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Just Listen

Discover the Secret to Getting Through to Absolutely Anyone

THE SUMMARY IN BRIEF

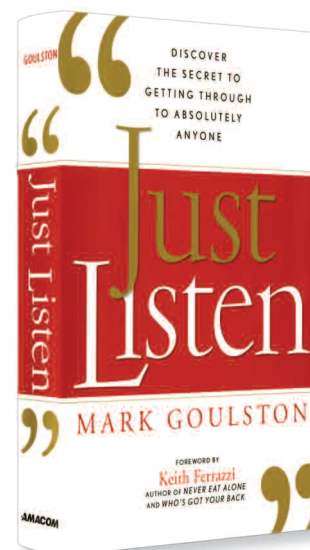
Right now, there's someone in your life you need to reach. But you can't and it's driving you crazy. You've tried everything — logic, persuasion, forcefulness, pleading, anger — but you've hit a wall every time. You're mad, scared or frustrated. And you're thinking, "What now?" In *Just Listen*, veteran psychiatrist and business coach Mark Goulston reveals a simple, quick set of techniques he has discovered on his own or learned from mentors or colleagues that can be used to get through to anyone, even when productive communication seems impossible.

As Goulston describes it, "People have their own needs, desires and agendas. They have secrets they're hiding from you. And they're stressed, busy and often feeling like they're in over their heads. To cope, they throw up barricades that make it difficult to reach them even when your goals are in sync with their own."

Goulston discloses that there are simple ways to break down the walls that keep you from getting through to the people you need to buy into your ideas and goals. *Just Listen* presents effective tools and strategies you can use whenever a job, a sale or a relationship hangs in the balance.

IN THIS SUMMARY, YOU WILL LEARN:

- How to reach people and get them to do what you want them to do.
- How to get the attention of a total stranger who you need to know.
- When to use the "Magic Paradox" to turn a negative person into an asset.
- How to master the art of breaking through barricades that separate people.
- How to move from transactional relationships into meaningful relationships.



by Mark Goulston

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THE COMPLETE SUMMARY: JUST LISTEN

by Mark Goulston

The author: Mark Goulston, M.D. is a business advisor, consultant, trainer and coach trained as a clinical psychiatrist who honed his skills as an FBI/police hostage negotiation trainer who increases people's ability to get through to anyone. He was named one of America's Top Psychiatrists for 2004-2005 and again in 2009 by Washington, D.C. based Consumers' Research Council of America.

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The Secret to Reaching Anyone

You probably don't find yourself in the types of situation that hostage negotiators handle. But on any given day, who are you trying to persuade to do something? The answer is: nearly everybody. Almost all communication is an effort to get through to people and cause them to do something different than they were doing before. Maybe you're trying to sell them something. Maybe you're trying to talk sense into them. Or maybe you need to impress them that you're the right person for a job, a promotion or a relationship.

People have their own needs, desires and agendas. They have secrets they're hiding from you. And they're stressed, busy, and often feeling like they're in over their heads. To cope with their stress and insecurity, they throw up mental barricades that make it difficult to reach them even if they share your goals, and nearly impossible if they're hostile.

Approach these people armed solely with reason and facts, or resort to arguing, encouraging or pleading, and you'll expect to get through — but often you won't. Instead, you'll get smacked down and you'll never have a clue why.

The good news is that you can get through simply by changing your approach. All persuasion moves through the steps of the Persuasion Cycle. To take people from the beginning to the end of this cycle, you need to speak with them in a manner that moves them:

- From *resisting* to *listening*
- From *listening* to *considering*
- From *considering* to *willing to do*
- From *willing to do* to *doing*

- From *doing* to *glad they did* and *continuing to do*.

The secret of getting through to absolutely anyone is that you get through to people by having them “buy in.” Buy-in occurs when people move from resisting to listening to considering what you're saying. The key to gaining buy-in and then moving people through the rest of the cycle is not what *you* tell *them*, but what you get *them* to tell *you* — and what happens in their minds in the process. ●

A Little Science: How the Brain Goes from 'No' to 'Yes'

When you understand something about how the brain moves from resistance to buy-in, you'll have a huge edge — because no matter what your message is, you need to talk to the brain.

