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Lead & Convince & Sell

The key to professional success and personal development is communication and language competence.

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1. Foreword

In everyday life we are continually confronted with identity challenges, sales and advice offers, be it in the family, with friends, or in our career. Even at breakfast we are already offered comment and products by press, radio and television, some of which we can identify with, some of which we decline. All day we are confronted with offers of products, services and opinions that we either accept and use, wish we possessed, or which we ourselves offer to others. In the “service society” in which we live the same goes for service and care activities which we seek or are offered.

This book is designed to offer support and assistance to school children, students, employees and employers in private study of the German and English languages. In addition, it attempts to explain attitudes due to cultural differences, which are important for upbringing, parents, teachers and in politics. The works of the authors cited are to be found in the literature index; there are no footnotes, which makes for easier reading.

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Manfred G. RAUPP, Peter Hartman

Lörrach, August 2014

2. Humans need communication in order to be human

People need food, clothes and a dwelling for their everyday life. These are the basic requirements. But we all know, from our early childhood, that “men do not live from bread alone”.

What we require, apart from the basic physical needs, are: attention, upbringing, communication, health and care. In everyday life we are continually buyers and sellers, and we generally enjoy this interplay, unless we feel that we are “fighting for survival every day”, which heaven and our environment would like to prevent.

Buying goods and services is only one form of purchase – one can also regard the forming of an opinion or an assessment as such, although they involve no money or goods. As an opinion can usually be changed without commercial loss, adopting the opinions of others is not considered as a “buying and selling”. Even in daily transactions, “buying the opinion of the seller” is the first step towards a contract. In order to ensure a generally feeling of well-being one should always attempt to fulfil the premise that one is always the winner. That means constant communication, as success does not come as “manna from heaven”. It is primarily the small things in life that make us feel like winners, such as having learnt something, finding a bargain, or perhaps just avoiding a possible loss.

Both young and old require communication for success in life. We need family, friends, teachers, business partners and competitors, political friends and opponents, etc. for a full awareness of life. Life fills the amplitude between happiness and worry, which opinions and which goods we want to, or can, purchase, and at what price.

Friedrich the Second – the Stauffer – initiated a communications study in the Middle Ages in which nurses were forbidden to speak to the infants in their charge, or to pay them any attention except to feed and change them. The purpose was to discover the human proto-language, which he thought the infants would develop themselves. The result was tragic – all the infants died.

Ergo, we need communication, as humans have lost many of their instincts in the course of evolution. On one hand this is a good thing, on the other hand it has consequences for our behavior. We have a life-long necessity to learn and discuss, and if we do this with a positive attitude and restrict ourselves to the possible, the daily buying and selling becomes enjoyable.

2.1 The human race is the result of heredity and environment

Our life is coined by the genes we inherit from our parents, which encode our facilities and constitution. But we only become individuals through our upbringing and the influence of our environment. Humans need to be fostered longer and more intensively than any other species on earth, and have the greatest need for communication to stay healthy and to learn how to act independently. The influence of our environment on our requirements is enormous, i.e. many things we desire are dependent on our immediate surroundings. “Tell me who you go about with (who your friends are) and I’ll tell you who you are” is a well know piece of folk wisdom. Our family, teachers, circle of friends all serve to shape us and influence us, particularly in our youth. Whether we admit it or not

personal development, enrichment, happiness, danger and opportunities are all derived from these contacts.

Evolution and developmental biology

Human history begins about 1.5 million years ago with *Homo erectus*, the species that developed into *Homo sapiens*. Humans developed with regional differences, and warm and cold periods also led to varying development. Even today there are extensive differences in speech and culture across the globe. Beside the highly developed cultures in many parts of the world one can also find population groups which are still in the stone-age, such as in New Guinea and Oceania. Biological laws influence our behavior as much as consciously set goals and intentions. These biological behavioural norms act autonomously, but are modified or extended – with a considerable time lag.

The stone-age hunter-gatherers could still be regarded as an integral part of nature – when the food supply was exhausted they moved on. A very limited horizon was sufficient, apart from bringing up children. Only with the transition to settled way of life did the horizon of consciousness have to widen. Cattle breeders and planters had to plan a year ahead to ensure a food supply. As well as sowing there was the protection and security of the fields and the cattle from jealous and/or hungry neighbours. Conflict with our biologically specified behavior become quickly apparent if we compare today's life style with conditions at the beginning of human history. We very seldom walk or run 40 km a day, the average distance covered by an early hunter, and then only by voluntary sports such as a city marathon.

In man's long phylogenetic history recent developments are things that even our great grandparents could only dream about. Mobility without physical effort and specialization of activities irrespective of weather or time of year are only two examples. Whereas behavioural patterns only changed slowly for centuries, the need to adapt has become ever quicker from the point of evolutionary biology. We can seldom simply run away from danger, other parties are not impressed by threatening gestures. This means that we are not prepared for many situations in daily life and thus react irrationally or our overtaxed bodies suffer from a variety of lifestyle ailments.

Some situation which are stressful from the point of view of developmental biology:

Groups of more than a hundred, that have a self-organisation and can no longer be comprehended by the individual

Project groups which are organized from outside according to efficiency standards without clear group affiliation

More contact to strangers than to familiar people

More knowledge transfer by technical aids such as newspapers, letters, telephone, radio, television and internet than by personal contact

Too high a proportion of new in comparison to familiar activities

More passive than active experience

Rapid technical advances that cause the experience of a generation to become worthless and dramatically changes social structure and standards

Increasing roll of computers in learning and working and decreasing contact to trusted (trustworthy) people

A lack of direct experience of the functioning of our environment and food production

Numerous only-children who grow up with only one parent – mostly the mother – and have less contact to a close family circle

Although the environment predominantly requires our understanding and the use of economic laws we are still emotional beings. Our basic nature is to go hunting every day and every evening to lay our prey in front of our amazed family – but we are only hunters in a large hierarchical hunting lodge and often simply carry out orders and fulfil the tasks we are given. We naturally laugh when our children ask “Daddy, have got some money again?” but we are often frustrated because our work is too complicated to explain to our family in simple terms. We cannot show our pleasure about a successful deal because it would attract the attention of our competitors. We would like to dispose of attackers, but our Christian values, and the law, are against this. We have nightmares because we have made decisions from an economic and logical viewpoint during the day, while our feelings and emotions would have decided otherwise. We increasingly suffer from cardiovascular problems because we live contrary to biological necessity. We nevertheless reach a greater age than our ancestors because modern medicine protects and supports us. We should listen to our inner self more often, to what our emotions tell us. We would then understand other people better. We have thankfully left the days of fisticuffs behind us, and as long as we take revenge only in our thoughts rather than in word and deed it is possible to reach a compromise between biological driving force and civilization. However, the behavior of some minorities shows what archaic potential humans still have. Our governments would be well advised to deal with such trouble makers quickly and firmly. Despite evolutionary biology we cannot, and must not, tolerate the endangering our lives and livelihoods, the property of people and firms being stolen, and let it go unpunished because of some economic inferiority complex. Or let our youth and the society that dominates them turn into a purely “fun-and-games society”. A democratic society needs standards that are supported by the majority and whose observation is required, and would be endangered or destroyed if this is not enforced.

