

The term 'lie' assumes its counterpart 'truth', of which the question is raised whether it exists at all.

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## **INTRODUCTION**

### **YES, YOU ALSO LIE!**

Lying is like sexuality: almost every human being does it, but we usually rather avoid talking about our own lies. The social taboo on lying delivers an unstoppable stream of small and large misunderstandings about lies and deception:

*"We look away when we cheat."*

*"We fiddle with our face when we lie."*

*"A lie detector is always reliable."*

*"When you lie, your nose grows."*

All pure nonsense, fabrication. Apart from Pinocchio's nose, but then again, that is a fable.

Another taboo: lying also happens in professional environments. And even worse: no matter how serious and critical we are between nine and five, we often don't even realise it. Regrettable but true, we humans are useless lie detectors. We overestimate our ability to detect lies in our co-workers, customers and other business relationships.

We all think that we are much better at this than the average Netherlander, but we are actually not good at it at all. A coin toss is often more successful than a conscious effort to read from someone's body language whether he's lying. For example, in the eighties, American researchers DePaulo, Stone & Lassiter discovered that people are not able to determine from facial expressions whether someone speaks the truth or tells a lie.

The effects of lies in business can be substantial. If a designer is lying about the time it takes to build a website, you may be paying more than necessary. If an applicant is lying about his work experience, you might employ someone who does not function adequately. If a client is lying about the water damage after a fire, you may pay out a higher amount than necessary. Therefore, as a professional, you better be well prepared for the lies you face every day.

This book offers a broad basis of methods and techniques for the detection of lies, as well as insights in the psychological aspects of lies and deception. It will describe everything you need to know about lies and deception, and the knowledge can be applied instantly. Most importantly, you will discover how much lying happens every day, so you will be aware of how often you could potentially be deceived. You will learn that most professionals tell a lot of small lies and that conscience is the 'limiter' when it comes to big lies. You will also find out about this curious phenomenon: 'The more we can earn on transactions with

the use of lies, the less we lie and cheat'. You will also learn why humans are so bad at seeing through lies and deception. And when we are victims ourselves, we often become accomplices of the lie.

If you, after reading this book, are adequately armed against lies and deception, then only one question remains: will you use your knowledge or will you stay in your comfort zone? Because the truth is not always pleasant. In this comprehensive introduction we will introduce you to the most important things you should know about lies.

### **A generally accepted reality**

People lie often, but we are not always aware of that. Many lies are a generally accepted reality. So there is no debate in society about the childish and ludicrous unreliability of advertisements, or did you really think that facial masks can eradicate wrinkles? In our organisations we gracefully accept the light-hearted enhancements that marketing and communication departments add to the sober reality of everyday life. Only a confused man will be able to discover any reflection of the truth in that.

The experienced professional will be able to distinguish truth from lie with ease when dealing with subjects within his own profession. But this soon becomes more complicated when you have less knowledge and experience. This is why an intern is sent around to find the skirting board stairs, the pot with closed holes, the lost customers book or the dark light flashlight. A lot of knowledge, insight and experience are required to be able to distinguish between truth and deception, at work as well as in your private life.

To experience the magnitude and the common occurrence of lies in our professional lives, just imagine a situation where you and your colleagues always speak the truth. What would happen? Would you be left with a job, a partner or friends? That is highly questionable.

Read more about what brutal honesty would look like in day to day life:

*"Why do I want to join the army? Because I am fascinated with violence. Where else can I go? I do smoke a huge joint regularly, but that should not adversely affect this job? It actually enhances my creative talents. It makes me sharper!"*

*"This financial product comes with substantial risks. Whether you will see return on investment depends on the mortgage development in America. You should know that they even give mortgages to pets. So after purchasing you can probably kiss your money goodbye."*

*"Proper collaboration between our departments is crucial for the entire organisation, I understand that. But I don't trust you at all. So I flash a friendly smile and I emphasise our good intentions. But I hope that they will shut down your entire department as soon as possible. That would take a load off my shoulders."*

*“Our people are important to us. They are our most valuable asset. As long as the money keeps pouring in, that is. When bad business weather sets in, retrenchments are our friend, and quite frankly, in that case, we wouldn’t care less about our human capital.”*

