horse named ***Hans knew how to add numbers****. If you asked him to add, for example, two and six, he would hit with his hoof on the ground eight times. It is interesting that Hans could only add in the presence of human beings. His mysterious talent was later explained very simply: when he unconsciously came up with the correct answer, he would see the audience relax and stop kicking his hoof.*[97]

An example of great interest in non-verbal communication is the series *Lie to Me*, which has been shown in the USA since 2009 on the FOX channel, and it is about Dr. Cal Lightman, an expert in the interpretation of nonverbal behavior. The plot of the series is based on this expert's ability to judge when people are lying and thus enable the police to solve crime cases. Research shows that the human face is so mobile that it can effortlessly register boredom, surprise, affection and disapproval, one after the other, within a few seconds. We are constantly reading facial expressions from the faces of others. In fact, facial cues are the most important source of nonverbal communication.

We use facial information for several reasons: 1) to assert someone's social category, 2) to perceive someone's personality traits, 3) to recognize the direction of their attention, 4) to measure the sincerity of their verbal behavior, 5) to understand their thoughts and mind.

Research carried out in more than thirty different cultures shows that there is a high degree of agreement regarding the assessment of emotions using photographs of facial expressions. The authors of the research claim that there is convincing evidence for the universality of facial expression of emotions.

The researchers identified six general facial expressions: 1) disgust, 2) fear, 3) happiness, 4) sadness, 5) surprise, 6) anger. They can also be found in animals.[98]

Eye contact

Throughout our history we have been preoccupied with the eyes and their effect on human behavior. Eye contact leads a conversation, indicates dominance ("He looked down on me.") or establishes suspicion when we think someone is lying ("Look me in the eye when you are talking to me."). The time we spend in a direct meeting with another person is mostly spent observing their face, thus eye signals are important for the ability to interpret other people's attitudes and thoughts. When we meet a person for the first time, we make a series of quick judgments about each other, largely based on what we see.[99] Therefore, many will say that eye contact is the most important way of non-verbal communication.[100]

*Yevgeny Yevtushenko, a Russian poet, once visited an American home where a magnificent moose head was on display. "How could you bear to kill such a wonderful creature?" asked the poet. "**He did not look me in the eye**", his host explained.*

Many of the rules about observing others that are implicit in our culture represent a tacit acknowledgment that eye contact is probably the most important facial cue we use in communication. Teaching the role of eye behavior, such as eye contact, eye movements and pupil dilation in communication, is called ***oculesics***.

Eye contact with the person you are communicating with should ideally be made within five seconds. It is a natural and important expression of your

interest. If you are communicating with a group of people, make eye contact with "friendly leaders", people in the audience who are positive about you and quick to build a positive relationship with you.[101] Never frown because you never know who is falling in love with your eyes.

Larry King, master of communication and star of the CNN program, points out that there is one rule of body language that you must follow in order to communicate successfully. It is eye contact.

Maintaining good eye contact, not only at the beginning and end of your communication, but the entire time you are speaking and listening, will make you a successful speaker wherever you are, whatever the occasion and whoever the other person is. "I lean slightly towards the person I am talking to in order to emphasize that I am focusing on them." The key is listening. If you really try to listen to what is being said, you will find that it is much easier to look the other person in the face. In fact, if you listen carefully, body language will follow automatically. You might nod your head to show interest in the topic or twirl it slightly to show sympathy or skepticism (disbelief). But, again, do it when you feel like it. Do not just nod your head up and down because you read it in this book. Although it is often important to make eye contact, you do not have to stare into the other person's eyes all the time. A lot of people are going to be uncomfortable about it, and maybe you are too.

Japan...in restaurants, hotels, bars, cafes, shops, offices and business premises, in markets, EYES are directed downwards, and direct eye contact, which the West values so much, is replaced by body posture, tone of voice, head tilt and fluency of speech. The whole body, from head to toe, expresses what you feel, it is used to convey meaning, respect, acceptance and understanding of another person.[102]

Maintain eye contact when your partner is speaking and when asking a question. When you speak, you can occasionally take your eyes off your partner. However, do not stare into empty space as if someone is there. And if you are at a party, do not let your gaze wander over your partner's shoulder as if you are looking for someone more important to talk to."[103] - advises L. King, a former CNN star.

Eye movements have at least four important functions in human relationships:[104] 1) show interest in the other person, 2) provide feedback, 3) synchronize speech, 4) show that something is attractive to us. Other functions of eye contact are: 1) intimidation using long gazes and negative facial expressions, 2) flirting, 3) attention and 4) immediacy.[105]

Today, most research indicates that eye behavior has something to do with eye contact. In one study it is estimated that in group communication we spend from 30 to 60 % of the time in eye contact with others (10-30 % of the gaze lasts only about one second).

There are four unwritten rules about eye contact.[106]

1) The onlooker can invoke interaction by staring at a person across the room. If the "target" looks back at him, this is usually interpreted as accepting the invitation, while looking away is a rejection of the observer's request.
2) There is more mutual eye contact between friends than between others, and the observer's sincere gaze is often interpreted as a positive feeling.
3) People who seek eye contact while speaking are considered to be not only extremely well disposed toward the "target", but also more sincere and trustworthy.
4) If the usual short, interrupted glances during communication are replaced by glances of longer duration, the "target" interprets them as a sign that the task is less important than the personal relationship between the two people.

Frequent eye contact is really a sign of affection or interest. For example, flirting often starts with a quick glance up, followed by looking away, followed by another glance and a friendly

smile. Eye contact does more than signaling availability. It is an invitation to communicate.[107]

Eye signals

There are numerous signals that people send with their eyes. We will consider some of them.[108]

Raising eyebrows. It is a long-distance greeting gesture that has been used everywhere since ancient times. It occurs as a sign of greeting among common monkeys and apes, confirming that it is an innate movement. Eyebrows rise and fall for a split second. The aim of the motion is to draw attention to the face for a clear exchange of signals. By lowering their eyebrows, people show dominance or aggressiveness, while by raising their eyebrows, they show submissiveness.

Widening of eyes. By raising the eyebrows, women widen their eyes, creating the so-called "child's face". It has a strong effect on men, because it affects the release of hormones in the brain, thus encouraging in men the desire to defend and protect a woman.

Looking up. Lowering the head and looking up is another gesture that indicates submission, it is attractive to men because it makes the eyes bigger and the woman looks innocent like a child. The late Princess Diana perfected the movement of lowering her head and looking up, exposing her vulnerable neck. That innocent gesture aroused the motherly and parental reactions of millions of people. People prone to submissive gestures usually use them consciously, but they know that they achieve the desired results.



Figure 14. *Looking up and to the side*

The sideways glance. Looking to the side communicates interest, uncertainty or hostility. Combined with slightly raised eyebrows or a smile, the sideways glance communicates interest, and is often used as a courtship signal (mainly used by women). Combined with down-

turned eyebrows, furrowed eyebrows or lowered corners of the lips, it indicates suspicion, hostility or a critical attitude.

Extended blinking. A normal, relaxed blink rate is six to eight blinks per minute, with the eyes closed for only a tenth of a second. Under pressure, for example when we are telling a lie, the blink rate is likely to increase dramatically. Rapid blinking is a person's unconscious attempt to remove you from their sight because you have become boring, uninteresting, or they consider themselves superior. In addition to closing their eyes, dominant people throw their head back, give a long "down the nose" look, which will usually be used by a person who feels that their importance is not emphasized enough.

Darting Eyes. When the eyes dart from side to side it can *look* as if the person is *checking* out the activity in the *room* but the reality is that the brain is *searching* for escape routes (just as happens in monkeys and apes), revealing that the person is feeling unsafe.

"Wandering eyes" We can often see people who move their eyes from one side to the other until the head hardly moves. This phenomenon is called *wandering eyes*.[109] While "wandering" people are often looking for some way out of the situation or some help. They seem nervous and agitated. Maybe they want to escape. People watching them feel uncomfortable and confused.

The gaze

Gaze is extremely important for communication. This is especially important in international and intercultural communication, where the gaze types strongly influence the purpose and effect of communication. When it comes to the gaze types, they are divided into:[110]

1) ***the intimate gaze.*** If our gaze wanders over the entire body of the interlocutor, measuring him from head to toe, we are aware that with such a gaze we are sending a completely different message. In a face-to-face conversation, this can mean to the interlocutor that you are not comfortable with his presence or you want him to finish the story or, on the other hand, to leave if your gaze is focused on the center of his forehead.

2) ***the social gaze*** goes in a triangle from the interlocutor's eyes to the middle of the chests. That look shows that you are a natural conversationalist.

3) ***the business gaze*** moves from the eyes to the mouth, with which you look into the person's head. Such a gaze confirms that the conversation is official.

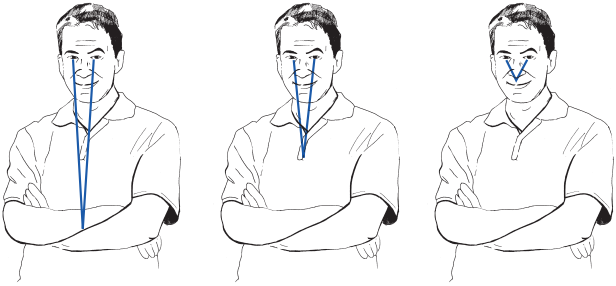


Figure 15. *Gaze types*

In addition to the three types of gazes listed, let us consider some other aspects of gazes.[111]

The third eye. Imagine that the person in the middle of the forehead has an eye and that you are looking in the area of the triangle between their "three" eyes. Such a look not only creates an extremely serious atmosphere, but stops all those who bother you. You will control the situation so that your gaze does not drop below their eye level. Never use this kind of look in friendly and romantic encounters. But it is the right choice for someone who wants to intimidate you.

The power stare If your gaze is bland or impenetrable, practice a powerful stare to appear authoritative. When someone attacks you, try not to blink while maintaining eye contact. When looking at the attacker, narrow your eyelids and focus closely on the person. Predators do this right before attacking the prey.

Controlling the gaze. If you want to control how the person looks, point the pen at what you want the person to see and at

the same time tell them about what they are looking at. Then raise the pencil and hold it at the eye level of both of the interlocutors. It is so powerfully attention-grabbing that the person will lift their head, look at you and see and hear everything you say, so you will get your message across completely. While speaking, always keep the palm of the other hand open.

Blinking

Blinking is first of all necessary for the health of our eyes. It helps the eyes stay moist and is a kind of cleanser. Not everyone blinks at the same rate. There are different data on how many times we blink per minute. According to some indicators, it is 8 to 15 times per minute, while some other works point out that we blink 15-20 times per minute, which is 900 to 1200 times per hour or 14,000 to 19,000 per day. It is known that blinking is related to the pressure a person feels in a certain situation. It can also be related to lies. Blinking speed is also related to the person's confusing state or wanting to clarify something. Blinking is certainly associated with *agitation* due to one's own behavior, due to the inability to express one's own opinion at a certain moment or because of something we heard.[112]

Nodding

In Japanese culture, one does not express agreement or disagreement by nodding one's head. But in many Western cultures it is very pronounced in interpersonal or group communication. When nodding, we usually confirm what the other person is communicating. But the speed of the head nod is important. In this regard, there is:

- *Slow head nodding* as an encouragement to continue speaking. At the same time, we show that we listen carefully.
- *Nodding a little faster* is a sign that we understand what our interlocutor is saying.
- *Nodding very quickly* can mean complete agreement that arouses emotions or is a sign to stop the conversation and that the other party wants to say something.

To know which message is correct, you need to check other non-verbal body language signs.

Hand contact

The human hand contains twenty-seven tiny bones. Scientists have discovered that there are more nerve connections between the hands and the brain than between the brain and any other part of the body. Therefore, the movement and position of the hands give a good insight into the emotional state of a person. Hand gestures allow people to use tools and use a wide range of gestures to communicate. As a form of non-verbal communication, hand gestures come in second place, right after facial signs.

In many countries, hands have taken over the role of punctuation marks, managing turns in conversation. The raising of the hand was adopted from the Italians and the French, who use "hand language" the most, but it is still rarely seen in England, because waving the hands during a speech is considered inappropriate and ill-mannered.

Hand communication can add emphasis, openness and warmth to your message. When talking to the interlocutor, pay attention to the hands. They move with light, natural, but lively gestures that support and reinforce the spoken words. The relaxed use of hand gestures gives depth and power to your message. A natural move also suggests openness, confidence and spontaneity on your part. Good orators use two types of gestures: *descriptive* and *emphatic*.[113]

Descriptive gestures literally illustrate your sense of posture. For example, when the interviewer asks, "How big was the biggest fish you caught?", your hands automatically extend vertically to show the approximate size of the fish, even as you describe it verbally: "It was 50 centimeters long." "How big were the hailstones?" - and your thumb and forefinger form an oval shape when you describe it: "They were the size of pigeon's eggs". It is a descriptive representation of sizes using your hands.

Emphatic gestures serve to emphasize or highlight certain meanings in your speech. Your hand moves up and down in a hammer-like fashion to deliver a message in a persuasive and effective manner, or your hand moves outwards with an open palm as you give an explanation.[114]

Choosing the right *moment of a gesture* is important.

Let us consider several situations in which "hands speak".[115]

Rubbing the palms together. Rubbing palms together is a way people communicate positive expectations. The gambler rubs the dice with his palms, indicating that he expects a win. The speed with which a person rubs his palms indicates the belief that he can hope for a positive outcome. Slow rubbing of the palms can mean the exact opposite. Because of this, it is important to understand that palm rubbing signal should always be considered in context. A man who stands at the bus station on a cold morning and quickly rubs his palms together may not be doing it because he expects the bus to arrive soon, but because his hands are cold.



Figure 16. *Rubbing the palms together*

Thumb and finger rub. Rubbing the thumb against the index finger or the fingertips against the tips of the fingers is usually a gesture that indicates the expectation of money. It symbolizes rubbing the coin with the thumb and fingertips.

Folded hands. At first glance, this gesture may appear to be a sign of self-confidence, as individuals often use it in combination with a smile. Folding hands is a gesture that shows restraint, concern, or a negative mood. Conducted research on folded hands indicates that in negotiations, folded hands can mean frustration, hinting that the person is holding back a negative mood or concern. It was resorted to by people who felt that they were not persuasive enough or that they were losing negotiations. Folded hands have three basic positions: 1) folded hands raised in front of the face, 2) folded hands placed on the desk or on the lap; and in a standing position, 3) folded hands lowered over the crotch. Researchers indicate that there is a correlation between the height at which the hands are raised and the degree of frustration. It is more diffi-

cult to deal with a person whose hands are raised high than with people whose hands are in a lowered position.



Figure 17. *Folded hands*

Spike position hand gesture (steeple). Placing your hands in a spike position can be an exception to these high-raised-hands rules. The fingers of one hand are lightly pressed against the fingers of the other hand, forming a steeple. Research shows that this hand position (steeple) is often used in the interaction between superiors and subordinates and that it indicates a reliable and self-confident attitude. Superiors often use this gesture when giving instructions or advice to subordinates. This hand gesture is often used by self-confident, superior people in order to signal their self-confidence.

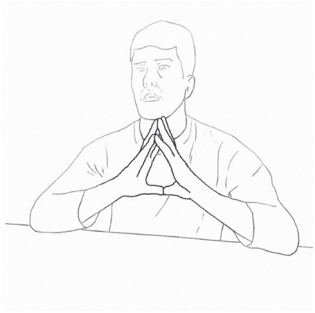


Figure 18. *The spike position hand gesture (steeple)*

Face platter. It is not a negative, but a rather positive gesture, and it is used in courtship. It is mainly used by women and by homosexual men when they want to attract a man's attention. Women will place one hand over the other and expose her face to a man as if it was on a platter.