2.2 Social Hierarchy

It is now known that human life is controlled by around 32,000 genes. Because of the multiplicity of combinations that dictate how we look, our constitution and abilities, we can be sure that each human is unique. From the point of view of developmental biology every one of us strives to pass these genes on to the next generation. Different species have different ways of choosing a partner. In most species the female makes this choice, which was also the case with humans until they became settled and civilized. Women chose the male partner who was the most desirable to her. The males had to court the favour of the female, as in the animal world. This was the case as long as the family or clan wandered around as gatherers.

With the first fencing off of an area in order to domesticate wild animals or specifically to grow crops this changed. It was no longer the strongest, most successful and suave hunter who had the advantage. It was much more the guardian of the family with the most property and defended it, and increased his holding through aggression against his neighbours who could choose his bride, because he was considered a “good catch” by all available girls. Later civilisations and most religions support the dominance of men, not only for the defence of the family and its property but also in the choosing of a mate. Every human has different group membership, and the more exclusive the group the greater standing he has, and higher is his place in the social order, and the more attractive he is as a mate.

Through negotiation, conversation or friendship with those of a high social status we raise our own status. We like to record our environment, to which group we belong, if this brings standing and class. We use status symbols to show our place in society, to which group we belong. This has always been mostly clearly seen in the French military. The rank badge on the epaulette clearly shows who is answerable to whom, and what rights and duties result.

We each play a different role in society. We use status symbols to achieve acceptance in a particular group, or to make us attractive to the opposite sex. It is often not easy to see at first glance whether a person is really important, only considers himself important or is simply making himself important. Club or society badges worn on the epaulette or clothing indicate our social standing or leisure activities. Such symbols serve primarily to facilitate contact with strangers, but also give signals and information about the standards of the wearer.

In this regard the T-shirt has attained a special position. In the last twenty years the front and back of a T-shirt has been conferred the role of information and advertising space. Graduates inform the world of their newly attained status, but more often sport clubs and other associations who sell this to businesses as advertising space. This theme will be further developed in the chapter “Leadership and Selling”.

2.3 The Race between Hunter and Hunted

As early as the middle of the 19th century Charles Darwin expounded, in his book “On the Origin of Species”, that in the area of biology it is those who best cope with the environment who survive and proliferate. The fact that there is no vacuum in nature is due to the severe selection process in both the plant and animal world, a struggle to eat or be eaten. Sometimes nature throws up a symbiosis between food suppliers and providers of security, or other means of defence such as speed or deception, either active or passive. Some creatures try to frighten their opponent with a pretence of size or strength (putting on a show, as it were), while many others use the more passive deception of camouflaging themselves to blend in with their surroundings.

Four different types of active deception are observed:

- Cooperation – advantageous for both
- Deceptive signals – a pretence of strength
- Malicious signals – no advantage for either party
- Unintended signals – mostly with a negative outcome for the sender

The cooperative signal is an invitation to join up, mostly with the idea of reproduction.

Deceptive signaling usually has the goal of drawing the opponent into a trap. Both types of signal are advantageous for the sender, and in the case of treacherous intentions of disadvantage to the receiver. There is in addition malicious signaling, without advantage for either sender or receiver, and unintended signals, which give an advantage to the receiver.

Sommer discusses this in his book „Lob der Lüge“ – Täuschung und Selbstbetrug bei Tier und Mensch (In Praise of Lies – Deceit and Self-Deception in Animal and Man). He comes to the important conclusion that deception occurs in nature for the purpose of survival and continuation of the species. In the case of man, however, it is not only a matter of deception, but of lies. The difference is that man can still lie even when it is contrary to his conscience and experience. Three different types of lie play a role in human communication:

- The common or criminal lie
- The „white lie“ or „necessary lie“
- The social lie

Sociologists agree that a peaceful existence in our society is not possible without the social lie. This is used in situations where one feels that the truth would dramatically endanger the harmony of the group. It is simply good manners to remark positively about ones superiors and what they do, and this type of “belonging” will more often be praised than criticized in the interests of motivation. It can generally be assumed that social lies do not harm anyone, so they are generally defensible.

Social lies are used in society when a disadvantage for a particular group should be avoided or an important strategic goal should not be endangered. They thus serve to avoid a number of human and economic disadvantages. Even in law it is assumed that the defendant has a right to such untruths.

The social lie bring the user and advantage but disregards any disadvantage resulting for others. It is detested in all cultures, but some, particularly fundamentalist representatives of religions, allow their members the freedom to be untruthful, and if necessary to manipulate. This anomaly will be further discussed in the section on selling.

It would seem important, however, to remark here that we generally do not succeed to convey a lie verbally in complete unison with our body language. Our facial muscles, our eye and hand movements, generally obey our subconscious, whereas our words obey our will. Only a talented actor is able to control the motor function of his body at will.

2.4 Intelligence und Emotion

During the course of our lives we obtain a picture of ourselves through many kinds of communication with others. Everyone who communicates with us develops his own picture of our attitudes and actions. Through status symbols we try to signal to our environment about which group we belong to, what are our abilities, what education we have, and where we are in the social hierarchy. Because for most groups, and

positions within a group, there are already set prejudices, and we belong to a number of groups at the same time, our public image can, and does, considerably vary. Something that is important in living together with others is the so-called “Emotional Quotient (EQ)”. Those who are emotionally competent can more easily gauge the political or social climate in a discussion. He can also find the right balance between economy, ecology and maintenance of motivation in his social environment.

3. Leadership in Social Information and Knowledge.

The evolution of man from autonomous farmer, whose role it was to feed his family, through the industrial society to the present information society, is only a short chapter in the history of mankind. The key technologies of today are microelectronics, fabrication technology, communications technology, biotechnology, new materials and micromechanics. A noticeable shift in work organization from process-oriented to goal-oriented organisation has occurred, as well as to other methods of information management. In the free world we can observe a reorganisation towards structures in which ever fewer people are involved in globally relevant decisions. At the same time most of the decision makers are aware that the preparation required for important decisions requires a sophisticated system of information exchange between colleagues, customers and suppliers. The boom in informatics since the turn of the century is one hand due to technical advances in the computer industry and on the other to the way the internet has spread throughout the world. The bottleneck in human knowledge, thought and communication has been increasingly widened because of the knowledge and solutions gained through information technology. The accomplishment and regulation of production can be automated through instrumentation and control systems. The characteristic of the new communication technology is the world-wide flow of information through inter-, intra- and extranet systems, which means that information can be exchanged between sender and receiver at the speed of light. This means that decisions result in, or at least can result in, quicker action or reaction. The value shift observed in our society in recent years is a result of (the creation of) a uniform mass society made up of many and various small groups of people with differing lives and values. The increasing individualization in our pluralistic society antagonizes the formation of any wide consensus of ethics and aesthetics. The individual is regarded as an institution, networking with like-minded people, rather than the family, the tribe, the local community or club. Despite the strong self-interest of the individual there is an increasing tendency to put first the success of one’s own business. He wants to be where he works successfully, where he is part of a common ownership, but at the same time he would like to be able to leave his work quickly and without complication as soon as he sees another position which better suits his individual requirements and wishes.