Your brain has three layers that evolved over millions of years: a primitive reptile layer, a more evolved mammal layer and a final primate layer. They all interconnect, but in effect they often act like three different brains — and they're often at war with each other.

Here's how each of your three brains behaves:

- The lower reptilian brain is the “fight-or-flight” part of your brain. This region of your brain is all about acting and reacting, without a lot of thinking going on. It can also leave you frozen in a perceived crisis — the “deer-in-the-headlights” response.
- The middle mammal brain is the seat of your emotions. It's where powerful feelings — love, joy, sadness, anger, grief, jealousy, pleasure — arise.
- The upper or primate brain is the part that weighs a situation logically and rationally and generates a con-



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service@summary.com

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Rebecca S. Clement, Publisher; Sarah T. Dayton, Editor in Chief; Andrew Clancy, Senior Editor; Edward O'Neill, Graphic Designer; Tom Moore, Contributing Editor

scious plan of action. This brain collects data from the reptile and mammal brains, fits it, analyzes it and makes practical, smart and ethical decisions.

What does all of this have to do with getting through to people? To reach someone, you need to talk to the human upper brain — not the snake brain or the rat brain. You're in trouble if you're trying to gain buy-in from someone who's feeling angry, defiant, upset or threatened because, in these situations, the person's higher brain isn't calling the shots. If you're talking to a boss, a customer, a spouse or a child whose lower brain or midbrain is in control, you're talking to a cornered snake or, at best, a hysterical rabbit. In this situation, your success hinges entirely on talking the person up from reptile to mammal to human brain. ●

Move Yourself from 'Oh F#@&' to 'OK'

Getting your emotions under control is the most important key to reaching other people in stressful situations, especially in times of stress or uncertainty. It's why a cool and controlled hostage negotiator can get through to someone who seems unreachable — and, conversely, why a person who's crying, whining or yelling will turn off even a calm and empathetic listener.

One of the most powerful things you'll learn is how to be in control of your own thoughts and emotions — because most of the time, that's where successful communicating starts. Mastering the art of controlling yourself will change your life because it'll keep you from being your own worst enemy when it comes to reaching other people in stressful situations.

It doesn't matter what the crisis is, you go through these steps in more or less the same order each time you're upset:

- *"Oh F#@&" (The Reaction Phase):* This is a disaster. I'm screwed. What the hell just happened? I can't fix this. It's all over.
- *"Oh God" (The Release Phase):* Oh my God, this is a huge mess and I'm going to get stuck with cleaning it up. This stuff always happens to me.
- *"Oh Jeez" (The Recenter Phase):* Alright, I can fix this. But it's not going to be fun.
- *"Oh Well" (The Refocus Stage):* I'm not going to let this ruin my life/my career/my day/this relationship, and here is what I need to do right now to make it better.
- *"OK" (The Reengage Phase):* I'm ready to fix this. ●

Mirror Neurons

Years ago, scientists studying specific nerve cells in macaque monkeys' prefrontal cortices found that the cells fired when the monkeys threw a ball or ate a banana. But here's the surprise: these same cells fired when the monkeys watched another monkey performing these acts. Humans, just like macaques, have neurons that act as mirrors. In fact, studies suggest that these remarkable cells may form the basis for human empathy. That's because, in effect, they transport us into another person's mind, briefly making us feel what the person is feeling.

These cells may prove to be one way nature causes us to care about other people. We constantly mirror the world, conforming to its needs, trying to win its love and approval. And each time we mirror the world, it creates a little reciprocal hunger to be mirrored back. If that hunger isn't filled, we develop "mirror neuron receptor deficit."

