

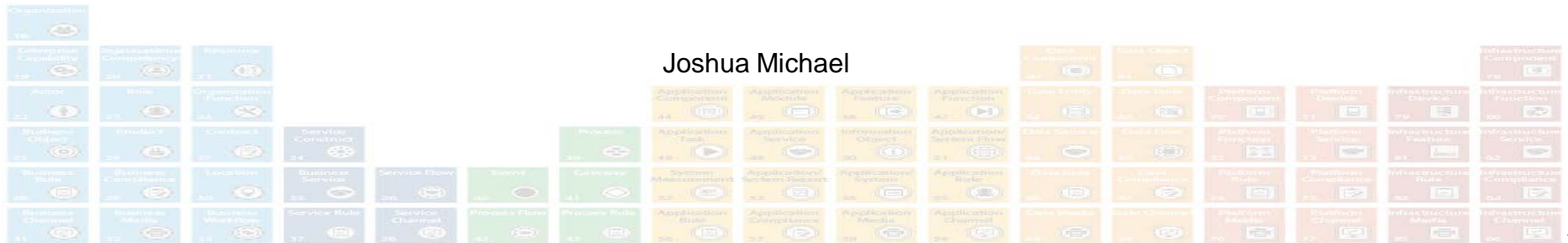


# Day 3: Strategy



## Advanced Cross-Culture Leadership Program

Joshua Michael



BUSINESS LAYER

APPLICATION LAYER

TECHNOLOGY LAYER

# Table of Contents

- Lessons Learned from Day 2
- Overview of Day 3: Strategy Model & Strategy Leadership
- Introduction to new key principles and concepts
  - Body Language Fundamentals & Communication
  - Horse Body Language

LEADING PRACTICE  
*We set the Enterprise Standards!*



# Table of Contents

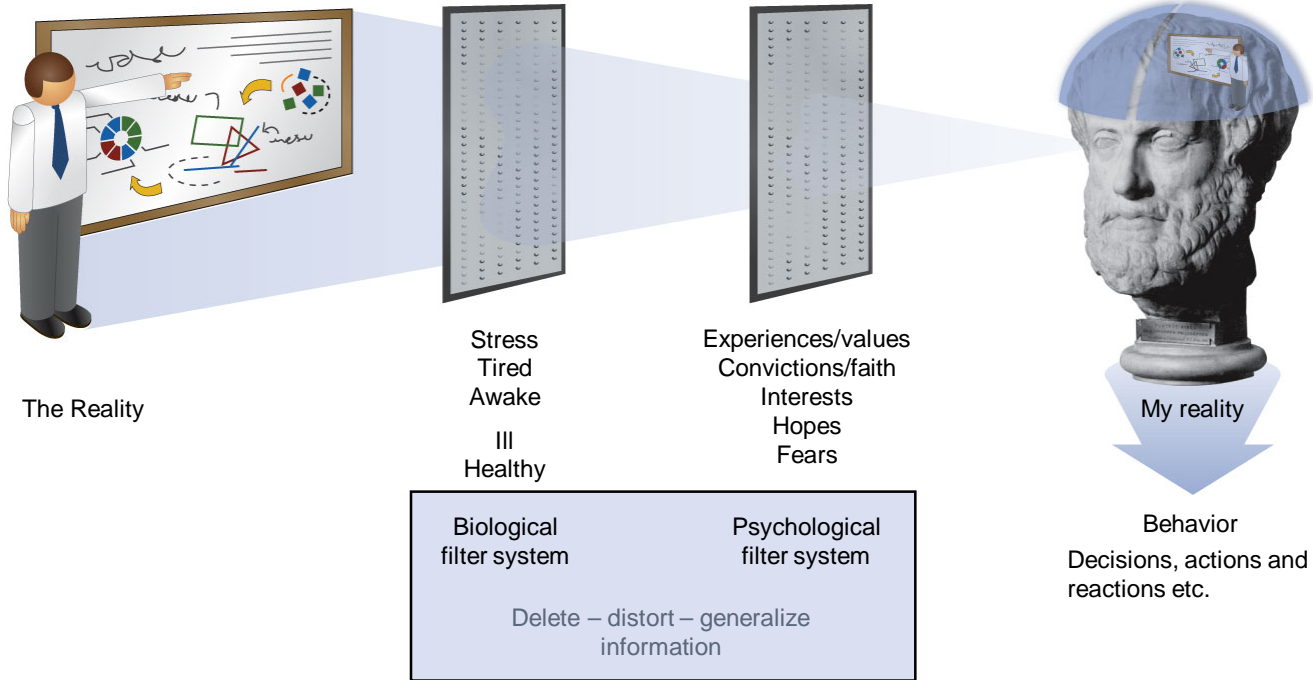
- Lessons Learned from Day 2
- Overview of Day 3: Strategy Model & Strategy Leadership
- Introduction to new key principles and concepts
  - Body Language Fundamentals & Communication
  - Horse Body Language