The ability to quickly adapt and the capacity and desire to learn will be the assessment criteria of the future. This means that employees, particularly in the information branch, must be more quickly brought to a higher leadership level so that they can tackle more complex tasks. Above all, tomorrow’s manager must be socially competent. If colleagues and employees should be a creative power in an organization the manager must be receptive to them and exchange ideas with them. More than ever it will be necessary to overcome problems and solve conflicts in a group.

It is important that a group dynamic evolves that leads to individuals bringing their ideas and thereby experiencing continuous group support. All those who possess skills and information

will want to join in. However, working units must remain small if employee participation should play a role, so that unproductive functionalism within with the group does not creep in. There will be no less structure in future organisations, but vertical structures will give way to a more horizontal alignment. The era of the human production line worker is coming to an end. From a developmental biology point of view we are returning to our starting point of small creative units, where the work of an individual again has a meaning. Orientation, personal acknowledgement and enrichment are archaic desires for humans, something which will be dealt with elsewhere.

3.1 Egoism has moved in the direction of individualism.

From the point of view of communication and individuality the passing millennia have seen dramatic changes. After families, clans and peoples had defined territories as their own followed the second great revolution, that in education, science and medicine. Humans learnt not to eat the grains from the largest ears, but to save the as seed for use the next year. The healing properties of herbs were also discovered in this development stage. Those who learnt the secrets of nature could live better and longer. The concept of money had a particularly dramatic effect in human society, as it allowed the stock-piling of something valuable and led to true commerce taking the place of simple bartering. Families and clans developed with differing abilities and different social achievement. However, all groups were dependent on the protection of their property by society, and were also subject to the risk that natural catastrophe, fire, water, earthquake, etc. could lose them everything. In the course of the 19th century resourceful individuals came upon the idea of offering insurance against the risks of everyday life. With the discovery and introduction of insurance a further requirement for progressive individualization was accomplished. Those who can insure themselves against loss through fire and water, against illness and poverty in old age, against culpable behavior, do not need so many people to help them in need, and to whom they must be kind in everyday dealings. With the cross-generation contract of life insurance we can organize in advance the care of our parents, and ourselves, in old age. The need for cooperation is thus reduced to a minimum. The next threshold for even further individualism is now facing us, in the form of gene- and biotechnology. Even if the majority of the population disapproves of cloning and virgin birth in humans it is only a matter of time before a wider acceptance is built up. Every one of us is egoistic, and acts egoistically as far as his environment allows. It is a truism that individuals have differing aims in life and different intentions, but even those who give everything they have to the poor do so with the egoistic goal of being seen as an altruist and benefactor.

3.2 The Brain.

„Cogito ergo sum“ – „I think, therefore“ I am said Descartes as early as the 16th century. The brain is generally accepted as the location of the spirit. The human brain is three times larger than that of a gorilla, and it is undisputed that it is a third larger than that of our primitive ancestors. But the fossil record shows that our brain has been the same size for the last 50,000 years, and that our brain function has altered insignificantly.

Everyone's brain has a system for classification, retention and recall of information that varies in terms of capacity, flexibility and speed. On the other hand, this system is so limited and unreliable that one cannot remember a nine digit telephone number for long. So one has to ask how it is possible that the human memory is on one side so efficient, and on the other so unreliable.

Memory is a basic feature of humans that despite its diversity can be classified into two broad classes. In the first of these the organism is programmed that it possesses all instincts and armament that it requires for efficient and effective function right from birth. It needs to go through no learning process to command life functions such as sucking, breathing, digestion and excretion.

The second part covers the part of the brain needed to modify behavior according to the requirements of the environment. Human survival clearly depends on the ability to learn and remember. This ability allows the development of tools, speech and technologies, and to store this knowledge and pass it on. Due to the development of writing, and eventually film, television, computer and internet the possibility to extend one's memory was formed.

Today one can differentiate three phases of memory, namely:

Long-term memory

Short-term memory

Sensory memory

However, these three systems should not be envisaged as drawers – the transitions are blurred. In contrast to sensory and short-term memory, where retention is only an auxiliary function of other aspects of the system, long-term memory serves to store information. There are two types of long-term memory: episodic, memory of particular events, and semantic, that generally covers universal knowledge.

There are obviously considerable differences between individuals, in both specific, personal memories of particular events and in universal knowledge that is gathered over many years. To impart something to others is by means of episodic memory is much easier than to remember and relate scientific facts and data from semantic memory. Short-term memory serves understand things. We have to remember the beginning of a sentence until we hear its end in order to broadly comprehend the information it contains. Short-term memory is thus equivalent to a computer's core memory. Depending on the frequency and size of the information we can assimilate a little or a lot, process it and deposit it in the long-term memory (bulk memory).

Sensory memory depends on what we see, feel, smell or taste. If one watches a film one believes that one is seeing a continuous scene. What the eye is really being shown is a series of single pictures separated by short periods of darkness. In order to obtain the impression of a continuous progression the visual system must store each picture until the next arrives and then assemble them all. The same is true for a series of single sounds that we recognize as a melody. The same holds true for the capacity to remember different smells or tastes, and sensations on the skin, particularly from a handshake.

We now know that not only do the cerebellum and the cerebrum fulfil different tasks, but also that the left and right sides of the brain have different tasks and functions.

The left side is responsible for:

The right side of the body

Mathematics

Spoken language

Logic and facts

Deduction

Analysis

Know-how

Order

Lyrics

Linear thinking

Detailed perception

The right side is responsible for:

The left side of the body

Creativity

Artistic ability

Visual perception

Intuition

Ideas

Imagination

Holistic thinking

Perception of the whole

Spatial perception

Simultaneous processing of multiple events

Newer studies have shown that the functioning of the female brain is considerably different to that of the man, and is also smaller. Studies by the Danish researcher Packerberg in 1997 showed that the male brain contains on average 4 billion more cells than the female brain, but is only 3% better in general intelligence.

The left and right sides of the brain are joined by a fibre strand which allows exchange between them. In females the strand is up to 30% thicker and is thus able to establish more connection between the two halves. Studies show that oral fluency is better developed when there are more connections between the two halves of the brain, and it has been shown that the female sex hormone estrogen is responsible for this. People with stronger networking between the two halves are able to cover a greater sensorium. Thus, as has been said, women are often able to give an accurate judgment of people and situations on an intuitive level.