Figure 19. *Face platter*

Hands behind the back. Holding hands behind the back is a common gesture of state leaders and royalty, and it is also used by police officers on patrol, principals on school playgrounds, senior military personnel as well as everyone in a position of power and authority. This movement is associated with a feeling of superiority, self-confidence and power.



Figure 20. *Hands behind the back*

Thumb displays. Thumbs have been used as a sign of power and authority for thousands of years. In Roman times, a thumb pointing up or down meant life or death for a gladiator. Thumbs are used to display superiority. In palmistry, they represent strength of character and ego, and so in body language, thumb signals communicate a self-indulgent attitude. Thumbs show superiority, self-awareness, sometimes aggressiveness. Showing the thumbs is a positive gesture often characteristic of "cool" people who use it to show their superiority. Men in the company of women whom he is attracted, people in prestigious clothes or clothes that show a high-status will also use it. You will rarely notice it in a low-status person, such as a homeless person.

Thumbs protruding from coat pockets. This gesture is equally common to women and men who found themselves superior to others. It is Prince Charles' regular body language gesture.



Figure 21. *Thumbs protruding from coat pockets*

Crossed arms. Crossed arms communicate a defensive or negative attitude. They are a sign of being closed and buttoned up. It is a defensive style of communication.

Palms

When people want to be open and honest, they will often extend one or both palms to the other person and say, "I am sorry if I hurt you." Like most nonverbal signals, showing palms is completely unconscious and conveys an "intuitive" feeling or hunch that the other person is telling the truth. When children lie or hide something, they often hide their palms behind their backs. Salespeople are taught to watch the customer's palms while he explains or gives objections as to why he cannot buy the product, because the man who gives valid reasons usually has open palms. When a person explains something honestly, he uses his hands and shows his palms, while someone who is not telling the truth will most likely give the same verbal answer, but will conceal his hands. Keeping their hands in their pockets is a favorite trick of men who do not want to engage in conversation. Originally, the palms were like the vocal cords of body language because they spoke more than any other part of the body, so putting them away was like keeping the mouth closed.[116]

By using open palms in communication with others, you can present yourself as more open and credible. It is an interesting fact that the more frequent the movements with open palms are, there is the lower tendency to tell lies. If a man is sincere, he will expose his palms, but the very act of exposing his palms will make it difficult for him to tell a convincing lie.

Palm power. One of the least noticed but most powerful body signals is given with the palm of the hand when giving instructions, commands or shaking hands. When used correctly, the "palm power" gives the person who uses it power over others.

There are three basic command gestures with the palm: 1) "palm up" position, 2) "palm down" position, 3) "closed palm with pointing finger" position.

Palm up position is submissive, non-threatening gesture that reminiscent of a street beggar. Looking from an evo-

lutionary perspective, it shows that the person does not hold a weapon.



Figure 22. *Palm up position*

When the ***palm is turned to face downwards***, you will project immediate authority. Others will feel that you have ordered them to do something. The use of this palm is accepted differently according to the hierarchical scale. If you place your palm like this towards someone on the same level, that person may reject the communication or order and become angry with you. If someone is subordinate, he will accept orders because he has to. Turning your palm from an up position to a down position completely changes the way others perceive you. During the Third Reich, the Nazi salute with the palm facing directly down was a symbol of power and tyranny.

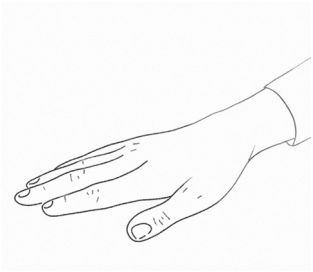


Figure 23. *Palm down position*

Closed palm with pointing finger position is actually a fist, and ***pointing finger*** serves as a symbolic club with which the speaker figuratively forces listeners to submit to him. Subconsciously, this position evokes negative feelings, because it is a precursor to a "direct hit", a movement that most primates use to attack and threaten. The pointing finger is one of the most annoying gestures someone can use while speaking, especially if it beats time to the speaker's words. In some countries (Malaysia, Philippines), pointing a finger at someone is an insult, because you only point the finger at animals. In Malaysia, people use their thumbs when pointing at other people or giving direction.



Figure 24. *Closed palm with pointing finger position*

Handshake

Shaking hands is a common ritual when getting acquainted, and some theorists state that it originated as a message that we have empty hands (not a club in them) and good intentions. Shaking hands is also a rare opportunity to touch another person. By shaking hands, we subconsciously convey one of three attitudes: 1) dominance, 2) submission, 3) equality. We should never forget that the handshake was created as a gesture of greeting or concluding a deal, so it must always be warm, friendly and positive.

Nevertheless, in everyday communication, communicators recognize several types of handshakes: vice like handshake, questionable handshake (beast handshake and slippery fish), dominant handshake, missed handshake, politician's handshake, etc.[117]

Vice-like handshake. Building a subconscious relationship with another person is the purpose of a vice like handshake. During such handshake, one should adapt to the other person by following the speed, grip, swing and duration of the handshake. There are examples of how to achieve that. When someone reaches out to you, wait a split second to feel how hard they are going to squeeze your hand. Then adjust the grip. Look other person in the eye, DO NOT look at other person's hand. Let the other person control the handshake and adjust the number of up and down movements, the speed of the handshake and the duration of the touch. Release your hand as soon as you feel the other person release it. You need to practice and the effect will be extraordinary.[118]

Questionable handshake. The purpose of this handshake is to ask a question with the hand, without the other person understanding what we are doing. In this way, the following questions are asked: "Will you listen to me?", "Will you re-

sist me or my ideas?", "Are you compliant?"

A superior or dominant handshake. A dominant handshake is a handshake with an "upper hand" position. It occurs when someone approaches you in a superior manner, meaning with their palm facing down, forcing you to extend your hand in a submissive motion, with the palm facing up. This is how dominance is transmitted.

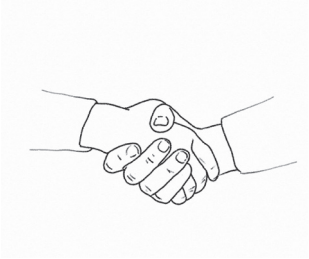


Figure 25. *A superior or dominant handshake*

Submissive handshake. Contrary to the dominant handshake, you can offer your hand with your palm facing up, symbolically handing over control to the other. By doing so, you also communicate submission.

Beast handshake or ***bone crusher*** is a type of handshake where someone tries to squeeze the last drop of blood out of your hand.

A slippery fish *or* ***a wet fish*** is a repulsive and limp handshake. It is a way of handshaking when you feel like you are shaking hands with a slippery fish or a limp banana.[119] It is interpreted as a lack of commitment to the encounter.

Sweaty palms. There are more sweat glands in the palms of the hands than anywhere else on the body, which is why sweaty palms are so obvious. When shaking hands, many people express their inner state or nervousness by sweating their palms. If you cannot avoid it, it is important that you always have a tissue with you to wipe your hands before shaking hands and thus eliminate the creation of a bad first impression.

The finger-tip grab is a common occurrence in male-female greetings. If, when shaking hands with another person, you only grab the fingers, instead of accepting the whole hand, you have missed the handshake. It is certainly an awkward situation that can be remedied by taking the right wrist of the other person's hand, with your left hand, while looking them in the eye. Slowly move your hand from fingers to a full grip and continue the handshake.



Figure 26. *The finger-tip grab*

The stiff-arm shake. Aggressive people are prone to shaking hands with a stiff hand, and its main purpose is to keep you away from them and out of their personal space. It is also used by people raised in rural areas and provinces who have a larger personal space and want to protect their territory.

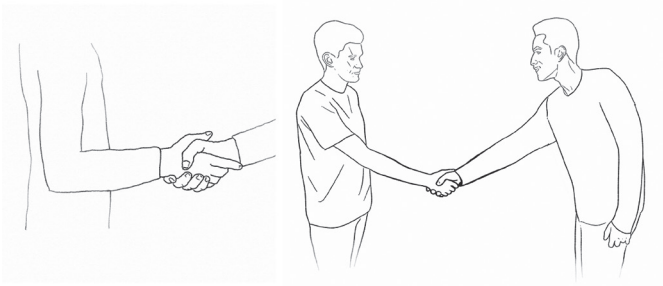


Figure 27. *The stiff-arm shake*

The socket-wrencher is popular choice of power players and common cause of watering eyes, and in extreme cases, torn ligaments. It is the predecessor of pulling with a bent hand, and it is performed by strongly griping the outstretched palm of another person and at the same time pulling strongly, which tries to drag the other person into the personal space of the initiator of the handshake. The result is a loss of balance and a bad start to the relationship.

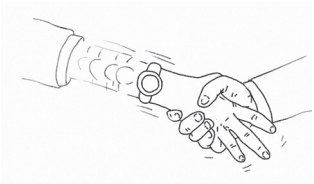


Figure 28. *The socket-wrencher*

The pump handle. With a strong rural undertone, the initiator of this handshake grabs the recipient's hand and begins an energetic, rhythmic series of quick vertical shakes. Although

up to seven shakes are acceptable, some continue to shake their hand uncontrollably as if they are trying to get water out of the person, they are shaking hands with.

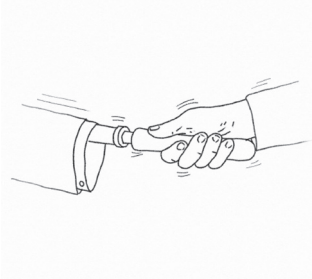


Figure 29. *The pump handle*

Rapport handshake. There are two main features for creating rapport in a handshake. First, make sure that your palm and the other person's palm are in a vertical position so that neither of you is in a submissive or dominant position. The second is to respond with the same pressure you receive. In other words, if we measure grip strength from one to ten, where your grip strength is seven and the other person's grip is five, you must reduce your grip by twenty percent. If the other person's grip is nine and yours is seven, you will need to increase it by twenty percent.

Politician's or corporate handshake is a double-hander handshake. The person who reaches out first is trying to give the other person the impression that they are honest and trustworthy. It is performed by looking directly into the eyes and having a genuine relaxing smile and confidently repeating the other person's name. A double-hander grip increases the amount of physical contact and is considered a small hug. However, it is recommended that this method of handshake is not applied to a person we meet for the first time, but to a person we know well.[120]

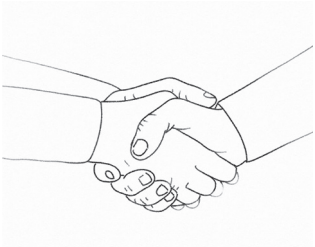


Figure 30. *Politician's or corporate handshake*

Shoulder, elbow and upper-arm grips

As emphasized, the intention of any two-handed handshake is to try to convey the impression of sincerity, trust and depth of feeling to the other person. At the

same time, the left hand expresses a special feeling or depth of feeling that the initiator wants to convey. Also, the left hand enters the so-called recipient's intimate zone.

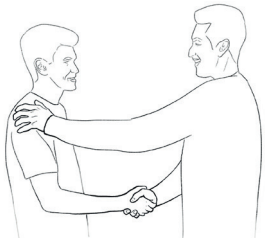


Figure 31. *The shoulder hold*

So, shaking hands in such a way that we hold the interlocutor by the shoulder or the upper arm or the elbow indicates a great closeness with the other person. Such a handshake can result with a hug. Handshake in this regard is acceptable when persons are in a close or intimate relationship or are in a family relationship.

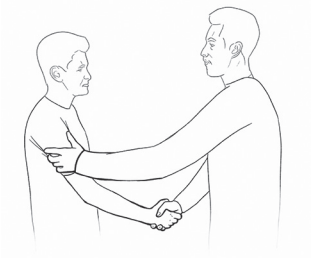


Figure 32. *Upper-arm grip*

To emphasize, this type of handshake enters the most intimate space of a person and is therefore possible only with very close people. Otherwise, such handshake is not appropriate. Remember, if there is not a close relationship between you and the person you are shaking hands with, do not use a double-handed handshake, and if someone offers it to you with whom you do not have some kind of personal bond, you can look for hidden intentions.[121]

Crossing arms

There are several variants of how certain feelings are expressed with crossed arms. Crossed arms mostly reflect a defensive and reactive attitude. We often use them in the company of unknown people. If we have our arms crossed with clenched fists, we communicate a hostile and defensive attitude. People who are insecure about themselves take a defensive stance when they come to a doctor's or dentist's office, or to a lawyer or prosecutor. Crossed arms can mean a negative mood. Fear is often hidden behind crossed arms.

Fully crossed arms can be replaced with partially crossed arms. A widely accepted version of this gesture is holding one hand on the other, characteristic of people standing in front of a group of people to receive recognition or give a speech. "Desmond Morris says the gesture allows people to restore emotional security..."[122]

Who should reach first?

Since shaking hands is a sign of trust and welcome, before starting a handshake it is important to ask yourself two questions: "Am I welcome?" "Is this person happy to meet me?" The answer to these questions will determine the act of handshake. It is important to know that shaking hands with women in some countries is questionable (for example in many Muslim countries it would be considered rude; instead, a small head-nod is acceptable).

Left side advantage. When two leaders stand side by side for media, they will try to appear equal in physical size and dress code but the one who stands to the left side of the picture is perceived dominant. The reason for this is that it is easier for that person to gain a dominant position when shaking hands, so it seems that way.

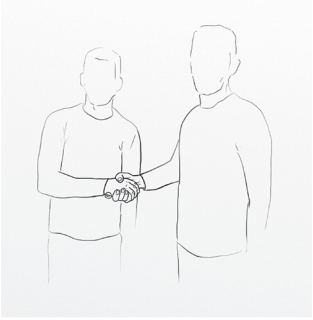


Figure 33. *Left side advantage*

Thumb up gesture

The thumb up gesture is interculturally sensitive. In some countries like Britain, Australia and New Zealand, the thumbs up has more meanings. Hitchhikers are generally recognized by this, but it is a sign that confirms that things are OK. For Italians, that sign means number one.[123] In Germany, thumb up is something great. A raised thumb is a sign of happiness and represents some positive attitude, approach or assessment. It is a message of hope but also of life. For the gladiators in the ancient arenas, the thumb up

meant that they would survive another day, until another fight. In Greece, thumb up means "I have had my fill". In some Asian and African countries, a raised thumb can mean profanity or a sexual insult.



Figure 34. *Thumb up*

Victory or V sign

Like the thumb up, the V sign too can cause problems if it is not viewed across the cultures where it is applied. In general, in the West, it is a sign of victory, but also a symbol of peace. When one wants to send such a message of victory and peace, the palm is turned outward. This is how Winston Churchill, who popularized this sign as a sign of victory, triumph and freedom, used it. In the opposite position, i.e., facing inwards, in Britain it can mean "I'll stick it to you", for an American it means "two", and for a German it means "victory".

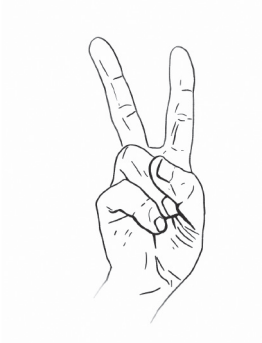


Figure 35. *Victory*

Ring gesture

That is OK sign. There are many widespread theories about what this sign meant over time. It is obvious that the circle in the OK sign represents the letter O. Its meaning is generally accepted in all English-speaking countries, and thanks to the influence of film and television, it quickly spread throughout the world. Observing this sign interculturally, we will see that it has a different meaning in some countries. So, in France and Belgium it means "zero" or "nothing", in Japan this gesture can mean "money". In Turkey and Brazil,

this sign can mean an insult. In some Mediterranean countries, it is an orifice sign that marks a man as homosexual. If you are traveling abroad, in order to avoid possible unpleasant situations, it is best to ask the hosts to show you which signs are considered acceptable or offensive in their country. According to the well-known rule: When in Rome, do as the Romans do.