In today's world, many people feel that they give their best, only to be met day after day with apathy, hostility or no response at all. This deficit explains why we feel so overwhelmed when someone acknowledges either our pain or our triumphs. Understanding a person's hunger and responding to it is one of the most potent tools you'll ever discover for getting through to anyone you meet in business or your personal life.

Rewire Yourself to Listen

The instant judgments we make about people build on the past. That doesn't mean they're entirely wrong. (In fact, an initial "gut instinct" is often spot-on). But it means they're not entirely right, either.

The problem is that while we think our first impressions of people are grounded solely in logic, they're not. In reality, they're a jumbled mix of conscious and unconscious truth, fiction and prejudice. Thus, from the very start, we're dealing with a fictitious creation — not a real person. Yet that first impression will color our feelings about another person for months or years to come. It'll also affect how we listen to that person, because we'll distort everything he or she says to fit our preconceived notions.

The solution? Think about what you're thinking. When you consciously analyze the ideas you've formed about a person and weigh these perceptions against reality, you can rewire your brain and build new, more accurate perceptions. Then you'll be communicating

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with the person who's really in front of you — not the fictitious character conjured up by false perceptions. ●

Make the Other Person Feel 'Felt'

Making someone “feel felt” simply means putting yourself in the other person's shoes. When you succeed, you can change the dynamics of a relationship in a heartbeat. At that instant, instead of trying to get the better of each other, you “get” each other and that breakthrough can lead to cooperation, collaboration and effective communication.

One explanation for the effectiveness of making a person “feel felt” lies in the mirror neurons. When you mirror what another person feels, the person is wired to mirror you in return. Say “I understand what you're feeling,” and the other person will feel grateful and spontaneously express that gratitude with a desire to understand you in return. It's an irresistible biological urge and one that pulls the person toward you.

When people feel felt, they feel less alone, and when they feel less alone, they feel less anxious and afraid — and that opens them up to the message you're trying to send. They shift from defensiveness to reason, and they're capable of hearing your message and weighing it reasonably. ●

Be More Interested Than Interesting

You're not just held hostage by the people who resist, bully, annoy or get upset with you. You're also held hostage to your own mistakes when you fail to break through to people who either don't know you at all or don't act like they care to know you well.

Do you ever think in frustration, “I could get somewhere if only I could get this person interested in me?” Embodied in your statement is the reason you're not getting through. Why? Because you're focusing all your attention on what you can say to make that person think you're cool or smart or witty. And that's your mistake, because you've got it backward.

The only way to truly win friends and influence the best people is to be more interested in listening to them than you are in impressing them. ●

Make People Feel Valuable

When you make people feel important, you give them a gift that's beyond price. In return, they'll often be willing to go the ends of the world for you. That's why,

if your emotional IQ is high, you'll find ways to show the people you value — parents, children, a partner, a boss, a key co-worker — how much they matter. You'll find ways to tell them that they make your world happier, funnier, more secure, less stressed, more entertaining, less scary or just all-around better.

But this was the easy part. Something you might have trouble believing is that it's smart to go out of your way to make the annoying people in your life — the complainers, kvetchers, and obstructers — feel important too. You're probably thinking, “Are you nuts? Why would I want to make the people who screw up my life feel valuable, when they aren't?”

The answer is simple. One thing most of these high-maintenance, easy-to-upset, difficult-to-please people have in common is that they feel as if the world isn't treating them well enough. In essence, they don't feel important or special enough in the world, usually because their awful personality has gotten in the way of success. These people are driving you crazy for a simple reason: They need to matter. Want them to stop driving you crazy? Then you'll need to satisfy that need. ●

Help People to Exhale Emotionally and Mentally

Stress isn't bad. It causes us to focus, become determined and tests our mettle. It's when stress crosses over into distress that we lose sight of our important long-term goals and instead look for what will relieve us now. At that point, we're too busy looking for an emergency exit from our pain to be either rational or reachable.