In contrast, the larger male brain with fewer connections between the two halves is able to work on a task with a high level of concentration. A man who is reading a newspaper or a book, or watching a thriller on television, is so concentrated that he is more-or-less deaf to other sounds around him.

The female brain, on the other hand, is oriented towards multi-tasking. She can do several different things at the same time, she can telephone, cook and watch television all at once. But a man will become annoyed if someone talks to him while he is hammering in a nail, or starts to tell him a story just before a planned drive on the motorway.

Of course, not all men and women are average. Our behavior and feelings vary from male to female depending on the hormones available in the mother's womb. It is estimated that 80 – 85% of men have a typically male brain, and 15 – 20% possess a more female brain structure. The converse is true for women. Because we nowadays increasingly come into contact with oestrogen, above all in the highly civilized parts of the world, an increasing brain networking is to be expected. Progress towards a matriarchy is also programmed because women have a higher life expectancy and new gene technology research has opened the way for "virgin conception".

Men and women also have a different perception of their environment. A man sees the relationship between things and objects as a spatial picture, as if he were doing a jigsaw puzzle. Women perceive a broader picture, but can also take in minute details.

Men want results, to reach goals. They strive for status and power, want to beat the competition, and get to the point without messing around. The awareness of a woman is more concentrated on communication, collaboration, harmony, love and the relationships between people. This contrast is so great that it is a real marvel that men and women hazard a life together at all.

Now that the legal norms for dissolving a marriage have been relaxed, the provision of basic requirements covered by insurance, and the original defence and protection against enemies and forbidding nature is no longer necessary, many couples separate even before they have passed on their genes to the next generation.

Of the male sex hormones, testosterone is in particular responsible for aggression and attack. It drives men to go hunting and to kill their prey. It is responsible for both beard growth and hair loss, causes a man's voice to be deeper and improves his spatial skills. This

hormone becomes a problem for modern man if he cannot find an outlet for his aggressive tendencies. The formation of bands by youths between 12 and 17 years old, the age of puberty and transition, is a result of the production of this hormone.

Men between 50 and 60 years become less aggressive, more companionable and more caring due to a declining testosterone production. On the other hand, post-menopausal women, whose oestrogen production is declining, become more determined and self-confident. At the same time they become less compatible with other women, often to a greater extent than is sometimes seen at an earlier age.

While men compete for the favour of a women because of their developmental biology, they retreat when they see that they are beaten. Women are less prepared to compromise because of their different developmental biology. At the time when humans started a settled existence the woman's job was to protect property while the man was away. Many pronouncements were made about the importance of the family, and the prowess of the man against attackers in order to garner respect. This is still seen today in a lot of what women say. While men tend only to give the result of their deliberations, women express many of their thoughts without thinking. These two different situations, on one side the impulse to talk and on the other to defend one's own position, can lead to problems in clubs and societies if a woman who is not respected by all takes on a position of responsibility, or if a man is involved in advising a group of women.

Women managers of hospitals can be a great asset because of their sensibility and ability to understand non-verbal events, but the discussion level of men is moving towards more emotionality. On the other hand, many examples show that in a case where there are many nominally equal executives a fight for position is carried out more forcefully between women.

4. Speech and Gesture are the basis of all communication

Speech is the medium of the buying and selling of both opinions and goods, and involves learning the vocabulary and grammar of speech. Speech as a means of expression or communication is allied to both sound and gesture. Although animals have a certain form of gesture and also make sounds, and sometimes clearly communicate, this is rather different from human communication.

In order to differentiate between human and animal communication the following attributes of human communication have been defined:

Grammar, sounds and gestures form separate but related systems in human speech.

This allows the possibility to convey news at any time.

Humans can distinguish between the content of the communication and the content of the characters used.

Speaking and hearing are interchangeable in human communication.

Human speech is used for particular purposes; communication is for a particular purpose.

The subject of a communication can be in the past or in the future.

Children learn human speech from adults, and it is passed from generation to generation.

Even if speech as a communication system is not solely a human action it can be fairly certainly said that human speech has several unique attributes.

Humans create an infinite variety of sentences that have never been heard, thought or said, or expressed through sign language before out of symbols and grammatical units. Children cultivate their own rules of speech even before they have learnt grammar in that they develop both their language ability and discover its allure from the linguistic community into which they are born.

Communication in general is continually being extended and changed. These changes have the risk, especially for young people, that despite allowing some learning steps to be shortened or even missed out, the influence of electronic media (television, internet, telecommunication) can cause a weakening of the communication with the family and friends of the same age which is necessary for social development.

When travelling abroad or in a new work environment it is usually difficult at the beginning to express oneself in detail. Only when the fear of making a fool of oneself has been conquered and both parties have arrived at a common "language level" does speaking in a foreign language become more fluent.

A new born child is usually able to make his needs known out loud within a few minutes. It only needs a short time to understand his mother's language. But it requires years to comprehend the actual meaning of the words, as opposed to the speech melody, and to reproduce them.

Speech is, and will remain even in our "information era", the most important form of human communication, characterised by the use of spoken or written words with defined meaning. Speech can be defined as the sign system of communication.

It is not possible to say how many languages are spoken in the world. Estimates range between 3000 and 5500 unique languages. It is naturally difficult to differentiate between languages and dialects, as the transition is often vague. The answer also depends on what criteria are used to classify languages. The relationship between many languages has not yet been clarified, and there is no consensus among linguists over the assignment to language families.

The very existence of human speech is tied to certain conditions, such as physiological intensity (the body must be able to produce sounds), grammatical and semantic (the intellect must be able to gather the meaning of what is said). Although most of the human "speech tools" developed for other reasons (such as eating) they are nevertheless so suitable for speech that human language is probably the most effective communication system among living beings. To speak, a stream of air is produced in the lungs, and this is modulated by vibration (or lack of it) of the vocal chords and movement of the tongue, gums and lips. The airstream can be constrained to various degrees by the teeth, and can be diverted into the nasal cavity or prevented from doing so. People with psychological hearing and speech dysfunction are nevertheless able to talk, although speaking and listening may have to be achieved by a visual system, as in sign language.

All human languages have a grammatical structure by which sounds (signals) are connected to meaning. Groups of words are built up from different types of word, and then to larger units, sentences or statements.

Lastly, the speaker of a human language has to assign a meaning to the structured sounds. Every meaningful sentence or statement has a superficial structure and a deeper structure. The surface structure consists of the words and sentence elements as they are spoken and presented, and underlying this is the grammatical structure of the words and phrases. Human communication is thus a unique process which combines specific “speech tools”, grammatical structure and purposeful and meaningful content.

The nature of communication through speech, gesture and signal is the same for everybody. Every human language can express each and every concept. Nevertheless, there are countless languages that differ significantly in their sound characteristics and grammar.