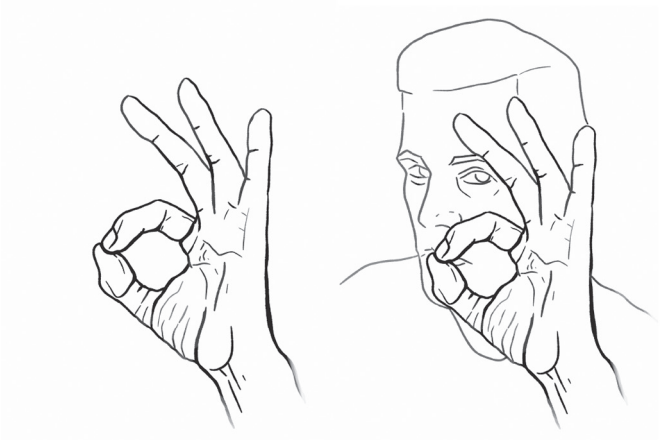


Figure 36. *Ring or OK gesture*

Status, hierarchy, dominance

Many messages and signals are sent in interpersonal interaction. One of the messages is the status of a person in society or in relation to an individual, hierarchical relationship or dominance. Such relationships are more often expressed in the work environment, and these types of messages are easy to read. It is similar or even more expressive in politics, academia and other environments. Basically, the person who sees himself on the higher social scale is the one who uses his hands and initiates touch.[124] This is especially expressed in politics when the leader wants to show with his body language, i.e., the way one shakes hands, who is in charge and dominant. He has the free-

dom to choose between multiple non-verbal options to send a message. In political campaigns, it is a warm contact that shows closeness, but one knows who is in charge.

The way you use your hands has something to do with your personality. It has been observed that extrovert types are more likely to use hand gestures to support speech, unlike introverts.

Apart from the face, our hands are the most expressive and communicative part of the body. Therefore, it is no wonder that we constantly use them to emphasize what we say.

Case study 5 - Cameron and Clegg: what is their body language really saying?

David Cameron is the British Prime Minister and Nick Clegg is his deputy. For many observers, these are very similar people, observing them through their communication habits. One press conference was analyzed by James Borg, author of the book *Body Language*. ...At first glance, D. Cameron and N. Clegg are similar in many ways: in appearance, age, height, education and in their gestures. During the May of long-ago 2010, their body language gave subtle clues, while they hid the details of their real relationship.

Prior to the press conference, the pair posed briefly on the doorstep of Downing Street – a ritual that Cameron would have almost certainly have rehearsed in his mind. He certainly had finessed that relaxed, authoritative air. In these situations, and faced with a barrage of cameras, the winner is the person who can seem natural in what is essentially an unnatural environment. After the introductory handshake, we saw both men pat each other on the back, a signal which neuropsychologists refer to as a "parental" gesture. And what do most parents signify with this motion to their young? "I'm in charge." It's a status reminder,

and can be especially important in the "first among equals" situation in which Cameron and Clegg now find themselves. But their body language was more complex than that. Cameron patted Clegg first, who reciprocated with a pat of his own. Cameron then patted back, and Clegg did the same... before Cameron gave the assertive final pat with his right – dominant – hand as he ushered his deputy through the door. This was both a classic repeat display of courtship, and a barely concealed power struggle. Crucially, by doling out the final pat, Cameron had the last word in the vernacular.

The press conference that followed was a chance to meet the "newlyweds". Cameron came across as more assured, more prime ministerial in his manner and delivery, making frequent references to his new partner by gesticulating towards him with his right hand. When he gives a speech, Cameron has an unconscious habit of splaying his fingers, an open-hand gesture that projects trustworthiness. Clegg, in between looking at his notes, attempted his now-signature delivery technique of looking straight ahead. However, with his general facial expressions more subdued than usual, he glanced down more than Cameron – a sure sign of nerves.

...When Clegg spoke, it was interesting to note that Cameron orientated his entire body towards him. When we are completely at ease and interested in another person, we turn not just our head but our whole body – and often the feet – towards them.

When Cameron spoke of the challenges facing his administration, Clegg only turned his head in his direction. He also displayed a number of micro-expressions, fleeting subconscious gestures that last between three and five seconds, but which display discomfort. Clegg bit his lip on a number of occasions and touched the inside of his mouth with his tongue. As the prime minister answered questions, Clegg began to give nods and respectful glances.

Clegg is acknowledging that, although he is now a powerful player, Cameron is very much the man in charge.

James Borg: *Cameron and Clegg: what is their body language really saying?* https://www.telegraph.co.uk

Bow

This gesture is particularly specific to Japanese culture. Bowing does not mean abdicating authority or showing inferiority. This is not about submission. On the contrary: bowing, just like shaking hands with Westerners, is a simplification of behavior. One man bows to another to express mutual respect. Bows can be seen in private and public spaces. Sometimes it is a sign of humility to bow deeply to a person who returns only with a slight bow, but most often the depth of the bow is more or less equal on both sides.

Legs

Like other parts of the body, the position of the legs sends a certain message in communication. In principle, crossed legs are a sign of a negative mood. However, this fact should also be viewed interculturally, but it should be remembered that both rules and times change. Crossed legs can send a message of defensiveness. The usual position of crossed legs is that the right leg is usually over the left. The natural cross-legged position is thought to be common in Europe, Great Britain, Australia and other countries.



Figure 37. *Crossed leges (right over left)*

People who sit on chairs for a long time are forced to change their body position. Sometimes that position of the body does not have to mean complete "buttoned up", it is important to look at the position of the legs with other parts of the body. For example, if both legs and arms

are crossed, it is a sign of withdrawal and "heavy" closed position or reactivity.

Crossed legs can indicate the existence of a polemical or aggressive mood. It is a legs gesture used by many aggressive American men.



Figure 38. *American position of crossed legs*

Smile

A smile is another non-verbal aspect of communication that occupies an important place in mutual communication, but it must be viewed in a cultural sense. A smile is generally considered a sign that a person is satisfied and happy. When we are born, we cry, five weeks after birth we start to smile, and laughter starts between the fourth and fifth month. The older we become, the more serious we become about life. An adult laughs an average of 15 times a day; a preschooler laughs an average of 400 times.

A smile is allowed, but not a laugh. Laughter, frequent and loud, is a sign of immaturity (Letters of Lord Chesterfield to his son - Strategy for success in society).

There are five most common types of smiles.[125]

1) ***The tight-lipped smile***. The lips are stretched in a straight line over the entire face, and the teeth are concealed. That smile means that the smiling person has some secret, attitude or opinion that he does not intend to share with you. It is a favorite among women who do not want to directly say they do not like someone, and it is usually read by other women as a rejection signal, while men are mostly unaware of it.

2) ***The twisted smile***. This smile shows opposite emotions on each side of the face.

3) ***Drop-jaw smile*** is a practiced smile. The lower jaw is simply dropped down in order to give the smile impression of person using it.

4) ***Sideways-looking-up smile*** is with the head turned down, while looking up with a tight-lipped smile. A person who smiles like that looks youthful, playful and mysterious. Such a shy smile is a favorite of men all over the world, because when a woman uses it, it awakens parental feelings and encourages in a man the desire to protect and take care of her.

5) ***Permanent fake smile***. Some people are characterized by a permanent smile. In some areas it is simply a trademark and people smile all the time.

As we can see, not all smiles are the same. Not all of them are warm. "The smile of cold teeth" is a Yiddish expression that is familiar in many homes around the world. Those who love Shakespeare will probably think of: "Why, I can smile and murder whiles I smile" from the third act of Henry VI. Or "There is daggers in men's smiles" from Macbeth. There is a quote from Hamlet: **"One may smile and smile and yet be a villain."**[126]

In 1992, millions of workers and administrative staff in Eastern Europe were adapting to the Western business world. It was not just about the latest computers and other machines. At a series of much-talked-about courses in Potsdam, a former Pan-American stewardess instructed her students to smile while making phone calls. She told them: **"People can hear the difference."**[127]

Laughter stimulates the secretion of natural analgesics and "hormone of happiness", so-called endorphin, helping to reduce stress and physical exhaustion. That a smile is related to health is also confirmed by the fact that several American hospitals introduced the **concept of the laughter room** in the 1980s. The doctors designated a room and filled it with collections of jokes, film comedies and comedy series, and comedians also performed regularly. Patients were exposed to 30-minute laughter sessions every day. The results were impressive – a dramatic improvement in the health of the patients.[128]

I will smile at friend and foe alike. A smile remains the most inexpensive gift I can bestow on anyone and yet its power can vanquish kingdoms (O. Mandino: The Greatest Merchant in the World).

Deceit, doubt, lying

One of the most commonly used symbols of deceit is that of the three wise monkeys who hear, speak and see no evil. The hand-to-face actions depicted form the basis of the human deceit gestures.[129]

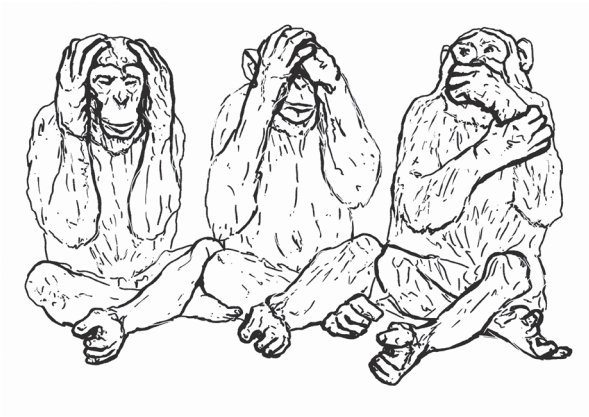


Figure 39. *Three wise monkeys*

In other words, when we see, speak and hear untruths or deceit, we often attempt to cover our mouth, eyes or ears with our hands. Unlike adults, children use these deceptive gestures openly. When a child is lying, he will often cover his mouth with his hands. When they do not want to listen to parental reprimands, they will cover their ears with their hands. As a person becomes older, the gestures become more refined and less obvious.[130]

The mouth guard. The hand covers the mouth and the thumb is pressed against the cheek as the brain subconsciously instructs it to try and suppress the deceitful words that are being said.

Nose touching. Nose touching is a more sophisticated, disguised gesture than the covering the mouth gesture. By touching

the nose, the speaker tries to hide his own lie. Touching the nose should be distinguished from rubbing the nose, which a person does because of an itchy nose. These are two different gestures.



Figure 40. *Nose touching*

However, there are certain circumstances when you have to touch your nose. Body tension is released by touching the nose. This movement is not always related to fraud, because stress together with high blood pressure releases substances that cause swelling of the nasal tissue. The nose becomes slightly larger and there is inflammation, which is not visible to the naked eye. It causes itching and a tingling sensation that makes you touch or rub your nose.[131]

The eye rub. Men usually rub their eyes vigorously and if the lie is a big one, they will often look away, normally towards the floor. Women opt for easy, gentle rubbing under the eyes. They also avoid the listener's gaze by looking at the ceiling.



Figure 41. *The eye rub*

The ear rub. There are several variations of touching the ear. Rubbing the ear, holding the hand on the ear, pulling the earlobe, putting the hand over the ear cavity, etc.

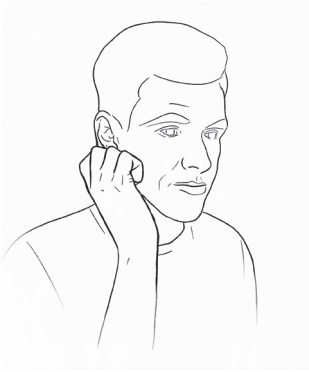


Figure 42. *The ear rub*

The neck scratch. Index finger scratches below the earlobe, and statistics say that a person scratches about five times. That gesture is a signal of doubt or uncertainty.

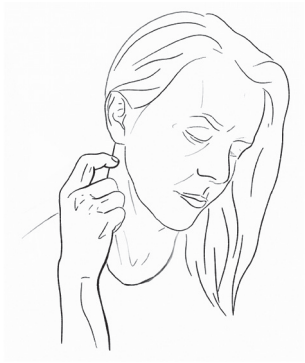


Figure 43. *The neck scratch*

Finger in the mouth. Fingers are thought to be placed in the mouth when a person is under pressure. Sticking a finger in the mouth is an external manifestation of the internal need to regain security.



Figure 44. *Finger in the mouth*

It is important to correctly interpret the meaning of the hand-to-face gesture in the given circumstances, and this requires a lot of time and dedicated observation.

Touch

Touching can be aimed at oneself and at other people. Touches directed at one's own body, which are usually not intended to communicate, may reflect a certain condition or habit of an individual. Many customs are referred to as nervous manneri-

sms. Researchers in the field of non-verbal communication call the types of touch that are focused on one's own body ***adapters***. These adapters can include different types of touching one's own body, such as licking, scratching, holding, pinching, brushing, etc.[132]

On the other hand, one of the most important forms of non-verbal communication occurs when two people touch each other. The touch can be practically electrifying, but it can also irritate, please or calm. Touch is, therefore, a very vague form of behavior which meaning often derives more from the context, the nature of the given relationship and the way it is carried out, than from the configuration of the touch itself. Subcategories of basic forms of touching include stroking, hitting, greeting and saying goodbye, holding, and directing another person's gestures.

As you can see, touch is one of the most important forms of non-verbal communication. ***Haptics*** is the science of how we use touch in communication. We know that touch is essential for the psychological and physical development of children and the emotional well-being of adults. Touch is also used to indicate a professional relationship, friendship, intimacy and sexual excitement.

Studies show that there are seven types of touch.[133]

1) ***Positive effect touch*** includes touches of support, respect, inclusion, affection, physical attraction and sexual interest.
2) ***A lively touch*** shows a restless disposition or lively aggression.
3) ***Controlling touch*** achieves compliance or attention and emphasizes response.
4) ***Ritual touches*** are formal touches that signify greeting or departure.
5) ***Hybrid touches*** are greeting or arrival touches that express affection.
6) ***Task-related touches*** can be accompanying touches (helping someone put on a coat) or used in conjunction with a comment ("I like your coat."; what one says while touching the coat).
7) ***Accidental touch;*** unintentional touches.

Touch engages and mobilizes. It is an approach form of behavior. On the other hand,

avoiding touch represents a negative attitude towards touch, which also affects your proxemic behavior and other forms of non-verbal communication.

Voice

Voice behavior refers to *how* something is said, not *what* is said. It describes a series of nonverbal vocal cues that accompany speech itself. Most research on vocal behavior and its effects on human interaction focuses on pitch level and variability, sound duration, (short or long), pauses during speech and response latency when changing speaking sequences, level and variability of loudness, resonance, clear or unclear pronunciation, speed, rhythm, and inserted sounds during speech such as "uh" or "hm".[134]

The quality of your voice – tone, modulation, volume, tempo, pitch, breathing, and even pauses – conveys 38 % of your meaning.[135]

Listening to a person speak, we can conclude that in addition to words, we can also pay attention to speech speed, pitch, accent, tone of voice, modulation, etc. These are paralinguistic signs.[136] A person's voice can also provide insight into their social class, education, background, health and well-being. The volume of the voice can be changed: soft - emphasizes tenderness or strong - expresses urgency.

