

# Thursday Learning Hour



The Art of People

by

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# AGENDA

Understanding yourself and Understanding People

Meeting the right People

Reading People

Connecting with People

Influencing People

Changing People's Minds

Teaching People

Leading People

Resolving Conflict with People

Inspiring People

Keeping People Happy

## #1 Understanding yourself and Understanding People

### Myers-Briggs Means Nothing: This Means Everything



THE ART OF PEOPLE QUIZ



[ART OF PEOPLE QUIZ — THE ART OF PEOPLE \(ARTOFPEOPLEBOOK.COM\)](http://ARTOFPEOPLEBOOK.COM)

# FAST: First Action Steps to Take

1

Complete the Art of People quiz if you haven't done already

2

Write down three people-related weaknesses you want to work on

3

Write down a solution for each one in light of your test result

4

Write your greatest strength. How can you improve on it as you complete this TLH session

## How to 'Get' Anyone (Even if You Don't like them)

- The first step in influencing people is to understand them
- 'If you say you didn't get them, then you would definitely not get them'
- Step 1: Refuse to believe that you can't
- Step 2: Self determination is a powerful force, once you refuse to say 'I don't get them' you'll be better off.

Summary: Refuse to believe that you don't get that person, and invest fifteen minutes and just take them out for a coffee



# FAST: First Action Steps to Take



Write down the names of three people in your life whom you are struggling to get



Commit to asking one to have coffee with you



Walk into the coffee meeting determined to get this person( even if you still don't like them)

# How to Understand Someone Better Than You Do Your Friends in Just Three Minutes

Pointed Questions >  
Small Talk

Questions:

1. What is the most exciting thing in your professional life right now?

2. What is the most exciting thing in your personal life right now?

3. If you had enough money to retire, what would you be doing today?

4. What's one thing you would like to be doing or would like to have five years from now?

5. What's your favorite charity organization to support and why?

6. If you weren't doing what you do today, what would you be doing and why?

7. Other than a member of your family, tell me about your role model.

8. Who's been the most important influence on you?

9. How would your favorite teacher describe you?

10. If you could choose to do anything for a day, what would it be and why?

# FAST: First Action Steps to Take



Write down your favorite four questions from the list of ten above.



The next time you meet someone at work or in a social setting, try out two or three of them.



Note how much better you can break the ice and get to know someone better by asking pertinent questions





# Be Interested Instead of Interesting

We all tend to have the knack of making ourself more interesting to the person were are talking to

While, this essentially is not wrong, we can try making ourselves interested in the other person by paying close attention to what they speak

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# FAST First Action Steps to Take:



On a plane or train ride, practice turning to a stranger and asking questions and actually listening to the answers without jumping in and saying something about yourself.



Spend at least one conversation at work or at home focusing 90 percent or more on asking genuine questions and listening versus talking. Prepare your audience ahead of time if that makes you feel more comfortable. Afterward, note your experience and ask your conversation partner or partners about their experience.

# Most People Are Lonely; Help Them Feel Connected

Listen to understand, authentically try to connect deeply with people, help them feel less lonely, and you will find yourself far more able to influence them.

Even the most well-adjusted, psychologically healthy individuals have moments when they feel lonely and long to be more connected to other human beings.

By approaching people with the intent to understand them and more deeply connect to them, we differentiate ourselves from most people in the world, who don't care or are too busy worrying about their own problems to spend time focusing on others.

When we do focus on others and help them feel less lonely, a world of opportunities opens up for us



# FAST First Action Steps to Take


Practice this with three people: two strangers and one friend or family member. With each person, ask questions, listen, and seek to understand and connect with that person on a deeper level.

Initiate at least one conversation at work in which you ask about deeper topics than you'd normally discuss (if appropriate). Let the other person be a bit vulnerable and share your own vulnerability as well. Note afterward whether you feel a stronger connection with this person and whether you'd feel more comfortable asking them for something another day

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#2

# Meeting the Right People



# Wear Orange Shoes: The Simple Keys to Networking That Nobody Talks About

- Some people may dismiss this idea as silly. Some may not want to stand out like a sore thumb in a crowd.
  - You don't need to look foolish to have a signature style. Even if your signature style doesn't include bright, noticeable colors, if you're consistent in your style, you'll be much more likely to be remembered by the people you meet.
  - Think about it this way: Why not gain any edge you can over everyone else in the room?
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# FAST First Action Steps to Take:



Write down a list of three to five possible accessories, colors, and/or items you can adopt as your signature stand-out style.