Languages can be classified on the basis of their grammatical structure and system of word formation. Since the 19th century linguists have been trying to group the languages of the world into four typological categories on the basis of their word formation (morphology): analytic (isolating), agglutinating, inflectional and incorporating. Indo-Germanic is one of the largest language families and is spoken by around two billion people on different continents. Most languages spoken in Europe and north India belong to this group as well as several in the area between. Indo-Germanic has the following sub-families: German, Celtic, Greek, Baltic, Slavic, Armenian, Albanian, Indo-Iranian and several dead languages. “Osmanian-Turkic was the development of Turkic that was used for literary and administrative purposes in the Osman (Ottoman) Empire. Osman is based on Anatolian-Turkic (Oghuz) and towards the end of the 15th century absorbed a growing element of Arabian and Persian. Osman-Turkic was the administrative and literature language of the Ottoman Empire and is a variety of West-Oghuz, which was developed in Anatolia (Asia Minor) after this area was settled by the Turks (Oghuz).

The use of the dynastic and political term “Osman” for the official language of the Ottoman Empire was one of the modernisations introduced during the reform period (Tansimat) from the middle of the 19th century when the state tried to encourage the idea of a common identity as the basis of a modern Ottoman state.

The three most important language groups in the Pacific area are the Austronesian (Malay-Polynesian languages) which has a Western or Indonesian branch and an Eastern or Oceanic branch, the Papua languages, a regional group in New Guinea that includes a number of languages and language families (some of which may in fact be related) and the language of the Australian aborigines (that are related to each other, but not to languages outside Australia). The extinct Tasmanian language could possibly be part of a fourth group.

4.1 Written and Spoken Language

There are several reasons for considering spoken language as more important than written. For a start, the development of writing is historically based on the development of a spoken language; secondly, spoken language predominates over written; thirdly, spoken language is not dependent on the ability to read and write. If a language has (separate) spoken and written forms the latter often does not contain all the individual sounds of the language, i.e. not all languages have a one-to-one correspondence between sounds and characters. The script system of a language can use characters from other languages to represent sounds, syllables and morphemes in a way not originally intended. This is the case, for instance, when a population has taken over the writing of another. The spoken and written forms of a language can be investigated by looking at the correlation between its spoken and written forms.

The written form of a language is comparatively static in that it mirrors the situation when the alphabet, syllabary or character system was introduced, unless significant reforms have since been made. Spoken language is dynamic, is constantly changing, so it can happen that the spoken and written forms become widely separated, as is the case with modern French and English. In order to hinder such a development methods such as a spelling reform may be introduced. With languages that have only recently developed a written form (e.g. Swahili) or have undergone a spelling reform (e.g. Hebrew) the spoken and written forms correspond rather better.

In contrast to speech, writing can ignore pitch and emphasis, omit vowels, and use punctuation and capitals. The spoken and written forms also differ in that writing does not mirror differences in spoken dialect. Speakers of Chinese dialects cannot understand each other orally, because they speak different dialects, they can understand the written forms. The same is true in German, where speakers of different dialects all write "High German", the common standard form of the language.

4.2 Fitting Communication to a Situation

Leadership of personnel can only function if the information and identification offered fulfils the expectations of the conversation partner. With the young, and especially in schools, a very direct approach is necessary. We thus receive very concrete directions and explanations from parents and teachers. An apprentice or employee requires a detailed explanation of how long a task should take and what quality is expected.

In the course of our education and the learning of skills we free ourselves more and more from needing concrete instructions. Through study and education we become able to form the package of measures required to reach our goal. For instance, the foreman tells an apprentice to get a motor working again, and only gives him a few ideas about where the problem might lie. As director or manager we have reached the next level of leadership communication.

In addition to the short- and medium-term goals, there are also the long-term goals, structure adaptation and vision. The director of a firm is given his goals for a certain period but has a free hand concerning how, by what means and capital he achieves them, as long as he is within budget and fulfils the requirements. All professionals have a particular expertise and use specialised terminology. Appropriate knowledge and experience is required for leadership on any level, to show competence and thus to be respected and taken seriously.

With increasing seniority the assignments become more and more on the level of goals rather than concrete instructions. Only those who fulfil their roles in all situations will be accepted as a leader or salesman in everyday life.

4.3 Boys and girls communicate differently

Boys are far more often punished for inattention by parent and teachers than girls. Medical science has now determined that during puberty phases of growth occur in the ear canals of boys, which can lead to temporary hearing problems. This means that the teacher/parent must always be aware that that a serious discussion with a boy in puberty can only be effective if he makes eye contact. "look at me when I'm talking to you" is a correct and important principle in talking to boys. On the other hand girls are capable of digesting much more of what they hear. A variety of studies have shown that boys register visually much

more easily and quickly while girls, because of their greater ability to listen and observe, are able to the finer nuances of speech and body language, as well as the tone of voice.

Thus in her world of better sensory perception a girl, and later a woman, expects that her verbal and physical signals are understood, that her wishes are read simply from her eyes. This is rather demanding for a man, particularly in the new environment of a small family. The woman, busy with her children all day, misses adult conversation. Evolution has conditioned women to have a greater drive for conversation, whereas men come home tired in the evening and don't feel like chatting. Understanding this often lies at the crux of a successful relationship. Most men do not want to hear about the successes and misfortunes of the day but want to relax by the camp fire, as did their ancestors before them, although television has now taken over the role of the camp fire. Women, on the other hand, want to communicate.

Studies have found that women speak 8,000 words a day, make 3,000 other sounds and 10,000 gestures. Men achieve a mere 30% of this. (The British Medical Association reports that women have jaw problems four times more often than men). Particularly in the evenings this can lead to problems – men have worked off their need to talk during the day, housewives have had insufficient opportunity to satisfy their desire to talk. Some men may be prepared to have a conversation, depending on their background and education, but only for so long. The best change is the evening meal together, something which engages all the senses. It is usually up to the woman to see that supper is not only a matter of feeding and providing energy for the next day. It is a fine art to keep her need to talk in check to ensure that the man is not simply a listener but a participant in the conversation, and that eye contact is maintained. Men are programmed, and usually brought up, to bring a story they are telling to a positive (or even negative) end. But women often talk about their day as a giving of information, and find advice and suggestions as an intrusion.

4.4 The Ability to Motivate.

Factors influencing the satisfaction of human needs can be divided into two groups – negative and positive. There are many different factors which work to hinder this satisfaction, and others which have a positive effect and stimulate satisfaction. We can call the positive influences “Contentment Factors” and the negative “Bringers of Discontent”.

The Contentment Factors include:

Interesting work

Success

Appreciation

Responsibility

Advancement

Bringers of discontent are:

Poor working conditions

Bad interdisciplinary relations

Insufficient expertise in middle management

Deficient information flow

Poor junior management skills

Ambiguous firm policy

Bad relations between working groups

Bad relations between employees and superiors

Dishonest management (towards members of staff)

Employees private problems

The following criteria thus serve to motivate employees:

The job must be satisfying (intellectually and financially)

The employee must feel that he shares in the success of the company (depending on his position)

Appreciation of efforts, in any form and for all

The possibility that the employee always has the opportunity to improve his progress in his job, to take more responsibility and to be in a position to influence the progress of "his" company

4.5 The conversation partner and his needs

Need is a feeling of deficiency combined with the desire to remedy it!

