



Social Charm

The Science of Suave

The Social Charm Core Program

Prologue: An Introduction to Social Dynamics

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Meet Joe

I'd like you to meet my friend Joe.

Joe has always been a pretty solid guy.

Growing up in the Midwest, he took his first job when he was only 13, stocking shelves in Mr. Patterson's corner store on the weekends for \$4.25 an hour. He worked hard in school, receiving mostly A's and a few B's (except for that one C+ he got in geometry). He played soccer on the high-school team, and although he was never the "sports star", he was pretty good and his team went on to win the district championship his senior year. He got admitted to one of his top-choice colleges. He got a decent job out of college, worked hard, and slowly but surely moved up the ranks.

Another shining example of someone living the "American Dream."

Last week, Joe turned 30. He'd just been recently promoted to technical manager, where he has access to the fleet of company cars, a membership in the "Captain's Lounge" on his preferred airline during the many times when he flies on business, and an expense account he can use to wine-and-dine clients at the most opulent restaurants.

He actually just recently came back from the latest corporate retreat in Las Vegas, where he and his fellow managers learned team-building exercises, discussed corporate strategy and how their contributions fit into the success of the company as a whole. Joe even got to meet the Senior Vice-President of US Operations, who told him he was doing a "terrific job."

Yes, everything seems to be going according to plan - a picture-perfect

example of how to "make it."

Could life get any better?

Well, of course there are a *few* things that Joe would have done differently, and a few things that he doesn't even really see coming - stuff they never taught him in school.

First, like most Americans, Joe loves to eat. Steak. Pizza. Hamburgers. Hot dogs. He loves it all. He especially likes fast food like McDonalds, where he can get tasty food quickly and cheaply - perfect for people with busy schedules like Joe's.

This, along with sitting at his desk all day checking out the latest videos on YouTube and eating room service while on the road, is making Joe a little flabby.

Of course, he *knows* that he should exercise more - he's read about the benefits of regular cardiovascular exercise and strength training. But after a long day at the office he's exhausted and just doesn't have the energy or time. He's heard the stories about the benefits of proper nutrition, but when he's out at that restaurant and the cute waitress with the sexy smile suggests the Porterhouse, he just can't resist.

Then there's his credit card bill. It's funny, because when Joe first received his *Platinum* card, he felt so important and successful because he was one of the *elite* members. What Joe didn't count on was that, like most Americans, he found the temptation of free money - buy now and pay later - too tempting to pass up: why not get that new big-screen TV *now*, rather than wait six months? Sure, he'd have to pay interest on the purchase, but as soon as he finishes paying off his new car (he had to celebrate his promotion *somehow*, right?), with his good job and steady income, he'll pay it off in no time.

Finally, there's his social life. Of course, Joe has a few good buddies from college that he talks to on the phone every once in awhile, and he

does play poker with a few of the guys from work every-other Tuesday night, but he never really felt as comfortable as he would have liked in social situations:

In sixth grade, when his dad started a new job and Joe moved to a new school, he found it very difficult to make friends.

In high school, while he did have friends, Joe was certainly never part of the 'cool' crowd, and always felt a little awkward at parties unless he got totally loaded - something that he would find served him in college well.

And in dating and relationships - well, at least that's one area where things *have* really worked out for the best: he really lucked out when he had met the woman of his dreams and the love of his life - Mary.

It was back during Junior year of college that Joe and Mary first met. They had met through mutual friends at a party: Mary and Joe had literally run into one another as they were going opposite ways around a corner. They both fell down and had a good laugh - a few hours and more than a few beers later they hooked up and have been together ever since.

Joe and Mary are still very much in love. Sure, they don't see each other as much anymore with Mary working nights as a nurse at the children's hospital and Joe traveling all over the country, and sure they only have sex a few times a month (usually after American Idol) and it's not the steamy, passionate lovemaking it used to be when they were younger, but they get along so well, and are talking about the possibility of kids.

What Joe doesn't realize however, is that while his cholesterol-filled arteries are under immense strain as he goes through his three-and-a-half minute exertion of sex before orgasm, Mary is lying there imagining Brad Pitt shirtless in *The Legend of the Falls*.

Of course, Mary loves Joe to death, and wouldn't ever dream of doing anything with anybody else. When they were younger, Mary can

remember being simply *crazy* about Joe, so in love that even the *thought* of being with somebody else was incomprehensible. Now days, of course, their lovemaking has settled down quite a bit, and Mary is actually surprised to find that maybe she liked and wanted sex a little more than she ever admitted to herself - proper women, after all, don't *need* sex like men do, though she is starting to think that maybe before now she never really needed to admit it, since she could always count on Joe to initiate things, letting her play the role of the "proper" one.

Nowadays however, with her being at work so late, and with Joe being so tired after a long day at work (he *does* work so hard for them), she finds that the excitement and passion they used to share has relaxed into more of a comfortable familiarity. While it certainly is nice to have someone around and Joe is such fantastic and supporting person, sometimes Mary wishes she had a little more.....*excitement* in her life.

She has found more and more frequently that their time together (and especially in bed) isn't as satisfying as it once was, but Mary wouldn't dare say anything about it to Joe, since she knows it would just upset him (and, in truth, she doesn't want to admit the fact that she has such urges, too). In fact, she feels guilty that she even occasionally *thinks* about the cute pool boy from around the block.

She'd met him a few weeks ago while she was at her friend (and neighbor) Stephanie's house. He was tall and cute, and was playful with the two older ladies, who enjoyed the attention lavished on them by the strapping young man. He and Mary had chatted and perhaps flirted a bit; Mary was a bit hesitant, but he seemed genuinely nice and they enjoyed a casual conversation. He does occasionally pop into Mary's mind, but of course she loves Joe and that's that.

A few weeks later, Joe is receiving some bad news at work. The high price of oil and the credit crunch have really put a damper on the economy. The marketplace has seized up, and in order to protect profits, the company is having to make some strategic lay-offs.

They tell Joe that while he really excelled as a technician, they just weren't sure he "had what it takes" to be a manager, and - if he couldn't manage people well -there really wasn't much upward potential for him here, so they "suggest" that he should probably start trying to look for a job elsewhere.

Joe, never a quitter, assures them that he would work twice as hard and do whatever is necessary to become a better manager. He begs and pleads until finally they relent and give him another three months to improve his performance. Joe thanks them profusely, leaves the office and goes to work.

That night, Joe lies in bed thinking about his problems at work. Tonight's the third night in a row he can't sleep - a problem that seems to be afflicted him more and more recently. As he listens to Ms. Merewether's incessantly yapping schnauzer (doesn't that that thing ever sleep?!), he thinks back to how he used to look forward to going to work every morning. He doesn't really like his new position as technical manager...but that's what it takes to get ahead, right? He thinks about the possibility of leaving his current job and doing what he *really* loves to do, but though he rationalizes his decision to stay as "being responsible" and "not giving up" - let's be honest - he's more than a little scared to be unemployed.

During the next few months, Joe works harder than ever. The size of his credit-card debt is piling higher and higher, so he knows he just *has* to keep his job. He goes into work early, gets home late, and works many nights and weekends - even when he *isn't* living out of motel rooms as he travels from place to place. His diet - already highly questionable - gets worse: with time always being of the essence, he simply doesn't have time to seek out and prepare good meals - fast food and room service become his best friends.

Within two months, Joe has put on 20 pounds.

He's stopped hanging out with his friends and co-workers too. Of course he'll call up Johnson for an update on the status of their computing center

or talk to Peter for suggestions on how to give managerial feedback, but as far as "hanging out" or having fun...well, Joe just doesn't have time for that right now - he hasn't been to poker night in God-know-how-long.

Moreover, things at the job really don't seem to be getting better either. In fact, it just seems like the harder he works and the more direction he gives to his team, the less effective they are and the worse his department's performance becomes.

And then there is Mary.

Joe just can't seem to seem to be around her lately. All she does is nag him about them not spending enough time with each other. While he cares about her deeply, she just doesn't seem to understand that his job is on the line here, and if things don't go well he won't be able to provide for her basic needs, let alone that trip to Chile they've been planning on for months.

Mary, for her part, is feel more and more distant from Joe. She knows he loves her and she loves him, but lately he just seems disconnected and out of touch with her. They haven't dinner together in three weeks. They haven't had sex in over two months.

And she just can't get pool boy out of her head.

Since Joe's been working so much lately, Mary's been spending more and more time at Stephanie's house. Stephanie's husband also works and travels a lot, so she and Mary frequently talk about the difficulties of having such different schedules than their husbands. Oftentimes when Mary is there, the pool boy will stop by to clean the pool or sometimes just to chat.

Mary and pool boy get to know each other better and better. One week while Joe is traveling, they get into conversation and it turns out that he, like Mary, is a big fan of impressionist art , and pool boys slips Mary his number and tells her she should come over some time to check out his

work.

