The background of the cover is a close-up of a traffic light. The top lens is red, the middle lens is yellow, and the bottom lens is green. The bottom-left lens shows a black upward-pointing arrow, and the bottom-right lens shows a black rightward-pointing arrow. The lenses have a textured, grid-like surface.

GET PEOPLE TO DO WHAT YOU WANT

How to Use Body Language and
Words to Attract People You Like
and Avoid the Ones You Don't

**GREGORY HARTLEY &
MARYANN KARINCH**

BEST-SELLING AUTHORS OF HOW TO SPOT A LIAR

Get People to Do What You Want



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How to Use Body Language and
Words to Attract People You Like
and Avoid the Ones You Don't

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Both of us dedicate this book to Michael Dobson.



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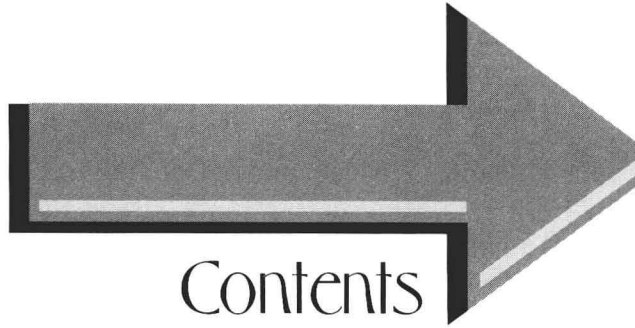
—Maryann

Thanks to the enthusiastic team at Career Press who believed this was a good idea even before I did. Career Press has made life easy for both of us, and the entire staff is a pleasure to work with.

I could not have found time to write this book without the help of Max Wood—thanks. Stumbling into Don Landrum at the start of my interrogation career led me to some of the conclusions in this book, whether he knew it or not. Thanks to Dina for keeping me centered and to Mike for helping keep things going when I cannot be around. Thanks to Maryann for following my rambling as I put these very difficult concepts that feel instinctive to me into words others can understand.

Every concept we discuss here is playing out in interrogation rooms around the world as professional interrogators apply these concepts to get others to tell them the truth. The few rank amateurs who have resorted to the unspeakable have tarnished the reputation of these professionals who protect you on a daily basis. These professional interrogators often find the danger and report it before it is too late, but cannot ever disclose it ever happened. To these people who protect the good citizens of the world from the unthinkable, I am grateful.

—Greg



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Any book that teaches how to get people to do what you want is a book about manipulation. To manipulate people, you need to understand first what drives them.

A quick look across the spectrum of humanity reveals that humans are complex creatures. Even in the psychologically healthy bands of the spectrum, human beings run the gamut from altruists to curmudgeons. Within this very complex and diverse population, however, there are also recurrent themes; these form the foundation for this book. It is a Machiavellian look at how to make people do what you want, so by its nature, it is dark. If Vincent Price had written *How to Win Friends and Influence People*, this would be that book.

Similar to our primate cousins, humans have a burning desire for companionship. First and foremost, we are herd animals with an instinct to belong that cannot be overlooked. Once we gain that acceptance, however, we push more and more to set ourselves apart. Merely being a member of the crowd is generally not good enough. We want to hold distinction within the group—to be a member with clout at the least, or perhaps even the alpha in the pack. After striving to raise our level of importance within this group, when we achieve that and become a “big fish in a small pond,” most of us look for more. We aim to expand our circle to move into a new pond, one with a new group to which we can belong, only to start the process all over again.

If you doubt this premise, think about why you picked up the book. Are you moving into a new group and trying to better adapt and gain acceptance? Or are you looking to differentiate yourself from the crowd? Whether it is at work or in a social group, these two forces drive your choices at this moment, and other people around you are making daily decisions the same way. This book is about understanding those forces, and making conscious decisions that will get the outcomes you want.

One added benefit of learning these tools is the ability to see how and when people such as politicians and advertisers are manipulating you. Even if you never exercise the skills of influence we cover in this book, you will benefit greatly by other people’s deliberate attempts to use them.

—Greg Hartley



SECTION

1

The Dynamics of
Human Interaction



CHAPTER 1

Shared Needs: Belonging and Differentiating

Take a minute and ponder what elements of your life you cannot live without. Look at the things that make your life valuable; not your latest gadget or miracle cosmetic, but the essentials that would leave a marked void if they disappeared. Some go without saying, such as your most basic human needs: food, clothing, and shelter. But what are the others? In terms of human drives, what is your most basic need—the intangible equivalent of food, clothing, and shelter?

Regardless of whether your personality bends toward introverted or extroverted, regardless of whether your feelings about people make you a misanthrope or philanthropist, human companionship is a primary driver of human behavior. Companionship can be different things to different people, but the premise remains consistent for all but the most deviant minds: people need people.

The Hierarchy of Needs

In 1943, psychologist Abraham Maslow introduced his theory on the Hierarchy of Needs. The ground floor of his pyramid of needs is composed of the biological ones we all know: food, sleep, sex, and other elements essential to life. One floor up, you find all of the things that provide safety. Arguably each of these first two can be met without the need for other people, but the ability to go it alone ends there. Just above that, you have that spectrum of intangibles that relate to belonging and love: affection, relationships, camaraderie. Moving up to the fourth level, you find esteem needs, such as achievement and reputation; and at the top, self-actualization.

Maslow described these needs as a hierarchy because a human being cannot progress to the next tier until the needs below it are met. Therefore, achievement and reputation can come only when someone feels as though he belongs. The personal growth and fulfillment associated with self-actualization can only come after satisfying the need for achievement and reputation.

Stop here for just one minute, because grasping the hierarchy of human needs is the core of the how-to information in this book. The motivation behind a person's choices takes shape according to what lower needs have been met and what higher needs remain to be met. Among the most interesting attributes of human behavior is that these needs are often more