**LEADING PRACTICE**  
*We set the Enterprise Standards!*



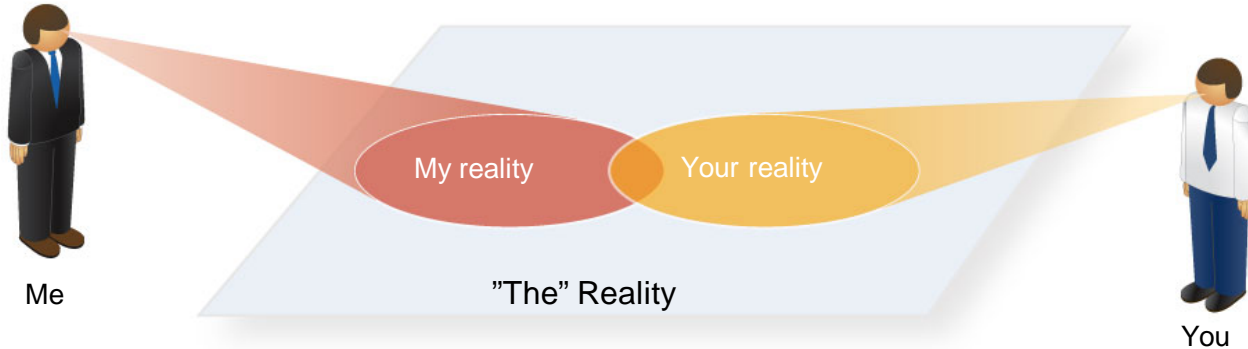
# What you send out & creation of Reality

## Body language fundamentals



# What you send out & creation of Reality

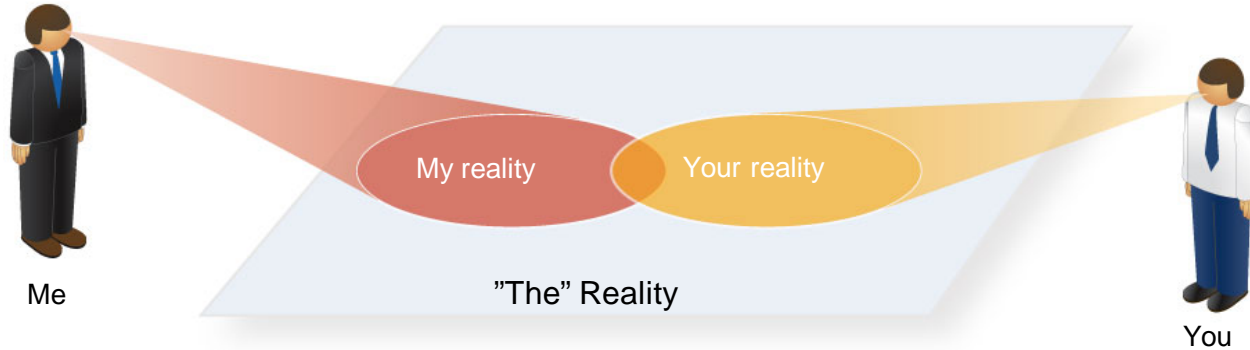
## Body language fundamentals



1. There is one objective reality.  
“just 0,004% from that reaches our awareness or consciousness”
2. We filter a lot of information away  
Why? To much contradictional information – “Memory Overload”
3. Everybody has there own subjective reality.
4. For that person is his reality “the” reality.
5. People will not always behave consistent to the reality  
Why? They have there own agenda (personal needs)

