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## NONVERBAL COMMUNICATION IN LEADERSHIP

- 1 session of ½ day
- Up to 8 trainees
- On-site
- FR, NL, EN

### FOR WHO

Top-managers, managers

As a manager you wish to:

- Get an objective feedback on your behaviour in one-to-one or team meetings
- Have a clear, direct picture of the impact of your voice, face and posture on the feelings, reactions and decisions of the other person
- Get an observable, objective explanation of your reputation, image or link your 360 leadership assessment to specific behaviours
- Get basic advice on how to improve quickly and efficiently

### GOALS

After this training, you will be capable of:

- Detecting and suppressing the behaviours that reflect your stress
- Being more yourself and daring to speak more openly
- Preparing your meetings for a real impact: knowing how to trigger the best part of your communication style to get positive feelings in your team and management

- Being trusted, perceived as competent and having real, natural authority

## MODULES OF THE TRAINING

- Nonverbal communication in one-to-one and team meetings
- Role-play of one-to-one or team meeting, with camera
- Short presentation on the latest scientific discoveries about charisma, leadership and non verbal communication
- Review of the role-play: discovering your non verbal style
- Becoming aware of your image, the social judgements and the impact of the stress on your behaviour
- Discovering what to change in your preparation as to get positive behaviours and image

Optional re-enforcement session: 1 session of 3h30'.

## GOING FURTHER

Efficient solutions for motivation, stress and conflicts

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## PRICING POLICY AND TERMS OF SERVICES

All our training programmes take place on client's premises; we do not organize multi-client training sessions at the moment.

Our prices are available on request. We charge a fix rate per coach per half day. The prices are therefore independent from the number of participants, as long as the number of participants remains within the limits set in the offer.

Depending on the choice of the client, the training sessions are led by one or two coaches. Choosing for two coaches brings real advantages, allowing many more personalized advices, making sure no one is ever left behind during practice, energizing the pace of learning as well as exercises. The participants often name these advantages, along with the complementarity of the trainers as one of the three most important pillars of the Leadercom method.

In all training programme, the support materiel (workbook, USB keys for participants with their rehearsals on video, beamer, camera, sound kit), the transportation of the coaches to your premises in Belgium and one in-take meeting are included in the costs.

All our training programmes are available as individual coaching programmes in sessions of minimum two hours.

We offer 50 per cent rebate to Belgian public institutions; we also help some organizations in training their speakers in exchange with sponsorship.

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## WHY LEADERCOM ?

**Scientific:** We went to all the trouble to read and reflect on hundreds of first hand scientific papers to make sure you are learning the truth, not the myths, not the Guru's tips.

**Pragmatic:** You will be working 90% of the time applying our methods directly to your next presentation / pitch / negotiation... Applying your new skills to your real job challenge starts from your first exercise.

**Long-lasting skills:** Our goal is to change your habits. We know how fast you can understand what we teach. We know how hard it is to apply it, and how much repeated practice it takes to make it a habit.

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## OUR METHOD

### THE COHERENCE PRINCIPLE

A great presentation, sales pitch, media interview... depends mostly on the coherence between your expressiveness (emotions on your face, tone of voice, gestures, posture), what you say and the expectations of the audience. Our first job is to make you aware of the discrepancies between these and the unconscious judgments they trigger in the audience (perceived competence, authority, sociability...).

For instance, you wish to motivate (goal) your staff by sharing the good quarterly figures with them (content). As you rehearse this with us in a training session, we film you doing your speech. When reviewing the film with you from the audience point of view, we analyse your facial expression on the screen and it appears that most of the time your face is blank (devoid of emotion, see 'defence mechanism' below). In general, the absence of emotion in the face triggers in the audience judgments of average authority and competence, low sociability, empathy and joviality. But when presenting good news with such a face, the discrepancy between the words and the blankness of the face will trigger judgments of distrust and suspicion. Your communication will very likely create anxiety and disengagement in your staff, for the human mind detects discrepancies very effectively, albeit unconsciously.

Another discrepancy might be that while your face expression underpins your message, your voice fades out or goes up all the

time, or you fill every silence with sounds such as 'euh/er', 'hum', 'well...', 'aaaand'..., leaving no time for breathing... and this makes you perceived as anxious, hence, when telling good news, not trustworthy.