Angela Merkel has convinced herself that a woman's voice is not the same as a deep male voice. Men's voices are easier to transmit through a complex speaker system than women's voices, which are often overamplified.[137]

Thus, voice becomes one of the preconditions for successful nonverbal communication. In communication, the intensity of the voice can strengthen or increase one's power and convey a sense of trust. In addition to trust, we can see several other characteristics of the voice and the possible feelings that go

with it before we consider some characteristics separately:[138]

- monolithic voice → boredom
- slow speech, low tone → depression
- high, empathic tone → enthusiasm
- rising tone of voice → surprise
- abrupt and cut off speech → defensive attitude
- terse, loud speech → anger
- high tone, words that fly out → disbelief.

The speed of speech represents the number of words that we say in a certain time. The most commonly used unit is one minute, and the average speaking speed is 125 to 150 words per minute. Speech rate is fairly constant in individuals. For this reason, higher speed is associated with fear or anger, and slower speech with sadness or depression. Some people can control their speech rate despite their emotions, but the effort to maintain control is often expressed by other vocal or facial cues. There is no optimal speaking speed. The speed of speech is more effective when it is adapted to the verbal content of the message and the specific recipient.

Voice pitch refers to the high or low level of the voice frequency. The pitch range of the voice is determined by the size and shape of the vocal cords. The pitch of the voice affects the attitude towards the communicator and the content of the message. The pitch of the voice is also an important element in establishing an attitude about the speaker. The optimal voice pitch, the level that is most acceptable, is usually one third above the lowest pitch a person can produce.

A low voice pitch sends the message that you are in control of your emotions and the situation. A high pitch conveys excitement, perhaps tinged with nervousness, fear or insecurity. A shrill voice indicates a lack of control. Avoid speaking in a monotone voice. Vary pitch and tempo to show a range of emotions, but do not let your voice soar too high. This can result in a loss of credibility.
V. Wiener: Power Communications, 1994.

Fluency is the continuity of speech. It is related to speed. Fluency of speech is affected by pauses. A person who constantly pauses, whose speech is full of vocalizations ("hm", "ah", "mm", etc.) can reduce the success of his speech communication. Pauses that are frequent, long, and vocal, and that are made during the delivery of an idea usually disturb and harm the purpose of the speaker.[139]

When Caroline Kennedy ran for the Senate in 2009 for the seat left vacant by the departure of Hillary Clinton, she gave numerous speeches at press conferences. One of the main reasons people and the media criticized her was her excessive use of "you know", "um" during her speeches. Fred Dicker of the New York Post wrote: "She seemed less like a candidate than an idea of one: eloquent but vague, largely undefined and seemingly determined to remain that way."[140]

Voice quality. Each of us has a distinctive voice quality because the resonance of the voice, which largely determines its quality, depends on the size and shape of the body, as well as the vocal cords. Studies can reliably distinguish between shrill and harsh and what is considered a pleasant or "resonant" voice. A few voices are considered particularly unpleasant in many cultures: **hypernasality** (talking through the nose), **denasality** (sounding like the speaker has a constant cold), and **hoarseness** (squeakiness).

Breaks (pauses)

Everyday speech or the so-called spontaneous speech is extremely fragmented and interrupted. Some researchers believe that two-thirds of speech comes in parts of less than six words. This creates pauses that vary in length from milliseconds to minutes. They are subject to significant variations, i.e., individual differences.[141]

Pauses are not equally distributed in the speech sequence. There are studies[142] of the general places where pauses appear in speech, namely at grammat-

ical and agrammatic intersections. The analysis of spontaneous speeches shows that 55% of pauses fall into the grammatical category.

There are two basic types of pauses:

1) **unfilled pause**, i.e. silence,
2) **filled pause.**

A filled pause is filled with some form of phonation such as "um" or "uh". Listeners evaluate too many filled or too many unfilled pauses negatively. Due to too many unfilled pauses in speech, listeners perceive the speaker as anxious, angry or contemptuous. Due to too many filled pauses, the speaker is perceived as anxious or as if he is bored. Some research indicates that filled pauses should be avoided in general, while other research suggests that their use is associated with more complex thought processes and the use of extensive vocabulary.[143] It is interesting that filled pauses appear more often in the speech of men than women.[144]

Unfilled pauses also include the so-called ***suggestive pause***, which is used in speech to highlight and emphasize a verbal message. When a certain thought or message is to be highlighted, a short (suggestive) pause is made that attracts the listener's attention. It is often used at the very beginning of the presentation. A brief silence suggests the importance of what is about to be said.

Manage silence. Use silence when you speak and when you listen. A pause gives both speaker and listener a chance to gather their thoughts. Neither should feel compelled to rush to fill a moment of silence. Learn to be calm with silence. Often silence opens the door for the listener to receive more information from the speaker. By sitting quietly and expectantly, you encourage the speaker to think for a moment before continuing to speak.
V. Wiener: Power Communications, 1994.[145]

Compliments

The way we give compliments says a lot about us. The goal of compliments is to make others feel good. You should also know how to receive a compliment by showing the courtesy of accepting a nice word. Compliments are neither easy to give nor to receive. They must be sincere and balanced. To manage compliments, you need to know a few rules or follow some guidelines for giving and receiving compliments.[146]

- Be sincere when giving compliments. Your body language shows when you are not being honest.
- When receiving a compliment, always say "Thank you" and do not dismiss or argue about what the person said.
- If you spot attention-grabbers (glasses, scarf, earrings, brooch, etc.), express admiration. (e.g. They are so beautiful...).

Do not be afraid to give more sincere compliments. You can feel much better afterwards because your compliments have a positive effect on people and encourage positive behavior. Not accepting or not giving compliments is a sign of low self-esteem. "It is okay to love yourself".[147]

Sneezing

A sneeze can also mean a gentle blowing of air up to a loud sneeze that would wake up even the dead. In order to cope with sneezing, it is necessary to carry a tissue or several (packages) of paper tissues with you. Take them out as soon as you feel like you might sneeze. A technique that helps to temporarily stop sneezing is to place the index finger firmly above the upper lip just below the nostril.

If you can, sneeze gently without vocalizing. Turn your head away from the people around you. If you are sitting, try to lean towards the floor. You can also sneeze into your elbow to avoid getting bacteria on your palms or sneezing on others. If you feel like you are going to sneeze, excuse yourself and come back when the sneezing stops. If you cannot do otherwise, you can use a napkin from the table to soften the effects of sneezing. Then put that napkin away or hand it to the waiter wrapped in another clean napkin.[148]

Digestive disturbances

Indigestion means physical discomfort due to something eaten and the urge to belch. It happens to everyone from time to time, but it is very awkward when it happens in society. If you happen to have to belch for e.g. lunch time, take a napkin to cover your mouth, turn your head away from others. If you are talking to someone and belch, say "Excuse me" and continue the conversation. The human body that needs to release gas is not limited to belching.[149]

If you feel the need to pass gas, excuse yourself and leave the company until your body calms down. If you happen to suddenly passing out gas, do not pretend that no one heard. Apologize, be discreet and take a walk. We are all human and we face these problems from time to time.

DRESSING AND COMMUNICATION

If you cannot be better than your competition, just dress better.

Anna Wintour

6

Dressing and communication

What you wear and how you wear it sends strong signals to those around you. Your clothes and accessories reflect your status: who you think you are and what you want others to think of you. Just as a juror decides in a few seconds whether the defendant is guilty or innocent according to the first impression, we judge in the same way during the introduction.

Let us not forget that Aristotle in his ethical writings talked about dressing and grooming. "A man of noble soul must find a middle ground between extravagance in dress on the one hand and excessively slovenly appearance on the other".[150] Aristotle astutely notes that excessive negligence is also a kind of ostentatiousness.

Since research shows that body language makes up 55% of communication and that others first see us and only then hear us, we should take care of the way we dress. Clothing as an important component in defining the impression and image of a person, in addition to communicating information about the individual's personality, social status, belonging to a certain group, sexuality, aggressiveness and other tendencies, also affects the behavior of the person who wears it.

Dress is a very foolish thing; and yet it is a very foolish thing for a man not to be well dressed - according to his rank and way of life. (Lord Chesterfield's Letters to His Son - A Strategy for Success in Society).

Functions of clothing

Many people believe that clothes convey important messages. Clothing can fulfill various functions: decoration, physical and psychological protection, sexual attraction, self-affirmation, self-effacement, concealment, identification with a group, influencing the opinion of others and showing status or role. Clothing can also have the function of informing the observer.[151] Clothing can influence your identity.[152]

Some of the personal characteristics that can be communicated through clothing include: gender, age, nationality, relation with an escort, socioeconomic status, identification with a particular group, occupation or service status, mood, personality traits, attitudes, interests, and values. Clothes also determine what kind of behavior we expect from the person.[153]

***Lawyers** have long known that the way their clients dress can influence the opinion of a judge and/or jury. Some defendants were even encouraged to wear a fake wedding ring to mitigate the impact of any prejudice about singles.*

*There are **five basic body shapes: round, long-oval, angular, oval and slight-angled**. Sketch the appropriate shapes and determine the one that is dominant for you. Or have a friend help you decide on your body shape. This tells you about the "design" of your body. When you replicate this design in hair, glasses, clothing,*

accessories, home and office decor, presentation techniques, and props, you have reached your visual power potential.[154]

Clothes convey different messages. The people we interact with react to these messages in different ways. Researchers believe that clothing also contributes to fulfilling the image we have of our ideal "self". Clothing can stimulate or disincentivize certain patterns of communication. New clothes can make you feel happy.

Uniform

A uniform is a special type of clothing that reveals and hides power at the same time. It identifies the person as part of the group structure, making his status in the group very visible and suppresses other signs of status. The suppression of status and individuality is the reason for the great debate about school uniforms in the United States of America. Supporters argue that school uniforms reduce differences in socioeconomic status and reduce the influence of gangs because "gang" clothing would be prohibited by the uniform code. Opponents agree that uniforms reduce differences in status and individuality, but argue that they suppress expression, creative individuality, and freedom of speech.[155]

A uniform is also an affirmation of legitimacy and can evoke conformity if it symbolizes authoritative power, as military or police uniforms do. Uniforms conceal and reveal power by suppressing individual status symbols while simultaneously signaling strong messages of group's authority and status. By using a uniform, the group affirms the individual as its representative and takes responsibility for his or her behavior.[156]

Although the uniform sometimes gives the wearer a certain authority, paradoxically, people who work in uniform generally have a lower status than people who work in professional clothes. For example, airline employees, including flight attendants, baggage handlers, and even pilots, typically wear uniforms, but an airline CEO

is likely to wear a business suit. Low-status workers in facilities such as fast-food restaurants or grocery stores are also likely to wear uniforms. So, uniforms tell us a lot about rank and status.[157]

Professional appearance

Many people follow dress codes in offices. Credibility, as one young lawyer says, is a suit. The suit, after all, makes the man.[158] In order for the market to *buy* you, you must additionally wrap your content in a quality package, which is your appearance: your grooming, your body weight, the clothes you wear, the posture you adopt, the shoes you walk in, etc.

US President John F. Kennedy reportedly used to wear two undershirts and two shirts when it was cold. At outdoor events, he would be the only man without an overcoat, which made him seem more masculine and stronger compared to his colleagues who wore overcoats.

Clothing, as well as hairstyle and make-up, should instill additional confidence in people, especially public communicators, so as not to separate them from their messages.

We should not forget what John Molly said in the book **Dress for Success**.[159] He believes that the way we dress leaves an exceptional mark on the people we meet professionally or in everyday life. The way we dress affects their behavior towards us. Performance is safer and more enterprising when you are well dressed. The suit is therefore part of the image.

Clothing should not make you look stiff, but a suit should serve for a professional look. On the other hand, you need to feel comfortable in your clothes. Every day we are in doubt about what to wear, and the rule that can help is: ***if you have to make a mistake, it is always better to decide for "more"*** (more formal) ***than "less"*** (less formal), or as the Latin proverb says: ***Locus regit actum*** – **The place rules the act.**

Clothing should be adapted to status and occasion, type of work, age, season, time of day,

cultural environment and physical predispositions. Managers, politicians and other public figures often opt for standard navy-blue suits and light blue and white shirts, while women have far more diverse clothing options.

Research shows that a certain way of dressing is associated with some personality traits. Today, 70% of young women can be classified into one of the following categories: dressing according to the latest fashion; casual dressing; dressing regardless of fashion; unconventional dressing.

Business costumes and suits are the standard uniform of business women because it is the most accepted form of dress for public servants. Business women should choose clothes in which they feel good and look good. Pockets are useful for storing notes or other materials and reminders. A purse can be a nuisance, but, if necessary, it should be kept in the car or asked to be carried by a member of staff during public appearances.

The condition of the shoes is always a good way to judge the character of a person. Messy shoes show someone who lacks attention to detail. On the other hand, clean shoes reveal someone who pays attention to detail and organization.

Your colors and patterns

Color, as well as shape, play a prominent role in style. The colors you wear should look like you. They should reflect your uniqueness and emphasize your natural attractiveness. "Color" is a shade that moves, animates and clarifies your natural appearance. It should set the mood and make a statement about you. Clearly, you can influence your appearance by regulating the colors you wear and how you wear them. You definitely want to be remembered for who you are, not what you wear. You create a lasting impression when you achieve visual harmony.[160]

"Palette" is a collection of colors that expresses all your needs and meets all your requirements. All of your colors come together on you. You are the coordinating factor. Your colors will always be your colors,

even when your skin darkens or your hair grows old. Choosing a palette goes beyond personal preference or common sense. … affects what people see. When people look at you, their eyes confuse your appearance with the colors you wear. If the result is pleasant, you will keep their attention.

One of the secrets of effective visual communication is in the way you use mood. Mood increases or decreases your individuality depending on the occasion. Let the occasion set the mood. You can also deal with the mood through color.

Patterns of clothing can be judged according to the degree of seriousness or the attitude of carelessness. **Monochrome** patterns are the most serious, creating stability and character. They do not emphasize movement or emotional connection. **Plaid** and printed patterns are the most capricious and lively. They are intense for the eye regarding movement and indicate a lack of focus. You can use them very effectively when you properly assess the theme, occasion, mood and environment in which you will wear them. Remember to choose the right pattern for the right occasion or you will create a dissonance in your communication. When you use patterns effectively, you are sure to enhance your individuality and impact.[161]

How you dress is strictly a personal decision, but not a private one. The best policy allows you to dress to make you feel comfortable. Avoid extremes, unless you are in a job where you attract attention with your appearance.

What does etiquette say?

Being well-dressed and neat shows that you respect yourself, and what you wear and how you wear it can speak as powerfully as words. The messages you send through your clothes are an important part of the behavior you show to the public. Try to dress appropriately, choose the best quality clothes you can afford and choose with taste. It does not count how many outfits you have or what brands they are, but how you treat clothes and how you combine them with

style. The most important thing is how your clothes reflect a positive attitude towards yourself, your work and society.

Start thinking about your occupation, workplace and free time. If your work and leisure activities are extremely different, separate work clothes from casual clothes. Do your work clothes send an image of a confident person, are the clothes appropriate for the type of work you do? Do you have clothes that can connect you to the workplace and social obligations? Is your casual clothes neat, clean, stain-free and untorn?

Clothes should be adjusted to the seasons. Many people like to buy classic items that last several seasons and can be combined. It is important to choose clothes that suit you in style and color. You should not buy something that you are not sure you will wear and where you will wear it. Do not forget that new accessories like scarves and ties can refresh old outfits. Minimize the trend of your work appearance. Do not wear something to work that is too over-the-top. If you want to express yourself with your clothes, choose the best or suitable place for it.

When it comes to work, familiarize yourself with the dress code of the company/institution or the dress norms of your industry. If you are not sure what professional clothes to wear, it is good to observe what successful colleagues or your superiors wear. That way you can match your style.

Dress guidelines for women

The beauty of a woman is not in the clothes she wears, the figure she wears, or the way she combs her hair, the beauty of a woman is in her eyes, because they are the door to her heart, the place where love resides.

