

Preface

As I write this, we are a few days away from the start of the North Sea Jazz festival, my favorite. It is my favorite festival because the world's greats come here to play alongside new, as yet unknown artists, but also due to the atmosphere and the surprises you may encounter. During a performance by guitarist Larry Graham with Mark King (Level 42) in 2013, a new guitarist suddenly joined unannounced: Prince! A bit later, Carlos Santana emerged in the huge hall with his guitar around his neck, had a look around, and also took to the stage. Together, they created a unique show that none of the thousands of people in that huge hall will soon forget. It was if they had been playing together for years.

Conversations and interactions are a bit like music. They can be harmonious, even swing, but they can also sound chaotic or even agonizing - like nails on an old-fashioned blackboard. We can play together or just play our own tune, regardless of what the other person does. Or we might completely adapt to the other person in order to play together, but then our own sound disappears and that is a pity. It is best to play together in such a way that our own sound and style come into their own, while at the same time connecting to what the other person does. This book is about the latter. Not literally about music, but about an innovative method for understanding non-verbal communication, based on innovative and recent scientific research. This method will prove to be a useful addition to the toolbox you have already built up as a person and a professional for dealing effectively with other people. But above all, you will experience that the method helps you progress on your path of personal development in a very concrete way. My own experience in researching, developing and applying the practical method has greatly benefited me - more peace and insight in previously stressful situations,

if nothing else. Ultimately, I hope that this book will actually contribute to more mutual understanding and respect between people, particularly at a time when opinions and negative judgements about others seem to dominate the public domain.

How I came to understand the importance of frequent facial expressions

As a negotiator and mediator, I have always wanted to understand what it takes to achieve a good result or solve a problem thoroughly. To achieve this, actually getting the other person on board and keeping them engaged is indispensable. Without this, people will only fulfil promises made in a half-hearted fashion, or a problem will just come back after a while. But really, I became interested in what moves and motivates people from an early age. My mother was open to everyone, no matter who that person was or what they had done. In addition, as a natural scientist, my father felt that it was important that ideas were substantiated and challenged continuously. The lesson I learnt is that when you understand someone (better), the tendency to judge lessens. Rather, you become more flexible and respectful towards the other person. An attitude of understanding and respect towards others has a significant impact on what you can achieve with them, without being or becoming weak.

Coming from this interest, it is of course great when you – as the first to do so! – track down information that is actually available to everyone and can make a big difference to successful interaction with others. Through a chance encounter with American psychologist Goodfield (see Chapter 2), I was inspired to delve into the meaning of facial expressions, beyond their widely known relationship with emotions. Indeed, facial expressions appear to provide information about an individual's personality and what is needed to build and maintain rapport with someone. These insights are entirely new, and are based on scientific research published in 2021 by the Institute for Nonverbal Strategy Analysis (INSA) and the University of Amsterdam on

the relationship between frequent facial expressions and behavioral styles. So faces reveal much more than emotions! They provide a guide for rapport, good contact and the favor factor, and thus for good results or solutions and the prevention of misunderstandings, problems and conflicts.

In tandem with the research, I developed the practical INSA Method, also based on existing authoritative literature and on more than a decade of testing in a professional context. You will therefore find all kinds of practical examples in this book. INSA continuously conducts scientific research to increase insights as well as to test what we say about people based on the method. This is necessary, because people are complex and there is always more information to discover, meaning that you always have to keep an open mind: an open mind when looking at other people, and an open mind to new insights.

There is no doubt that this book will affect you. You will find that you can look at others with fresh eyes, including people you have known for a long time. You will also gain insight into how you come across to others and why that is. With these insights, you will become even more capable of fully preserving your own style while connecting to that of the other person. This is, of course, precisely what makes every conversation better! With this book, I invite you to look with an open mind and discover what these insights can mean for you in your work and private life.

Introduction

Here I go again...

I am well aware of my tendency to talk a lot. I do this because I would like to make rapid progress and reach a mutual goal. Of course, having learned the hard way, I know that this is not always the case. I actually lose people because they zone out or get irritated and start obstructing. The stupid (as well as fascinating) thing is that at times, despite me noticing this, I still can't resist the urge to carry on talking. In my better moments I am calmer, and can stop and ask the other person for their opinion or needs to come to a solution. At those times, things suddenly go much more smoothly.

Learning to look at people, and especially at the messages they give me through their facial expressions, does help me gain that calmness and thus also get a better start to a conversation. Watching them also automatically makes me more curious about what motivates them. This is, of course, information that is essential to reach a result or resolution together.