## DEFENCE MECHANISM

Among all stressors, the social stress is the most impacting. Being watched by others while performing a task is stressful. It is even more so when there are high expectations regarding our performance or when the audience is large, or when we are being watched by people whom we believe have a higher hierarchical position than us.

When pitching to a client, talking to a camera or a large audience, or reassuring your team on sensitive issues, we feel ourselves not being 'natural': the stress does change our behaviours. For instance, some naturally smiling women suddenly can only display blank faces; some people start to speak hesitantly although they usually are very self-confident/assertive ; others will appear fidgety... This can go as far as displaying simultaneously a permanent light smile and surprised and fearful eyes (François Hollande) or asymmetrical, twitchy movements of the lips that people read as 'social disgust' (Nicolas Sarkozy). Each of us tend to express the same parasite behaviours across all types of stressful situations. However, they vary between individuals. We are all different and have our own range of specific parasite behaviours. It is paramount for everyone to discover one's own specific defence mechanisms. Indeed they

impact our communication negatively: some appear not be social, others, lacking authority,...

As a client puts it : « That person on the screen, it's not really me. It's the first time that I hear someone clarify my mixed feelings about my performance, predict how the audience will receive my talk/speech in terms of authority, trust, sociability, and point out the very specific behaviours that I had never noticed before. »

## WHY IT WORKS

When you meet someone for the first time, your mind produces a first social impression (dangerous/ not dangerous, like / dislike,...) within a few milliseconds. These social impressions are swift, consensual (other people will tend to have the same impressions), long-lasting and unconscious. When you have bad or mixed feelings about someone presenting you with an attractive opportunity (great product, ...) you will tend to reason yourself and try to suppress those feelings, but they will not disappear! Our mind is built in a way that social judgments have incredible weight and power.

For that reason, when talking to someone, we want to create the right feeling very quickly. Presentations often seem to make it or fail within the first minute (or less). Since at least sixty per cent of your social image is driven by your non verbal communication (face, tone of voice, hands, posture) it would be critical to control it. The trouble is that talking, presenting, negotiating... requires all our attention. There is no way we can pay attention to/focus on our voice, hands or face and control them at the same time?, unless we become actors.

Our method offers two complementary ways of solving this problem: (1) making you aware of your behaviour during the training sessions will help you suppress your defence mechanism and re-appear more natural; (2) preparing what you say using a way that is closer to natural, spontaneous, spoken communication. Indeed, we all have trained to prepare talks, sales pitches, meetings... using logical arguments and figures. That is great for written communication but terrible for spoken communication. Therefore we help you build up your speech by consciously using some of the great tools of spoken communication, like storytelling, question forms, emotional intelligence and influence techniques... This preparation does trigger the better part of your expressiveness without controlling it.

## PEDAGOGY

- We always start with a role-play or a presentation from your real job, as a baseline and direct anchor into your real challenges
- We film it (except when you don't feel like being filmed, which we always respect)
- We introduce you to the key scientific concepts relevant for the training
- We review your performance with our social judgment grids and feedback tools; you get to understand the impact of your message from all angles: nonverbal analysis, content and context
- You will then spend 90 per cent of the time of the training session practicing new skills directly on situations you reported from your working life, using our dedicated step-by-step methods



- You rehearse frequently in front of the camera and analyse your progress from all angles (content, voice, face, audience impact...)
- You learn to spot the behaviours triggered by your stress and gain confidence as they disappear
- You revise and develop your pitch, presentation, negotiation, ... one step at the time, adding new skills and complexity under the supervision of the trainer
- In group training you interact a lot with your colleagues in small group to rehearse, observe and get feedback
- During our trainings, you will gain autonomy and thoroughness thanks to
  - o The Leadercom scientific grid of social judgments
  - o The Leadercom communication preparation guide
  - o The Leadercom feedback tool
  - o ... and many other structured, step-by-step, A-to-Z tool

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## WHO WE ARE

### VISION

Our communication is not always working properly and we don't really know why.

Each of us can recall great moments with our colleagues, clients, family or friends, exchanging ideas and memories, feeling alive and connected to each other through spoken communication.