# Insights into 'the' reality

## Body language fundamentals



Reality = perspective, interpretation, view

- There are approximately 6 Billion different realities on this world!
- If "the" reality doesn't exist for us, there is no point in discussing who is "right" or who is "wrong".
- The things are so, how you believe they are – the same truth applies to your customers.
- Personal Reality withdraw themselves from the control of logical arguments

# Communication

## Body language fundamentals

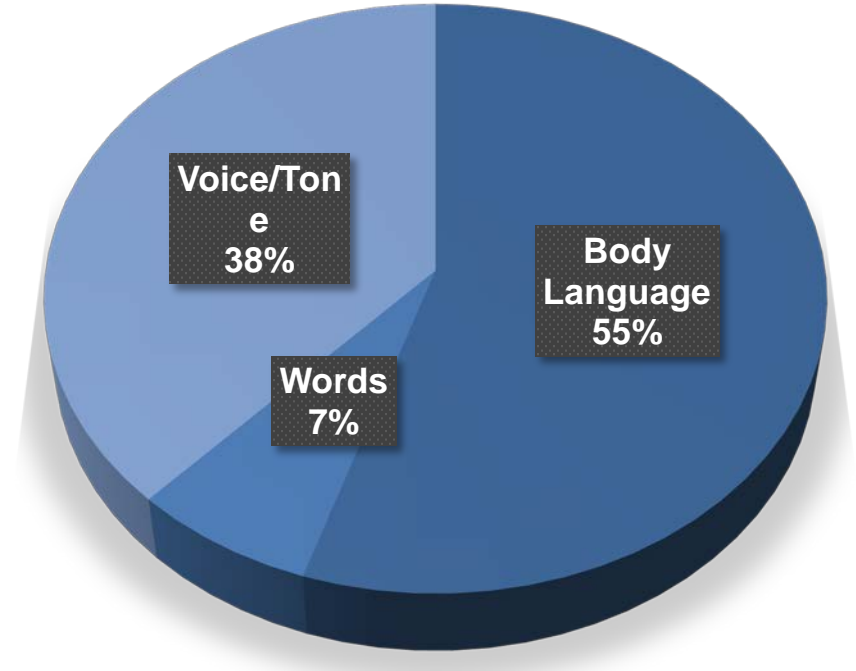
**55%** of what we perceive is visual

**38%** of what we perceive is auditory

**7%** are the composition of words

When communicating..

If these three perceptions are not congruent, then we are sending mixed signals and people will not trust us.



# ABC of Body Language

## Body language fundamentals

### AIM

- You are interacting for a reason. Be clear on what your aim or purpose is. What do you want to achieve?

### BODY

- Take your whole self into the encounter, remember your sense of quality.

### CHEMISTRY

- Listen, respond and seek partnership. You will more likely achieve your aim if the chemistry is right.





