

Nonverbal Expert Explains Secret

When to Ask for

By Dick Hallgren

When is the best time to ask your boss for a raise?

Definitely not after you've just accomplished something particularly praiseworthy, according to nonverbal communications expert Henry Calero, co-author of the just-released "How to Read a Person Like a Book."

That's the worst time, he said, because your boss "is waiting for you and already programmed to resist."

He said that instead — after that worthwhile accomplishment — you should just "wait a while," pay close attention to your boss and catch him when he's in an "open, cooperative, receptive mood."

'LINCOLNESQUE'

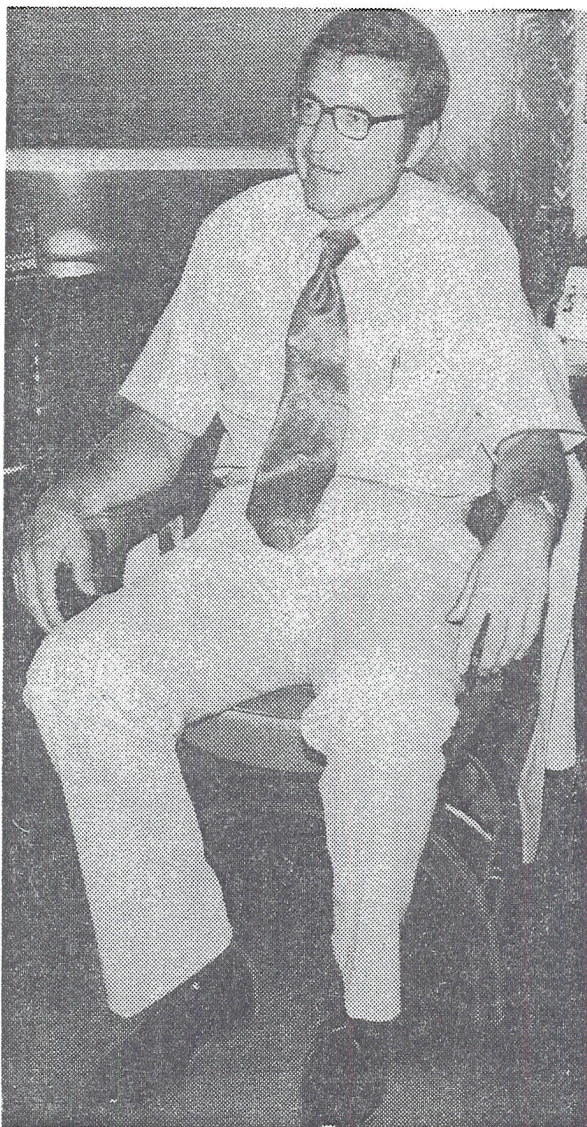
The amiable, 43-year-old Southern California author — and longtime business negotiator — noted that you should watch for what he calls the "Lincolnesque posture": legs uncrossed, feet flat on the floor, arms relaxed and also uncrossed.

That posture, he said, is completely open and unthreatening, and is the only one he recommends that people "contribute" — mainly because of the positive effect it has on others.

"How can you possibly be frightened of me when I'm sitting like this?" he asked, sitting in the Lincolnesque position during a Fairmont Hotel interview.

POSITIONS

Calero said that bad times to ask for a raise — or for



AUTHOR-CONSULTANT HENRY CALERO
He demonstrated 'non-threatening' pose

anything from anybody — when they have a leg up over the back of a chair. The last one he calls "the son-of-a-bitch position —

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a Raise

when he's completely indifferent to your needs."

Calero, whose book goes beyond the ground covered in the recent best-seller, "Body Language," worked for 17 years for Litton Industries—most of them as a negotiator.

BARGAINING

Six years ago, he said, he realized that he knew what people were going to do at the bargaining table before they did it.

Finding out how he knew what he knew was what led him to explore nonverbal communication, and has now taken him to a lucrative career as a consultant and a seminar leader in that relatively unexplored field, and finally to his new book.

The seminar on "The Art of Negotiating" — led by Calero and his co-author, New York attorney Gerard Nierenberg, at the Fairmont on Monday and yesterday — was not one of the largest they've held in San Francisco. But it still drew some 40 persons at \$325 each.

SENSES

"Nonverbal communication," he said, "is any information your senses perceive that is not spoken or written."

He added that only 10 per cent of the information we receive is "the noise we make — called words — and 90 per cent of it is nonverbal. But we don't use it."

Calero cautioned that the significance of a single gesture should be judged on the basis of the whole range or

series of gestures — the "gesture cluster" — and whether such gestures are "congruent" or not. If they are not congruent — that is, if they contradict each other — one should be wary in drawing conclusions.

NIXON

Calero said he thought President Nixon was a classical example of incongruity. He talks of peace while gesturing with a clenched fist, or using his hands in short karate-like chops."

Calero said he felt the purpose of understanding nonverbal communication was "greater understanding — not games or manipulation. We already have enough of those."

Understanding what we're doing nonverbally, he said, enables us "to be more honest with ourselves — and to realize the effect we have on others."