A need exists when he who feels it is ready and able to pay for its fulfillment.

Requirements can be classed as "have" and "be". The economic motivation to buy affect the assurance of personal security, the ideals that serve one's standing and inner satisfaction.

As early as the 1950s Maslow described a "Pyramid of Needs" with five levels, namely:

Basic needs (food, clothing, accommodation, communication, exercise)

Security needs (life and limb, provision for sickness and old age)

Social needs (affection, friendship)

Egoistic needs (the need for freedom, self-affirmation, prestige-status-power needs)

Idealistic needs (self-fulfillment and creativity)

Maslow believes that needs develop one after the other and are only sought when the previous level has been met or nearly achieved.

This chain of needs also depends on the spirit of the age. Above current news, or situations described in publicity or advertising can alter the importance of the individual stages.

4.6 The motive to buy

Finally, buying into or selling an opinion is always based on one or more of the following motives:

- Making a profit
- Avoiding a loss
- Increasing comfort
- Avoiding discomfort
- Reaching self-satisfaction
- Achievement of personal satisfaction

5. Leading and convincing

Leadership is an attempt to bring others into action. To sell a product or a service, or to convince others of one's opinion is a sales process.

A successful sale is achieved with:

The correct partner – target group

The right concept – logic

Appropriate words – communication

The correct language interpretation – linguistics

The correct role – sociology/psychology

The right intonation – melody

The right moment – the time to speak out and obtain a “yes”

5.1 The Basics of convincing

Before turning to the details of selling, some guidelines as an aid to negotiation when one intends to achieve long-term employee or customer commitment.

A successful sales pitch needs preparation in the field and in conduct:

1. Prepare better than your partner:
 - Obtain data, read, check and evaluate it
 - Formulate your goal or purpose and look for reasons for and against
 - Formulate definitions
 - Inform yourself about your partner
 - Dress appropriately
 - Choose a comfortable and appropriate location and Relax

2. Create a positive atmosphere:
 - First impressions are important – role expectations
 - Think optimistic
 - Emphasise common interests
 - Avoid any commitment on either side in the opening stages
 - Seek eye contact and try to evaluate his characteristics and peculiarities from his manner
 - Stay calm and collected even if things get difficult.
 - Don't be provoked but show understanding for the problems of your partner
 - Don't interrupt unless it is really necessary
 - Address your partner by name
 - Be careful with compliments and humorous comments
3. Ask questions
 - Who asks, he leads
 - Ask objective questions, don't be vague
 - Begin with harmless questions
 - Steer the direction of the conversation with your questions; ask more questions than your partner
 - Ask about definitions and points of agreement
4. Be demonstrative
 - Give brief and clear examples
 - Show tables, photos, sketches, drawings and graphics
5. Bring your arguments in the proper order
 - Use connected arguments and avoid negative questions as far as possible
 - Sequence: analysis of needs, problem-solving proposals, action requests
 - Be truthful – lies have a short life

You are not obliged to use all your arguments during a discussion. Bring the strongest one last with the final question.

6. Target what you say, and at the right time.

Speak calmly with an appropriate volume

Avoid being negative

Say only what is necessary

Indicate how long the discussion should last, and make sure that both parties have ample opportunity to speak.

Pause occasionally to allow your partner time to think

Let your partner feel important

Fair dialectic is a serious game of question and answer designed to convince, and not a campaign of claims and opinions designed to persuade as in pressure salesmanship.

Openness on the part of your conversation partner is not a weakness, but mostly a strength.

Watch out for “buying signs” and ask if there is agreement – and use an appropriate “conclusion technique”.

5.2 First impressions are as a rule decisive for successful communication

A name badge or visiting card is a very important requisite for making contact with a customer.

Most customers feel that knowing a name means they are dealing with a salesman who shows his hand.

Approach the customer openly and with expectation and if possible address him by name (but avoid exhibitionism or servility). You are suitably dressed (not too casual but not too formal)

You have clean finger nails and polished shoes (shows respectability)

You are well groomed (no body or mouth odour, but also no obtrusive perfume)

You find out the social conversation level he wants (neither too chummy nor too distant)

Your answers are businesslike and competent (neither curt nor long-winded)

You radiate competence (but not euphoria or malice)

Of special note:

Convincing leaders and salesmen have respect for their conversation partner and argue factually.

Lack of respect is a sharp and wounding weapon only used by small, envious people!

Those who make their contact small are themselves small and pitiable!

Those who laugh in an arrogant and derisive manner is not seeking a serious conversation, only boosting his ego and fishing for compliments!

Those who angrily shout is acting suggestively, has weak arguments - and is usually in the wrong!

Only those who are convinced of the usefulness their own arguments are persuasive!

In practice it has been shown time and again that there are only very few people who are good enough actors to slip into another role, i.e. to represent an opinion of which they are not themselves convinced. Enthusiasm for a product or service can usually only be imparted by someone who is himself convinced of its advantages. It is demonstrably true that two thirds of successful advice depends on the persuasive ability of the doctor or carer and less than a third from the technique used to convince. Lessons in how to convince people only make sense if the person selling is convincing. Just as the chain smoker will usually only be able to give weak arguments for giving up smoking, parents and teachers are also less convincing if they want or have to preach something different

to their own experience. It is not without reason that politicians sound implausible when they have to sell the “opinion of the democratic majority” if they are not convinced of it themselves.

5.3 Psychological Assessment of the Conversation Partner

An unobtrusive assessment is particularly important with customers that you are meeting for the first time. With regular customers it is also important to judge what sort of day they are having. You can judge, on the basis of bearing, how they walk, mimicry, gestures, vitality and how they greet you, whether you should treat him as an equal, a subordinate or a superior (who you should respect). His appearance, handshake, eyes and the line of his mouth are further signals.

A handshake often says more about the personality than words. It can give an insight into character and temperament, even with people who otherwise appear withdrawn.

The handshake is a sign of openness and readiness to exchange ideas in our European culture, and should not be declined. It is an ancient form of greeting that is natural in our culture. “I have no weapon in my hand and come in friendship” is the original meaning. The salute of a soldier with his hand by his cap, or the opening of the visor of a helmet, are just like a handshake, meaning “I am open for communication”.

You should consciously register the signal given by the customer’s offered hand, and also other signals which indicate how the customer/partner feels about you.

Only avoid a handshake if the customer seems inappropriately chummy, you consciously wish to be distant, or when a lady or a superior does not offer one.

From the nature of the handshake, together with the look in the eyes and facial expression, you can easily tell whether someone has come as an equal partner, friend or opponent, and whether he feels inferior to you or superior.