*“Actually, we can drop our price considerably. That would be fair. It’s just that our unbelievably high profits would be under threat. And would you enjoy losing money?”*

*“You’re asking what the return on investment is of this management training? No idea. Honestly speaking, we have no clue as to whether training actually offers any return on investment. This has never been tested. But is that such a bad thing? The training profession is lots of fun, we as trainers, are in the spotlight all day. Plus we earn a nice living, what more do we want? Look at it this way: at least people are having a nice day away from the office!”*

We would live in a very strange world if everybody was brutally honest, as is evident from the above examples. We have gotten so used to lots of lies that we find it bizarre if people stay closer to the truth. People like these are socially clumsy in our eyes, not entirely adapted to the social morals.

Small lies are usually very close to the truth and they provide flexibility in our professional and social interactions. Lying is an indispensable tool for every professional. We often judge lies harshly, yet, in our day-to-day (business) lives, we can’t do without.

[Kader]

*Expert interview*

### **Don’t overestimate yourself**

Wim Meekel, co-founder of HFM, advises us to be alert during job interviews and assessments: deception is very common. HFM is involved in assessments based on motivation, intelligence and personality. With the right knowledge, problems can be avoided. Meekel advises: be careful with your judgment, don’t overestimate yourself!

"Combinations of personality aspects such as commitment, competitiveness, integrity and transparency can predict many behaviours. Meekel says: "A person who scores low on involvement and high on competitiveness will enjoy winning. A person like this will therefore perhaps be less reluctant to manipulate." Although personality assessments are used primarily to discover someone's talents, they can also yield interesting information about a person's reliability. "Personality Assessments say a lot about a person's suitability for a particular position. For example, you do not want a diplomat to always be completely honest! While evaluating people, you need to be careful not to comment on their honesty. There is always a chance that you may be wrong.

People often underestimate that possibility and make statements that are not tenable in hindsight. If you look at assessing candidates, I know that our own

estimation always loses from the test tools that we use. So do not be a victim of a too great confidence in yourself."

[Stempel]

[Einde kader]

### **Surviving with a lie**

Lying occurs often in day-to-day life, but professional lying happens especially in companies and organisations: the larger the organisation, the more comprehensive the culture of lies. We cross the transparency boundary, authenticity and the 'us-feeling' by ..... connectedness around the magic number of 150 co-workers. After that, an organisation grows and flourishes into a culture that becomes more distant and formal. Trust and responsibility are then replaced with control and rules.

This knowledge is rooted in the ideas of the famous zoologist Desmond Morris, who wrote about this extensively in his acclaimed book *The Naked Ape* from 1999, translated in the Netherlands as *The People Garden (De Mensentuin)*. After studying people and animals, he discovered that, when we come into contact with more than 150 people, we don't see people as individuals anymore, but as parts of a mass. According to Morris, the cause of this is that humans are programmed to be members of a group or a tribe. "Within the protection of the tribe we have the opportunity to function as a social being, with all human expressions and behaviours that go with it" says Morris. Our brains are simply not geared up for dealing with large numbers of people. As soon as we are confronted with a (too) large group we only have two solutions. The first solution is physical: we divide the group, such as split or play off. The second solution is psychological: we disassociate, in other words, pretend that they are not there. And then a lie doesn't hurt anybody.

Our modern western society naturally counts an incredible number of groups with more than 150 individuals, and lies form a widely used survival strategy. We professionals don't lie for the sake of lying. We just don't know how not to.

[Kader]

### **Then Chinese officials in jail for sex**

Ten Chinese officials have been arrested for a sex video scandal. This was reported by the Chinese state media. The men had had sex with prostitutes, hired by a project Developer, who filmed the event for blackmail purposes in order to get assignments. The scandal came to light in November when the first video became a hit on the internet.

*Source: NRC Handelsblad, 15 January 2013*

[Einde kader]

### **We like to believe lies**

How can you as a manager or professional guard yourself against the harmful effects of deception and trickery? How do you know if your partners tell the truth during a meeting? As a reader of this book you are probably looking for the answers to these questions.