But we have also experienced times when we were feeling that no one was listening to us; when we were feeling like speaking to blank faces; when we blamed ourselves for not finding 'the right words'; when our presence, our voice simply were meaningless.

Do great communication moments happen by magic?

No. Many scientific psychologists have analysed communication content and behaviours for more than 50 years in the fields of 'nonverbal communication', 'charisma', 'persuasion', 'social judgment' and 'emotional intelligence'... And they discovered that 'gifted communicators' display certain specific behaviours and express themselves in some ways that systematically improve the impact of their communication.

We all have learned spoken communication by trial-and-error. To go beyond 'terminal average level', there is no other way than re-discovering and practicing the essential principles of this art properly.

## MISSION

Our mission is to help managers become more influential and better leaders, to make sales people close deals and resolve issues faster, to help experts to make their knowledge matter to their audience. We achieve this by confronting their communication habits as we observe them in the business with the knowledge from laboratories of psychology on language, attention, memory, emotion, reasoning, persuasion, leadership... and design exercises to establish new, proven, long-lasting communication skills.

As behavioural psychologists, we use objective, observable, measurable methods. We help you understand the key principles underlying the complex world of human communication, so that you enjoy making progress for the rest of your life!

## OUR STORY

In 2007 Alexandre Destro and the professor René Zayan of the Université Catholique de Louvain trained several Belgian politicians, party leaders and vice ministers. They created the brand Leadercom and gave conferences on charisma and the psychology of communication to EU institutions and associations.

The same year, René Zayan wrote and presented a TV documentary film about political charisma : “Coupez le son” (“Charisma in Politics, the Body Language of Politicians”). Directed by Thierry Berrod, the film has since been screened to over 500 million viewers around the world.

In 2012 Thierry Gieseler, a psychologist with 15 years of experience in business, joins the team. From 2013 onwards, he supports the

expansion of the services in training and coaching towards the corporate world.

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## BIOS

### ALEXANDRE DESTRO, CO-FOUNDER OF LEADERCOM

Those who have worked with Alex do appreciate the precision and speed with which he assesses his clients' needs and put them on a fast track. Don't be misled by his Italian charm; he is driven by time and efficiency when it comes to making you progress.

In fact, as a former behavioural therapist, Alex learned that helping people change their habits and develop new skills required a sound preparation. Selecting the right scientific, proven method for every need is the key. Today's business clients make no difference: he dedicates a lot of time sharpening the tools so that he can adapt freely to his clients' needs. He also learned how to make the clients progress step-by-step, at their own pace (or, in rescue mode, at the pace the situation forces you to take...) and possibly enjoy the training. But what matters most in his work is getting feedbacks on his clients' real progress in real life.

After his master in psychology, he developed a talent for talking in public and sharing his passion about experiments in scientific psychology. Indeed, he lectured psychology to students in journalism at a high school of communication renown for its hands-on, down-to-earth pedagogy for 10 years. With this ability to reach a broad audience on scientific topics, large corporations often invite him to

raise awareness about leadership, communication and happiness at work. Should you wish to get his help or invite him for a Lunch&Learn, do not hesitate to contact him at [alexandre.destro@leadercom.pro](mailto:alexandre.destro@leadercom.pro)

## THIERRY GIESELER, CO-FOUNDER OF LEADERCOM

When meeting Thierry, you'll discover his natural inclination for listening and a passion for communication challenges. Therefore he doesn't have to make any effort in helping you clarify your message, find new ways of putting your thoughts and feelings into words that sound right for you... and your audience.

You might also share his passion for the scientific discoveries on the human mind. No surprise that he has got a master in psychology. And he worked as a research assistant at the Université Catholique de Louvain. Why did he drop his PhD project ? To get out of the labs and confront his knowledge in psychology with the real (business) world. Thierry gained significant working experience through various positions in marketing and IT management in global companies over more than 10 years.

He now happily dedicates all his time to translating scientific discoveries about the psychology of communication into business-relevant training and coaching. As a result, his clients do appreciate his unique feedback and advise, blending in once all aspects of that truly impact the audience, from management, sales and marketing, or corporate leadership with specific behaviours that impacts the audience. If you wish to work with him on your next communication, do not hesitate to touch base with him: [thierry.gieseler@leadercom.pro](mailto:thierry.gieseler@leadercom.pro)