Ask three people you know and trust about your list. Which do they think is the most winning style?



Purchase the item or items necessary to create your signature style and begin rocking the new look at the next event you attend

# How to Meet Just About Anyone

- The blueprint for success on the world's more important social network:
- Create a full profile, with attention given to every school you've been to, organization you've worked at, and professional group you've been in. The more you put in your profile, the more you'll potentially have in common with the people you want to connect with, and there are few better ways to open an introductory email than by mentioning some experience or affiliation that you share.
- Connect with all of the people you went to school with and have worked with. This will give you more connections, but more important, it will optimize the number of second-degree connections you have on the network.
- Any time you want to meet someone, look that person up on LinkedIn, find a mutual connection, and write to the mutual connection asking for an introduction. If you don't share a first-degree connection, you probably share a second-degree connection; that makes this process a bit more difficult but still quite possible.
- Once you get connected, set up a meeting with your new connection.



# FAST First Action Steps to Take:

Write down a list of three to five professionals who could change your life whom you'd love to connect with.



Follow the steps listed above to optimize your LinkedIn profile. Include photos, links, videos, and SlideShare presentations wherever possible.



Solicit intros to your dream pros of choice. Remember to take into account the influence your mutual connection is likely to have and the amount of social capital (have you done favors for this person in the past?) you've earned before asking for an introduction

# Create Your Own Advisory Board

The most important things to keep in mind in creating and maintaining a successful advisory board are to choose your advisers carefully and to build and keep a solid structure for the meetings.

The more seriously you take this endeavor, the more seriously your advisers will. If you call up a couple of friends spontaneously and ask them to meet you at the local diner for coffee to talk over an issue you're having, that's not an advisory board.

But if you carefully select people you admire and respect—people whom you've met over the years or whom you might have access to through someone you already know and gather them three to six times a year for scheduled meetings in a quiet room with an agenda that you stick to, well, that's an advisory board.

# FAST First Action Steps to Take:

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1. Write down two or three goals for what an advisory board could help you with over time.

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2. Brainstorm a list of seven to eleven people who could serve on your advisory board and help you with those goals. At least half of them should be people you've met, and at least two should be people you've never met but could perhaps meet through connections.

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3. Determine your preferred meeting format, structure, frequency, and location as well as the compensation you plan to offer, if any.

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4. Start contacting people and invite them to be on your advisory board

# Hire Slow and Fire Fast—at Work and in Life

- Think about it: How many times have you kept at it in a relationship, kept giving the other person a chance, hoping he or she would change, only to give up on the relationship eventually and move on, all the while kicking yourself for waiting so long?
- Cognitive dissonance. We want to believe we've made good decisions, and so even after receiving data that tell us we haven't, we tend to refuse to recognize the data or it takes us a long time to do so. That's obviously a problem, and potentially a toxic one in key relationships in our lives.
- It's especially important to hire slow and fire fast in our lives outside work. What does this mean? Be cautious when getting into relationships—whether romantic, platonic, or otherwise—with people

# FAST First Action Steps to Take



Recall two or three people who are no longer in your life whom you perhaps hired too quickly and kept in your life too long. Write down how long you stayed past the point where you knew in your heart you should cut the cord.



Evaluate your current employees, partners, and relationships. Are there any people you've met who you know in your gut are not right for you or your organization? If so, begin to make a plan now to fire them as needed.



As you think about people you meet, always remember the motto “hire slow, fire fast.” Take your time letting them into your inner circle, but don't be afraid to toss them out the second it stops feeling right

# #3 Reading People



# Stop Waiting to Talk and Start Actually Listening

- Before we can learn how to read and understand people, it's essential to be able to listen to them. In fact, if there's just one people skill you take away from this TLH, it should be listening.
- Dr. Gerald D. Bell, founder and CEO of Bell Leadership Institute and a professor at the University of North Carolina's Kenan-Flagler Business School, has over forty years of experience working with top business leaders. He has seen firsthand the impact great listening skills have.
- Says Bell, "When you listen to people, they feel valued, respected, happy, and productive. They feel more motivated, inspired, and eager to solve problems and produce good results."
- He also notes the damaging effects of poor listening skills: "When we don't listen to people, they feel hurt, rejected, demeaned, disrespected, and de-motivated." Simply put, listening skills can make or break any interaction in business or in personal relationships.