Mary is a little reluctant to take the number, but pool boy does seem like a fun, interesting guy, and she *has* been looking for a few pieces to hang in the living room.

The next day Mary called up pool boy and he invites her over again. After a lot of playful teasing and cajoling by pool boy, Mary decides she'll just make a quick visit over and check out a few paintings to see if any would fit well in the living room.

When she gets there, he's out back working. He comes inside and they share a few laughs and have a few drinks...

Things get a little playful and goofy, and before you know it Mary is on her back with pool boy doing things she hasn't had done to her in *ages*.

Somehow it just...happens.

Afterwards, Mary feels incredibly guilty, and as a result when Joe gets home, she is even more distant and cold with Joe than in the past.

Without even his semi-monthly post-Idol session, Joe gets even more irritable, which drives Mary further from Joe and closer to pool boy, who is happy to oblige in giving her what Joe for so long has been unable to.

Eventually Mary can no longer take the deceit and self-loathing and divorces Joe. This comes as a complete surprise to Joe, believing that he has done nothing but be a faithful, providing husband. The divorce is ugly and protracted, leaving both Joe and Mary hateful and despising the one person they used to love more than life itself.

The divorce takes a terrible toll on Joe. His weight - already a problem - balloons out of control, putting him at substantial risk to his health, not to mention his quality of life.

His friends, long since neglected, try to help Joe out at the beginning, but he has become such a needy, bitter, hateful mess that soon they too stop returning his calls and invite him to poker night less and less frequently.

His job, which he tried so hard to improve, continues to get worse and worse. His managers tell him that while he obviously had the technical skills required to the job, in today's day and age what set people apart were their *softer* skills - things like leadership, networking, sales, customer service, and management.

Three weeks later, Joe gets fired. The debt from his big-screen TV and other items balloons higher and higher, eventually forcing Joe to file for bankruptcy.

At the ripe old age of 33, Joe is overweight...unemployed...broke...

...and alone.

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Reality

What Joe doesn't realize is that - like many other decent, hard-working people - he has fallen prey to a pervasive myth.

It's a myth that most of our society - and our world - live under on a daily basis, guiding our beliefs, our thoughts and behaviors.

It's the myth of the 'Way Things Are Supposed To Be'.

When Joe worked hard in high school to get into a good college, things were the way they were supposed to be...

When he met Mary by happenstance and she fell in love with 'just who he was', things were the way they were supposed to be...

When he landed a decent job by doing well in college, things were the way they were supposed to be...

When rose through the ranks - and salary tier - at work by excelling technically, things were they way the were supposed be...

When he was pre-approved for his new platinum credit card because of his higher income, things were the way they were supposed to be...

But then something started happening.

When he didn't have time to exercise because his job kept him traveling, things *weren't* they way they were *supposed* to be...

When he started to pack on the pounds and lose that athletic physique

he had had most of his life, things weren't the way they were *supposed* to be...

When random little things kept forcing him to spend more money and not pay down his credit card debt, things weren't the way they were *supposed* to be...

When the exceptional technical skills he had worked so hard to acquire suddenly didn't seem to matter as much as "management" skills - whatever that meant - things weren't the way they were *supposed* to be...

And when Mary - his one true love and the woman he was supposed to spend the rest of his life with - walked out that door forever, things *surely* weren't the way they were *supposed* to be...

The Problem With Reality

The issue with Joe isn't that he *wants* certain things in life or *dreams* of a better future - it is this desire and this dreaming that make mankind unique and allows us to create a better future for ourselves and for our children.

No, the issue with Joe isn't that he doesn't dream of — or even work hard for — a better tomorrow . It's that he's fallen prey to a pervasive myth:

The Myth of The American Dream.

As many of us are growing up, we learn the story of the American Dream: get a good education, get a stable, well-paying job, work hard, and soon enough you will be rewarded with health, wealth, and happiness.

The problem is, this just isn't true.

Of course, *much* of it *is* true. It is true that historically America has been the Land of Opportunity, providing more upward social mobility than almost any other nation. It is true that, in America, many people have the opportunity to go to school, attend the best university system in the world, and enjoy an economic and political environment that encourages and supports entrepreneurship and pursuing your dreams. By and large, America is still the greatest nation on the earth.

But problems abound. The health-care system is a mess. Public education is a joke. Social Security is in shambles. The environment is in peril. The good news is that these things *can* be fixed. The bad news is that to do so requires that people take their heads out of the sand and be *brutally honest* about the situation we are in.

You see, here's the fundamental issue: all problems are really *conflicts*—between you and another person, or between you and the outside world.

In reality, however, at any given moment, something either *is* or it *isn't*. There's no conflict there.

So the problem—or the *conflict*—is *really* caused by someone being incorrect—or making an incorrect *assumption*—about the way things really are.

Take an example of two politicians arguing over how much money to allocate to a large highway construction project. One politician says it will cost \$20 billion dollars over the next 10 years to complete this project. The other politician thinks this is ridiculous. That's far too expensive, he says, it's really only going to cost \$10 billion.

What usually happens?

That's right: they *compromise* and say the project is going to cost \$15 billion—right in the middle of the two. Neither side is completely happy, but hey—that's how the world works, right?

Now, consider two NASA scientists trying to figure out the amount of fuel a new space ship would need to travel to Mars and back. One scientist pours through his data, makes all his calculations, and comes up with an answer: 20,000 lbs. of fuel. Another scientist, however, has done similar calculations, and *he's* calculated that they would only need 10,000 lbs. of fuel.

Ask yourself this:

Would those scientists ever, ever—in a *million* years—get together and agree to just *compromise* and say they star they'll use 15,000 lbs. of fuel?

Not on your life.

What *would* they do? They'd go back through their data, review the specifications, double-check their calculations, and—if push came to shove—they might even re-examine their understanding of the concept of *weight*, to make sure they're talking about the same thing. They would do all this because they understand one thing:

Reality is what it is, and if we *disagree* about what it is—that is, we have a *conflict*—it is only because somewhere along the line we have made an invalid *assumption*, and *acting* on this invalid assumption will only create further *conflict*.

In the example of the scientists, if they said they needed 15,000 lbs of fuel when they really only needed 10,000 lbs, they have wasted 5,000 lbs of fuel, and countless taxpayer dollars. And if they said 15,000 when they really needed 20,000—well, that would be disastrous.

The point is here is that the scientists—like all scientists—understand that if you're not getting what you expected, it's because you have an *invalid* assumption about the way the world works.

Read that again:

In any area of your life where you are not getting what you want or expected—in any area where there is a *conflict*— *there is an invalid assumption about the way things really are.*

This is exactly what happened to Joe. He assumed that if he worked hard at improving his technical skills, he would be successful. He assumed that he would continue to easily maintain the weight and vitality he had enjoyed when he was younger.

And he assumed that he knew what it took to keep Mary happy.

You see, when you have an *invalid* assumption about the way things work, this causes a *conflict* between you and reality.

And reality is *always* going to win.

We're going to suggest that if you have any problems like Joe's—whether it be about money, your career, your health, or your love life—you are holding incorrect assumptions as well. But luckily, there *is* a way out:

Challenge *your assumptions* and take the time to *really understand what's going on.*

In Joe's case, what if he had understood more about the way credit cards and their compound interest were designed to keep you in a perpetual state of financial neediness unless you managed them carefully?

What if he had known that with just a few changes in his diet and as little as 10 minutes of exercises a day he could start to reverse his weight gain?

Now, the information needed to address these areas - finance and health - has long been available in easy-to-understand books, lessons, classes, etc.

But if we look more closely, we can see that though his finances and his health suffered, both the *root cause of* AND the *worst outcomes for* Joe were really centered around his *relationships* - with his subordinates, his boss, his friends, his wife, and - least obviously but most importantly - himself.

Unfortunately, it is in this *most important* of areas that our understanding as a society has really lagged behind.

In the area of the *hard sciences* - physics, chemistry, and more recently biology - mankind has made *tremendous* advances over the past two thousand years. We can erect dams that divert oceans, vehicles that venture out into the cosmos... and bombs that can wipe out humanity's very existence.

However, in the area of the *softer sciences* - things like psychology, sociology, anthropology, and the like - we have made relatively little progress in alleviating the most *human* of problems. People still are lonely. Couples still fight. Dating is still hard. Trust is still challenging.

In recent years, however - guided by advances in the modern fields of neuroscience, zoology, computer science, and evolutionary biology, but also informed and directed by the ancient fields of philosophy, mysticism, and religion - we have begun to make inroads into the rules that govern the relationships with others and with ourselves.

These findings have been used in fields ranging from health care to economics to marketing, and most recently to the area of dating science, where the lessons are being used to help people find, create, and maintain fulfilling romantic relationships.