In these situations, the first step is to move people out of this state and into a state where their brains are capable of listening to you. Only *exhaling* enables people to experience and express their feelings — like draining a wound — in a way that doesn't attack others or themselves. It's the only response that relaxes stressed-out individuals and opens their minds to solutions from other people. That, in turn, offers an opportunity to resolve the source of the stress and prevent it from recurring.

When you give a distressed person breathing room — a place and a space to exhale — you don't just get the situation back to normal, you actually improve on it. That's because, in addition to getting a person to calm down, you build a mental bridge between the person and yourself. And when you build that bridge, you can communicate across it. ●

Check Dissonance at the Door

Dissonance occurs when you think you're coming across in one way but people see you in a totally different way. For instance, when you think you're coming off as wise, but people see you as being sly. Or when you think you're coming off as passionate, but other people think you're "over the top." When that happens, the result is buy-out.

Dissonance works the other way around, too. It occurs when you think you perceive someone else accurately, but the other person doesn't agree. There's hardly anything more annoying to another person than hearing you say, "I know where you're coming from," when you don't really have a clue. Often this happens when you aren't listening deeply enough to know what the other person is trying to communicate.

Dissonance keeps you and another person from connecting — or, from a neurological point of view, achieving mirror neuron empathy — because you're not sending the message you think you're sending. People can't reflect your confidence if it looks like arrogance. They can't mirror your concern if it sounds like hysteria. They can't mirror your calmness if they interpret it as apathy. And if you're misperceiving them — for instance, if you mistake their legitimate grievances for hysteria — the results can be fatal to a relationship.

How can you know how other people perceive you? Ask the experts — your friends or relatives. This isn't fun, and you'll need to have thick skin. But the quickest way to pinpoint your issues with dissonance is to identify two or three honest people who know you well and whose judgment you trust, and ask them to describe your worst traits. ●

When All Seems Lost — Bare Your Neck

Many people believe that earning respect means never showing weakness. Instead, it's better to reach out for help before you mess up. When you wait until you mess up and then ask for help, others may see it as a way to get out of being punished. Even so, it's better to reach out after a screw-up than to avoid reaching out at all.

When you're scared or hurting or humiliated, but you're still in cover-up mode because you're afraid of losing another person's respect, your own mirror neuron receptor deficit widens. You don't feel understood because you can't be understood. That's because nobody has a clue what's going on with you. It's a self-inflicted wound and you're on your own.

The person whose respect you're worried about losing can't mirror your distress and understand it. Instead, the person will mirror the attitude you're using to mask your distress. If you're using a "screw you" attitude to hide your feelings of helplessness, you'll get back "fine — screw you too." ●

Steer Clear of Toxic People

Some people don't want to make your life better. Instead, they want to destroy it. Some of these people want to suck you dry, while others want to con you, thwart you, bully you or make you the scapegoat for their mistakes. To save yourself, you need to strip these people of the power to hurt you.

There are three ways to do this. The first is to confront these people directly. The second is to neutralize them. The third is to walk away and make sure they don't follow you.

Sometimes you're so entangled financially or emotionally that it's tough to do a "jerkectomy." But painful or not, handling these people (or getting them out of your life entirely) is critical to your success and your sanity. Here's how to spot them — and how to defend yourself against them:

- **Needy people.** Pathologically needy people can gut you emotionally or financially, or both. These are the people who send the messages: "I need you to solve all of my problems." "I can't function without you." "My happiness depends totally on you." "If you leave me, I'll die." Unlike needful people — who ask for help only when they need it and appreciate it when they get it — needy people demand constant help and attention, use emotional blackmail to get it, and offer gratitude only if it keeps you on the hook.

- **Bullies.** When a bully tries to intimidate you by verbally attacking you, do this: Make eye contact. Act perfectly polite but ever-so-slightly bored, as if your mind is elsewhere. Let your body language transmit the same message: stand up straight, be relaxed and cock your head as if you're listening but not very hard. Let your arms hang causally, instead of folding them defensively across your chest. Often, this response makes bullies feel uncomfortable or even foolish and causes them to back down.