# FAST First Action Steps to Take:

1. Practice the Achiever Listening position. Have a conversation with someone during which you are distinctly focused on achieving optimal understanding. Don't think about what you are going to say next or do next. Just focus solely on what they are saying.

2. Watch someone (preferably a child) watching television. Note his rapt concentration on the screen in front of them. This is what you want when you are listening.

3. Remember that listening is a lifetime activity and that we all can continuously improve this essential skill. Take at least a half hour every month to get completely silent in a meeting and practice active listening



# Words Mean Little; Listen with Your Eyes, Not Your Ears

- Way more important than listening to the words people are saying is listening to the tone of their voice and reading their so-called body language, or gestures. In fact, research has shown that 93 percent of communication is nonverbal!
- Thus, when you're listening to people, it's not enough just to hear their words; you need to read their body language as well.

# Things to Look out for

Facial expressions

Body movements and posture

Voice

Eye contact

Touch

# FAST First Action Steps to Take:

1. Practice reading people's body language. Have a conversation with a close friend or family member during which you are distinctly focused on achieving optimal understanding by observing that person's body language. Note their facial expressions, movements, gestures, and so on, and try to guess what they communicate about her thoughts and intentions.

2. After the conversation, circle back and share your observations and ask the person whether your assumptions were correct. Check to see how well you read that person.

3. Remember that as much as 93 percent of listening consists of paying attention to body language and tone. Paying attention to the words is just a start to becoming a better listener

# The One Trick That Seems Ridiculous but Works Every Time- Mirroring

As it turns out, mirroring is a massively powerful concept that allows you to connect deeply to people. It's easier said than done, however. Simply repeating back what you're hearing can help you forge a bond with other people and win their trust, but it also can be interpreted as insincere and inauthentic. There's only one very simple solution to this: You have to actually care about what you're mirroring.

If you repeat out loud what you're hearing in a robotic monotone, people are not going to believe you actually care about what they are saying. But if you repeat it back with emotion, with an emphasis on the important words and feelings that were just spoken, you give it meaning. You help the other person feel heard and listened to. You demonstrate that you care.

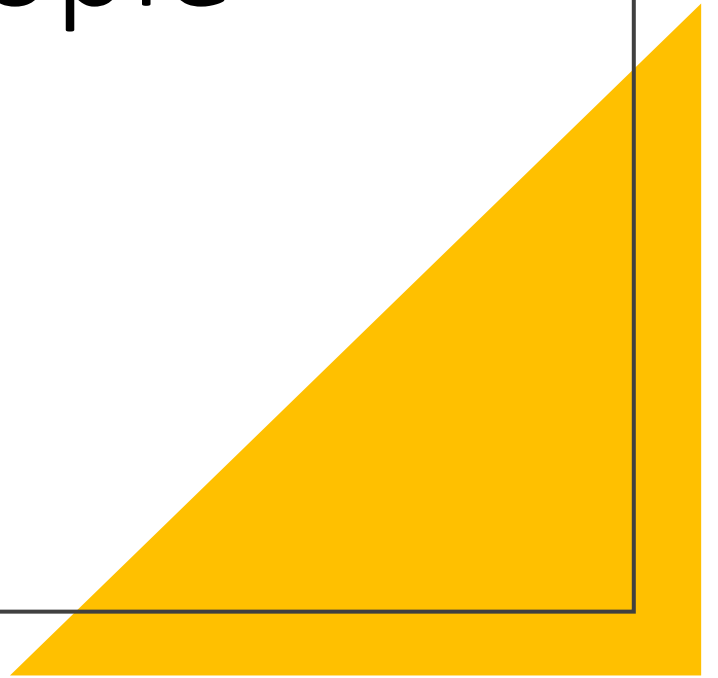
# FAST First Action Steps to Take:

Practice mirroring with a trusted friend or close colleague. Sit face-to-face and have your partner share how he's doing, including his highs and lows of recent weeks and the feelings associated with those events. After a few minutes, share a couple of mirroring statements that are based on what you heard. Ask your partner how well you did. Then switch roles. It feels great to be mirrored, too.