Consider the effect that this type of insight about the nature of *humans and how they interact* might have had for our friend Joe:

What would have happened if Joe had known how to negotiate with his boss for a less hectic work schedule so he had time to exercise, or for

more money to pay off his credit card bill?

What would have happened if Joe had been taught the *real secrets* of true management and leadership, enabling him to better manage his team, and make his subordinates shine? How would it affected his relationship with them? With his bosses? How would this have helped his stress level?

What if he had learned how to socialize and network effectively, so when he went to that corporate workshop in Las Vegas he could have made some lasting connections? How would this have helped his long-term career prospects?

What if he had known how to be a better friend - the kind that others always wanted to be around and invited to whatever they did - the kind of person that they would go to any lengths for, no matter what the circumstances?

What would have happened if Joe really knew *how* Mary felt, *why* she felt that way, and exactly *what* to do to make her feel that sense of love and connection that they both had enjoyed so much?

And what would have happened if Joe had improved his relationship with *himself*, giving him the strength, courage, and compassion necessary to live on his own terms, and create a life full of health, wealth, and those extraordinarily fulfilling relationships that truly make life worth living?

You see, when you *really* understand what's going on - when you have a better *model of reality* - it's a lot easier to get rid yourself of those *invalid assumptions* because you not only understand the way things *actually are*, but also *what causes* them to be that way - because then you can *use* that knowledge to create the kind of life you want.

This is exactly what the Science of Social Dynamics is all about:

Understanding the way humanity *really* is.

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An Introduction to Social Dynamics

Although the *original* definition of the term "social dynamics" referred to the study of a society as a whole to adapt to change, within the past five years the term has grown to encompass studying and understanding the interactions of people *within* that society as well, covering everything from how we communicate, judge each other, work together in groups, form friendships and romantic relationships, influence each other, and a host of other activities that involve interacting or even just observing other people.

The study of social dynamics draws a wide variety of disciplines - neuroscience, evolutionary biology, influence theory, psychology, anthropology, information theory, and more - but it is *far* from a useless academic discipline.

Instead it is the *most intimately personal* one, because it focuses precisely on something *you* deal with each and every day: other people.

It is also perhaps the most *practical* one, as its findings and theories often lend themselves to knowledge and skills that you can use *immediately* and *forever* to improve your understanding of humanity and improve your relationships with friends, co-workers, professional acquaintances, and romantic interests.

It can guide you to understand yourself better, be more popular, more powerful, more charismatic, more empathetic, better liked, better understood, and better able to navigate though any endeavor you seek to

undertake which relies on your relationships with other people.

Improve Your Relationships & Improve Your Life

The value of stronger relationships is well-documented. In a recent study published in the Journal of Socio-Economics, researchers found that the benefit of more regular contact with friends and family generates as much happiness as making an extra almost \$200,000 per year. Having better relationships can help make you more money, and may also stave off significant health problems, like heart disease. (See references in the appendix.)

Being more socially savvy may also actually make you smarter. In a study by the University of Michigan Institute for Social Research, scientists have found that the higher a person's level of social interaction, the greater their cognitive function.

It can make you a stronger salesman, a better actress, a more natural negotiator, a more caring counselor, a more prudent parent, a better businessman, a more attractive mate, a more popular politician...and a more fulfilled, directed person.

In short

It can *dramatically* change your life.

A Brief History of Revolution

If you look back through history, you will find that the vast majority of discoveries or inventions that *revolutionized* civilization have fallen into one of three broad categories:

The first are those that have directly aided man in meeting his most basic

needs. This includes the discovery of fire, which provided much needed safety, shelter, and warmth; the invention of agriculture, which raised man from mere subsistence, and the discovery of antibiotics, which substantially increased the possibility for a longer, healthier life.

The second are those that enabled us to communicate with each other more widely, more quickly, and with greater efficacy - that is, enabling us to better *connect* with one another. The written word allow for thoughts and feelings to be recorded somewhere other than in our memories. The printing press allowed for the mass reproduction and dissemination of knowledge beyond the walls of the selected few. And the Internet and mobile phone have given us unparalleled access to the largest repository of information the world has ever known - all at the touch of a button, wherever and whenever we want.

The third are those that have succeeded in further removing man from his place of preeminence in the universe. The discoveries of Copernicus taught us that Earth is neither center of the universe nor even of our solar system. The revelations of Einstein required us to accept that our way of viewing the world was not the only one. And the evidence put forth by Darwin required us to rethink the very nature of how we came to be.

Historically, much emphasis has been given to the individual *unit*. Whether the theory of the brilliant leader, the extraordinary building, the faster computer, or the genius of the individual, the focus for a long time has been on how complex and high quality an individual unit could be.

Over the past decade or so, we have come to realize that it is not in the individual *unit* that the most potential and meaning lies, but in the *relationship* of those units *to one another*. Thus, instead of the brilliant leader we have the amazing team or company. Instead of obsessing over the fastest processor, we now dream of an intelligent network. Instead of reveling in the glory of a magnificent building, we marvel at the power of a well-constructed city. And instead of worshipping at the alter of the individual, we stand in awe at the incredible power of social networks. The very power of science and mathematics lies not in their ability to glorify the individual unit, but to precisely describe the relationships

between them.

What makes the science of social dynamics so exciting is that it lies right at the crossroads of *all* of these key areas. Beyond food, shelter, and water, the need for sex and human companionship is one of man's most primal needs. The *ends* of the science of social dynamics are therefore directly aligned to the first key area of revolution- basic needs. The *means* by which social dynamics achieves this end are by enabling people to better understand, communicate, and *relate* to one another, forming more numerous, better, and longer lasting *connections*. The means of social dynamics therefore directly touch on the second key area of revolution - communication. Finally, the *methods* used by the science of social dynamics, which *enable* the means to this end, require that we step back and ask the question "Setting aside the nuances and individual variation that makes each of us unique, *are there some underlying, nearly universal mechanisms, rules, and dynamics that underlie human social interactions?*" This inevitably requires that we step back and look at our own species as we would any other, thus squarely aligning us with the last of those revolutionary factors.

It is precisely because of this intersection with three of the key areas of revolutionary discovery and invention that the science of social dynamics is such an important and exciting area of research, and its rising prominence is a harbinger of a new era of deeper understanding of ourselves and our fellow man.

How to INSTANTLY Become Smarter

In order to understand how all this works, it may help to take a *very* brief moment to understand exactly what we *mean* when we say 'science' or 'engineering'. Our definitions are simple:

Science is a *process* of observation, postulation, testing, and refinement as a means of understanding the *cause-effect relationships* between different things.

Engineering is *using* that understanding to create a desired result.

That's it.

Returning to our example with the scientists calculating fuel needs, they used *science* to understand the laws of gravity, thrust, aerodynamics, and the like—these are the underlying assumptions about how the world works—and then used *engineering to utilize* that understanding to calculate how much fuel the shuttle need.

This is basically what SocialCharm (and organizations like SocialCharm) do - use the scientific process to obtain knowledge about social dynamics (or use the findings of others who have *also* used the process), and then train people like you how to *use* that knowledge to create a better life for yourself. Of course, the specific tools, techniques and methods for *obtaining* that knowledge, and the ways of *training* you to *utilize* it, are more sophisticated and vary from organization to organization, but the basic process is very much the same.

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Value & Status

An Evolutionary Perspective

Before we get into some of the fundamental concepts of social dynamics, we want to be very clear about the context in which we are operating, in particular in regards to the area of evolution. In using the agreed upon scientific method to derive the principles and concepts, we have found the field of evolutionary psychology very useful in providing insight into the nature of human social interaction. This is not an ideological perspective per se. Rather, we believe it to be true, simply because of its ability to *predict* and *explain* much of the behavior that we observe. If you have ideological or philosophical reservations about the validity of evolution, we do not require that you forsake your beliefs, but we would ask that you at least accept the framework as a means of tying some of the pieces together, and perhaps act as *if* it were true - we believe you will find this to be the most productive route for your understanding of this material.

The basic theory of evolution is that, though a variety of mechanisms, organisms demonstrate small variations in terms of their characteristics - maybe darker hair, or better sense of smell, or a more refined intelligence - and those organisms that are best able to survive are the ones that pass on their genes to the next generation. Through this mechanism, organisms slowly change - or evolve - over time to be better suited for the environment in which they live. This isn't some complicated process - at the most basic level all it really is saying is that those organisms that exist today are those that were the ones best at staying in existence.

There are two important consequences from this, however, which have serious implications for human behavior.

The first is that your *genes* - those little carriers of genetic information

from which you were built and which get passed on if you have children - are actually the things that matter from an evolutionary perspective: *not you*. Thus, at least from an *evolutionary* perspective,

You exist to help your genes; they don't exist to help you.

This mean that you are wired to do things that - sometimes - may not be in the best interests of *you*, but rather the best interest of your *genes*. We'll discuss this more in a minute.