- **Takers.** You know these people. They're the ones who hit you up every day for a favor. Strangely, however, they never seem to have time or energy to help you in return. These people usually won't ruin your life, but they can ruin your day. Avoid takers if you can, but if that's not possible, neutralize them. How? It's the easiest

trick in the book. The next time a taker asks you for a favor, follow this scenario:

Taker: Hey, could you do the graphs for my PowerPoint presentation? I know I should do them, but I'm swamped.

You: Sure. No problem! And you can help me out by taking over the intern orientation on Thursday?

Taker: Uhhh ...

You: I assume you don't mind doing a favor for me in return, right?

Taker: Uhhh ...

Do this once or twice — and insist each time on a *quid pro quo* — and the taker will move on to an easier touch.

• **Narcissists:** These people aren't out to hurt you, but they don't give a damn about you either — except as an audience for their own wonderfulness. If you can't change a narcissist, should you reach out or back away? It depends, because narcissists can be exciting partners in a personal or business relationship. Nearly all politicians are narcissists. (Who else would put their families through all that?) So are most actors, and many hard-driving lawyers and CEOs. Narcissists often are huge successes in life, but don't expect a 50/50 relationship. ●

The Impossibility Question

Now that you know the core rules for reaching people, you're ready to arm yourself with some powerful tools for moving people through the Persuasion Cycle.

The Impossibility Question works with a person who's somewhere between resisting and listening, but not ready to move to considering. If you're lucky, there might be a flicker of interest in there somewhere. But without a shove, your idea is going nowhere. That powerful shove is the Impossibility Question. Here's how it works:

You: What is something that would be impossible to do, but if you could do it, would dramatically increase your success?

Other Person: If I could just do _____. But that's impossible.

You: OK. What would make it possible?

What's so powerful about those two questions? They move a person from a defensive, closed position or a selfish, excuse-making stance into an open, thinking attitude. And they make the person picture your vision as a reality and cooperate in thinking strategically about reaching that reality. ●

The Magic Paradox

This technique lets you break through to people in the most difficult part of the communications cycle: at the very beginning, when you need to shift them from resisting to listening and then to considering. It's a classic first step in hostage negotiation, and it's equally powerful in a business crisis.

Consider a co-worker with personal issues who is late on an important project. Here's what you *don't* do if you're smart. You don't go to him or her and say something like, "Look, I know things are tough but you need to get your act together. You know how to do this job and I know you can pull it off. Just set some targets and I'm sure you can get caught up in time. All of us are under pressure and we're counting on you."

If you do this, odds are he or she will get defensive, lash out angrily or even quit. That's not what you need. And it's not what the co-worker needs. So instead, do what he or she least expects. Empathize with his or her negative thoughts. For example, say, "I'll bet you feel that nobody knows what it's like to be scared that you can't pull this project off. And I'll bet that you're upset because you think we're all feeling let down by you. What's more, I'll bet you feel that nobody can possibly understand how hard it is to deal with all the stuff that's happening in your life."

Now watch the magic. Because you're empathizing with the co-worker's emotions, you will eliminate his or her mirror neuron receptor deficit and cause the co-worker to feel understood by and connected to you. By saying explicitly that you know he or she feels that nobody understands, you'll make him or her realize that you do understand. ●

'Do You Really Believe That?'

When a person launches into an out-of-control rant about how awful the problem is and how it's the end of the world, simply ask, calmly, "Do you really believe that?"

This is a highly effective question because when you ask it in a calm way, it causes most people who use hyperbole or exaggeration to recant and restate their position. Typically, they backpedal, saying something like, "Well, not really, but I am very frustrated about things." Then you can respond, "I understand that, but I need to know what the truth is, because if what you say is totally true, then we have a serious problem and need to address it." By this time, they're in retreat and the power has shifted to you.