# CAN DO

## Body language fundamentals – AIM

**C**LEAR

- Short enough to write as a simple headline

**A**CHIEVABLE

- One that you feel is attainable

**N**EEEDED

- Something you really want to achieve

**D**IVISIBLE

- Can be broken into smaller goals/aims

**O**UTCOME

- Explains what success would look, sound & feel like



# Basics

## Body Language Gestures



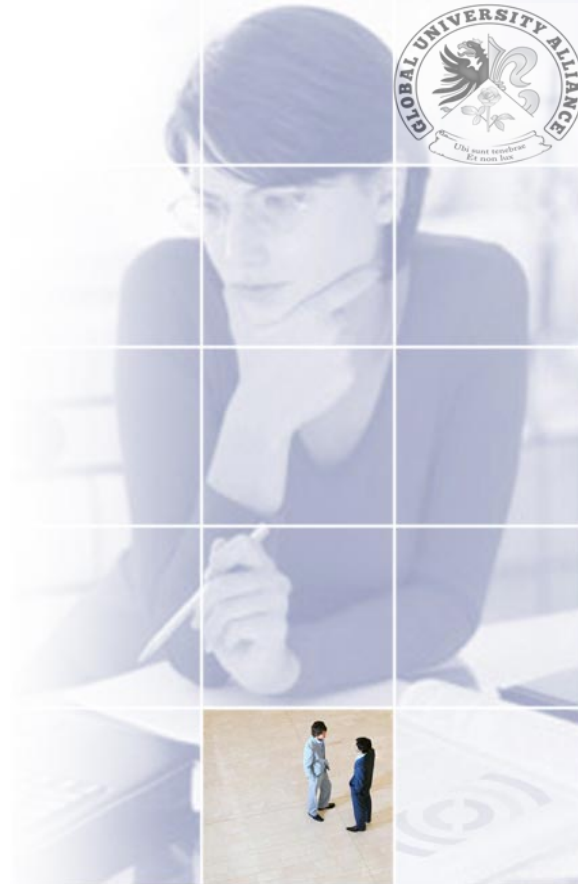
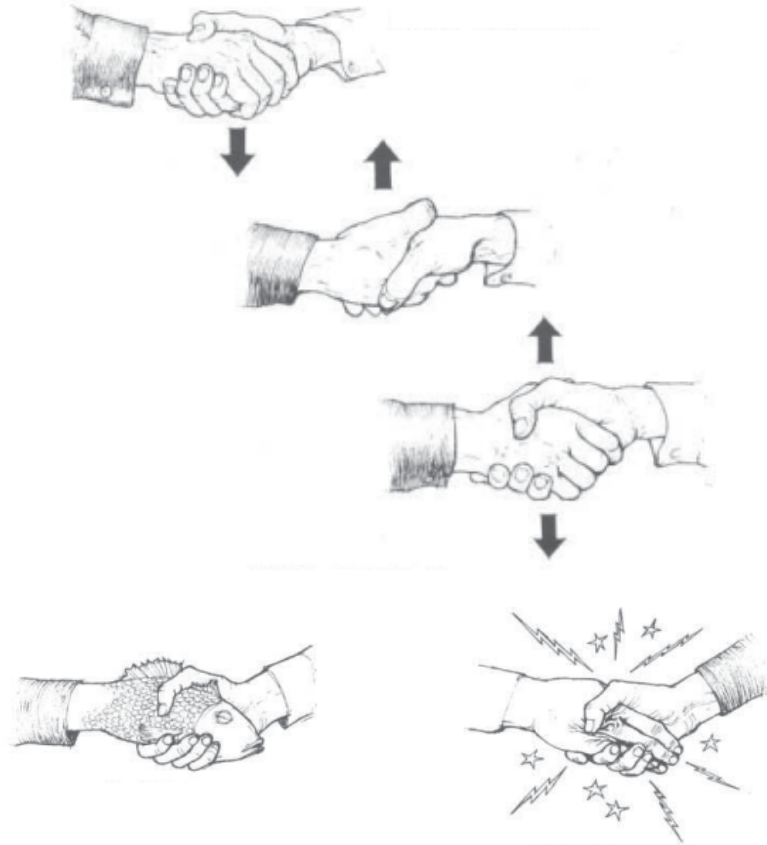
# Openness & Honesty