The second is that though you are very well evolved to thrive in an environment like your caveman ancestors, we are actually pretty *poorly* wired to live in our more advanced civilizations of today:

Though we now live in cities and towns, we are still wired for the tribe.

As we continue on, you'll see how this fact is central to the study of social dynamics, and will help you better understand a wide degree of human behavior.

Finally, a warning: there may some ideas in this and other materials that may not be considered politically correct, especially when discussing the differences between men and women. Although scientific studies have shown that for the most part men and women are very similar, there are occasionally material differences between them, especially when it comes to how they interact socially. Thus, while we will often make generalizations about men and women, we want you to remember that while these apply *in general*, the range of variation between *individuals* is *far* greater than that between **gender**.

In the next section, we'll go through some of the core concepts of social dynamics that you can apply *immediately* to gain *significantly* more insight into how people interact. As you do, keep the ideas presented in this section in mind - you will begin to see how it all fits together.

The Purpose of Life

From this evolutionary perspective, there really are two very simple things that - at the core - serve as the purpose of life:

1. Survival - i.e. keeping your genes
2. Reproduction - i.e. passing on your genes

The cycle then repeats. You survive, you have children and pass on your genes to them. They then survive, and pass on their (i.e. your) genes to their children. This is the purpose of life - it is why life exists.

Now, before you start arguing, notice that we said this is the *purpose* of life - we *didn't* say that this was the *meaning* of it. "Meaning" is a much more complex term, and one we don't want to go into just yet. We cover this in much more depth in our programs, but for this current conversation, let's focus on the simpler question of the *purpose* of life - survival & reproduction.

Now, survival and reproduction are pretty important things. In fact, they are *so* important that Nature came up with a way to make *sure* that animals (and humans - we're animals too, after all) took actions that increased their chances of both surviving and reproducing: emotions & instinct.

There is much debate over the difference (if any) between instinct and emotion. For our purposes, we will say that instincts can *cause* emotion, though we also may experience emotions not caused by instinct. However, what is important here is that some of our most *basic* emotions are built in to us to ensure we survive and reproduce:

- The fear of death
- The excitement of lust
- The joy of love
- The enjoyment of eating
- The pleasure of sex

What is crucial to understand is that these emotions are *hardwired* into us from birth, not learned - they are automatic, immediate, intense, and universal.

The Concept of Value

When we say we 'value' something, what do we mean? We mean that we think it is worth taking actions to pursue. For example, if you value friendship, you probably take actions to spend time with your friends. If you value monetary success, you probably take actions that will increase your wealth. Now of course sometimes your values can appear to conflict - you might value money *and* time with your family, for example - but values generally exist in a hierarchy, with you valuing certain things more than others, and with you taking actions to pursue those things you value most.

It is important to realize the assignment of value to *anything* is ultimately an *emotional* one. Whenever you make a decision, you might use your reasoning ability to understand the consequences of each choice you might make, but ultimately you *decide* on a course of action because you have assigned some *emotional value* to that consequence. Numerous scientific studies have shown that patients with damage in a particular area of the brain where emotions are generated often seem very normal - except their ability to make decisions is drastically impaired. From purely logical perspective, all consequences are the same - it is only through emotion that we determine 'better' from 'worse'.

This has implications for our earlier discussion of survival & reproduction. Because these things are so important, we said, Nature had to come up with a way - emotions - that would cause us to take actions that would ensure them - in other words, to *value* them.

Of course, we don't typically think of things this way. However, when we look at things that we *would* normally say we value, they usually fall within one of three main categories:

1. Health
2. Wealth
3. Relationships

When you think about it, however, it becomes obvious that we value these things precisely *because* of their ability to help us survive and reproduce.

	How it Aids Survival	How it Aids Reproduction
Health	This is obvious. Without health, your ability to survive predators and disease is substantially compromised, as is your ability to acquire food, water, shelter, etc.	People generally favor more physically-fit people as partners. Women in particular have historically been valued by men when they demonstrate the physical characteristics indicating fertility.
Wealth	This also relates to your ability to provide basic material goods necessary to survival	Men in particular are especially valued by women for their wealth (i.e. control of resources necessary for survival of her and her offspring)
Relationships	Having strong relationships can provide resources, protection, etc.	Having children and providing for them ensures your genes are carried forward.

Now, if you examine the above table and think about your own experience, you might come to an interesting conclusion:

In most societies, women are valued more for their ability to reproduce; Men, for their ability to survive.

Women are typically valued in society for their physical beauty, their youth, their nurturing nature, their families, and their relationships. Men, by contrast, are valued for their strength, their maturity, and their wealth.

Value & Status

The concept of *status* is closely related to that of value. When someone possesses a lot of traits that people value, we normally think of them as *high status* or as *having status*. When we meet someone without those things, we generally think of them as having *low status* or *lacking status*.

The funny thing about human beings is that we are much more likely to *give* value to someone who already *has* it. Consider the scenario where you are waiting at a cross-walk when someone taps you on the shoulder. As you turn around, you see an older man, tall and well-dressed. He flashes a smile, and explains that that he forgot his wallet back at the opera house and was wondering if he could have five dollars to take a cab back to pick it up since it's getting late and he needs to meet his wife for dinner. If you're like most people, you'd probably try to be nice and give the man the five dollars he needed.

Now, however, consider what would happen if instead of seeing a well-heeled gentleman when you turned around, you saw a dirty, toothless old bum who reeked of alcohol. How likely would you be to give *him* the five dollars?

A similar effect occurs with luxury items. Michael Masterson, author of *Ready, Fire, Aim* and regular contributor to his own e-newsletter *Early To Rise*, once wrote an article about how, with the increasing quality of faux luxury items, it was no longer necessary to purchase the genuine article. His reasoning was that if you saw a watch that *looked* like a Rolex on our well-dressed man you would naturally *assume* it was the real thing, further enhancing your perception of his value. If you saw the same watch on our bum, however, you would naturally assume it was a cheap knock-off, thus maintaining your perception of the bum as low status.

What is happening here is when we see someone with value, we seek to assist them—or provide *them* value- in the hopes of getting value in return.

This concept of status is at work in every social interaction - when two people are interacting, one is almost *always* of higher status than the other person, even if only slightly, and this can be seen in a wide variety of ways. For example, the lower status person often unconsciously

adopts or mirrors the other person's mannerisms. In Robert Cialdini's famous book *Influence*, he tells of an analysis of Larry King's interviews. When Mr. King was interviewing people of lesser social status than he, the other person would adopt the speech patterns and body language of him. However, when he would interview people of higher status - President Clinton or Kofi Annan (former Secretary of the U.N.), for example - it was Mr. King who would adapt *his* behavior to *theirs*.

Another way status influences social interactions is in the area of humor. Although people laugh for a wide variety of reasons, if you start paying attention you will notice something odd: many times people laugh - *even when nothing funny has been said*. What is happening here is that one of laughter's primary purposes is to act as an indicator of comfort and approval - it basically says "you have high value (status), and whatever you did is okay by me". Thus, we find that when two people are together, it is typically the person of higher status *being* funny, and the person of lower status *finding it* funny. Next time you're in a meeting at work, watch what happens when the boss tries to make a joke - chances are everyone will laugh. Now, imagine the new guy telling the *exact* same joke...same response? Probably not.

Now, most of this isn't conscious. No one sits down and says "Gee, let's see what will help me reproduce today..." We don't have to.

And that's exactly the point. Our emotions *evolved* to determine - automatically and subconsciously - those things that were most likely to help us survive and reproduce, without the need for us to consciously figure it out.

However, this unconscious nature of these emotions can have a downside.

First, they aren't exactly well-adapted for our current environment. Evolution - while impressive - takes awhile. And while *homo sapiens* have been around for approximately 500,000 years, it's only been in the past 5000 years or so that the earliest civilizations appeared - only 1% of our total time on this planet.

Thus, most of our instincts and emotions have evolved to help us survive and reproduce in a *pre-civil* society, where there weren't even things like laws, moral codes, or even farming, let alone things like the McDonalds,

cars, or Nintendo.

What this means is that the instincts and emotions that might have been necessary to keep us alive and reproducing in historical times can often lead us astray when used in the modern world:

- When food was scarce, fatty foods contained the most calories per gram of weight, so it made sense for our body to evolve to enjoy them. Now that we can get such food whenever we like, however, problems like obesity and heart disease run rampant.
- When life was very risky and uncertain - you could be eaten by a wild beast at any moment - it made sense to enjoy things for the moment without thinking too far in advance. Now that you're probably *not* going to die from a woolly mammoth attack, the importance of planning and saving for the future has increased. Unfortunately, as the lack of saving rates show, people still have difficulty thinking long term.
- When people lived in small tribes of 15-25 members, it was often risky to associate with other tribes since they might carry deadly disease (not to mention they might attack). Even today, the vestiges of these things exist today in racism, religious intolerance, and other forms of xenophobia. Even the fear of 'talking to strangers' stems in part from evolutionary adaptation.