Appearance is important. With a little discipline, you can create clothes that are contemporary and beautiful without completely breaking the bank. Like any other activity, dressing for women has some standard guidelines that should be kept in mind when dressing.

- Make sure your clothes fit perfectly. Clothes that are too big, too small, too short or too long are not good. Do not forget that there is a tailor for many clothing flaws.
- Dress according to your body shape. Certain styles flatter your body type while others do not. If you need help, consult a salesperson or a consultant or a friend who you think has style. You can find a lot of good combinations in fashion magazines, specialized websites and social networks.
- Choose the colors that suit you. Although there are no "sacred" rules about who can wear which colors, it is important to know which colors suit you best. Also, buy a few neutral-colored items of clothing that you can combine with items of stronger, more vibrant colors.
- Avoid bright colors in the office. If you are challenged to wear bright colors, limit them to accessories like a silk scarf or a blouse in a bright color under a neutral costume.
- Dress decently. Yes, you should look like a woman, but refrain from wearing very short skirts, low-cut shirts or dresses, and similar clothing, especially at work.
- In the business world, miniskirts or short dresses should not be worn.
- Check if your underwear is visible through your clothes.
- If you wear nylons, they must be tailored. In business situations, stick to skin-colored or black nylons when wearing dark clothing, and avoid fishnets or those with large patterns.
- Surely you know that shoes say a lot about you. For comfort and style, it is better to spend a little more on a good pair of shoes that you can wear in several different combinations than on a few cheap shoes that will not last long. The heel should be low or medium height. Wear shoes that cover your toes at work – simple flats are best. Use fashion accessories, but moderately. Jewelry should be simple and plain. Earrings and a necklace or brooch can really accentuate an outfit. If you wear a watch, make sure it is of good quality. Sports

watches and watches with worn straps pass only in the most casual situations.

- Be sure that your handbag matches the season as well as your clothes. Get rid of any handbags that have worn out. Do not carry several bags at once, such as a purse, a briefcase and a large bag. Carry one for everything you need.

Dress guidelines for men

Fashion for men today offers a wide variety of styles, colors and fabrics. Dressing well today implies a certain investment in professional and personal appearance. Guidelines.

- Do not get into a routine of wearing the same thing every day just because you are a man. You can change the look by combining different colors and fabrics.
- Choose items of clothing, such as sports jackets and pants, that you can easily combine. This way you will create many different outfits from just a few items of clothing.
- Find clothes in those colors that suit you. Formal shirts are subject to the norm. The same goes for suits.
- Check the fabric first, then make sure it fits and is comfortable, and only then worry about the style. Do not buy something that doesn't fit you well, e.g., do not buy pants that are too tight or too wide. Remember that neither too big nor too small is a good choice.
- Choose jackets and pants of good quality and that fit you well. If you are thin, it might be a good idea to choose a double-breasted jacket and slightly wider pants to make you look more fit. If you are built slightly stronger, choose pants with a line in the middle.
- When buying formal shirts, make sure they are long enough and that they fit into your trousers and stay tucked in. Also check that the sleeves are not too short or too long. It is best to make custom shirts.
- Choose your ties carefully. If you are not satisfied with

your taste, choose softer colors and classic patterns. The basic rule is that trendy ties are not desirable in a business environment.

- Match the belt and shoes to each other and to the suit. Belt and shoes can be the same color. Also, make sure your belts and shoes are in good condition and that your shoes are polished.
- If you want to wear jewelry, keep it moderate.

Clothing - Business and Diplomacy

Clothes send a non-verbal message, so it's important to dress for the occasion. The basic advice is; It is better to dress up more, that is, better and more formal than less formal or appropriate. That way, you will make fewer mistakes or be less noticeable.

Being appropriately dressed does not mean wearing clothes according to the latest fashion, but being dressed tastefully, being moderate. In finding your personal style, you should keep in mind that by dressing you represent yourself personally, but also the institution you come from.

For example, for a business meeting and formal events in Japan, a woman should never wear pants. It is simply reserved for gentlemen. Also, in Japan it is customary to take off your shoes, so it is important to take care of your socks.

Suit

A suit is a set of clothes consisting of pants and a jacket made of the same fabric. A suit is still the most elegant item of clothing a man can wear as long as the fit, color and fabric are right – meaning they suit the occasion, the time of day, the season and the climate. There are good reasons to list fit, color and fabric in that order because fit is indeed the most important factor. If in doubt, then it is better to buy a well-tailored suit in fabric that may not be of the highest quality than a poorly-tailored suit in better fabric – although suiting is by no means an area where compromises should be made. Good fit refers to a basic pattern that has been used continuously since the 1930s, regardless of fashions and trends, and is now considered the international standard

by all good ready-to-wear manufacturers and tailors.[162]

The cut of a good suit should look "*natural*", that is, it should bring out the best in the wearer, applying corrective measures only where there is a real need due to body shape. This is especially important when it comes to the shoulders of the suit or the length of the pants. A petite, thin-boned man will look best in a slim-fit suit with little or no padding, with narrow lapels and close-fitting pant legs. An athletically built man with broad shoulders will not need pads, and again the suit should be tailored to fit his natural proportions. If a man has a corpulent figure, it is even more recommended to avoid anything that could give him an even larger appearance in the cut of the suit.[163]

Traditional **colors** that are considered correct for a suit are dark blue, gray in shades from dark to light, and black. The suit should definitely be in one of these colors if it is intended to be worn in finance, trade, justice, politics, etc. A brown or green suit is only good for the weekend or in sports programs.

Suits are made from different fabrics. The most suitable fabric has always been (and still is) pure wool. Even in summer, because no other natural material dresses us so elegantly and is not so wrinkle-resistant.

There are different types of suits, that is, dressing.

Tailcoat *(white tie) / (long dress)* – an evening suit worn at especially formal dinners, evening receptions and indoor ceremonies during the day (for example, the presentation of credentials in kingdoms). A tailcoat is a formal jacket recognizable by its "penguin" tail, with a white waistcoat and a white bow tie; for women, a tailcoat means a long formal dress (a formal dress with a deeper but decent neckline) and gloves. The tailcoat is less and less used today, but it is still worn in kingdoms and the Vatican.[164]

Tuxedo (*black tie*) / (*long dress*) - such a suit is intended exclusively for evening ceremonies, and women then wear long formal dresses or dresses below the knee (three quarter length), but never shorter. A tuxedo is a jacket with a shiny lapel, accompanied by trousers with a shiny stripe along their outer side and a black bow tie. Tux with a white jacket is called tuxedo, but

that name is used in the US for tuxedos in general. If the guests are in tuxedos, and the waiters have black bow ties on their uniforms, they change them to white ones so that they are not dressed like the guests.[165]

Dark suit (*formal attire*) / (*cocktail dress*) – the suit is mostly black, but it can also be a dark shade of blue or gray, mandatory with a white shirt with long sleeves. Women wear knee-length or slightly below-the-knee cocktail dresses, the color is not specified.

Business suit / costume, suit or business (daily) dress.

Varteks reminds us that business attire is the formal dress code for many offices and business events. It denotes a professional style of dress that appears thoughtful and sophisticated. For men, a business suit is synonymous. Women have more choice. Although pantsuits or skirt suits are ideal, they can be replaced by business dresses or formal-looking separates. When choosing business clothes, it is important that you feel comfortable because you wear them almost all day.

Suit without tie *(casual smart*) – is a combination of jacket and pants (for example, beige pants and a blue jacket) without a tie. Women can wear combinations of jackets and pants. Shirt and pants, dress, etc.

Casual combination is not absolute freedom of dressing. If you are invited to a reception with a casual dress code, that does not mean you can wear jeans and flip-flops or sneakers. And by no means ignore the dress code indicated on the invitation, because you could be noticeable, of course in a negative sense. In any case, if you are not sure how to dress, you can always ask the host about all the details, including the dress code.

Sports clothing (casual) - refers to a more casual choice of clothing that does not include tracksuits, flip-flops, etc.

Summer suit – Summer suits are made of wool. Famous Italian summer suits are so thin that you can see the space or object through them. When wearing it, a man feels that the suit cools him down, i.e., that it does not warm him up in summer. In addition to wool, summer suits can be

made from other fabrics, such as cashmere, silk, mohair and cotton. But the tropical weight of pure wool is the best material for a suit worn to the office every day in summer. Mohair, made from the hair of the angora goat, is equally strong. This grainy, elastic fabric is mainly used for evening wear, but it can also be used for summer wear, although not everyone likes the shine that is characteristic of mohair. Silk is also a typical summer fabric like cotton and linen, and the Italians reintroduced silk into the men's wardrobe. Cotton and linen are reliably comfortable when worn in the heat, but they wrinkle and a suit made from these fabrics soon loses its shape. Plus, the lightness of linen and cotton means they do no fall as elegantly and hang as well as pure wool - these materials simply do not have the heft to return a suit to its original shape as quickly. Therefore, plant fibers are only recommended if you do not mind wrinkles on the suit.

Jacket

The last button on the jacket must be unbuttoned, that is, the second or third button (depending on whether the jacket has two or three buttons). And on a double-breasted jacket, all buttons should be buttoned. Do not take off the jacket, except when the host asks for it, but do not put it on the back of the chair, rather hang it on a hanger.

Waistcoat

Initially, the suit was made in three parts: a jacket, pants and a waistcoat. Today, it is more common to have a two-piece suit consisting of jacket and pants. The waistcoat is dying but it is still alive and will not be eradicated for a long time. A waistcoat is no longer part of a traditional tailored suit, as offices today are usually too warm to require an extra layer of clothing under a jacket.[166]

Pants

The key points that affect the fit of good pants are the measurements of the wearer's abdomen and buttocks, as well as the length of one's legs, the desired height of the waist and the width at the bottom of the

leg. Legs must be measured so that the trousers leave the front third of the shoe uncovered. It is also a rule that trouser legs should be long up to the upper edge of the heel of the shoe, but this can also depend on fashion. It is recommended to avoid the bell shape, and it is best to let the pants simply fall flat.[167]

Short pants

No matter how comfortable you are or how nice you think your legs are, wearing shorts is a dubious proposition – they are inappropriate anywhere but holiday picnics and the privacy of your own backyard. Exceptions are sports occasions when shorts are worn for practical reasons, for example when playing football, rugby or tennis, and for cycling, running, etc. Wearing short pants in the office would seriously violate the accepted norms of business dress. Short pants are still considered an inappropriate form of clothing, even if doing something in free time. But in this, even men who are sure of their sense of style make frequent mistakes - and they do it more and more often.[168] So, short pants are comfortable on the beach, in your garden and yard, and are appropriate clothing, of course, on the sports field. Ernest Hemingway liked to wear canvas shoes and short pants, but that does not mean you are Hemingway.

Shoes

We often hear that shoes are the most important part of men's clothing. And many agree with that, including fashion experts. You can ruin or diminish your perfect look if you do not match your outfit with the best shoes. This means that a good outfit must go with a good shoe. In order for them to be flawless, you must have several pairs of shoes. You cannot wear the same shoes every day. Shoes need two days to "rest" i.e., to recover after each wear. Remember, once onlookers notice what you are wearing, they will also notice what kind of shoes you are wearing. And what can we say about Japan and the bow? The first look is a look at your shoes. It is clear that we often wonder what good shoes are, how to recognize them and where to buy them. Shoes are always good if they are made of good leather and mostly by hand. These criteria

apply to all shoes - from moccasins to studded models.

Shoes can be roughly divided into shoes with closed and shoes with open lacing. Closed-laced shoes are generally a bit more "formal" than open-laced shoes, because the feet appear to be more dressed up. In America, closed-laced shoes are called Balmorals or Bals for short. The most formal of all shoes of this type are Oxford shoes. Black Oxford shoes are the most formal men's shoes. Classic half-holed shoes and full-holed shoes are in fashion today. A full hole shoe is essential in every shoe closet, an ideal shoe, especially in brown.[169]

Open lacing shoes means that the sides are sewn on top of the front. Shoes made according to this principle are called Bluchers or Derby shoes. These shoes are suitable for anyone who is not forced to wear elegant Oxford shoes for professional reasons. In black, they are formal enough to comply with the dress code.

Moccasins. Shoes without laces or moccasins are shoes that are easy to put on. Moccasins are generally less formal than lace-up shoes. Moccasins appeared in the 1930s and were contested until they became fashionable and accepted for their practicality and comfort. Today, moccasins are accepted as classic footwear - but lace-up shoes are still preferred on formal occasions.

Buckle shoes. These shoes are jokingly called monk strap shoes because they resemble monks' sandals with their buckles. Because of this detail, the shoes gained a large number of friends as well as enemies. Fans of this footwear point out that objectively there is nothing to say against shoes with buckles if some disadvantages are ignored. One of these objections is that they interfere with the fall of the pants legs because the pant leg stays on the buckles. In addition to shoes with one buckle, there are also shoes with two buckles, which are especially sought after by the French. The double buckling better distributes the pressure on the arch of the foot and thus provides greater comfort. Most men prefer black shoes with buckles. They are often seen in France where they are worn with dark gray pants.

In a practical sense, care must be taken that the shoes

are not worn. Always take care of the height, but also of the wear and tear of the heels, and leave shoes with very high heels for private or evening events. It may seem excessive or unnecessary to mention, but the shoes must be clean.[170]

Belt

There are several types of belts, but there is one important rule: **the belt must match the shoes**. According to this rule, brown belts are worn with brown shoes, including burgundy. If you only have one pair of shoes you will need an all-black belt. Belts with silver or dark silver buckles are not worn on business suits. If you are going to a less formal meeting, which does not require a suit, choose combinations of pants and jackets of different colors, it is simpler. But be careful! Brown shoes are by no means a good choice for an evening event, especially if you are wearing a dark suit.

Socks

There is a golden rule about a man's leg, more important than all the rules about colors and fabrics: **always wear knee socks** so that the bare part of your leg is never visible when standing or sitting. The only exception is in the summer when you wear boat shoes or moccasins, so you do not have to wear socks at all. In other words, you have to wear knee socks or none at all.[171] No short socks are worn with the suit or, what is worse, ankle socks.

Color of socks. The basic principle is that the socks must be as dark as the shoes, and on the other hand, they should not be too different from the pants or other clothes. When choosing socks, do not just think about the color of your shoes and pants, but also about the color of your coat, shirt, tie and pocket square. Patterned socks require a slightly higher degree of matching skill than plain socks as you need to make sure the pattern matches your pants, shirt, coat, tie and pocket square. As for the fabric, you should choose between wool, cotton and silk. Among them, cotton socks are the most popular. It is wise to buy socks at the same time as you buy other clothing as you can be sure of getting the right color match.

When choosing *socks* (*tights*), *women* should make sure they

are undamaged and always have a spare pair with them. It is important to avoid fishnet black socks, as well as socks with a challenging or inappropriate pattern. When wearing skirts or dresses, make sure that the slit is not too high and that the lace of the stockings is not visible, and the edge of the lace should not be visible even when sitting in a shorter skirt or dress. High slits and short dresses do not go well with business events. Better leave such outfits for private evening outings.

Shirt

Until the end of the 19th century, the white shirt was a synonym of elegance. Only those who had enough money to have their shirts washed regularly, and enough of them to change them just as regularly, could wear white shirts. Since the white shirt could be soiled by any form of work, only high-class gentlemen could wear it because they enjoyed the fruits of their wealth.[172]

Striped shirts did not come into use until the late 19th century, but a struggle developed before they were accepted as part of the urban business attire of the time. As a sign of compromise, the colored shirts had a white collar and white sleeve cuffs. These combinations of colorful shirts and white finishes are very popular even today, although they never have the serious look of a simple white shirt.