## Body Language Gestures



# Hand Shakes

## Body Language Gestures

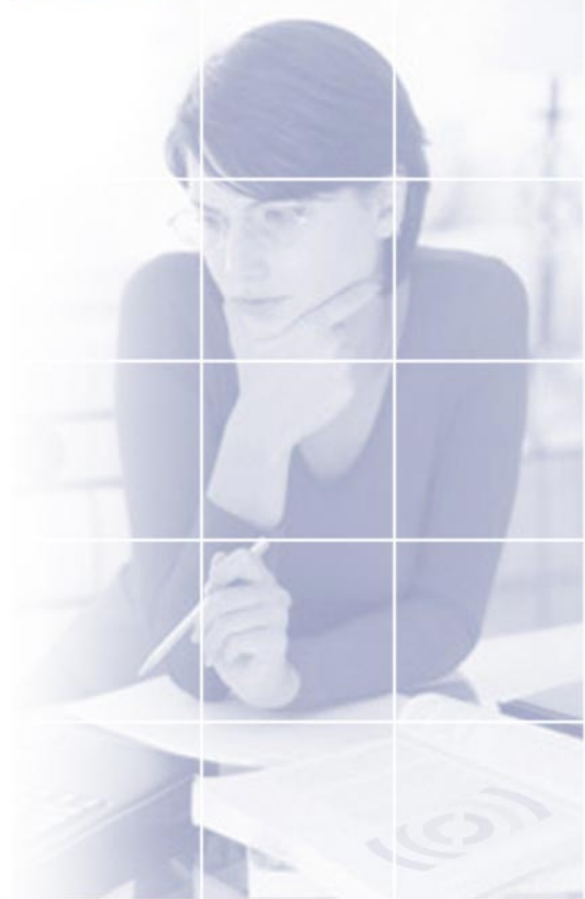


# Hand Gestures

## Body Language Gestures



Fast = good intentions  
Slow = bad intentions



# Hand Gestures

## Body Language Gestures



**Frustration**

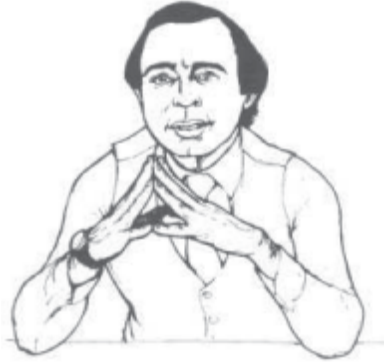


**Confidence**



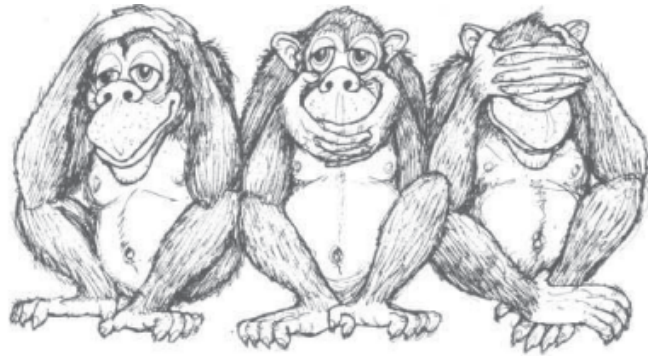
# Buyer Signals

## Body Language Gestures



# Hands to Face

## Body Language Gestures





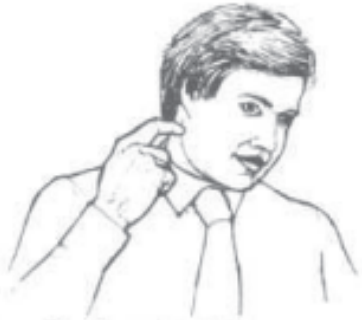
# Telling Lies

## Body Language Gestures



# Spotting Lies

## Body Language Gestures



# Showing Interest

## Body Language Gestures



**Interested**



**Bored**



**Negative thoughts**



# Making Decisions

## Body Language Gestures



**Evaluation**



**Making a decision**



# Arm Gestures

## Body Language Gestures



**Disagree**



**Hostile**



**Superior**



# Head Position

## Body Language Gestures



**Neutral**



**Interested**



**Disproval**



# Eye Gesture

## Body Language Gestures



**Business**



**Social**



# Test how good you are in interpreting Body Language

| NONVERBAL BEHAVIOR                                   | INTERPRETATION |
|--|----------------|
| Brisk, upright walk                                  |                |
| Standing with hands on hips                          |                |
| Sitting with legs crossed, foot kicking slightly     |                |
| Sitting, legs apart                                  |                |
| Arms crossed on chest                                |                |
| Hand to cheek  |                |
| Touching nose - slightly rubbing                     |                |
| Rubbing the eye                                      |                |
| Hands clasped behind back                            |                |
| Locked ankles  |                |
| Head resting in hand, eyes downcast                  |                |
| Rubbing hands  |                |
| Sitting with hands clasped behind head, legs crossed |                |
| Open palm  |                |
| Pinching bridge of nose, eyes closed                 |                |
| Steepling fingers                                    |                |
| Patting/fondling hair                                |                |
| Tilted head  |                |
| Stroking chin  |                |
| Looking down, face turned away                       |                |
| Pulling or tugging the ear                           |                |