Again, it is important to emphasize that these evolutionary adaptations largely play themselves out on an *emotional* level - we might *know* we shouldn't eat fatty food, but we are drawn to it anyway. We might *know* that we should save more money, but that new big screen TV or new pair of shoes is just so nice! We might *want* to go out and meet new people, but when it comes to approaching a new group of people we've never met, we just hesitate and stay with our current friends.

The other downside to the often unconscious nature of these emotions is that people might often not even be *aware* of them.

As an example of a situation where an individual might *not* be aware of her values (or at least doesn't express it to you), let's take the situation of a girl – let's call her Jill – who always seems to date 'jerks', and Tom, her friend, the 'nice guy'. Tom and Jill have long been friends, and Tom has always had a crush on Jill, but never really knew how to proceed. For years, Jill has complained to Tom about the various insensitive jerks she's dated, how she just "can't find a nice guy to date", etc. Tom tries to be understanding about Jill's situation, but in the back of his mind he can't help but think, "*But I'm right here!*" Finally, one day after much pep-talking, Tom finally musters up the courage to ask Jill on a date. Jill is caught a little off guard – she never even realized Tom felt that way about her – and tells Tom that most-dreaded of phrases, "I just don't think that way about you." Tom reverts back to silently pining for Jill, and Jill continues to date and get heartbroken by 'jerks'. Both are frustrated by the situation - sound at all familiar?

What's going on here?

Let's break it down using our newfound understanding of values. We know that we 'value' something when we take actions to pursue it. Because Jill takes actions that cause her to date these 'jerks', we, *by our definition*, say that these jerks must offer something to Jill that she *values*.

What could this 'something' be?

Since the simplest explanation that accounts for the observed behavior is usually correct, let's start at the beginning. We know that the most *basic*

values are survival and reproduction. As a general rule:

- Males choose females based upon their *reproductive* value
- Females choose males based upon the *survival* value.

Remember our previous chart:

	How it Aids Survival	How it Aids Reproduction
Health	This is obvious. Without health, your ability to survive predators and disease is substantially compromised, as is your ability to acquire food, water, shelter, etc.	People generally favor more physically-fit people as partners. Women in particular have historically been valued by men when they demonstrated the physical characteristics indicating fertility.
Wealth	This also relates to your ability to provide basic material goods necessary to survival	Men in particular as especially valued by women for their wealth (i.e. control of resources necessary for survival of her and her offspring)
Relationships	Having strong relationships can provide resources, protection,	Having children and providing for them ensures your genes are car-

Let's examine this. If men are valued for their survival value, we would expect women to be attracted to men with demonstrated health (older men, since studies have shown high levels of testosterone suppress the immune system, therefore before the advent of medicine it required healthy genes to counter the effects of testosterone (not to mentioned not getting eaten); arrogant/brash displays – similar to peacocks who display their ability 'waste' resources on colorful plumage) and wealth.

Now, are men attracted to women who are wealthy, older, or who display risky behavior? Certainly some, but not to the same extent. Instead, men are attracted primarily by youth, physical attractiveness, and a willingness to serve – in other words, by those things that indicate the woman is able to bear healthy offspring and keep *them* alive (even possibly at the expense of herself.)

So how does this explain Jill's fascination with jerks?

To explain this, we must remember that our *emotions* evolved far earlier than did our *reason*, and they often operate on two very different wavelengths. Typical 'jerk' behavior, such as being domineering, arrogant, and self-centered, are often *good* behaviors taken too far (a take-charge attitude taken to an extreme is domineering, confidence to an extreme is arrogance, and being centered in oneself taken to an extreme can be 'self-centered'). However, Jill's *emotions* aren't able to distinguish between someone who is *confident* and one who is *arrogant*, even though her *reason* can. Because by showing confidence (albeit exaggerated), the 'jerk' is demonstrating that he is able to withstand environmental pressures, thus indicating good genes with a high *survival* value. Because Jill's *genes* (though not necessarily Jill) want to mate with someone who has a high survival value, her emotions make her feel attracted. The problem comes about because though Jill's *emotions* are attracted, her *reason* knows better, so there is a perpetual conflict inside Jill in these situations. It is important to note, however, that Jill could also feel this attraction to a guy who was well-adjusted (i.e. confident, but not arrogant; centered in himself, but not self-centered, etc.), but that these kinds of guys are simply less common.

In the previous example, if you were to *ask* Jill what she wanted in a guy, she would likely say things like "kind, sweet, caring, funny, etc." Yet if you were to watch her actions instead of listening to her words, you would see that they did not necessarily match up; hence Tom's confusion. This is not to say that Jill *doesn't* value these things, just that she is missing an awareness of (or an ability to articulate) the *other* things that she (or at least her emotions) value *more*.

[As an aside, one theory states that the reason women often say they want someone who is kind, sweet, caring, etc. is a sampling bias. Because they are often only *attracted* to men who possess the converse set of traits (confident, strong, masculine, etc.), they only even *consider*

that set of people when thinking about what *else* they'd want in a guy – they don't even ever *think* about the kind, sweet, but totally wimpy guy when they are asked the question, so their statements are biased towards one end.]

This unawareness or inability to articulate the correct hierarchy of values ('correct' being that which predicts their behavior best) leads to problems for Jill and Tom (the jerk is probably fine.)

Moreover, this brings us back to our prior point about invalid *assumptions*. Tom—having listened both to his mother *and* Jill about what they said they wanted in a guy—*assumed* that they were able to articulate the truth! As a result, he took actions that got him nowhere.

The point of this example is *not* to get into a discussion of human mate selection. What *is* important is to realize that there are times when an individual might *themselves* not be aware of what they value, may not be able to articulate it, or may be uncomfortable telling you. In these cases, you can not necessarily rely on the ability of the individual to accurately describe their value system to you, and must rely on behavioral observation to attempt to discover it on your own. This can be difficult, since

1. People will often try to paint their 'values' as being the most socially-acceptable set available; and
2. You must be willing to accept that in some cases people may not always be aware of their own values and motives, and in others that they may intentionally try to deceive you.

Compassion & Honor

From reading the previous section, you may be forming the idea that people don't know what they want, they are controlled by their most basic drives, and that they will lie and cheat to get what they *think* they want, all the while trying to make themselves seem virtuous and righteous in the eyes of others (and themselves). Fortunately, that is not the whole story.

For while these things certainly play a large role in understanding human behavior and social interaction, there are also more conventionally 'noble' emotions that can dramatically influence human behavior, and - importantly - which are *unique to humans*: **compassion** and **honor**.

Compassion is a strong form of empathy, or putting oneself in another's place and understanding what it must be like for that individual. Honor is a feeling of duty and respect towards yourself and towards others. For example, when a woman sees a child crying - even though he is not hers nor even of the same race - and yet goes to comfort him, she is demonstrating compassion that transcends the boundaries of survival and replication (this action does nothing to help her genes nor the genes of her relatives). And when a man risks his life to serve his country despite the many dangers he faces, he demonstrates honor that goes beyond a concern for oneself and one's one progeny. We will talk much more about this in future materials.

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The net takeaway of this section should be that if you want to improve your ability to understand and interact with others, you need to take the time to understand their *values*. At the most basic level, the vast majority of humans value survival and reproduction, though these are so primary that most people would never even think of things in this way. We call these the *primary values*. The *secondary* values of health, wealth, and relationships are nearly as universally valued because they *directly* contribute to survival and replication. As we move up another level to *tertiary values*, it is here that we begin to see more individual variation - things like learning, athleticism, devoutness, loyalty, fun, and punctuality are all things that individuals may or may not value, but if you examine it for a minute you will often find that you can trace back the reasons *why* they value those things to more primary values.

Because so much of human interaction is *based* upon taking actions to pursue these values of survival and replication, and that the demonstration of *having* a strong ability to do so confers *status* upon those who demonstrate that ability, the starting point for any program

designed to help you feel more comfortable and in control in social situations must be examining those factors that people use to convey their ability to survive and reproduce - that is, to convey their social status.

It is how to do this that we turn to next.

-4-

The Building Blocks: The SocialMatrix™

Though extensive research, we have identified the 36 factors that dictate an individual's ability to feel comfortable and competent in any social situation. We call this the SocialMatrix™:

Physical	Emotional Strength	Emotional Flexibility	Mental	Lifestyle
Looks	Self-Esteem	Social Awareness	Intelligence	Life / Work Environment
Grooming	Decisiveness	Sensitivity	Humor	Access to Events
Style	Assertiveness	Empathy	Practical Knowledge	Strong Social Network
Body Language	Self-Discipline	Compassion	Engaging Content	Financial Resources
Vocal Dynamics	Perseverance	Discerning Values	Understanding Group Dynamics	
Physical Dynamics	Non-Reactivity	Patience	Logistics	
Energy		Acceptance	Understanding Emotional Progression	
Health & Fitness			Values & Ethics	
			Self-Awareness	
			Self-Control	
			Ambition	

Let's briefly take a look at each one.