Apart from the usual, dry handshake, there are others which, according to Kurt, can be regarded as follows:

The light, soft, sensationless handshake that feels like a piece of cloth almost always denotes reservation. This can either be due to uncertainty, or to egoism. In any case, such people are trying to elude others, or not to approach them too closely.

A hollow hand is offered by those who were unsure about the meeting right from the start. He has reservations, will not say everything that he thinks, and often regards the other with envy and suspicion.

Those who only offer three fingers are in most cases full of themselves and think that they are something special. The Junker on his estate showed his place in the hierarchy with his handshake. The labourer – if at all – was offered only the thumb and forefinger. A visitor would find out his personal status from the number of fingers offered. Only equals and superiors were offered the whole hand. These times are, thank goodness, now past. Apart from kissing the hand, which has now fallen out of use, the person who offers his hand with the back upwards wishes to be in charge and to call the tune. Those who hold the palm upwards are showing frankness, willingness to communicate, and often lack of

independence. And one can clearly reach some conclusion about a person's occupation from their hand – at least to differentiate between labourer and office worker.

Do not insist on shaking hands if the other shows that he does not wish, or expect, it. Be particularly sensitive and considerate with those from other cultures, especially women. In a number of countries a handshake is not customary and is regarded as an invasion of privacy, and would put one at a disadvantage in the discussion that follows.

Next to the handshake, the eyes give important clues to the feelings and intentions of the conversation partner. It is not without reason that many poets and philosophers call the eyes an indicator, and window on the soul.

Scientific research has shown that we feel sympathy or antipathy to someone within seconds, sometimes fractions of a second. This is often due to their appearance, the look in their eye or gestures, which we unconsciously relate to positive or negative experience.

The set of the eyes can be taken to have the following meaning, both before and during a conversation:

Open: a humane attitude, reliable, candid, sometimes also naïve.

Veiled: tired, absent-minded, complacent, but also distrustful, resentful, envious, unreliable.

Cold and penetrating: astute, with mental elasticity, but also strong, even fanatical, cruel, ill-natured.

Amazed – enchanted: calculated hypocrisy, anxiety, lack of independence, tendency to hysteria.

Wild and angry: pugnacious, excitable, dogmatic, often a desire to impress with choleric, to repress.

As well as the eyes, the facial muscles are used to express our feelings:

The muscles of the brow are also called the muscles of alertness. They allow the eyebrows to be raised as a sign of amazement, or to show one is paying attention (or pretending to). Someone who is a little obtuse will use these muscles more than the average. The muscles that close the eyes are associated with sadness and pain – when it is tensed the eyebrows are drawn downwards.

The “brow-wrinkling” muscle, also known as the “anger muscle”, pulls the inner brows down by which results in “anger creases”. If this muscle is contracted the partner sees strain, displeasure, censoriousness, anger, bad temper, shock and an end to loyalty.

Taking these characteristics as a whole one can read the following from the facial expression:

- Tenderness: I love you and will believe anything
- Affection: I trust you and enjoy your company
- Attention: I am curious about what you are going to say or offer

- Denial: I don't believe a thing or I refuse
- Strain: I am suffering, please end this ordeal
- A combative expression: That is enough, just watch out!

Gestures (kinesics) also play an important role in showing an opinion.

A person who often waves his index finger during a conversation is totally convinced of what he is saying; the finger is a desire to persuade, but can be taken as arrogant. Someone who uses particularly animated gestures in conversation is judged to be nervous and overeager. Such a person runs the risk of making rash decisions and can quickly change his mind.

Someone who time and again puts his hands in his pockets is showing carefulness and uncertainty. He doesn't want to show his hand, but this can also appear impolite.

Those who lean their arms on the table or even support their head with their hands has a tendency to confidentiality. This gesture signals great self-confidence and enterprise and doesn't care how he reaches his goal. This is often a sign of arrogance and over-estimation of one's abilities.

Someone who doesn't know where to put his hands while talking, folds paper, crumbles bread or pushes things back and forth on the table has become nervous. He feels uneasy and hopes that the conversation will soon be over or that at least the subject will be changed.

As well as the facial expression, such things as the hair, beard or jewelry give a clue as to the status, attitude and individuality of your negotiating partner. Although long hair used to be the sign of an artist and salesmen usually had short hair, the significance of hair length has continually changed. Nowadays anything is acceptable, from a shaved head to a long mane. Whereas long hair is an attempt to emphasise individuality, to shave your head shows a "group membership" which is often underlined with a tattoo.

Like clothing, a beard gives above all an indication of attitude to life. A moustache is supposed to underline maleness is clear, and the "Mephisto beard" also demonstrates a certain (overbearing) individuality. However, a full beard requires the most attention. You only obtain a vague idea of the signals of the facial muscles from someone with such a beard, facial mimicry is seen only in the eyes. This is why psychologists assume that with many men it is an attempt to hide behind the beard.

Adornment of finger, arm, neck or leg, and nowadays piercing, gives a hint as to a person's status (wedding, engagement, friendship seal ring, or simply a piece of jewelry). A necklace or armband can often show whether the wearer believes in astrology, or simply wishes to show off possessions or appear important.

Introverted people are usually better listeners and ask more questions, but this opens up the danger that one feels that important information is being withheld.

On the other hand a more extroverted partner may not actively listen, will ignore questions and not keep a proper distance, which is around 30 cm. between strangers. The extravert also tends to more readily invade this "sphere of intimacy". It is thus important to realize that the desired distance increases with a higher education or position in the hierarchy. But too

great a distance can sometimes give the impression of lack of interest, obsequiousness or arrogance.

Finally, the key to successful communication may be said to lie in the greeting and opening contact, and determining what is required. Here again- he who asks also leads!

5.4 Persuading and Convincing

Rhetoric and dialectics have been taught since the time of Aristotle for the purpose of better communication. They are indeed the two most important elements in the transfer of opinions and sales techniques (in a broad sense). Rhetoric is the art of fluent speech, dialectics is the art of solving problems by communication or by convincing others. Convincing someone is “a communicative process in which the speaker has the voluntary attention of his partner for an offer of information and empathy”. What does this mean?

You can only convince someone of something if you retain a clear view of your subject and assertions, and if you develop the trust of the buyer that you will give him honest information. Allied to this is the trust of the seller in the buyer, trust that he has good reasons for the position he takes. Convincing someone is “an involuntary agreement of the conversation partner due to a feeling of professional, hierarchical, political, financial, rhetorical or dialectical inferiority. The person who is persuaded has a feeling of lost autonomy, and tends to project his displeasure at whoever persuaded him.

Discipline in thought and the courage to make considered statements, even if it is uncomfortable to do so. The “Salesman’s Rule” states that question should be answered honestly, but that not all “truths” need to be mentioned unless asked for. So it is best to ask, ask, ask!