Improvements can be made to literally every conversation. If you open your eyes to all the information that can be gleaned from your interaction partner's face, you can increase your influence on conversations. You can do this by using your communication style to respond precisely to what the other person is sensitive to. You pave the way to rapport, to the favor factor, to the other person's willingness to listen and really understand you. This requires that you learn to take a second look and can somewhat detach yourself from the way you now consciously or unconsciously 'read' others.

Learning to look again will help you act more relaxed and accurate in situations in which you now react rather on autopilot.

For example, if someone, during a conversation, looks away, gives you a bit of a 'pained' look or shows little facial response, you might quickly think that for sure the other person is not particularly interested in your message or disagrees with you. Hasn't it happened to you tons of times that you discover only later on that the other person was indeed interested, but your chance for a better outcome has by then passed?

We also form an opinion about someone we have only just met, only for it to turn out that we have to revise said opinion afterwards.

Through the method covered in this book; you will begin to view these kinds of situations differently.

The content of this book is new, just like all the information it will help you discover in people's faces!

The trouble in everyday life is there are lightning-fast reactions of our brain to the visual information in the faces of others, faster than we can consciously process. There is of course a good reason for this, as you often have to switch gears quickly. But our brain is not a neutral observer: our personal likes and dislikes, emotions, moods, motivations, experiences and more, affect how we look at others. We have our own subjective "glasses" firmly on our noses.

When we are in a situation where we experience anxiety, this becomes even more so, and we sometimes seem to have blinders on when interpreting the other person's behavior.

Conversely, it works exactly the same way. We ourselves send out all kinds of messages with our facial expressions, faster and more than we can be aware of. These are seen by the other person who also has their subjective glasses on.

Thus, more goes wrong than necessary: opportunities are missed, working together becomes difficult and conflicts arise without anyone actually wishing for them. And this situation can very often be prevented!

Where does it actually go wrong?

That all sounds well and good, but in daily practice it remains difficult to take off those subjective glasses with their quick automatic interpretations. You yourself have probably experienced more than once that others “read” you wrongly, resulting in all kinds of misunderstandings and issues. People see your facial expressions and draw conclusions about you, conclusions that you, at least at that moment, cannot place.

Maybe you recognize yourself in one of the following examples.

- Why are you angry?

I am aware that I frown and tighten my lower eyelids a lot, but that does not mean I am angry all the time. Often people think I am and avoid interacting with me, while I am just trying to understand what exactly they want.

- Why are you trying to boss me around?

I like to enthusiastically take the initiative so that we can both gain a good pace. It often happens to me that others drop out or say I am too dominant. That’s not at all what I have in mind; I just want to get going, to achieve our goal! Do people think this because of my raised eyebrows and widened eyes?

- Why don’t you take me seriously?

A pleasant atmosphere and sound interaction are always very important to me, also when doing business. You can see this in my face because I smile a lot, even when a conversation might get a bit tense. In those situations, others sometimes think I don’t take them seriously, even that I am laughing at them. But it is not the case at all, on the contrary!

- Why don’t you want to participate?

I just always need some time to gauge whether I agree with what the others want to do. At such a time, I stay silent for a while and let things sink in. My

face becomes very calm and you can see white under the iris in my eyes and eyelids that droop a bit. Others sometimes think I don't feel like it, or that I'm not interested, and they get impatient. But all it is, is that I need some time. Why things sometimes work out as they do in these examples, I will make clear in the following chapters - and above all, how you can learn to deal with this effectively and prevent or repair misunderstandings. And vice versa, how to avoid "misreading" others. The aim is to make sure that you get on the same wavelength with the other person, resulting in faster and better results.

What can be deduced from facial expressions? What was already (somewhat) known and what exactly is new about it?

Face and specific emotions? Sometimes but often not

A popular view is that facial expressions (mainly) indicate specific emotions, such as anger, happiness, surprise and so on. American psychologist Paul Ekman is a leading proponent of this theory. He has also commercialized his ideas, so this theory is still often seen as normative in the public domain. In science, this is certainly not the case. As far back as the 1990s, many researchers came to different conclusions about what the face tells us, but they did not commercialize their results and these are, therefore, much less well known.