But do you want those answers? Do you really want to know what your boss thinks of you? Even if you would be able to protect yourself from lies and deception, you need to realise that most victims entertain a so-called “symbiotic relationship” with the liar. In other words, in many cases, we really want to believe the lie, because the truth doesn't suit us:

- We want to believe that we can have that renovation done.
- We want to believe that we can afford that car.
- We want to believe that our co-worker will meet his deadline.
- We want to believe that our manager has our best interests at heart.
- We want to believe that we have a good chance at winning that tender.

And because we want all of these things so much, we delegate our responsibilities to someone who we depend our decision making on, whether he lies to us or not:

- So we believe that the contractor's cost estimate will enable us to get it done.
- So we believe the salesman when he tells us that a hybrid car, when used carefully, will hardly use any gasoline.
- So we believe that employee with his promised deadline.
- So we give the manager all the information again, believing that it will remain confidential this time.
- So we believe the convivial customer and, as third party provider, we prepare a quotation, a comprehensive, 129-page tender package.

And if the government promises us, just before the German invasion in May 1940, that we can 'sleep peacefully' then we have no choice but to sleep peacefully. This shows how a victim is often complicit in the lie.

After reading this book, doubts about the truth and the lie will hopefully have become second nature to you. A small warning: this may sometimes be at the expense of a good night's sleep.

### **A renovations loan has very attractive aspects**

That it is indeed possible to lose your naivety and become more vigilant was painfully demonstrated during the financial crisis, as the following example shows.

A shiny, dark blue Audi A4 station wagon drives down the street. Mr. Dreuvenhaven gets out, smartly dressed. Being an independent insurance

adviser, he is right on time. Armed with a disarming smile he locks his car with central locking and rings the bell at our front door. We open. "Good morning, sir!" Dreuverhaven shakes our hand and continues: "We have an appointment for a mortgage interview. Oh, I see that you also play tennis." He nods in the direction of a tennis racket that's been lying in the passage for years. "Nice, I play tennis myself!" While enjoying a cup of fresh coffee at the kitchen table, an animated conversation unfolds about tennis, the nearby courts, Wimbledon – he was there three years ago, he highly recommends it - and the general risk of damage in sports.

The friendly conversation gradually develops into a consultation, addressing the mortgage application. "We need to get a lot of financial information to be able to tackle this, but we'll do that when we have our next chat. " Friendly tip: "You'd be crazy not to take out a mortgage! The home that you have in mind is situated in a trendy neighbourhood. My wife and I also looked in that area."

We have another cup of coffee and chat about the piano and the neighbours. A bit of demolition work will need to be done before we can move into the new house. The sound insulation is a bit of a problem. You wouldn't immediately want to start aggravating your new neighbours, now would you?

The mortgage advisor notices that we have some concerns and says: "You probably still have some doubts, major renovations can cost a lot. But that does not need to be a problem. With your income, a renovation loan is actually very tax-effective. In other words, the tax man will contribute in a way. And, smiling from ear to ear, advisor Dreuverhaven sketches an income projection which shows that we can even squeeze in a little holiday, thanks to the favourable financing conditions.

Our insurance broker will try his best to do some preparation work to determine the most beneficial option. Today. No, he doesn't do this for everybody, but since we have a shared passion, we go the extra mile, right? This type of credit actually means saving in retrospect. Make more things possible, sir, that is what he does. We can always call. In the blink of an eye, and with a huge grin on his face, he disappears down the street in his shiny Audi, on his way to the next victim.

Before the crisis began to rear its ugly head, many of these questionable meetings took place, in all kinds of variations and in many different industries. Since the onset of the crisis, we still collectively believe that we have all been conned in a bad way. By banks, by politicians, by suppliers, by colleagues. It's about time we do something about this! Let's get prepared.

### **The truth about lying**

Lying is in our blood that has become clear from scientific research of the past few years. We can't *not* lie. All studies about lying and deception clearly point in this direction.

One of the most intriguing studies into day-to-day lying was done by the American psychologist Robert Feldman. He studies the way in which people in



daily life lie strategically. In a sophisticated experiment he asked people to introduce themselves to others. He encouraged participants (who didn't know they were part of a study about lying) to take ten minutes to get to know each other better. The conversations were recorded. Afterwards, Feldman asked the participants to view the recordings and to indicate how much they had actually lied. Better sit down: the study showed that on average, every 2.6 minutes out of the ten, people told lies, varying from little lies to big lies. One of the participants even said that he was the lead singer of a band, and that they had recently signed an important record deal, which turned out to be a complete fabrication.