The salesman must decide according to the situation whether he should persuade or convince. Convincing is the only recommendation if the goal is a long-term relationship with a customer or colleague, even when the time needed does not appear to be available. Time pressure usually develops into campaigning.

5.4.1 “He who ask, he leads” is the old wisdom.

“I ask the questions” is something that many people heard as children from their parents. Even if this experience leads to questions in general conversation appearing to be a sort of sounding out, question are really the only way to ascertain what your respondent requires. Superiors, parents, carers and salesmen are well advised to ask a lot of questions, but should naturally also allow questions to be asked of them. There are several different types of question:

Closed-ended questions require short, concise answers; such questions are designed to obtain concrete information, or to impart specific information.

Answers to a closed-ended question can be:

Yes

No

I don't know

A figure, a number, a date, a fact, an act

A name, an address

Open questions are mostly an offer of communication related to the customer's needs:

What ..

Which ..

Where ..

How ..

Why ..

Children especially like to ask "why". Questions in the context of leadership or upbringing one should avoid these "why" questions. "Why" usually refers to something unalterable in the past and endangers the positive continuation of the conversation.

Negative questions can be initially ignored in order to keep the running in a positive manner, but a repeated question must be addressed, because the answer is apparently important. Questions concerning some advantage (for the buyer) with an appendage are usually helpful:

Is this what you would like?

Would this be useful?

Does that help?

Does this make your work easier?

Were you interested?

Will this assure your earnings?

Could this reduce your loss?

Does this accommodate your wishes?

Could this improve your status?

Is this an advantage for you?

Could this help your customers?

Would this ensure a competitive advantage?

5.4.2 The Intonation can be Decisive

Animals as well as humans understand the melody of speech, as all dog, cat and horse owners know. Consciously, or unconsciously, we emotionally underline what we say with the tempo of our words, the tone, modulation and volume. If negotiations have to take place through an interpreter, then apart from the actual translation the speech melody imparts critical information. A melody of medium pitch is best to build trust, without forcing the tone, and a sureness of the content. On the other hand, a high voice, loudness and hectic presentation causes uncertainty, is wearing to someone is not strong, and leads to pugnacity.

With a regional accent, speed and volume of delivery, a harmonious composure or disharmonious hectic we create, sometimes deliberately but also without intention, a greater or smaller distance to our conversation partner. This distance – pressure on the partner – can be varied by the use of Christian or surname, (job)-title, reference to society or club membership, place of birth or residence, ethnic group or gender. The various terminology can be used in a very friendly way in a positive conversation. In a hostile situation the abrupt use of Christian name ethnicity comes across as preconception designed to make the partner “small”. Such “attacks” general lead to an emotional reservation in the aggrieved party for which he will avenge at the next opportunity. Machiavelli’s guiding principle requires only a third of your time and effort in order to:

To obtain a positive and tangible result;

To give a positive presentation of your results to those around you as your own achievement;

To combat your enemies, to disparage and trip them all up.

To address anyone over the age of 16 by their surname is a part of a normal upbringing and development in our culture. In some dialects, including Allemanic, Franconian and Slavic dialects there can be differences. In English there is no equivalent of the German Sie (formal) and Du (informal) modes of address. It was always considered polite to address an older person or a stranger as “sir”, but this custom has weakened in recent times. However, the use of Mr (mister) or Mrs (misses) in conversation with strangers or seniors is still considered polite. The older/senior conversation partner can then say “Call me Peter” to indicate a move to greater informality or friendship. (There is a tendency to suddenly feel rather old the first time a younger person addresses one with “sir”)

The good old custom, by which one should reduce distance to others according to how close one is to them emotionally and how long you have known and trusted them, has increasingly been lost with increased use of Anglo-Saxon languages.

From many conversations during travel in Eastern Europe that it is true there as well that emotional closeness is reached is a number of steps in accord with increasing trust.

Unfortunately, in our society this stepwise rapprochement by “distance according to trust” is sinking into oblivion. But nevertheless a young person is happy and proud to be addressed as an adult. In this way a craftsman raises his apprentice to an equal footing

in conversation, as does the boss his assistant. There is no doubt that this acknowledgement much improves performance and identification with a superior.

In German and French there are familiar and formal forms of address (Sie and Du, vous and tu, respectively), but the familiar “thou” is no longer commonly used in English.

The distance-closeness in conversation with staff, foreigners and the disadvantaged helps their empathy and motivation, although it is unfortunately all too easy to keep distant from such people by being over-familiar or using baby-talk.

It is normal to change the way one addresses a person from surname to Christian name as the emotional distance to them decreases and trust increases.

A special form of address is still used today in Slavic countries – for instance “Gustavowitch” (son of Gustav) – and there is a familiar form of address which is used in friendship.

Using a person’s title when addressing them, as was common in countries of the old K and K (Kaiser and King) monarchy of the Austro-Hungarian Empire is going more and more out of fashion although it had a clear function – to make clear the hierarchy between conversation partners. Women were also previously addressed with a pronoun indicating their gender, unlike today, as their place in society was dependent on that of their husband. Female emancipation has meant that women are no longer bound to the social position of their husbands. In the same way, the hierarchy in business and society in general has become flatter.

5.4.3 Listening is an affirmative action

One can only use goal-oriented arguments if one knows the needs and opinions of the conversation partner. Whether one is engaged in an exchange of formalities or selling goods, one can only act logically and with an emotional correctness if one has assessed the situation correctly – and the pre-condition is to actively listen. Optimal when the seller and buyer speak approximately the same amount. It is also optimal if the seller asks questions for 75% of the time, and makes statements for 25%.

Many sales people are extrovert and tend to look for quick success. A rapid completion is all that counts in many branches of commerce, for instance in a department store where there is competition between sales people it is easy for them to start using high-pressure sales methods.

If the subject of the conversation is controversial, as can be the case in any family, firm or society, actively listening is the only way to mutual understanding. Listen intently before you answer. Say “I understood you like this”, and avoid “you said”.

Ask questions!

Of further importance:

- Professional competence
- The technical sales and legal situation
- Previous experience in selling, particularly in the case of export
- Social competence and the ability to integrate into the social environment
- Emotional competence, for instance an understanding of behavior patterns in the goal region
- Personal long-term personal goals

5.5 Important personality criteria

- Goal-oriented leadership and the ability to instil enthusiasm
- The ability to motivate oneself and others
- Analytical ability and active listening
- Conceptual ability
- Creativity and intuition
- Ability to plan and organize
- Flexibility and the ability to improvise in unexpected situations
- Continuity in the pursuit of a goal
- Ability to communicate
- Ability to make contact
- Knowledge of language and the ability to use it
- Leadership and endurance
- Being open to different cultures
- Being tolerant of different types of behavior
- Tolerance towards different behaviour
- Personal maturity
- Ability to withstand pressure
- Age
- State of health
- Flexibility within the family
- Readiness to act
- Motivation to act

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