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The trick to this approach is to ask the question not in a hostile or degrading manner, but very calmly and in a straightforward way. Your intent is not to antagonize the other person, but rather to make the person stop and realize, “I really am making a mountain out of a molehill. I must sound like a jackass.” ●

The Power of ‘Hmmm ...’

“Hmmm ...” is a tool to use when you’re facing a person who’s angry, defensive and sure you’re the bad guy. It works in a wide range of settings — everything from a hostage crisis to an angry customer scenario — because it rapidly turns a potential brawl into cooperative dialogue. Here’s why:

Most people do exactly the wrong thing when confronted by an angry or upset person. They say well-intentioned things, such as “OK, just calm down,” or they lose it and get angry themselves. Both of these approaches generally have disastrous results. Make the other person angry and you’ll get into a shouting match. Ask the person politely to calm down, and you’ll send the condescending and infuriating message, “I’m sane and you’re a flaming nutball.” The response, in either case, will be a dramatic shift to resistance on the other person’s part.

“Hmmm ...” conversely, is a potent de-escalator. When you use this approach, you’re not trying to shut someone up; instead, you’re telling the other person, “You’re important to me and so is your problem.”

The goal isn’t to solve the specific problem you’re facing (though it sometimes happens). Instead, it’s to avoid talking *at* each other, move beyond talking *to* each other, and with luck, end up talking *with* each other. ●

Side by Side

Sitting people down and lecturing them rarely works, because it makes them defensive and when they’re defensive, they hide things from you. Work side by side with them in a cooperative activity, however, and you’ll lower their guard and get them to open up.

One advantage of the side-by-side technique is that it doesn’t focus on things a person did wrong in the past. Instead, you can use it to explore ways to make things go right in the future. So instead of delving into a person’s past screw-ups, you give him or her a chance to avoid future ones.

The side-by-side technique is easy to use, but it comes with three cautions. The biggest one is when you get people to lower their guard, don’t violate their trust. Do

not use this technique to troll for negative information or people will feel like you’re trying to spy on them or trap them rather than trying to learn from them. Also, don’t argue with the person you’re talking with. If he or she says something you disagree with, resist the urge to explain why you’re right. Instead, deepen the conversation by asking another question. ●

Fill in the Blanks

When you and a prospective customer or client first meet, the playing field is level. As soon as you sell or try to convince the other person of anything, the power shifts to the client. The key is to keep clients pursuing you right out of the gate.

The secret to this is to invite these people into a conversation rather than asking questions that put them on the defensive — and that’s where the fill-in-the-blanks approach comes in.

When you ask direct questions, you’re hoping to communicate a sincere interest. The people on the receiving end of your questions, however, can feel challenged, like a schoolchild being put on the spot by a teacher or coach. Sensitive questions posted at the right times can powerfully transform a relationship. But hitting a new client with a transactional question like “What do you want?” or “Can I show you why our product is better?” can create immediate resistance.

The fill-in-the-blanks approach has the opposite effect: it draws a person toward you. You don’t come off as a demanding teacher or coach; instead, you sound like a trusted uncle, aunt, grandfather or grandmother who’s saying, “C’mon. Let’s talk this out and find a solution.”

Try this yourself and see if you sense the difference between the two techniques. First, picture Mark Goulston sitting across from you and saying, “So, what do you expect to get from this book?” A little intimidating, isn’t it? Now picture him saying in an encouraging way, “You are reading this book because you want to learn how to _____. And the reason it’s important for you to learn how to do that now is _____.” If you’re like most people, you’ll feel willing and, in fact, a little eager to open up and share your thoughts with him. ●

Take It All the Way to ‘No’

Ask managers or salespeople, “What’s the biggest mistake you can make?” and often they’ll say, “Asking for too much.” But they’re wrong, because in reality, the biggest mistake you can make is to ask for too little.

A better approach is to keep pushing for what you

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want until you receive a “no.” This will tell you that you’re in range of getting the most that’s possible from the other person. More importantly, it will be one of your best opportunities to demonstrate poise and close a sale or a deal. To get from no to yes, however, you need to make the right moves.