How many people did you meet this week? And what are some of the things they told you about themselves? Only the truth, a few little white lies or did they blatantly lie to you? The latter cannot be excluded:

*Not the biological father –*

Estimations indicate that between 3,7 and 20 percent of children in Europe have a father who is not their biological father. Look around you. This possibly means one in every five people. If you come from a family of five children, is it not tempting to think: which one of us could it be?

*Money laundering –*

In 2012, the Dutch government recovered 4.5 billion in illegal money. According to Rens Rosary, fraud expert at KPMG, this is just the tip of the iceberg. It is estimated that around 18.5 billion euro is illegally laundered every year. Also recovered was money from fraud, such as false claims and wrongful student financing.

*Cheating –*

According to TSN/NIPO research data, more than one out of every four Dutch people has sex outside of their committed relationships.

*Thumb-sucking science –*

One in seven doctors have witnessed the fabrication of scientific findings, and, according to Medisch Contact 2012, almost a quarter have experienced that, only findings that benefitted the researcher were actually used. An absolutely terrible thought if you are due for an operation soon. On the other hand this shouldn't come as a surprise, especially if you know that ten percent of all medical students cheat during exams.

Important research, commissioned by the British Financial Services Friends Provident, which focuses specifically on the workplace, shows that 81 percent of all people lie at least once a day. These are some popular lies:

- The most widely spread lie is the one of unjustified sick leave: 43 percent.
- 29 percent admits to lying about how they spend their time.
- 27 percent lies about flirting at work.
- 23 percent says that a task is completed, while the opposite is true.
- 18 percent conceals big mistakes.

According to the surveyed people, they mostly lie to spare the feelings of others.

## What is lying?

You probably know that people lie a lot, including you. Sometimes. But what is lying exactly? Some questionable situations:

- An actor in our favourite movie pretends to be in pain. Is that a lie?
- A plover pretends to be injured when a raptor threatens her nest. She leads the predator away from the nest, and as soon as the nest is safe again, she stops the charade and flies away laughing. Does this plover lie to the bird of prey?
- A friend tells you that your shoes look fantastic, but she actually doesn't think much of them. She doesn't tell you the truth because she does not want to hurt your feelings. Is she lying, then?
- Your boss promises you a promotion next year, but in his heart he knows that there is no budget for this at all. He tells you he will try his best. Is this lying?

It all depends on what we perceive lying to be. This is what lying means to us:

*Consciously representing things differently from how you think they are, without informing others about this.*

According to this definition, the following conclusions are applicable to the previous situations:

- In case of the actor: He is not lying per se. We basically asked him to lie for us, not to deceive us, but for entertainment. We can therefore not blame the actor for much.
- The plover would be lying if she is consciously aware of what she is doing. But, we don't know if she is lying intentionally...
- The girlfriend is definitely lying about your shoes. Even though she has your best interests at heart, she is probably giving you a different opinion than what her actual opinion really is.

In these cases, our advice is to accept lies that are meant as a compliment with cheerful receptivity! They are relatively harmless and conducive to contact. Isn't that actually more valuable than the truth? Believing your friend at face value is therefore both human and sensible. Your boss's promise however, is a grey area. The crucial question is whether he is really going to try his best for you. The fact that someone like your boss can deceive you like that can be a painful truth. Even more painful is the knowledge that lying often happens in a similar grey area, and that it is therefore difficult to recognise the lie.

[Kader]

*Expert interview*

**'The truth will always come out'**

Bert Duijndam is a civil service official and expert in the field of security. He was, for instance, involved in security projects in the nuclear sector.

"I've worked everywhere, but I have never come across more lies and deception than in the world of civil service. Officials often explain themselves and their actions with 'good reasons', but rarely with the real reasons. That's the official game. Political correctness has a higher value than the truth. But the truth will always come out, even if you need to be patient sometimes. I've learned that you should not influence political debates with lies, but you can definitely frame the discussion.