- **Looks** - outward physical traits, largely genetically determined, including height, skin type, eye color, facial structure, body type, and the like. Though difficult to modify, things such as shoe lifts, colored contacts, tans, and plastic surgery can alter these characteristics.
- **Grooming** - things like hair styling, body hair, facial hair, nails, makeup, proper hygiene, etc. More to do with the care taken than with the stylistic element - i.e. combing your hair is grooming; *how* you comb is style.
- **Style** - the aesthetic partner to grooming, but also includes things like fashion and accessories, but also includes non-personal accessories like your car, your house, even things like your pen or your handkerchief.
- **Body Language** - the way you hold your self and the things you do with your body. Everyone's heard that people tend to cross their arms when they are defensive or insecure - this is an example of body language (you'll have to purchase the program on conversation to find out if that's actually true!)
- **Vocal Dynamics** - everything about the way you speak: the volume, pitch, tone, speed, and any particular speech patterns you might have.
- **Physical Dynamics** - different from body language in that this describes the *way* you move, in terms of speed, strength, and size.
- **Energy** - often reflected by your vocal and physical dynamics, energy is your underlying level of stamina, excitement, and focus you bring to an interaction.
- **Health & Fitness** - your general level of health, both cardiovascular and muscular (and flexibility), as well as the absence or presence of any diseases or physical disabilities.

- **Self-Esteem** - a sense that your thoughts, feelings, actions and beliefs have inherent value simply because they are yours, and not necessarily because they are validated by anyone else or by society.
- **Decisiveness** - the ability to make a decision and stick with it, especially in circumstances where the cost of the decision is high or where there is no obvious choice.
- **Assertiveness** - the ability to act or speak in a manner that demands another to consider your views or opinions, especially in the face of resistance or conflict.
- **Self-Discipline** - the ability to execute one's higher-level plan despite lower-level desires to the contrary.
- **Perseverance** - the ability to continue a course of action or thought for an extended period of time, despite barriers or resistance.
- **Non-Reactivity** - the ability to remain emotionally unfazed by external events.
- **Social Awareness** - the ability to survey a social scene - whether an observer or participant - and intuitively sense the fluctuating emotional states of the participants, their relationships, and the interactions of those states.
- **Sensitivity** - the ability to perceive minute variations in people's emotional state.
- **Empathy** - the ability to acknowledge, understand, and relate to another's point of view or emotional state, even though you may not agree with it.
- **Compassion** - the ability to feel a loving, selfless affection for another.
- **Discerning Values** - the ability to observe and deduce or intuit another person's values from their words and actions.
- **Patience** - the ability to subordinate your own desire for faster

action to the necessity of the situation.

- **Acceptance** - the ability to subordinate your own desire or idea of the way things "ought" to be to the reality of the situation.
- **Intelligence** - the demonstration of deep and/or quick cognition. Includes areas like memory, vocabulary, conceptual excellence, numerical aptitude, and the like.
- **Humor** - The ability to make others laugh, or to find other people funny.
- **Practical Knowledge** - knowing *how* to do useful things
- **Engaging Content** - having interesting things to say, whether jokes, interesting facts, or spellbinding stories.
- **Understanding Group Dynamics** - an understanding of how people act when part of a larger group and being to use the other skills listed here to navigate those dynamics
- **Logistics** - the ability to organize, arrange, and schedule things to facilitate the interaction in the way you desire
- **Understanding Emotional Progression** - an understanding of how different types of people establish and form relationships of various kinds, and how to utilize that knowledge to establish the types of relationships you desire
- **Values & Ethics** - having a clear understanding of what you value and what you believe
- **Self-Awareness** - having an awareness of your own values, motivations, beliefs, strengths, weaknesses, actions, and tendencies.
- **Self-Control** - closely related to self-discipline, self-control is more focused on *inhibiting* certain actions or responses, whereas self-discipline is more focused on *performing* an action in the face of resistance or distraction.
- **Ambition** - a desire to success, to do or experience things in life; to take control and not be a passive observer.

- **Life/Work Environment** - all of the physical things that surround you on a daily basis. This includes where you live, what you do, the things you own, the things you don't, the decorations in your house, the cleanliness of your surroundings, etc.
- **Access to Events** - the ability to get access to clubs, bars, shows, hotels, trips, sporting events, concerts, conferences, and anything else that others might find of value.
- **Social Network** - who you know, who your friends are, who you spend time with. Both quantity and quality.
- **Financial Resources** - the ability to obtain materials goods of high quality and status through monetary means - i.e. having \$

Putting This Knowledge To Use

"Great", you say. "Now how can I actually *use* this knowledge to help me get what I *want*?"

We're glad you asked.

-4-

Entelechy

A little knowledge that acts is worth infinitely more than much knowledge that is idle.

- Kahlil Gibran

It is important to realize that our programs are designed for one purpose:

To help you achieve Social Mastery.

Fundamentally, the goal of this program is ultimately to make you more comfortable, competent, and confident in social situations. Social interaction is a *skill*, and like any skill it requires learning *and practicing* a different way of behaving.

The key to the effectiveness of the program is Social Charm's proprietary Entelechy Training System.

There is an English word – originally derived from Aristotelian philosophy – that is not used much today but describes *such* an important concept that we have named our entire system of training around it:

Entelechy.

Entelechy means “*a conception completely actualized.*” It is taking what is *potential* and manifesting it as the *actual*.

To better understand what we mean, we must first make a distinction between *knowledge* and *skill*. For our purposes, we define it very simply:

Knowledge is conscious conceptual or factual understanding.

Skill is subconscious knowledge put into action.

However, because of the way our brains are wired, the way we acquire new knowledge is *very different* from the way we acquire new skills. If you doubt this, think about the last time you tried to learn a new skill – whether a sport, an artistic ability (singing, drawing, playing an instrument), or anything else that required you to do actual *do* something (other than answer questions):

Was reading a book, watching a video, or talking to someone about it sufficient to make you better at actually performing the skill?

If so, congratulations. But if you're like most people, the answer is no.

This distinction is obvious once made, but it is amazing how often it is overlooked. For example, when you're in school, there are always the "smart" kids – those who always get good grades, seemingly without having to ever study as much as the rest of us. But study after study has shown that grades are a relatively poor predictor of success* (at least when defined as career and monetary success, something we don't fully agree with, but that's a different story). In fact, similar studies have shown that it's often *athletes* who end up being most successful in business and politics. Why would this be?

Educational systems around the world (to varying degrees) are very good at teaching us how to acquire new *knowledge*. By the time most people graduate from secondary school, we are experts in reading a book or magazine, sitting in a classroom or lecture hall, or staring at a computer screen. We can analyze, synthesize, dissect, critique, and explain. But as soon as it comes to getting off our butts and actually *doing* something...

Well, we don't need to tell you what happens.

Although no studies have (yet) been conducted to assess the surprising success of student athletes, we believe that much has to do with the way that sports *teach* you to learn.

A sport or artistic endeavor is fundamentally a complex skill. So, when

designing systems intended to teach you a skill, athletics and the arts are very good places to start. After researching a number of athletic and artistic training regimens, and drawing on sources from psychology, operations research, and neuroscience (please contact us if you'd like more information on these topics), we have identified four key rules for acquiring and mastering a new skill (This list was originally put forth in Neil Rackham's book *SPIN Selling*, but based on our own work, we tend to agree):

The Four Principles for Skill Mastery

1. Practice ONE behavior at a time.
2. Repetition is KEY.
3. Quantity BEFORE Quality.
4. Match CHALLENGE to SKILL

Practice ONE behavior at a time

Very generally for our purposes, there are two different processing pathways in the brain. The first is what we will call the *implicit* system, and the second the *explicit* system.

The implicit system is normally what we consider to be subconscious. It is primarily responsible for perception, movement, and complex skills.

As a quick example of your implicit system, pick up a pen or pencil and write your name on a piece of paper.

Did you have to consciously recall what a pen or pencil looked like? Did you have to "think" about how to move your hand close enough to touch it, or how to configure your fingers in the correct shape to grasp it, or

carefully monitor how hard to hold it? Did you have to concentrate on forming each of the letters in your name (or even how to spell it?).

In this example, your brain orchestrated an incredibly complex sequence of perception, proprioception (feeling), and muscle memory with almost no conscious effort on your part.

However, was writing your name *always* this easy?

Of course not. When you were little, chances are you spent months and months learning how to hold a pencil and properly form letters, not to mention the *years* it took you to hold *anything* or even to *see*. It's only now – after years and years of practice – that it has become so simple you don't even need to think about it.