# Overview of Body Language Behavior

| NONVERBAL BEHAVIOR                                   | INTERPRETATION                      |
|--|-------------------------------------|
| Brisk, upright walk                                  | Confidence                          |
| Standing with hands on hips                          | Readiness, aggression               |
| Sitting with legs crossed, foot kicking slightly     | Boredom                             |
| Sitting, legs apart                                  | Open, relaxed                       |
| Arms crossed on chest                                | Defensiveness                       |
| Hand to cheek  | Evaluation, thinking                |
| Touching nose - slightly rubbing                     | Rejection, doubt, lying             |
| Rubbing the eye                                      | Doubt, disbelief                    |
| Hands clasped behind back                            | Anger, frustration, apprehension    |
| Locked ankles  | Apprehension, hesitation            |
| Head resting in hand, eyes downcast                  | Boredom                             |
| Rubbing hands  | Anticipation                        |
| Sitting with hands clasped behind head, legs crossed | Confidence, superiority             |
| Open palm  | Sincerity, openness, innocence      |
| Pinching bridge of nose, eyes closed                 | Negative evaluation                 |
| Steepling fingers                                    | Authoritative                       |
| Patting/fondling hair                                | Lack of self-confidence; insecurity |
| Tilted head  | Interest                            |
| Stroking chin  | Trying to make a decision           |
| Looking down, face turned away                       | Disbelief                           |
| Pulling or tugging the ear                           | Indecision                          |

# Fluency

## Body language fundamentals – BODY



### Speak with Ease

- Use of language shows people how educated, competent and effective you are.
- Studies show a link between success & vocabulary.



### Explain Complicated Ideas simply

- Great leaders are great simplifiers.
- Cut through the technical complexity and explain the ‘big idea’.



### Communicate Convincingly

- Conviction – Be passionate and enthusiastic. Know what your audience is passionate about.
- Content – Present the facts, make it logical & easy to follow, make it easy & brief for people to consume.



# Speaking

## Body language fundamentals – BODY



“It’s not what you said.  
It’s how you said it.”



**Dictation**

**Pitch**

**Pace**

**Volume**

**Tone**

**Silence**



# Act As If

## Body language fundamentals – BODY

### » The Mirror Principle

- People tend to mirror back your present emotional state.

### » Behave the way you want to be seen

- Act as if people are willing to hear from you, and eventually it no longer becomes an act.

### » Attitude

- The mind and body are the same system. They influence each other.
- Your attitude controls your mind, and your mind controls your body.



## Body language fundamentals – Chemistry

### » Attention

- Receive - Listen, pay attention to the person
- Appreciate - Give little umms, and affirmation that you're listening
- Summarize - So what you're saying is....
- Ask - question afterwards

### » Interdependence

- Relationships are about win-win situations. All parties should leave feeling enriched in some way.
- Think of how you can create better teamwork in the group

### » Rapport

- Connection
- Sensitivity
- Empathy
- Respect
- Physicality
- Language



# Horses communicate through Body Language

While horses can use verbal communication, they use it for calling, the most is non-verbal communication.

These are some of the ways that a horse communicates:

**Ears**

**Head Carriage**

**Forelegs**

**Hind Legs**

**Muzzle**

**Eyes**

**Tail**



## Ears

### Horse Body Language

*Turned out to the side*

*Turned back*

*Rapidly swiveling*





# Head Carriage

## Horse Body Language

*Lowered*

*Elevated*

*Snaking*





# Legs

## Horse Body Language

*Standing splayed*

*Pawing*

*Stomping*

*Striking*

*Cocked*

*Raised*



# Muzzle

## Horse Body Language

*Drooping lip or slack mouth*

*Chewing*

*Clacking teeth*

*Flared nostrils*

*Gaping mouth with visible teeth*



# Eyes

## Horse Body Language

*Tension*

*Rapid darting*

*Whites of the eyes showing*



# Tail

## Horse Body Language

*Raised*

*Flagged*

*Clamped Down*



# What Horses Teach about Leadership

## Horse Body Language

Leadership to horses is about **RESPECT**, not fear.