Let’s say you’re trying to get a client, “Ned,” to buy a product, hire you as a consultant or retain your firm for a project. But after you lay out the deal you’re hoping for, Ned says no.

When Ned does this, he’s feeling a little edgy and defensive because he expects you to be frustrated or angry or upset — or to start in with a hard sell. If you do any of these things, you’re not going to win Ned over. Instead, take a breath and then, as earnestly as possible, say something like this: “I either pushed too hard or failed to address something that was important to you, didn’t I?”

After Ned recovers from his momentary shock at your self-awareness and humility, he’ll nod in agreement or even say, “You sure did.” At that moment, the advantage shifts to you. Why? Because Ned is mentally agreeing and aligning himself psychologically with you. Without knowing it, he’s actually beginning to say yes.

Once you score this agreement, it’s time to use the fill-in-the-blanks approach to build on the moment saying, “And the point where I went too far and the deal points I failed to address were _____.” If Ned is like most people, he’ll respond honestly to these questions. As he elaborates on his points, he’ll do two things: he’ll get his frustration at you off his chest, and he’ll tell you what he needs from you. Both of these will give you the power to go from “no” to “yes.” ●

The Power Thank You & Apology

Clearly, there’s nothing wrong with simply saying “thanks” when someone helps you out. In fact, that’s usually the right thing to do. But if you stop there, your communication is merely transactional (you did something nice for me, so I’ll say something polite to you). It doesn’t touch the other person or strengthen the relationship between you.

That’s why, if you’re deeply grateful to someone who’s done an exceptional favor for you, you need to express that emotion by going beyond the plain words “thank you” and instead offer a Power Thank You. When you do this, your words will generate strong feelings of gratitude, respect and affinity in the other person. It consists of:

- Thanking the person for something specific that he

or she did for you.

- Acknowledging the effort it took for the person to help you by saying something like: “I know you didn’t have to do _____” or “I know you went out of your way to do _____.”
- Telling the person the difference that his or her act personally made to you.

The Power Thank You doesn’t just make the other person look good. It also makes you look good to everyone involved by showing that you have empathy and humility and that you care. It also shows that you can be trusted to give credit where it’s due.

The Power Apology

Somewhere along the line, you’ll screw up. When this happens, understand that merely saying “sorry” will patch over the wound, but it won’t heal it, because your screw-up wasn’t just a blunder. It was also a suggestion that the other person doesn’t matter (creating a huge mirror neuron receptor deficit), and you’re responsible for proving otherwise. If the situation warrants it, offer a Power Apology. That consists of the “4 Rs”:

- **Remorse:** Demonstrate to the other person that you know you caused harm and you are truly sorry. When you’re doing this, allow the other person to vent and don’t become defensive even if the person is over the top. When you encourage people who are furious to get their anger off their chests, it speeds the healing process.
- **Restitution:** Find some way to make amends, at least partially.
- **Rehabilitation:** Demonstrate through your actions that you’ve learned your lesson.
- **Requesting forgiveness:** To truly earn forgiveness, you need to sustain your corrective actions until they become part of who you are.

If someone doesn’t forgive you even after you’ve done all you can to make amends, don’t assume that you’re unforgiveable; instead, realize that you may be dealing with someone who’s unforgiving. Just let it go. If your Power Apology works, on the other hand, make good use of your second chance — and recognize that this approach only works once. ●

RECOMMENDED READING LIST

If you liked *Just Listen* you’ll also like:

1. ***The Art of Woo* by G. Richard Shell and Mario Moussa.** “Woo” is the ability to win people over to your ideas without coercion using relationship-based emotionally intelligent persuasion.
2. ***The Speed of Trust* by Stephen M.R. Covey.** The ability to establish, grow and restore trust is the key leadership competency of the new economy.
3. ***Sway* by Ori Brafman and Rom Brafman.** Understanding why the sway of irrational behavior is so alluring can make us less likely to fall victim to it.