As you can see, the implicit system is *incredibly* good at learning very complex tasks that require a high-degree of coordination between many different brain and body functions, and – once it has learned the skill – is excellent at executing very rapidly with minimal assistance from the conscious brain. The catch – as we have seen – is that it is a very slow learner.

The explicit system by contrast, is a very quick learner. Try the following exercise: Remember the following list of words:

Justice

Freedom

Love

Joy

Happiness

Democracy

Now, close your eyes (or look away) and repeat the list back to yourself or out loud until you get it right.

How long did that take? 20 seconds? The advantages of the explicit system include rapid learning, ability to deal with abstract concepts, and

flexibility across many different uses.

However, the explicit system is really poor at doing more than one thing at a time, and though it *learns* quickly, its *processing* is slow when compared to the implicit system. Consider the following exercise known in psychology as the “Stroop Test”*:

Below you will see a list of words in different color text. As fast as you can, go down the list and say – out loud – the *color* of the text, not the text itself (i.e. so if you saw ‘**Ball**’, you would say “red”, not “ball”. Ready? Go!

CAT	RAT	CHICKEN	BAT	COW
DOG	MOUSE	COW	DOG	RAT
BAT	CHICKEN	DOG	COW	PIG
COW	DOG	PIG	RAT	MOUSE

Okay, not too bad, right? Now let’s try it one more time, changing just one thing. Ready? Go!

RED	GREEN	BLUE	YELLOW	BLUE
GREEN	BROWN	BLACK	RED	ORANGE
OANGE	BLUE	RED	BLACK	GREEN
YELLOW	RED	BROWN	BLUE	BLACK

Wow – not so easy, huh? What’s going on here?

Both of these tasks use two different implicit systems (color recognition

and word recognition) and the explicit system (often called the executive center), which must selectively pay attention to one or the other signals from the implicit systems.

In the first version of the exercise, it is relatively easy because the two implicit systems are sending signals that are very unrelated (colors and farm animals). In the second version, however, the signals from the implicit systems *are* closely related, so it requires a lot more work from the explicit system to focus you on the right signal.

So what does this exercise have to do with learning skills? A lot. After years and years of practice, your implicit systems have hardwired patterns – also known as *habits* – which dictate a lot of your automatic behavior. Just as it required more focus to over-ride your current tendency to say the color of the text instead of the word, overriding your current tendencies in *other* areas will require just as much focus. Where as you could conceptually *understand* what you needed to do in just a few seconds, your ability to *execute* those instructions takes much more practice.

Moreover, your conscious attention is quite limited. Though you were likely able to focus on performing the second exercise above, imagine how much *more* difficult it would be if you were *also* required to be paying attention to something else at the same time.

Here's the important point: until you have practiced a skill until it has become automatic, it requires use of a very precious and limited resource, your conscious attention. This means that if you encounter a situation that requires your conscious attention for some *other* reason, your chances of *continuing* to perform the original skill is highly unlikely. In addition to being very *limited*, conscious attention is also a very *slow*, meaning that your *performance* of the skill during this stage will not be that impressive. This means that if you are required to act very quickly, you *again* will revert back to your old way of doing things.

This is often the problem with school and many 'training' programs: you learn a bunch of theory (do this, and this, and this, and then that, and

that, etc.), and at the end of program while you may be able to *recite* the information back, once you're back in your normal routine you hardly *practice* any of it. If you've ever been to a religious service, you've probably experienced it first hand: everyone nods affirmatively as the leader speaks about treating your fellow man with respect, patience, and kindness...and then twenty minutes later it's a totally free-for-all as everyone races to be the first one out of the parking lot. What has happened is that they understand the *concept*, they haven't taken the time to put it into *practice*.

Because of this, when learning a new skill it is not merely enough to *understand* the concept *general*, you must *practice* the skill *until it becomes automatic*. Only *then* can you move on to the next skill, since you have freed your *conscious* mind from having to pay any attention to it at all.

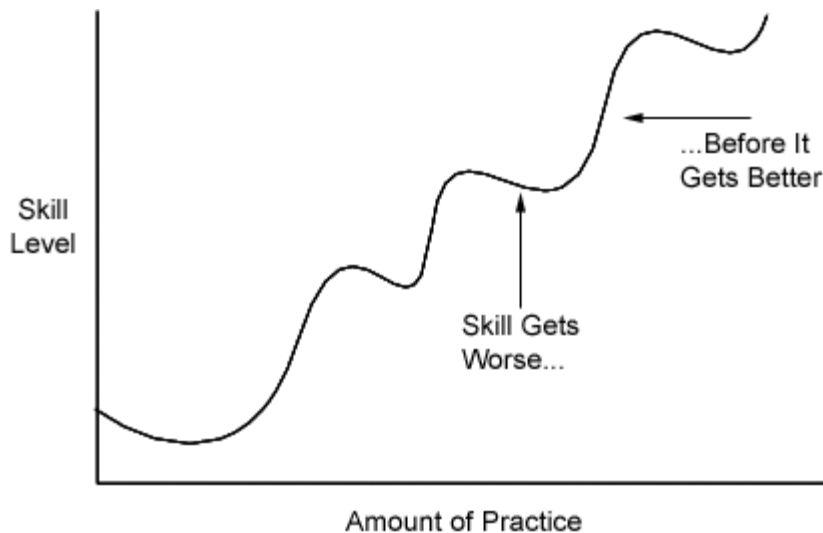
Thus, we come to our first principle of skill-training:

Focus on ONE skill at a time.

- -

Repetition is KEY

When people try a new skill for the first time, it often feels uncomfortable or unnatural. Especially in areas where they have some level of competency already, this can often lead people to try it once or twice, not get the results they expect (because the execution isn't smooth yet), and as a result decide the skill or technique must not work. So people revert back to their old way of doing things. It is a common phenomenon in skills training that the subject often actually gets *worse* after only a few sessions of training, since they have interrupted their normal patterns of behavior and have not yet grown accustomed to the new ones:



For example, when Tiger Woods first entered the professional golf arena, he immediately established himself as one of the (if not *the*) preeminent golfer in the world. In the summer of 1996, he was named “Rookie of the Year” by Sports Illustrated, and the following April won the Masters by a record margin of strokes, becoming the youngest Masters winner ever. He set a total of 20 Masters records and tied 6 others, and in only the 42nd week of his professional career, rose to number one in the Official World Golf Rankings, the fastest rise ever to No.1. After such an exceptional performance most people would undoubtedly be content with continuing doing what they were doing.

But not Tiger.

Instead, he decided to completely rebuild his swing from the ground up. During the off season, he systematically deconstructed his swing, from his physique to his timing, from his technique to his speed – every aspect of his game was analyzed and rebuilt. He spent months and months, 12-16 hours a day, practicing and practicing to prepare for the next season. And of course, after months and months of this grueling training regimen, what do you think happened when he started competing again that next season?

He stunk. In 1998 he won only one PGA Tour event.

Fans wondered what had happened. Critics said he had fizzled out. Newspaper and magazine alike had stories on the “Fall of Tiger”. Yet Tiger persisted, continued to practice his new swing, to work on his physique, and to refine his game.

By the following year, Tiger had put on pounds of muscle. He was hitting the ball farther and with more precision. And – most importantly – he was again beginning to win. Within another year Tiger had reasserted his mastery of the game, and his 2001 Masters win marked the only time within the era of the modern "grand slam" that any player has been the holder of all four major championship titles at the same time, a feat now known as the "Tiger Slam." Tiger continues to dominate the field, and *Golf Digest* predicts Tiger will become the world's first billionaire athlete by 2010.

Tiger Woods understood the both the importance of immense amounts of repetition in training oneself in new habits, and the necessity of patience in allowing those new habits to take hold. Imagine the amount of pressure that Tiger must have been under *not* to rework his swing, *not* to go through that period of lesser performance. Yet the price he paid and the willingness he showed to push through and practice until the performance came bring us to our next maxim:

Repetition is KEY.

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Quantity BEFORE Quality

In the book *SPIN Selling*, author Neil Rackham tells the story of how the teaching of foreign languages has changed over the years. The old-fashioned way (and regrettably the way that many schools still teach) was to have students focus on speaking few phrases or sentences perfectly before moving on to new material. The teacher, in attempts to ensure that you were doing things correctly, would make comments about your word choice, your tense, your pronunciation, and the like – all

comments about the *quality* of your speaking.

In modern language training, we know that immersion – where nothing but the foreign language is spoken or written – is a far more effective means of teaching. Here, students are often encouraged not to worry so much about tense, pronunciation, or word choice, and instead just focus on speaking as much as they possibly can. The emphasis, in other words, is on the *quantity*, not *quality*. At the end of a year of quantity-focused training, students speak in the language with a much higher degree of confidence than those students using the quality-focused methods. Moreover, the *quality* of their speech is higher too: those taught by quantity-focused methods often score higher on pronunciation and grammar tests than those using the old, quality-focused methods. This same quantity-based approach has proven extraordinarily successful in sales training as well.