The design of the collar is one of the essential elements that determines the style of each shirt. There are a significant number of types of collars, and when choosing the most suitable one, it is good to consult an expert, stylist or tailor.

For men, the collar of the shirt should be right next to the neck, but the collar should not be tight, nor should it be too wide. The best shirts are custom-made and personally sewn shirts. Combined with a tie, the shirt is buttoned to the last button.

It is also important to think about the **length of the shirt**. The shirt should not be too short so that it does not fall out of the pants, and the sleeves should not be too short or too long (one centimeter outside the jacket sleeve is ideal). Short-sleeved shirts are never worn under suits.

Tie

The modern tie has existed in its current form since 1924. A person who wears a tie in the colors of a regiment, college, school or club tells the world that he belongs to that particular institution and that he belongs to a certain social class. The best ties are made of pure silk or wool. What did Mikhail Gorbachev, George Bush, Francois Mitterrand, Oscar Luigi Scalfaro and Helmut Kohl have in common? You might say the mark they left on the political landscape of their country - unless you knew that the five statesmen were regular customers of the same tie maker: ***Marinelle*** in Naples. That tie shop was opened in Vittoria square back in 1914, supplying the finest ties first to Neapolitans, and then to customers all over the world.[173]

Business tie - Classic business patterns are not original at all. Only the smallest detail should indicate whether it is an ordinary tie or a first-class product. The hidden message does not come to the fore if the unobtrusive exterior hides truly top quality, such as the ties made by Marinella from Naples. People who have read that Marinella offers the world's best custom-made ties may be disappointed to see how simple the company's designs are, but in fact their excellence lies in that simple quality. The saying "less is more" is perfectly true for ties. For business people, as well as for politicians, Marinella's reputation for quality is of primary importance.[174]

Bow tie - The bow tie is closely related to the regular tie. It comes from the handkerchief around the neck. The main reason for not wearing a bow tie less is not knowing how to tie it, when and where to wear it. Even today, it is represented in clothing especially or exclusively if it is worn with a tuxedo or a tailcoat. A bow tie is one of those things that every man wants to try and then discard at some point in life, like smoking a pipe or growing a beard.

Scarf

A scarf is a stylish accessory, similar to a tie and a pocket square, and can stand out on any person if it is carefully chosen. Cashmere scarves are the best compromise between thermal effect and formal look. A fine scarf made of silk or cashmere or a combination of them,

should be worn with an elegant overcoat. The scarf must also match the occasion – a red scarf would be inappropriate, for example, at a funeral. Most scarf wearers want to create a deliberate contrast between the overcoat and the scarf. Many people are bored with a harmonious or monochromatic style. Like any other item of clothing, scarves often send clear messages that are obvious. The important thing to remember about scarves is that, as with most other style accessories, you need to strike the right balance between style and practicality.

Handkerchiefs /pocket square

An insecure and shy man is afraid to use a **pocket square**. Either it is too striking for him, it is difficult to harmonize with the rest of the clothes, it is difficult to bend into the right shape, or it could look superfluous. A pocket square is not associated with wearing a tie. On the contrary, a pocket square can often convey an air of relaxed elegance to a casual outfit worn without a tie.

When it comes to handkerchiefs, there is a comforting rule that should eliminate fear: everything is good that looks good. However, the meaning of the handkerchief lies in the interesting play between handkerchief and the tie, shirt, jacket and the rest of the clothes. Experts agree that there are no valid rules as to what is and what is not a good mix of patterns. The skill of mixing patterns simply depends on your personality and your personal interpretation of style and the courage to stick with what you like. This does not mean that you will please your colleagues, because for every four people who agree on some pattern mix, there is always a fifth person who disagrees.

There is a rule that says that similar patterns should not be mixed. However, there is also a rule that says you can mix similar patterns, but they must be coordinated. You should not run away from experimentation, but you should still be a little careful.

Men who wear a handkerchief in their jacket pocket along with their ties are advised to choose a handkerchief of a different color than the tie, but in the color of the details of the

tie, if the tie is multi-colored. With a plain tie, choose a handkerchief that matches the color of the shirt. And finally, "LESS IS MORE" and that should definitely be kept in mind when choosing fashion details. A silk handkerchief should be bordered by hand and such a handkerchief is considered a sign of quality. A white linen handkerchief is suitable for any formal occasion. The basic rule is that you are safe with a white linen handkerchief whenever you wear a white shirt.

Bags

Bags, like clothes, do not have to be the last cry of fashion, they do not always have to be leather, although investing in a leather bag and classic leather shoes is always worth it because in addition to giving an impression of refinement, they are always pleasing to the eye. Bags for men must match the style of clothing. For women, it is much more complicated. But women have a keen sense of matching the bag with the clothes and colors that should go together. It is not possible to describe all combinations in this book format. But it is important to point out that the bag should not dominate, it should match the style and status, as well as the basic colors of the prevailing outfit. It is important to avoid plagiarism and non-originals. Both because of the legal framework and because of the message that you send with such a choice. There are many good Internet sources for those who want to "dive" deeper into this area.

"Stylish accessories" / jewelry

Man does not live by bread alone, and style does not depend only on clothes. Those tiny details, "stylish accessories" round off and refine the overall look, sometimes even adding a very special and personal touch. Thus, these small "attention grabbers" certainly provide a lot of information about their owners and heroes - a certain brand of cigarette.

In movies and literature, the stylistic details that an individual likes serve to define someone's character, the way one folds a handkerchief in his pocket, etc. Small accessories are often a subject of interest because they convey unique regional personalities.

Dressing in the business world, diplomacy or at protocol events must not be extravagant, and it is important not to dress as if you are going out with friends. The choice of jewelry is important because jewelry is a kind of *attention catcher*. Choose real jewelry instead of fake and be moderate with the use of perfume. Clothing and dress codes also depend on the climatic conditions, so you should adapt to that as well. Classic jewelry is always a safe choice. A piece of classic gold jewelry or pearls are always a good choice. If you choose trendy fashion jewelry, make sure that it is not striking, that it is not flashy and that it does not overshadow all your effort in choosing an outfit.

Important to know: Follow the unwritten rule about accessorizing - **a maximum of five (5) accessories are allowed**. Accessories include a bag, belt, jewelry, scarf, tie, etc. Do not forget *Coco Chanel and the accessory statement – before you leave the house, look in the mirror and remove one accessory.*

TECHNIQUES OF EFFECTIVE COMMUNICATION

Bombard your brain - with
new knowledge and skills!

7.

TECHNIQUES OF EFFECTIVE COMMUNICATION

Social skills are intended to lead us to the skill, in this case of communication. But every skill is preceded by knowledge. Therefore, we agree with the approach that the process of mastering skills refers to two principles: mastering theory and mastering practice.[175]

Social skills can be defined as recognizable, learned behaviors that individuals use in interpersonal situations to gain or maintain understanding and support in their environment.[176] This definition introduces the concept of a situation in which behaviors occur, and also emphasizes the **learned aspect of behavior** that comprises social skill. The aspect of situational characteristics is also recognized in definitions that see social skills as behaviors that are selected as response to ambient events presented by another person or persons (eg. advice, requests and other communications) and are accompanied by positive pleasing responses.

1. YES - NO communication

This is one of the most important skills in interpersonal communication. It is so important for success in communication that it should never be forgotten. It starts with the principle: first positive and then negative! A good communicator communicates with **YES communication**. YES communication

is the one that emphasizes the positive side of communication in the foreground. A YES communicator understands the reasons for the interlocutor's communication and gives importance to his interlocutor. He considers him a subject and not an object of communication. YES communicator accepts differences in communication, has high self-esteem and believes in himself.

NO communication is bad communication. NO communicators use the principle of negation. They deny facts and persons. A person in communication with a NO communicator is most often considered insulted, insufficiently respected and not accepted. NO communicators often go overboard in their negation. Sometimes they are aware that they are exaggerating, so they include YES communication in the form of praise. Their conscience gnaws at them. NO communicators are usually people with low self-esteem. They are often people who are unsure of themselves, timid and sometimes aggressive.

In order to be successful in communication, objective and sincere, you should apply YES communication. It is especially important to apply YES communication when we do not agree with someone's attitude, view or facts. A good communicator in such a situation will start communication with YES, give importance to the communicator on the other side, and then present his position. Therefore, **YES communication is the first step in acquiring knowledge and skills for successful communication**.

2. Personal and object communication

In the *Interpersonal Communication* chapter, we emphasized that both content information and relational information are transmitted through interpersonal communication. It was also pointed out that during every interpersonal encounter, people simultaneously exchange two types of information: content information and relational information. Personal and subject communication concerns the way *how* we communicate interpersonally and refers, first of all, to body language and gaze. Let us consider the handshake. When shaking hands with ano-

ther person, you can look them in the eyes or face, and that is ***personal communication***. On the other hand, at the same moment, you can look somewhere further away and observe an object rather than a person, and that is ***object communication***.[177] For example, you are sitting in a cafe with your best friend and you look away and observe the trophies that the cafe-bar has won in indoor football tournaments. You rarely or never look at the person. What do you think about such communication? If you are a teacher and you are constantly looking at walls, ceilings, the blackboard, and not at students, that kind of object communication can be offensive. Therefore, some personal communication always takes precedence over object communication. This skill will bring you a lot of favor.

3. Making eye contact

Eye contact is an important communication skill. Avoiding eye contact can be interpreted in several ways. A person who does not make eye contact can be seen as shy, scared, insecure, preoccupied, unprepared or dishonest – the list goes on. None of these traits are likely to be appreciated. By making direct eye contact, a person gives the interlocutor undivided attention and he or she is likely to feel appreciated and understood by the other person.[178]

Eye contact is equally important in communication with colleagues and other members of the interprofessional team. This quality is lost in a telephone conversation or written communication. Note, however, that direct eye contact is a Western value. In some cultures, avoiding eye contact is considered more appropriate social behavior. By careful observation, a person will quickly recognize if direct eye contact is interpreted as inappropriate or disrespectful. Communicators must make an effort to be sensitive to the cultural values of the client and their co-workers to enhance effective communication.

4. Mention the person's name

Let us remember, ***a person's NAME is to that person, the sweetest, most important sound in any language***, these are the thoughts of one of the most important authorities of inter-

personal communication, Dale Carnegie. Remembering someone's name when meeting is very important for successful communication. A person's name represents his personal mark before the world, the most intimate part that distinguishes him from others and makes him unique.

In 1937, the book How to Win Friends and Influence People was published, which was the forerunner of all practical manuals on people skills. A little later, Carnegie's hit book *How to Acquire Communication Skills* was published and sold more than 20 million copies.

When you meet a person, D. Carnegie advises, try very hard to remember his name. Names are often mumbled during introductions, especially when introducing several people at the same time. If you did not hear the name clearly, politely ask the person to say it again. If you repeat the interlocutor's name several times during the conversation, it will be easier to remember it. When addressing, Carnegie advises the following rules:[179]

- First decide which part of the name you will use. Americans are usually addressed by their first name, unless the other person is significantly older or in greater authority. In this case, they are addressed as Mr./Ms., until the person allows you to address them by name.
- In other cultures, addressing is always formal with "sir", "ma'am" or the title "doctor", "professor" and the like, except when someone asks you to be less formal.
- Create a mental image to associate the person with their name. Do not think in terms, think in pictures.
- Immediately repeat the name during the conversation, but do not exaggerate in order not to leave the impression of a phony person. You can repeat it once every three to four minutes during the conversation and on your way out.

Your name is something special to you, so it breaks through all your perceptual filters much easier than other words and captures your attention. When someone says your name in a conversation, you unconsciously respond positively. Likewise, if you say people's names when you first meet them, they will have an

unconscious positive reaction to you. It sends the message that you are paying attention and that you care, that you noticed and remembered someone's name. How many times have you been introduced to someone, and the next second you forgot their name? This is what happens when you do not focus long enough. Remembering someone's name, saying it once or twice during the first meeting will make a good impression.[180]

Today, the account number or title too often replaces the personal name. Remembering people's names will help you improve your self-image, your style and, most importantly, make a stronger impression on other people. And when you take the time to remember the names of the people you are communicating with, you will truly rise to a higher level of communication with people. A few tips will help you improve your communication skills using the other person's name.

Recognize the value of a name. How do you feel when someone calls you by the wrong name? How do you feel when you politely correct the person and spend some time with them, and they still call you by the wrong name? And, on the other hand, how do you feel when you have not seen someone for a long time, and they call you by name? Don't you feel comfortable and beautiful? When people care enough about you to remember your name, it makes you feel valued and respected.

Use the SAVE formula - say.., ask..., visualize..., end...).[181] This formula works as follows: S – say the name three times during the conversation; A – ask questions about the name, for example how it is spelled and what it means, who gave it to them?; V – visualize the dominant physical feature of that person or one of their personal traits; E – end the conversation using the name.

In case the memory blocks. Almost everyone has trouble remembering another person's name on some occasions. When this happens, try to remember the situation in which you met or the last time you saw each other. If you are in the company of another person, introduce your friend and listen to the forgotten name. When none of the methods work, you can say: "I am sorry, I remember you well, but I am afraid I missed

your name." After the person reminds you, use the SAVE formula so you do not forget the person's name again.

5. Give people praise

One truth says, "Little children crave it, but adults burn for it." Give people public praise. One of the best ways to communicate successfully is to give people praise, a sincere and meaningful word that shows you appreciate them. If you want to make others feel like a "***million dollars***", you need to master this key skill. It is essential that you learn to give compliments face to face and in front of others. This is important because the moment you give a personal compliment publicly to someone, it immediately gains meaning and you increase its value. Not all compliments are the same. A compliment gains value when we value the person who gives it to us. Columnist George Matthew Adams writes: "There are high spots in all of our lives and most of them have come about through encouragement from someone else. No matter how great, how famous or successful a man or woman may be, each hunger for applause. Encouragement is oxygen to the soul. Good work can never be expected from a worker without encouragement. No one ever lived without it."[182] Compliments create a feeling of acceptance and respect and usually result in greater interest in the person giving them.[183]

There is absolutely no downside to giving a compliment, because it is done sincerely and from the heart. Whenever you get an opportunity to publicly praise another person, do not miss it.

Napoleon once said: *I have come to the extraordinary realization that men are ready to give their lives for a medal. Praise is a powerful motivator when given the right way.*

6. Give credit to other people

I can live for two months on a good compliment, said M. Twain.

Like compliments, acknowledgments have magical power in communication. Acknowledging others is one of the easiest ways to achieve success in communicating with others. There are more possibilities, and some of them we emphasize in particular.

To begin with, ***put aside your ego***. The reason why many people do not give credit for the achievements of other people is that they think that in doing so they will damage or belittle themselves. Some people are so insecure that they constantly feed their ego to compensate. In order to have good and successful communication, you must forget your ego. The thought also speaks of this: An egoist is not a person who thinks too much about himself, it is someone who thinks too little of other people. If you want to be successful in communication and give credit to others, focus on them.

Do not wait, ***give credit to other people now***. Reward the workers while the sweat is still on their brows. Isn't it true that the best time to give credit to someone is right after a period of hard work and success? A management expert once said: *Catch people doing something right.* A great example of this can be found in the world of basketball. In 2003, legendary UCLA basketball coach John Wooden said that he taught his players when they scored a basket to smile, wink or nod to the player who made the pass. "What if he doesn't look?", they asked him. Wooden answered them: "I guarantee they will look." Everyone enjoys being recognized for their success.

Say it in front of others. We have already written about the importance of praise in front of others and in public. So, when you acknowledge someone's success in front of their colleagues and loved ones, the value of your praise doubles.