Old school Leadership: through fear & submission

Leadership through **fear and intimidation** resolves in:

- Detachment
- Stressful environment – Walking around on eggshells
- Fearful and suppressed subordinates

Leadership through **mutual respect** resolves in:

- Attachments
- Open environment where ideas can be expressed
- Loyal and motivated subordinates



# What Horses Teach about Leadership

## Horse Body Language

### Body Language

- Not only brute strength, but the smallest flick of an ear can move an entire herd

### Group Leadership

- Horses are social animals, and their safety and security is tied to the herd. The herd decides where to move, drink and eat. Everyone in the herd knows who the leader is.

### Authenticity

- There is no ego in the herd. No social position, title or qualification makes you the leader. It is purely authenticity.

### Change

- They are highly adaptable to different and new environments.



# What Horses Teach about Leadership

## Horse Body Language

How do you lead through mutual respect?

- Be consistent
- Clear
- Listen to and promote people
- Do what you say
- Mean what you say

You cannot let your horse – or your team – push you around.  
If you do not provide the leadership, the horse will.





# What Horses Teach about Leadership

## Horse Body Language

When you approach a horse, they are asking themselves two questions.

1. **Can I trust you?**
2. **Can you lead me?**

**Question:** What are you doing currently to answer yes to those two questions for your current employees?

What can you do to answer yes to those 2 questions for new recruits?





# What Horses Teach about Forces & Drivers

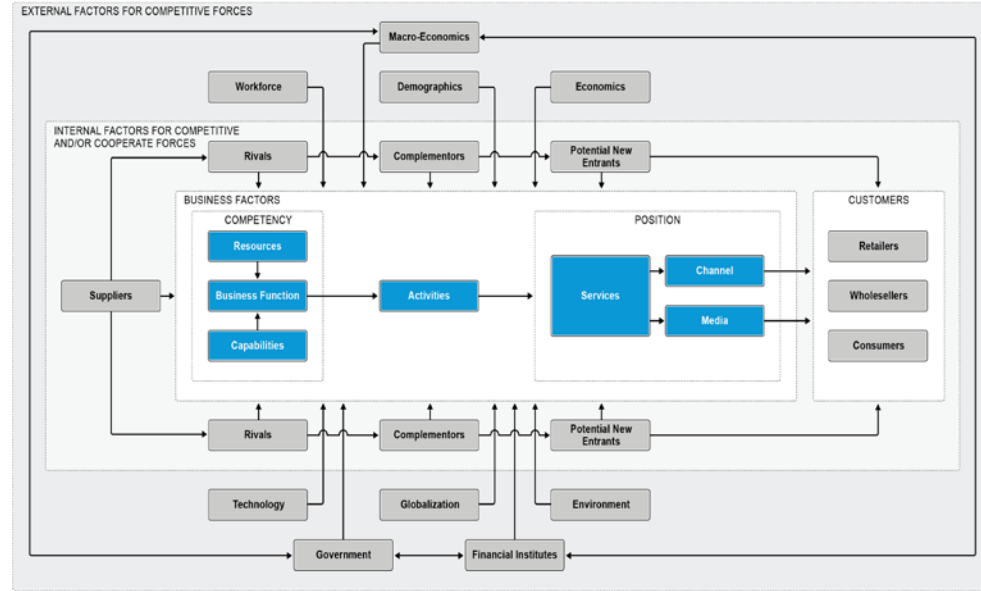
## Horse Body Language

Being Aware, Alert and Adaptable is key to leadership.

**Horses are always aware**

They'll use their senses to search for food or travel further afield to find the sustenance they need.

This lesson that we learn from the horse helps us to be aware of the environment we are in.



# QUESTIONS?

## Global University Alliance

### Professor Mark von Rosing

Chairman of Global University Alliance

Mobile +33 (0)640194034

E-Mail: [Mvr@GlobalUniversityAlliance.net](mailto:Mvr@GlobalUniversityAlliance.net)

For more information:

[www.globaluniversityalliance.net](http://www.globaluniversityalliance.net)





# Thank You

**GLOBAL  
UNIVERSITY  
ALLIANCE**  
Researching Best & Leading Practices | Developing Standards

**(((G))) LEADING PRACTICE**  
*We set the Enterprise Standards!*