Experiment with using mirroring in situations in which someone is upset. At work, this might include customer service, sales, or any disagreement. At home, this might mean an argument with your boyfriend or wife. Remember to focus on repeating back the feelings and what you heard word for word.

As you get better at mirroring, you'll find that people respond to you more and more. You'll sharpen your listening skills and help everyone in your life feel heard. They'll all remember you as the one who gets them, the one who really cares.


# #4 Connecting with People





# Validate, Validate and Validate

Mirroring is a great way to help people feel heard, but validation takes mirroring to a whole new level. The idea is to put yourself in the other person's shoes and, in addition to repeating back exactly what they have said, say something to suggest you understand how they probably are feeling.



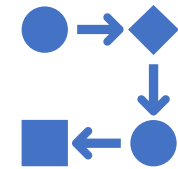
# FAST First Action Steps to Take



Listen for “feeling” words and expressions as you have conversations. Pay attention to body language and tone as well when you are face-to-face. Practice replying with a validation statement such as “You must feel...”



Practice validation with a friend who knows what you’re doing. Ask if your validation statements were accurate reflections of how they were in fact feeling and whether they made a difference in the way they feel.



One of the challenges of validation is that with more practice and as you get better at it, it can appear less genuine. Remember to be sincere in all your validation statements. That sincerity (or insincerity) does show



# #5 Influencing People

**Passion is Nothing without Persistence**

FAST First Action Steps to Take:

Write down something that you really want from someone but that won't be easy to get. (Who would you like to meet more than anyone? What client would you like to land? What business idol would you like to have lunch with?)

Use your passion and creativity to come up with a plan to pursue this person doggedly in an inventive, original way.

Put your plan into action and be persistent. Make as many attempts as it takes to make this vision a reality

# #6 Changing People's Minds

## Go Beyond the Humblebrag

### FAST First Action Steps to Take:

Take a look at your last twenty social media updates and do a quick audit. How much are you promoting yourself versus promoting others? Ideally, you want to strike a balance of no more than 30 percent promoting yourself and at least 70 percent promoting others.

Make a plan to increase both your own authentic self-promotion and your promotion of others in your life.

Audit your next twenty social media updates and compare them with the previous twenty. Have you helped people see you as someone willing to praise others and unafraid to share his or her own accomplishments?

# #7 Teaching People

## **Soar with Your Strengths—and Theirs**

- FAST First Action Steps to Take:
- Write down a list of several things you've been trying to teach others that aren't your greatest strengths. Determine whether anyone else at work or at home could take on the teaching of these skills or tasks.
- Examine one colleague or friend and think about one thing you would like to teach that person. Write down their strengths and how you will teach in the context of those strengths.
- Put your plan into action and teach this one thing to the person by playing into their strengths. How can you take an area your colleague or friend is already good at and make them even better?

# #8 Leading People

There's No I in Team, but There Is an I in Leadership

FAST First Action Steps to Take:

Write down what makes you a leader, or, to put it another way, write down who looks to you for direction and guidance. (Remember, regardless of the size and scope of your organization, you can consider yourself a leader.)

Audit how well you are doing in setting and communicating vision. Ask people in the group you just defined if they know what your grand mission is. If you don't have a mission, it's time to come up with one. Then work on communicating that vision clearly and consistently.

Ask yourself if everyone in the group you lead is in the right seat. Are there people with talents that are being underutilized? Is there someone who has been promoted above her level of competency and expertise? If you find instances like this, shift people's job descriptions and responsibilities to better reflect what they are best suited to bring to the team.