There often appears to be a difference between the emotion someone is experiencing and what Ekman's emotion theory claims that their face displays. This was demonstrated, for example, by Spanish professor Fernandez-Dols' research on the emotions of winners during medal ceremonies at the 1992 Barcelona Olympics, and on the emotions of football fans watching their own team score. He recorded faces that, in Ekman's emotion terms, displayed all sorts of things (such as anger or sadness), but also those that were neutral. Once the athletes looked at the crowd or the football fans

looked at one another, they presented smiles; these were not or much less present before and after. Interviews with gold medal winners revealed that during the ceremony they had experienced only intense joy - so no anger or sadness. According to Fernandez-Dols, smiling while looking at the audience or other football fans is therefore more of a social signal to other people than the expression of a specific emotion.

There are also studies that show that the recognition of emotions is not unambiguous and is partially influenced by culture. For example, what one person recognizes as surprise is seen as anger by another; disgust is interpreted as indifference, and so on.

Numerous authors point out that facial expressions primarily pertain to social messages in the interaction with the other person. Facial expressions mainly indicate what someone tends to do in the interaction with you, what behavior you might expect in the conversation or situation, such as the other person closing themselves off from the conversation or, on the contrary, seeking more closeness. But also that the other person is about to interrupt you or plans to go against your story. Naturally, this is important information to recognize as it enables you to formulate a response to it. I will come back to this in more detail in Chapter 2.

So does the face say nothing about emotions at all? No, that is not true either. Because it may be the case that someone who furrows their brows and tightens their lower eyelids is angry, but at the same time it could mean something completely different. At a minimum, you need information about the context in which someone displays a facial expression, and even then it is not simple.

Discovering the relationship between the set of frequent facial expressions and personality

Until recently, scientific studies on the meaning of facial expressions focused on what happens situationally: someone suddenly lifts the corners of their mouth, raises their eyebrows and upper eyelids, or tightens their lower eyelids. What could this mean: an emotion or a social signal?

As a negotiator and mediator, I naturally saw these things, but what I also noticed was that people often presented the same facial expressions all the time, not just at specific moments. Some people raised their eyebrows all the time, others frequently tightened their lower eyelids and still others seemed to smile all the time.

In the 1990s, I got to know the American psychologist Barry Goodfield. He had the idea that people always presented the same facial expressions in a fixed order at times of tension, and that this said something about how the person deals with tension. On this basis, he also developed a system of personality types.

This was of great interest to me, and he helped me and many others a great deal in the field of personal development through his strong intuition as a coach. However, he had no scientific grounds for his ideas. It also turned out later that many things in his theory were simply incorrect. So I started looking for scientific literature on what people repeatedly present in their faces. But there was no such literature; it was something of a blank spot on the map. This prompted me to contact Professor Agneta Fischer of the University of Amsterdam; she already had quite a bit of experience in researching facial expressions and their possible meaning. Together, in 2011, we began the first research into what people repeatedly present in their faces and their possible meanings.

This was by no means easy, as it was really a first exploration of uncharted territory. Finally, the results were published in an international scientific journal in January 2021.

At its core, what we found is that every person displays a set of facial expres-

sions characteristic of them very frequently, and consistently in very different situations. Those frequencies easily reach 100 times in 10 minutes, sometimes much more! We also found a relationship between those fixed sets and characteristics of personality, particularly in preferred styles in behavior and in dealing with emotions.

A fellow scientist responded after the publication by saying that we had uncovered a remarkable new area of research with these results.

In concrete terms, learning to recognize someone's fixed set of facial expressions provides you with information about that person and how they might behave or respond to your conversational approach, after only a few minutes. Some of this information we already pick up intuitively, but our intuition is colored by the aforementioned subjective "glasses" and is therefore not complete nor always correct. With the method described in this book, you can learn to look more objectively and see the complete picture: it is the roadmap to a better interaction and thus a better basis for working together, solving a problem or achieving your goal.

But it's not just about looking at the other person. If you know your own fixed set of facial expressions, you will better understand how to come across to others – and how to act accordingly.

Specifically, what use is this insight to you?

Everyone needs to be able to tell early on in a conversation which approach will elicit a positive response in their conversation partner and which, on the other hand, will not. This can be done very quickly, as we start extracting information from facial expressions that people present many dozens of times, or even all the time, within five minutes. Just as it essential to everyone to understand how they may come across to others and how to adjust accordingly to allow for a positive conversation. The beauty is that this infor-

mation is actually up for grabs if you know what to look out for - for everyone, both at work and in private.