Give people recognition in writing. When you verbally acknowledge people, you instantly lift their spirits. When you do this in writing, you elevate them for life. People put plaques and certificates on the wall to remind them of their achievements. They keep and look after the letters and messages they receive. It is said that even US President Abraham Lincoln kept newspaper clippings that talked about his achievements. Therefore, do not underestimate the impact that an article or written message has on others.

Only give praise if you mean it. Never tell anyone what you do not really mean just to encourage someone. If you are not honest, people will be un-

comfortable. They will think you are telling them that for the sake of order. When you give others credit for their successes, you must do it from the heart and with sincerity. Acknowledging the success of co-workers or colleagues goes beyond politeness. According to research, when you give credit to others, you change their biochemistry and leave an "emotional imprint" that will forever associate you with their success in your mind.

Napoleon Bonaparte also said how important recognition is: *A soldier will fight long and hard for a bit of colored ribbon.* He was aware that recognition and compliments should be shared and their successes should be praised. If you are a leader, take the blame, but never the credit. Do this and your team will always stand by you.

7. Do not criticize

One of the worst skills or tendencies a person can have is criticizing. People are very inclined to criticize everything and everyone, without arguments and valid reasons. There is an opinion that people who constantly criticize are unhappy. This is why some believe that criticizing others is a lack of self-respect and self-love.

> Speech was given to man so that he might hide his thoughts.[184]

Maybe people feel better when they relieve their soul, but if they do it regularly, they make a lot of enemies. Most psychologists agree that constructive criticism is good, but only welcome when it is work-related. If we are talking about criticizing friends and family members, the bottom line is: do not. Research has shown that criticism negatively affects trust and mutual love. Psychologist and relationship expert Dr. John Gottman, based on his observations of married couples, called criticizing the worst of the "Four Horsemen of the Apocalypse"[185], which causes divorce in more than 80 percent of cases.[186]

8. Third party technique

The best skill you can learn when someone tells you something you feel is wrong is to just keep it quiet. However, if for some reason the matter is

so significant that you cannot keep it quiet, then you can still remain amicable by applying the ***third-party disagreement technique***. Using this technique, you put your words or argument into the mouth of an imaginary or absent third person. For example, your friend, a die-hard *Barcelona* fan who is ready to fight fiercely for that club, claims in a conversation that Leo Messi is the best football player of all time. You are not a *Barcelona* fan and you think that Pele or Maradona are better footballers than Leo Messi. How will you tell him that when that friend of yours is ready for a "*verbal war*"? You will use the third-party disagreement technique, by saying that your good friend (a third, imaginary person), who is a great football connoisseur, thinks that Ronaldo is the best football player of all time. That way, your friend will be angry with "your friend" and open verbal fire on him, not directly on you.

The advantage of this technique is that you can calmly continue the conversation without confronting the difficult interlocutor. You did not threaten the ego of your interlocutor, but the "third party". Your decision to become conciliatory and relaxed will reduce your stress levels and increase your ability to influence others to help you. You will increase the self-esteem of others, but you will also feel more satisfied with yourself.

9. Build self-esteem in others

The starting point in raising the level of self-esteem in others is to stop undermining it. Experts advise that you immediately stop doing or saying anything that lowers someone else's self-esteem. If nothing else, be neutral. Be silent. Do not say anything.

Destructive criticism of any kind lowers self-esteem faster than any other action. Destructive criticism has damaged and destroyed more relationships and people than all other negative influences combined. It attacks the core of a person's personality, encourages feelings of guilt, inferiority, etc. When someone criticizes a person, even if it is the so-called "constructive criticism", the person immediately gets angry, starts defending oneself and wants to either withdraw or fight back.

According to the ***principle of reciprocity***, whenever you do or say something to offend another person, especially if it attacks their self-esteem, you make them want, and even need, to strike back.

Perhaps the best decision you have made in your life is to ***stop criticizing other people***. Remove destructive criticism of any kind from your vocabulary and from your conversations. Become a positive person by saying things to people that help lift them up, not things that bring them down.

Most of the people we meet are doing their job to the best of their ability. Very few people make mistakes on purpose or do bad work because they consciously strive to do so. Our brain is designed in such a way that it is almost impossible for a person to intentionally make a mistake in something if he knows how to act correctly. That is why the key advice for anyone who wants to be successful in communication is to boost others' confidence. Praise and recognition are the best way to do this.

(...) No one likes criticism and everyone shows resistance to some extent, the urge to reject any criticism by denying the value of the criticism or underestimating the bearer of the criticism. Stendhal, The Red and the Black.[187]

The urge to criticize stems from people's desire to judge and blame others and to place themselves in a superior position in some way. However, judging others activates the principle of sowing and reaping. This causes others to judge you more harshly. This entails that you feel the same negative consequences on your own skin. Criticizing others results in them criticizing you.

By criticizing and censoring almost every person you come into contact with, you will decrease the number of your friends, increase the number of enemies, and thus endanger your reputation, as well as your business. So, decide to stop all criticism, judgment and com-

plaining. If you do not have something nice to say, then keep quiet.

10. Ad Hominem (to the person) in a negative sense

Ad hominem (*argumentum ad hominem)* is a negative communication technique and belongs to the realm of logical fallacies. Ad hominem is an argument that attacks the person instead of the problem. The speaker wants to discredit another person by drawing attention to an unimportant fact about that person. Former British Prime Minister Margaret Thatcher said that she was always amused by "attacks on a personal level, which means they have no political argument."

11. Do not use sarcasm and cynicism

In our culture, we are overly sensitive to words and the way we say them. Successful interpersonal communication absolutely excludes ***sarcasm*** or irony and ***cynicism***. These approaches are considered very dangerous from the point of view of communication competence. Therefore, at the very beginning, the advice to everyone who wants to communicate successfully is to give up the need for sarcasm, which is enhanced irony. It is considered a sharp mockery. Sarcastic communicators start from a negative attitude towards the one to whom the sarcastic message is addressed.

On the other hand, **cynicism** is defined as imitating a dog. It is used in colloquial usage, eyeless insolence, rude openness, shamelessness. These are the characteristics of bad communicators. In the Croatian language, the word *psina (prank)* has a similar origin and meaning.

We are not very nice when we do it, but most of us use cynicism and sarcasm from time to time.

12. Steer - manage communication

Communication steering is proactive communication. It is the ***process of managing*** or ***leading communication***. People often open or lead communication in directions that are pointing towards their goals. It is understood that this communication is not to the detriment of the other person. But it is a skill with

which you direct the conversation towards your topic. Do you remember elementary and high school? Do you remember the person who first asked the teacher questions? This person steered the communication in the class. She or he opened and directed communication. People who steer the communication most often set agendas. Their topic dominates.

In the following example, we can see how important it is to manage and steer. Imagine taking a boat and taking it out of the harbor and out into the open sea. Turn off the engine. Where will that boat with you eventually end up? Where the currents take it. In the following example, we can see how important it is to manage and steer. Imagine taking a boat and taking it out of the harbor and out to sea. Turn off the engine. Where will that boat with you end up in the end? Where the currents take her. And where do you think it will end up if you start the engine or take the oars and steer the boat? Where you want. It is the same with conversation and communication. The one who steers, manages the topics and often the content of the communication. It is a very important skill for successful communication.

(...) Happiness, which is man's aim, is the result of "activity" and "use"; it is not a quiescent possession or state of mind. To explain his concept of activity, Aristotle used the Olympic Games as an analogy: "As in the Olympic Games it is not the most attractive and the strongest who are crowned, but those who compete (since it is from this group that winners come), so in life it is those who act rightly who will attain what is noble and good".[188]

Endnotes

1 D. Carnegie: Psihologija uspjeha III. – Kako steći samopouzdanje i savladati govorno umijeće, Prosvjeta, Škorpion, Zagreb, 1993., 21.

2 Ibid., 23.

3 V.: Odnosna strana obavijesti in: F. Shultz von Thun: Kako međusobno razgovaramo 1., Smetnje i razrješenja - Opća psihologija komunikacije, Erudita, Zagreb, 2001, 138.

4 A. Tomaš: Komunikacijski menadžment, AT Communication Story, Zagreb, 2002, 82.

5 S. McCornack: Reflect & Relate – An introduction to interpersonal communication, Second Ed., Bedford/St. Martin's, Boston-New York, 2010, 15. – 16.

6 Ibid., 17.

7 C. Hawley: People Skills, Alpha – Penguin Group, New York, 2014, 17.

8 S. Tubbs: Human communication – principles and contexts, 2010, 138.

9 Ibid., 139.

10 V. Z. Tomić: Enciklopedijski rječnik odnosa s javnošću, Synopsis, Zagreb, Sarajevo, 2023, 266.

11 B. Tracy: Maximum Achievement – The Proven System of Strategies and Skills That Will Unlock Your Hidden Powers to Succeed, Simon&Schuster, New York, 307.

12 E. Sargent, T. Fearon: Vještine razgovora, Veble Com., Zagreb, 2013, 42.

13 S. E. Lucas: Umijeće javnog govora, 10th edi-

tion, MATE marketing tehnologija, McGraw Hill, Zagreb, 2015, 50. – 53.
14 C. Hawley, op. cit., 19.
15 J. Borg: Persuasion, Pearson, Printice Hall, Great Britain, 2007, 18. – 19.
16 S. E. Lucas, op. cit., 53. – 59.
17 D. Carnegie: Kako steći komunikacijske vještine, VBZ, Zagreb, 2014, 56.
18 S. Tubbs, op. cit., 136.
19 R. Ailes: You are the Message, Doubleday/Currency, New York, 1988, 10.
20 Z. Tomić: Odnosi s javnošću – Teorija i praksa, Synopsis, Zagreb, Sarajevo, 2016, 680.
21 D. Carnegie, op. cit., 27 – 28.
22 V.: B. Tracy: Speak to Win, AMACOM Pub., 2008.
23 S. McCornack, op. cit., 188.
24 A. Tomaš, op. cit., 85.
25 V.: http://struna.ihjj.hr/naziv/jezicni-determinizam/25206/
26 S. McCornack, op. cit., 192.
27 Ibid., 195 – 197.
28 https://www.enciklopedija.hr
29 See: Dvosmislene poruke, in: A. Mehrabian: Silent Messages, 1971, 40.
30 Z. Tomić, op. cit., 684.
31 Ibid., 97 – 98.
32 K. O. Locke: Business and Administrative Communication, Irvin Mcgraw Hill, Boston, 2000, 322.
33 R. Ailes, op. cit., 100.
34 M. Saville-Troike: An Integrated Theory of Communication, Norwood, New Jersey, 1985, cit. pr. K. O. Locke, op. cit., 324.
35 K. O. Locke, op. cit., 324.
36 S. Haas: Japansko umijeće sretnog življenja, Stilus, Zagreb, 2023, 115 – 127.
37 M. L. Knapp, J. A. Hall: Nonverbal Communication in Human Interaction (fourth ed.), Harcourt Brace College Pub., Fort Worth, 1997, 5.
38 Ibid.
39 Ibid., 7.
40 S. McCornack, op. cit., 239.
41 Ibid, 240.
42 Most people express emotions such as sadness and love with a lowered pitch and hostile emotions such as anger and contempt with a loud voice. The

pitch of the voice conveys emotion so strongly that the source of the sound (human voice or another) is irrelevant, and words are not necessary.

43 S. McCornack, op. cit., 241.

44 Nonverbal communication also helps us regulate the attention and behavior of others.

45 S. McCornack, op. cit., 242 – 243.

46 For romantic couples, the level of nonverbal participation is a direct indicator of a healthy relationship.

47 M. L. Knapp, J. A. Hall, op. cit., 118.

48 Ibid., 118 – 120.

49 M. L. Knapp, S. A. Hall, op. cit., 121. – 124.

50 A situation with little activity can be perceived as so boring that we feel that we have been there "forever."

51 M. L. Knapp, S. A. Hall, op. cit., 123 – 124.

52 Ibid., 129 – 130.

53 Ibid., 132.

54 V.: A. Mehrabian: Public Places and Private Spaces – The Psychology of Work, Play, and Living Environments, Basic Books Inc., Pub., New York, 1976, 88 – 89.

55 In more detail: M. L. Knapp, S. A. Hall, op. cit., 133 – 134.

56 W. Lidwell, K. Holden, J. Butler: Univerzalna načela dizajna, MATE, ZŠEM, Zagreb, 2013, 202.

57 V.: C. Rowe, H. J. M. Harris, S. C. Roberts: Sporting contests: seeing red? Putting sportswear in context, Nature, 2005.

58 V.: R. Hill, R. Berton: Red Enhances Human Performance in Ciontekst, Nature, 2005.

59 M. L. Knapp, S. A. Hall, op. cit., 136.

60 Ibid., 138.

61 For example, in one study, customers' behavior at McDonald's showed greater engagement than that of Burger King. A shorter distance from tables and a generally less pleasant environment seemed to be factors in the greater guest engagement at McDonald's.

62 V.: A. Mehrabian: Public Places and Private Spaces – The Psychology of

Work, Play, and Living Environments, Basic Books Inc., Pub., New York, 1976.
63 A. Green: *Kreativnost u odnosima s javnošću*, HUOJ, Zagreb, 2007, 41.
64 A. Speer: Sjećanja iz Trećeg Reicha, "Otokar Keršovani", Rijeka, 1980, 99.
65 Ibid.
66 See: M. L. Patterson: Interpersonal distance, in: International Encyclopedia of Communication, Oxford University press, New York, Oxford, 1989, 340 – 343.
67 K. O. Locke, op. cit., 320.
68 Ibid.
69 A. Pease, B. Pease: The Definitive Book of Body Language, Orion Books, London, 2004, 194 - 195.
70 M. L. Knapp, S. A. Hall, op. cit., 155.
71 P. A. Andersen: Nonverbal Communication – Forms and Functions, Mayfield Pub. Company, Mountian View, California, 1999, 43.
72 Ibid.
73 A. Mehrabian: Silent Messages, Wadsworth Pub. Company, Inc., Belmont, California, 1971, 34.
74 J. B. Peterson: Izvan reda – još 12 pravila za život, Verbum, Split, 2018, 35.
75 J. B. Peterson: 12 pravila života - Protuotrov za kaos, Verbum, Split, 2018, 24 – 31.
76 A. Mehrabian, op. cit., 37.
77 M. L. Knapp, S. A. Hall, op. cit., 155.
78 S. M. Lyman, M. B. Scott: Territoriality: A neglected sociological dimension, Social Problems, 15, 1967, 236 – 249.
79 M. L. Knapp, S. A. Hall, op. cit., 156.
80 A. Mehrabian, op. cit., 31.
81 A. Pease, B. Pease, op. cit., 7 – 8.
82 L. King: How to Talk to Anyone, Anything, Anywhere – The Secrets of Good Communication King, Gramercy, 1995, 45 – 46.
83 E. H. Radinger: Mudrost vukova – kako razmišljaju, planiraju i skrbe jedni o drugima, Mozaik knjiga, Zagreb, 2019, 63 – 64.
84 Our language includes about 100,000 words, of which most people regularly use about 5,000. Of these, we use about 1,000

words in everyday speech, and if we compare this with the claim of some scientists, body language includes almost 700,000 signals., T. Erikson, op. cit., 115.