# #9 Resolving Conflict with People

## **If You're There to Help, You're There to Win**

- FAST First Action Steps to Take:
- Describe a recent conflict you've had. Imagine how you might have resolved the conflict better if you had taken the approach of "How can I help both parties?"
- Write down an action plan for how you will deal with the next conflict with that person with more of an eye to helping the other party feel heard and resolved.
- Put the action plan into effect the next time you have a conflict. Remember, if you're there to help, you're there to win

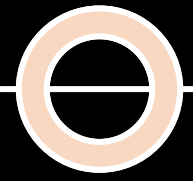
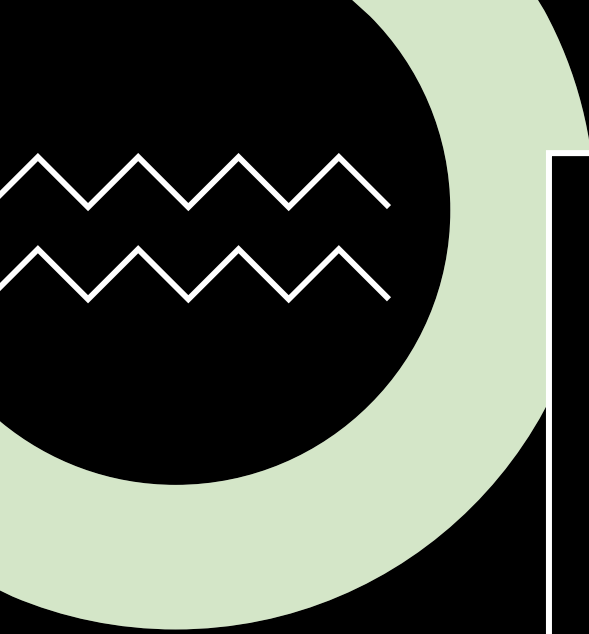
# #10 Inspiring People

## **Homelessness: The Instant Cure for Any Bad Mood**

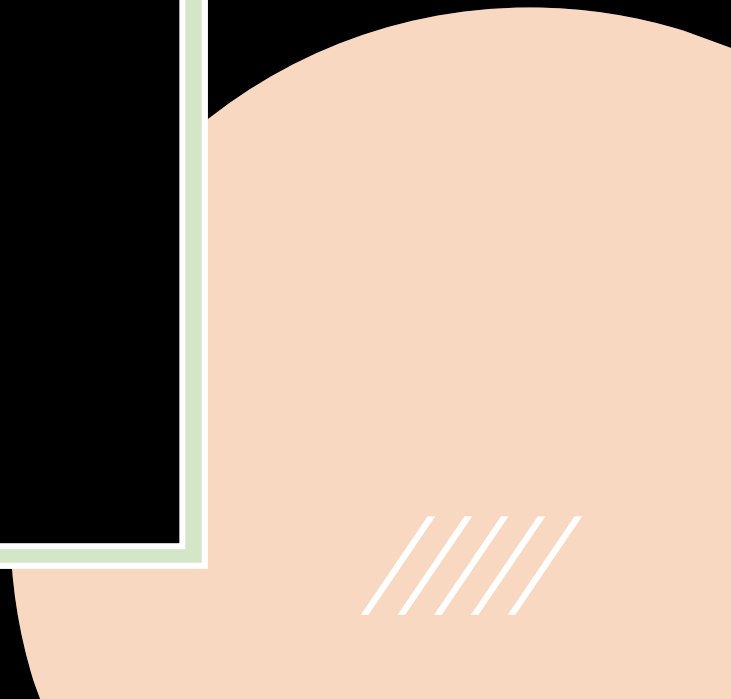
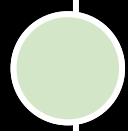
- FAST First Action Steps to Take:
- Make a list of random acts of kindness that can be done near your office or home.
- The next time you are in a bad mood about something (maybe a rejection, an unkind word from a boss or client, or something personal), take a ten-minute break and go out and perform one act of kindness (or more).
- Note your mood before and after the act of kindness. Continue experimenting until you find an act of kindness that you can repeat as needed. Think of random acts of kindness as an inexhaustible resource you can tap into anywhere, any time

# #11 Keeping People Happy

Go Back	<b>Go Back in Time and Write a Thank You Card (Yes, a Real One)</b>
FAST	FAST First Action Steps to Take:
Buy	Buy a pack of thank you cards at the local drugstore or stationery store; you can even order personalized ones online. Do it without delay.
Write	Write one thank you card the next morning you have an opportunity. Do it as early in the day as you can and hand-deliver it as quickly as possible. The faster the feedback comes, the more inspired you'll be to keep going.
Practice	Practice doing this every day until it becomes a habit. Only you know how quickly and profoundly you can make this process habitual, but you will feel happier along the way no matter what



# Q&A





*Thank  
You!*