So this information is of interest to people in different roles:

To managers who want to motivate their employees by responding precisely to what motivates them. After all, one employee likes having a lot of freedom, but sometimes requires some guidance, while another needs structure and direction, but could actually grow by taking the initiative more often.

To sales professionals who want to effectively gain the favor factor with their customer. It makes quite a difference if you can tell whether a customer prefers to get straight to the point or, on the other hand, feels the need to get to know one another in detail first.

To healthcare professionals who want to get to the heart of a problem quickly with a patient or a client. If you can tell whether someone prefers patience, a calm approach and a lot of attention to feelings, or would rather see you offering concrete clarity, the effectiveness of your approach will immediately improve.

To project managers who want to anticipate the collaboration between people on their team. People can be perfectly qualified in terms of expertise, but this does not necessarily make them easy to work with. If you can tell in advance where possible risks lie, you can target these.

To journalists and police officers who are looking for the most suitable way to interrogate an interviewee in order to uncover essential information: do they give the interviewee space to talk or, on the contrary, regularly interrupt their story with new questions or checks?

To HR professionals who want to provide tailor-made advice suited to the person of the employee or candidate. Qualifications and a good CV are important, but will this person fit into a department where employees have to work highly independently or, on the contrary, have to deal with tight procedures or a hierarchically minded manager?

To parents who want to successfully act on the behavior of their (various) children. Why is it sometimes desirable to adopt a strict approach where it is

the exact opposite at other times, with an appeal to feelings gaining better results?

To anyone who wants to develop personally and achieve more results with greater ease when interacting with others. In reality, every conversation, every mutual interaction can be improved.

Content of this book

In the following chapters, you will recognize why good intentions are not an automatic guarantee of success, and learn what role facial expressions play in it. With the explanations and illustrations of the INSA Method, you will see how facial expressions are linked to behavioral styles and to needs that people have during interactions with you and with others in general. The resulting description of key types will undoubtedly make you recognise something not only of others around you, but also of yourself and how you may come across to others. You will become even more aware of your own subjective “glasses”. But you will also learn very practically how to take off those glasses and replace them by acting on objectively observable information, and thus apply more tailoring in the way you interact with others.

Note: I use the term facial expression because it is widely recognized. The question is whether it actually is a good term, because it suggests that the face expresses something that happens inside a person. According to science, this is too simple. The current view is that what we see in the face is an inseparable part of what happens in the brain and also in the body. In a way, the term facial display captures the essence more accurately: that which is displayed on the face. Given the purpose of this book I will still use facial expression as it is more current in everyday language.

In practice, the term facial expression is used both for a combination of small movements around the eyes and mouth and for those movements separately. For instance, frowning eyebrows, tightened eyelids plus compressed lips are called a

facial expression together, but frowning eyebrows on their own as well. In this book, I use the term consistently for the separate movements of eyebrows, eyes and mouth.

The term “frequent facial expressions” refers to the facial expressions that are frequently displayed by a particular individual. Which ones these are can vary from person to person, as you will read in this book.

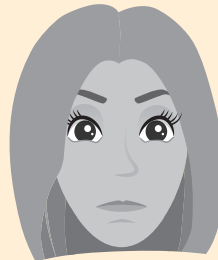


Good intentions and short-circuiting

Communication?



Stella



Marlene

Stella and Marlene are both communication professionals at a large company. They have to work closely to get all the work around internal and external communications done. They have been working together for two years, but it is not going well and even culminates into conflict. When the mediator conducts the intake interviews, it turns out that Stella feels intimidated by Marlene's harsh - in her eyes - businesslike conduct; it has already caused her to call in sick on a number of occasions. Marlene increasingly feels that she is on her own. This started even before Stella calling in sick, because her colleague responded little or unclearly to her requests to take up or discuss matters. Both say that they greatly regret that the situation has gone downhill to this extent. The mediator sees that Stella doesn't show much on her face; in fact, only her slightly drooping lower eyelids stand out, so that a rim of eye white is visible under the iris. With Marlene, on the other hand, he sees a lot happening on her face: raised eyebrows, tightened eyelids and

compressed lips. Embedded in these non-verbal expressions are messages about what Stella and Marleen need in order to feel comfortable in their mutual contact and thus in their partnership. To Stella, some peace and quiet, space to define her thoughts, and consideration of her feelings are important; to Marlene, what matters most is clarity in the work and focus on results. The key to resolving their conflict lay in understanding and learning to see these needs in each other, translating this understanding into working arrangements. Once this understanding was there, they continued to work together just fine for years. The will, after all, had always been there.