85 A. Mehrabian, op. cit., 43. - 44.
86 Ibid., 43.
87 P. Thomson: Tajna komunikacije, Barka, Zagreb, 1998, 116 – 117.
88 A. Pease, op. cit., 9 – 10.
89 K. Kurspahić: Bijela kuća – Američki predsjednički izbori, Oslobođenje, Sarajevo, 1984, 75.
90 P. Oborne, S. Walters, Alastair Campbell, Aurum Press, London, 2004, 214.
91 J. H. Molloy: Put do uspjeha, MISL, Zagreb, 1994, 8 – 23.
92 A. Pease, B. Pease, op. cit., 220.
93 A. Green, op. cit., 39.
94 R. Ailes, op. cit., 26.
95 L. Young: Govor lica – Kako lice otkriva osobnost, Mozaik knjiga, Zagreb, 1994, 9 – 10.
96 S. Tubbs, op. cit., 113.
97 M. L. Knapp, S. A. Hall, op. cit., 3 – 4.
98 Ibid., 10.
99 A. Pease, B. Pease, op. cit., 165.
100 V.: V. Wiener: Power Communication – Positioning Yourself for High Visibility, New York University Press, New York, 1994, 23.
101 A. Green, op. cit., 40.
102 S. Haas: Japansko umijeće sretnog življenja, Stilus, Zagreb, 2023, 153.
103 L. King, op. cit., 45 – 46.
104 M. Rijavec, D. Miljković: Neverbalna komunikacija, VERN, Zagreb, 2002, 37 - 39.
105 P. A. Andersen: Nonverbal Communication – Forms and Functions, Mayfield Pub. Company, Mountian View, California, 1999, 40.
106 S. Tubbs, op. cit., 115.
107 Ibid.
108 A. Pease, B. Pease, op. cit., 173 – 174.
109 J. Borg: Govor tela, SB, Zrenjenin, 2022, 45.
110 P. Thomson, op. cit., 70 – 72.
111 A. Pease, B. Pease, op. cit., 181 – 184.
112 J. Borg, op. cit., 40 - 41.
113 V. Wiener, op. cit., 26.
114 Ibid.
115 A. Pease, B. Pease, op. cit., 130 – 134.

116 Ibid., 33 – 34.
117 V.: A. Mehrabian, op. cit., 6 – 7.
118 A. Pease, B. Pease, op. cit., 130 – 134.
119 Ibid., 58.
120 Ibid., 53.
121 A. Pease, B. Pease: Velika škola govora tijela, Mozaik knjiga, Zagreb, 2017, 59 – 60.
122 A. Pease: Govor tijela, AGM, Zagreb, 2002, 71.
123 Ibid., 13.
124 J. Borg, op. cit., 109.
125 A. Pease, B. Pease, op. cit., 75 – 79.
126 L. Young, op. cit., 23.
127 Ibid.
128 A. Pease, B. Pease, op. cit., 84.
129 A. Pease, op. cit., 53.
130 Ibid., 54.
131 J. Borg, op. cit., 184 – 185.
132 M. L. Knapp, S. A. Hall, op. cit., 10.
133 S. Tubbs, op. cit., 121.
134 M. L. Knapp, S. A. Hall, op. cit., 11.
135 V. Wiener, op. cit., 28 – 29.
136 V.: R. L. Birdwhistell: Kinesics and Context – Essays on Body Motion Communication, University of Pennsylvania Press, Philadelphia, 1970, 108 – 110.
137 G. Langguth, op. cit., 268.
138 M. Rijavec, D. Miljković: Neverbalna komunikacija, VERN, Zagreb, 2002, 44.
139 V. Wiener, op. cit., 29.
140 S. Tubbs, op. cit., 126.
141 M. L. Knapp, J. A. Hall, op. cit., 428
142 Vidi: F. Goldman-Eisler: Psycholinguistics: Experiments in spontaneous speech, Academic Press, London, New York, 1968.
143 M. L. Knapp, J. A. Hall, op. cit., 430.
144 J. A. Hall: Nonverbal sex differences: Communication accuracy and expressive style, John Hopkins University Press, Baltimore, 1984.
145 V. Wiener, op. cit., 44.
146 Moderni bonton – vodič za lijepo ponašanje u svakoj prilici, Naklada Uliks, Rijeka, 2020, 24 – 25.
147 Ibid., 25.
148 Moderni bonton – vodič za lijepo ponašanje u svakoj prilici, Naklada Uliks, Rijeka, 2020, 41 – 42.
149 Ibid., 42 - 43.
150 E. Hall: Aristotelov put, Planetopija, Zagreb, 2020, 95.

151 M. L. Knapp, J. A. Hall, op. cit., 231.
152 V.: M. E. Roach – Higgins, J. B. Eicher: Dress and Identity, in: Dress and Identity, M. E. Roach – Higgins, J. B. Eicher, K. K. P. Johnson (eds.), Fairchild Pub., New York, 1995, 7 – 16.
153 Ibid., 232.
154 V. Wiener, op. cit., 31 – 32.
155 P. A. Andersen, op. cit., 308.
156 N. Joseph: Uniforms, in: Dress and Identity, M. E. Roach – Higgins, J. B. Eicher, K. K. P. Johnson (eds.), Fairchild Pub., New York, 1995, 182 – 186.
157 Ibid.
158 B. Skoko: Priručnik za razumijevanje odnosa s javnošću, MPR, Zagreb, 2006, 191.
159 V.: J. T. Molly: Dress for Success, Warner Books, New York, 1975, 1 – 10.
160 V. Wiener, op. cit., 32.
161 Ibid., 33.
162 B. Roetzel: Džentlmen – Vodič kroz klasičnu mušku modu, Znanje, Zagreb, 2010, 90.
163 Ibid.
164 T. Tödtling: Protokol događaja u praksi – Uspješna organizacija u poslovanju i diplomaciji, Školska knjiga, Zagreb, 2021, 15.
165 Ibid., 16.
166 B. Roetzel, op. cit., 91.
167 Ibid., 138.
168 Ibid., 135.
169 Ibid., 159.
170 Tödtling, op. cit., 18.
171 B. Roetzel, op. cit., 186.
172 Ibid., 50.
173 Ibid., 80.
174 Ibid., 81.
175 E. Fromm: Umijeće ljubavi, Naprijed, Zagreb, 1989, 12.
176 V.: O. Hargie: Communications as Skilled Behaviour, in: A Handbook of Communication Skills, O. Hargie (ed.), New York Universioty Press, New York, 1986, 7 - 20.
177 See: A. Mehrabian: Silent Messages, Wadsworth Pub. Company, Inc., Belmont, California, 1971, 3.
178 B. Cherry, S. R. Jacob: Contemporary Nursing – Issues, Trends & Management, 6th ed., Elsevier, St. Louis, 2014, 328.

179 D. Carnegie: Kako steći komunikacijske vještine, VBZ, Zagreb, 2014, 41.

180 A. Demarais, V. White: Prvi dojam – što ne znate o tome kako vas drugi vide, Lisac i Lisac, Zagreb, 2007, 67.

181 J. C. Maxwell, L. Parott: 25 Ways to Win with People, HarperCollins Leadership, 2005, 149.

182 Ibid., 36 – 37.

183 A. Demarais, V. White, op. cit., 77.

184 Stendal: Crveno i crno, Veselin Masleša, Sarajevo, 1971, 132.

185 The Four Horsemen of the Apocalypse are four mythical figures and appear in the Bible in the sixth chapter of the Revelation of the Evangelist John. The verses describe four riders and horses, each representing an evil that will appear on Earth on the Apocalypse Day, heralding the world's end. The Four Horsemen represent the inevitable evils that appear as people on Earth lose their humanity and qualities of humanity. They are the first four of a total of seven sealed messages.

186 https://www.sensa.hr/clanci/lifecoach/martha-beck-zasto-nikad-ne-bismo-smjeli-kritizirati

187 D. Niven: 100 jednostavnih tajni uspješnih ljudi – Što su znanstvenici otkrili i kako vi to možete iskoristiti, Profil, 2006, 36.

188 E. Fromm: Čovjek za sebe, Naprijed, Zagreb, 1986, 33.

LITERATURE

Ailes, R.: *You are the Message,* Doubleday/Currency, New York, 1988, 10.

Andersen, P. A.: *Nonverbal Communication – Forms and Functions*, Mayfield Pub. Company, Mountain View, California, 1999.

Birdwhistell, R. L.: *Kinesics and Context – Essays on Body Motion Communication*, University of Pennsylvania Press, Philadelphia, 1970.

Borg, J.: *Persuasion,* Pearson, Printice Hall, Great Britain, 2007.

Borg, J.: *Govor tela*, SB, Zrenjenin, 2022.

Carnegi, D.: *Kako steći komunikacijske vještine*, VBZ, Zagreb, 2014.

Carnegie, D.: *Psihologija uspjeha III – Kako steći samopouzdanje i savladati govorno umijeće*, Prosvjeta, Škorpion, Zagreb, 1993.

Cherry, B., Jacob, S. R.: *Contemporary Nursing – Issues*, Trends & Management, 6th ed., Elsevier, St. Louis, 2014.

Demarais, A., White, V.: *Prvi dojam – što ne znate o tome kako vas drugi vide*, Lisac i Lisac, Zagreb, 2007.

Fromm, E.: Čovjek *za sebe*, Naprijed, Zagreb, 1986.

Fromm, E.: *Umijeće ljubavi*, Naprijed, Zagreb, 1989, 12.

Goldman-Eisler, F.: *Psycholinguistics: Experiments in spontaneous speech*, Academic Press, London, New York, 1968.

Green, A.: *Kreativnost u odnosima s javnošću*, HUOJ, Zagreb, 2007.

Hall, J. A.: *Nonverbal sex differences: Communication accuracy and expressive style*, John Hopkins University Press, Baltimore, 1984.

Hall, E.: *Aristotelov put*, Planetopija, Zagreb, 2020.

Haas, S.: *Japansko umijeće sretnog življenja*, Stilus, Zagreb, 2023.

Hargie, O.: *Communications as Skilled Behaviour*, in: A Handbook of Communication Skills, O. Hargie (ed.), New York University Press, New York, 1986.

Hargie, O. (ed.): *A Handbook of Communication Skills*, O. Hargie, New York University Press, New York, 1986.

Hawley, C.: *People Skills*, Alpha – Penguin Group, New York, 2014.

Joseph, N.: *Uniforms*, in: Dress and Identity, M. E. Roach – Higgins, J. B. Eicher, K. K. P. Johnson (eds.), Fairchild Pub., New York, 1995.

King, L.: *How to Talk to Anyone, Anything, Anywhere – The Secrets of Good Communication*, King, Gramercy, 1995.

Knapp, M. L., Hall, J. A.: *Nonverbal Communication in Human Interaction* (fourth ed.), Harcourt Brace College Pub., Fort Worth, 1997.

Kurspahić, K.: *Bijela kuća – Američki predsjednički izbori*, Oslobođenje, Sarajevo, 1984.

Lucas, S. E.: *Umijeće javnog govora*, 10. izdanje, MATE marketing tehnologija, McGraw Hill, Zagreb, 2015.

Lidwell, W., Holden, K., Butler, J.: *Univerzalna načela dizajna*, MATE, ZŠEM, Zagreb, 2013.

Lyman, S. M., Scott, M. B.: *Territoriality: A neglected socio-*

logical dimension, Social Problems, 15, 1967.

Locke, K. O.: *Business and Administrative Communication*, Irvin McGraw Hill, Boston, 2000.

McCornack, S.: *Reflect & Relate – An introduction to interpersonal communication*, Second Ed., Bedford/St. Martin's, Boston-New York, 2010.

Mehrabian, A.: *Silent Messages*, Wadsworth Pub. Company, Inc., Belmont, California, 1971.

Mehrabian, A.: *Public Places and Private Spaces – The Psychology of Work, Play, and Living Environments*, Basic Books Inc., Pub., New York, 1976.

Molloy, J. H.: *Put do uspjeha*, MISL, Zagreb, 1994.

Molly, J. T.: *Dress for Success*, Warner Books, New York, 1975.

Maxwell, J. C., Parott, L.: *25 Ways to Win with People*, HarperCollins Leadership, 2005, 149.

Stendal: *Crveno i crno*, Veselin Masleša, Sarajevo, 1971, 132.

Niven, D.: *100 jednostavnih tajni uspješnih ljudi* – Što *su znanstvenici otkrili i kako vi to možete iskoristiti*, Profil, 2006.

Oborne, P., Walters, S.: *Alistair Campbell,* Aurum Press, London, 2004.

Pease, A., Pease, B.: *Velika škola govora tijela*, Mozaik knjiga, Zagreb, 2017.

Pease, A.: Govor tijela, AGM, Zagreb, 2002.

Patterson, M. L.: *Interpersonal distance*, in: International Encyclopedia of Communication, Oxford University press, New York, Oxford, 1989.

Pease, A., Pease, B.: *The Definitive Book of Body Language*, Orion Books, London, 2004.

Peterson, J. B.: *12 pravila života - Protuotrov za kaos*, Verbum, Split, 2018.

Peterson, J. B.: *Izvan reda – još 12 pravila za život*, Verbum, Split, 2021.

Radinger, E. H.: *Mudrost vukova – kako razmišljaju, planiraju i skrbe jedni o drugima*, Mozaik knjiga, Zagreb, 2019.

Rijavec M., Miljković, D.: *Neverbalna komunikacija*, VERN, Zagreb, 2002.

Rowe, C., Harris, H. J. M., Roberts, S. C.: *Sporting contests: seeing red? Putting sportswear in context,* Nature, 2005.

Roetzel, B.: *Džentlmen – Vodič kroz klasičnu mušku modu*, Znanje, Zagreb, 2010.

Roach – Higgins, M. E., Eicher, J. B.: *Dress and Identity*, in: Dress and Identity, M. E. Roach – Higgins, J. B. Eicher, K. K. P. Johnson (eds.), Fairchild Pub., New York, 1995.

Roach – Higgins, M. E., Eicher, J. B., Johnson, K. K. P.: *Dress and Identity*, Fairchild Pub., New York, 1995.

Speer, A.: *Sjećanja iz Trećeg Reicha*, "Otokar Keršovani", Rijeka, 1980.

Thomson, P.: *Tajna komunikacije*, Barka, Zagreb, 1998.

Skoko, B.: *Priručnik za razumijevanje odnosa s javnošću*, MPR, Zagreb, 2006.

Saville-Troike, M.*: An Integrated Theory of Communication*, Norwood, New Yersey, 1985.

Shultz von Thun, F.: *Kako međusobno razgovaramo 1, Smetnje i razjašnjenja - Opća psihologija komunikacije*, Erudita, Zagreb, 2001.

Sargent, E., Fearon, T.: *Vještine razgovora*, Veble Com., Zagreb, 2013.

Tomaš, A.: *Komunikacijski menadžment*, AT Communication Story, Zagreb, 2002.

Tomić, I.: *Menadžment i komunikacija u sportu*, Synopsis, Zagreb, 2021.

Tomić, Z.: *Enciklopedijski rječnik odnosa s javnošću*, Synopsis, Zagreb, Sarajevo, 2023.

Tomić, Z.: *Odnosi s javnošću – Teorija i praksa*, Synopsis, Sveučilište u Mostaru, Zagreb, Mostar, Sarajevo, 2016.

Tomić, Z., Tomić, I.: *Odnosi s medijima – perspektiva novinara/novinarstva i odnosa s javnošću*, Mostariensia: časopis za društvene i humanističke znanosti, Vol. 25, No. 1-2, Sveučilište u Mostaru, Mostar, 2021.

Tracy, B.: *Maximum Achievement – The Proven System of Strategies and Skills that Will Unlock Your Hidden Powers to Succeed*, Simon & Schuster, New York, 1993.

Tracy, B.: *Speak to Win*, AMACOM Pub., 2008.

Tödtling, T.: *Protokol događaja u praksi – Uspješna organizacija u poslovanju i diplomaciji*, Školska knjiga, Zagreb, 2021.

Tubbs, S.: *Human communication – principles and contexts*, 2010.

Young, L.: *Govor lica – Kako lice otkriva osobnost,* Mozaik knjiga, Zagreb, 1994.

Wiener, V.: *Power Communication – Positioning Yourself for High Visibility*, New York University Press, New York, 1994.