Why does this work? It relates to the two previous axioms we have mentioned. First, focusing on quantity *ensures* repetition, which the implicit systems need in order to learn effectively. Second, as a practical matter it ensures that people actually get through the exercises without getting frustrated. As mentioned previously, oftentimes skill practice will lead to short-term degradation of skills as new habits are being formed. While theoretically a focus on quality would be fine, what often happens as a practical matter is that when quality *does* decline (as it often will during practice), people become frustrated and then stop altogether, which will *definitely* impede skill acquisition. By focusing on quantity over quality, we remove the expectation of constant, linear improvement in skills, and focus the individual on the process instead of the result.

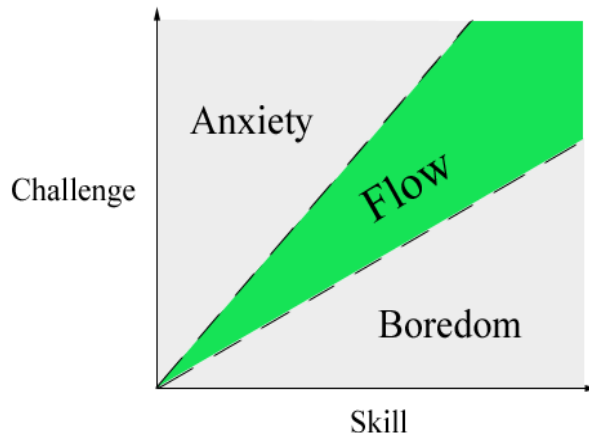
The third maxim: **Quantity BEFORE Quality.**

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Match CHALLENGE to SKILL

In his seminal work *Flow*, psychologist Mihály Csíkszentmihályi, (chick-sent-me-high) has done excellent work suggesting that our emotional and

psychological states are related to the challenge we face in a given situation relative to our skill in dealing with that challenge:



The ideal state for learning new skills – what Csíkszentmihályi refers to as the “flow” state – arises when the challenge you are presented with is roughly matched to your skills in dealing with the challenge. If the challenge presented is “too easy”, you will likely become bored and stop practicing; if “too difficult”, you will become anxious or frustrated, revert back to your old behaviors, or give up.

In practical terms, this means that the exercises presented to you must closely be aligned with *your particular skill level*. For example, if you’re learning how to better tell more engaging stories, you should not start by coming up with a story on-the-fly in front of a large audience – a situation where the challenge outweighs your skill. Rather, you should start by yourself, with a close friend, or with one of the SocialCharm Coaches, depending on your level of comfort and skill.

Moreover, if tomorrow you have to give a speech at your friend’s wedding and you just started practicing the new skill yesterday, the wedding is NOT the place to start practicing that new technique you just read about: you are likely to come off as unnatural and forced – and while you *will* have to go through experiences like that, you can be smart about when to keep pushing, and when to do what’s comfortable.

Thus, the fourth maxim:

Match CHALLENGE to SKILL.

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Entelechy Applied To SocialMastery

One of the fundamental components of our system can be understood in a simple four-step process designed to engage your entire being - we call it **RSDM**:

Read -> See -> DO -> Measure

1. **Read.** Understand the general concepts - this engages the analytical mind.
2. **See.** Actually see and hear the concepts being implemented - this engages the gestalt mind.
3. **DO.** The most important step where you practice the concepts - this engages your body and is where theoretical knowledge gets turned into practical skill.
4. **Measure.** Have an objective way to know if you're doing things correctly - adjust as necessary.

All of our programs, including The Art & Science of Storytelling, contain numerous methods for ensuring that each of these steps is as effective as possible...

...Meaning you get the maximum results in the minimum time - on your schedule.

Step	How We Handle It
<u>Read</u>	<p>Simple, easy-to-understand explanations specifically written to make learning the concepts as easy as possible while not taking away from its precision.</p> <p>Easy-to-follow step-by-step exactly what you need to do when. We break it down the exact things that charismatic, confident people do that make them the kind of people that others always want to be around.</p> <p>Our methods and principles are rooted in human evolutionary psychology and neuroscience, allowing you to feel confident that you will get the results you want</p>
<u>See</u>	<p>We provide audio and video of real people performing the techniques, so there's no need to be uncertain or hesitant about what to do when. See and hear our experts as they demonstrate the techniques so you can be sure you're doing things correctly.</p> <p>Experience your own reactions to different methods, so you can get an idea of what you will look like when you're communicating with confidence.</p>
<u>DO</u>	<p>We provide exercises and tasks specifically designed to help you improve every aspect of social interaction, often tailored to your personal level of comfort and skill.</p> <p>Many exercises and tasks we provide allow you to isolate one particular aspect, enabling you to focus and hone that skill until it's really perfected.</p>
<u>Measure</u>	<p>We provide objective, concrete qualitative and quantitative ways to measure your performance so you can know for sure when you're doing things correctly and compare yourself against others.</p>

As we mentioned earlier, this program is designed for one purpose: to make you more confident and competent in social interactions...*in real life*. Since this program is designed to improve your *skill* in social interaction, it was explicitly designed with the principles of Entelechy in mind.

As such, the things we will focus on may be different from those types of courses you've taken in the past, and the methods we use may be a bit different than what you're used to:

First, we don't spend a lot of time on theory. While there is LOTS of

theory behind what we're going to tell you and have you do, we're mainly focused on changing your behavior - the way you act. While it is true that we will spend time defining terms and explaining concepts, we will only do so in so far as it will help you change your behavior. Theory only makes up about 15% of this program.

Second, we *do* spend a significant amount of time on *examples* and *demonstrations*. Remember that your implicit systems only learn through concrete example – most of the content we provide will be either written examples in this booklet, or links to audio and video clips on our the SocialCharm web site. Examples make up about 25% of this program.

Finally, because we are talking about *skill*, the only way to really build them is through *action*. So practice exercises make up a full **60%** of this program.

Let us say it again:

40% of your time in this course will be spent reading and watching.
60% will be spent DOING.

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The Core Program

So, where does this leave us?

If you've read this far, we at Social Charm would like to congratulate you. By reading this far, you've already put yourself ahead 90% of men and women simply by investing your valuable time to read and understand more about this exciting new area that can *dramatically* improve your life.

So don't stop now.

The Social Charm Core Program was designed to be the most valuable general social skills training program ever outside of having a specialist work with you in-person. The key to achieving SocialMastery lies in one key phrase:

Confidence through Competence

This means that that when you understand how social interaction works, learn the skills that it takes to interact well, and then practice until you've mastered them - only then can you feel what it's really like to have that rock-solid confidence that only comes from knowing you can achieve the results you want. Every. Single. Time.

You've already begun the core program by reading this Prologue. The program continues with the four main volumes:

- Volume I: The Art & Science of Storytelling
- Volume II: Captivating Conversation
- Volume III: Group Dynamics & Social Networks
- Volume IV: Crafting Your Social Identity

Volume I: The Art & Science of Storytelling takes you into deep into the nature of the story - the oldest and most powerful form of communication we possess. Learn how to present yourself and communicate with others in a way that is highly engaging. Storytelling is the perfect place to start because it forces you to focus on presenting *yourself* well before you move on to interacting with others.

Volume II: Captivating Conversation adds the next level of complexity by dealing with two-way communication. Learn how to engage others with stimulating conversation meant both to entertain and inform.

Volume III: Group Dynamics & Social Networks moves you beyond a two-way conversation to understanding how groups of people influence and interact each other. Learn how to harness the tremendous power of social influence and build, manage, and maintain your social network.

Volume IV: Crafting Your Social Identity brings the previous three volumes together and focuses on developing your relationship with yourself, which ultimately affects all your interactions with others and is the starting point of true social mastery.

Once you successfully complete the Core Program, you can hone your skills by taking additional ExpertSeries Programs as needed in any of the following areas, allowing you to develop a program customized specifically for your individual needs.

ExpertSeries Programs:

Humor	Leading Groups	Physique & Style
Meeting New People	Making Friends	The Social Lifestyle
Business Networking	Sex & Romance - For Men	Ego & Wisdom
Sex & Romance - For Women	Marriage	And many more!

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It's An Exciting Time

It's an exciting time in the history of the world. We now have unprecedented access to information, incredible new forms of technology, and more chances to make a difference in the world than ever before.

But in the final analysis, it is still those most basic of things that make life worth living - doing *what* you love, and being with *those* you love. No matter what age, no matter what race, no matter what your goals, no matter what your dreams, improving your ability to relate to others is *the single most important thing you will ever do to improve the quality of your life.*

So do it now.

<http://www.SocialCharm.net/Ready>

We'll see you soon.

Warm Regards,

The Social Charm Team

P.S. If you put use the promotion code 'READY', we'll give you a 15% discount on Volume I: The Art & Science of Storytelling

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