Wouldn't it be wonderful if we could be sure that good intentions would in fact always lead to pleasant conversations and good solutions to the issues we need to discuss with others? To get a better return from what we invest in a conversation, we should first understand where things can - unintentionally - go wrong.

All muddled up?

As a negotiator and a mediator, I often see that people can't move forward together, miss opportunities for a better result or even end up in a huge argument. Even though they started working together with the best of intentions. In other words: people who quarrel often have something in common, namely commitment to the subject or content and/or the motivation to have a good relationship with the other person. It seems odd, but it is precisely that motivation and that commitment that fuel the conflict. After all, if you are indifferent, you are not likely to get disappointed or frustrated. But if the motivation is not the problem, how is it that so many situations end sub-optimally or even badly?

Ingredients for misunderstanding

As mentioned in the introduction, we do not perceive each other neutrally or objectively, because we simply wear subjective glasses made up of all kinds of elements: genes, upbringing, education, life experience, position, previous experiences with a person and/or situation, moods, and so on. In that sum of elements, we all ultimately differ from each other.

We know this, naturally, but our brain reacts at lightning speed to what we see in other people's faces. Faster than we are aware of it. This presumably has to do with the fact that we are a social "animal species", which, for survival's sake, has a vested interest in reacting quickly to signals from peers that may represent risk or danger.

In our daily interaction traffic, we hardly ever consciously deal with the topic of survival, but it seems that our brain is still at least partially engaged with these types of signals and interpretations. The speed of interpretation and reaction can then cause problems in mutual interaction, as we interpret the other person with our subjective glasses at lightning speed, and subsequently react to that interpretation just as quickly. While you might expect that - evolutionarily speaking - we would understand each other accurately most of the time, this just doesn't happen. It's those subjective glasses getting in the way!

Missed opportunity?



Sales manager



Customer

As a new sales manager, you visit a regular customer of your company. He is a quiet and friendly man; he smiles a lot and his eyes look a little tired. After a brief introduction, you suggest that you present your updated products. He agrees. Brimming with enthusiasm, you demonstrate everything and also make some concrete proposals. The customer smiles and nods regularly, occasionally asking a question. It is a pleasant conversation. At the end, you ask what he thinks. “The proposal looks really good”, he says, “I’ll get back to you soon”. You drive home convinced you have a deal. But a few days later, it turns out that the customer has opted for another supplier. When you call him to ask why, the answer is that he just had a better feeling about the other supplier. What have you missed?

US professor Judee Burgoon argues, based on her studies, that consciously responding to another person’s non-verbal behavior is severely limited by individual preferences in behavioral style, moods, poor self-insight and lack of understanding of the other person, plus the inability to adjust one’s own behavior when we do something that does not work. Plenty of obstacles, in other words.

If all goes well, we do learn over the course of our lives to nuance the sharp edges of our “auto-pilot” somewhat. But we don’t get rid of them comple-

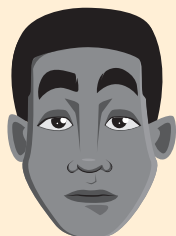
tely. What can help is to learn to understand and recognize our own glasses and our automatic reactions to other people a little better.

Transmitter and receiver

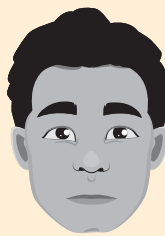
Faces show much more than just specific emotions such as anger, joy or surprise. The contemporary view in academic literature (see also the next chapter) is expressed by Antony Manstead and Agneta Fischer of the University of Amsterdam, among others. This states that faces, in a concrete situation with a conversation partner, express a mixture of elements, such as emotions, behavioral tendencies (e.g. withdrawing, breaking in, resisting, approaching) and motives or goals for communicating with the other person. This all intertwines and thus says something about how a person perceives the situation and the conversation partner, what this means for their future action and what the purpose of the interaction is for that person – what they need.

Literally a mixed message, then, that is transmitted unconsciously and – according to US psychologist Alan Fridlund – also makes an unspoken appeal to the other person to match what the person wants. The receiver registers all this just as subconsciously through their own subjective glasses. They experience the message from the perspective of their own feelings and against the background of what they want to achieve with the interaction, which of course can be quite different from what the sender feels and wants. And that is just the facial expressions – because other body language (posture, gestures) and the words employed matter too. Needless to say, there are plenty of opportunities for communicative noise distortion between people.

Not good?



Me



the Other Person

Shortly after the start of negotiations, the other party's spokesperson makes a negative comment about the proposals we sent. His eyes are somewhat narrowed the whole time and he informs me that our proposals are not well-founded and make no sense. When I subsequently do my best to show him the factual substantiation and explain why we put forward these proposals, he gets irritated and becomes even more vehement in his wording: the proposals must be taken off the table first, otherwise negotiations end right here. We are immediately at an impasse. What is going on, and what could I have done differently?

You can find an answer to this question in Chapter 6.

How you experience a situation, therefore, depends on what you like or dislike in how the conversation goes, or what you expect from the other person in order to have a good and meaningful conversation that will help to achieve your goal. For instance, if you like to get to the point quickly and move smoothly towards the goal together with the other person, this will already be visible in your facial expressions. But another person may perceive this as unpleasant and even domineering, if they are someone who likes to start off calmly and needs time to think about saying yes or no (and also shows that message in their face). Conversely, a person displaying somewhat wait-and-see and evasive behavior will be able to irritate you enormously, because it will make you feel as if they aren't particularly inte-

rested, and are unclear about it to boot. We see many situations where this typical lack of connection leads, on both sides, to short circuiting in the form of stalled conversations, half-baked compromises, disappointment or even conflict - without anyone wanting or intending this.

Because the face immediately communicates messages like those mentioned above, you may feel, very early on in a conversation, that things are getting awkward. But so does the other person! We all recognize this feeling, as well as the experience that this is subsequently confirmed by the course of the conversation. Sometimes it seems as if we're in some kind of automatic dance with one another: the more one person takes the initiative and becomes impatient or fierce, the more the other withdraws, resulting in the former becoming even more impatient or fierce, and so on. It can even be funny, but often too much depends on the course of a conversation to laugh about it.

This happens situationally, but since people simply have their personal preferred styles, it makes sense that it also happens more structurally, in all sorts of different situations, in a similar way. The reason is that our faces, and everything that they express, will not change greatly from one situation to another. We have demonstrated the latter with our scientific research, which is further detailed in the next chapter. Because our faces do not differ greatly per situation, it may also happen that people who encounter each other in different situations over time react to each other the same way every time, even if they are now aware that this behavior does not work.

Really good talk

At the beginning of the third day of the method training course, a participant came up to me. It was a man in his fifties, and an experienced manager. There were tears in his eyes, but he was smiling at the same time. He said: "I am a bit tired today, as I did not sleep much. Last night, for the first time in many years, I had a really good conversation with my 22-year-old son. I just couldn't get through to him in recent years and

I was worried, as he keeps abandoning his studies and I think he uses drugs every now and then. All these years I have been giving him advice, talking to him, I have been angry too. None of it helped, on the contrary. It made me desperate. Now after the course, I understand why. He needs a completely different approach from me, much calmer and more attentive to feelings, his and mine. Yesterday, I asked him what he really needs from me to feel good during a talk between us. It took a while for him to open up, but I kept my calm and my patience, kept my mouth shut and just looked at him intently. That worked for me, because with the new insights I could see that he gradually relaxed. He told me that he really did know I was worried and that I loved him, but that the intensity I always displayed during conversations with him shut him down. To him, it felt like there was no room for him to breathe. We talked for hours afterwards and he told me more than ever before about what was going on with him. I feel that now I have a real connection with him for the first time and also that I don't have to worry about everything. That I can also trust and appreciate him in how he wants to shape his life."

Short circuits are most certainly not inevitable! If you learn to see what messages may hide in the other person's facial expressions and if you learn to investigate first rather than jumping to conclusions, any conversation can be improved. If you also understand how your facial expressions are likely to be interpreted by the other person, you can avoid misunderstandings by being clear about what is important to you in the way you conduct the conversation.

New Eyes on You

Do you want to know what someone is really thinking? Look no further than their facial expressions. The movements of our eyebrows, eyelids and the corners of our mouths betray information about our personality within minutes.

Scientific research has shown that the face is, indeed, the mirror of the soul. All people present a basic repertoire of facial expressions that betray a lot about how they view life. This book will teach you which facial expressions belong to which behavioral styles. This prior knowledge will allow you to improve every conversation, at home and at work.



Herman Ilgen has years of experience as a negotiator and a mediator. Working with the University of Amsterdam, he has been conducting research for over 12 years and developed the unique INSA method that is now being used in a wide variety of settings by companies, government organizations and individual professionals.