I also did an exposé about the manufacturing of medication for cancer patients at a nuclear power plant in Petten. That is a much stronger argument for nuclear power than for instance lying about the safety of the nuclear reactor. A lot of people are against nuclear energy, but I have never come across anyone who is against medication for combating cancer".

[Stempel]

[Einde kader]

### **The lousy lie detector**

If you ask people whether they are good at detecting all these lies, then the majority will confirm that they are. The reality, however, is dramatically different. Of all lie detecting equipment, the human is by far the worst type of equipment ever made! It is rather painful to let this sink in: even tossing a coin (heads or tails, lie or truth) is often more effective than guessing whether someone is lying. The fact that people think they are so good at recognising lies has to do with all kinds of stubborn myths. These myths state that there are many simple tricks with which we can recognise lies. Take the following myths, for instance, published by Professor Aldert Vrij of the Portsmouth University, in, amongst other publications *The Psychology of the Liar*:

*"People who lie avoid eye contact."*

The truth is actually that liars often look the other person in the eye to check whether they are believed.

*"People who lie make nervous movements."*

The opposite is true: people who lie control their movements much more.

*"People who lie touch their noses."*

That is true, but the same goes for people who tell the truth. They touch their noses when they are itchy.

*"You can tell by someone's eye movements that they lie."*

One of the principles of neuro-linguistic programming (NLP) is that you can tell from someone's eye movements if he is lying: "If a right-handed person moves his eyes to the right, he is lying. If he looks to the left, he is telling the truth." In many management courses for personal growth, as well as in marketing and sales seminars, these 'facts' are proclaimed with great confidence. British scientists like famous psychologist Richard Wiseman of the University of

Hertfordshire, have researched these claims thoroughly, and confirmed irrefutably that these claims are false.

So, people are many times better at telling lies than they are at observing them. The image we generally have of ourselves is therefore exactly the opposite: we think we don't lie much and that we can easily spot a lie.

### **The paradox of the lie**

People lie a lot, and we can hardly recognise it. Luckily, most people don't lie as much as they could. People lie for material gain and to gain psychological benefit such as 'being right' or 'being admired'. But people limit their lying ways because they want to retain a positive feeling and a positive self image. In other words: most people have a well-developed conscience. Our conscience doesn't mind deceiving a little, we are, after all, human, but it shouldn't get out of hand.

During a lie-study, American researcher Dan Ariely came to this conclusion when he discovered that people limited the amount of cheating that they did. He asked people to participate in a test in which the extent of their cheating would be monitored by an observant study leader. The participants of the experiment did however cheat a little. Next, he repeated the experiment, but now the participants were monitored by a blind man wearing sunglasses and carrying a stick. During these circumstances it was very easy to cheat. A surprising result was, however, that the extent of the cheating did not increase.

People cheat because they seek material and psychological gain, but they also want to feel good about themselves, says Ariely about the study results. Our conscience limits the extent of the lying, but only when we have a well-developed conscience. Not everybody has that, and this is why we have included a separate chapter in this book about dealing with people who have no or a limited developed conscience.

One last note: the conscience makes judgements based on norms and values. In some organisations, lies and deception have become the norm. Chances are that the conscience of the people who live and work in these kinds of organisations have started considering lies and deception as normal, and they therefore don't necessarily have a guilty conscience.

[Stempel]

### **Saints and psychopaths**

Not all liars are the same; this insight carries great importance because, for you as lie-detective, it is important to know what kind of person you are dealing with. There are three types:

- 1 percent of the population consists of saints and people who are radically honest.
- 94 percent of the population consists of normal people like you and I. They lie and cheat within the boundaries of decency.
- 3 percent of the population consists of psychopaths.

Research shows us which people lie with more conviction than others:

- Extroverted people lie more than introverted people.
- Intelligent people lie more easily than less intelligent people.
- Popular kids lie more than less popular kids.
- Powerful people lie more easily than people with little power.
- Psychopaths and narcissists lie more than psychologically sound people.
- Politicians lie more easily and more often than citizens.
- Skilled liars neutralise your capacity for critical thinking by giving charming compliments and showing other acts of kindness.

With this information, can we create a 'prototype' liar? If that were even possible, the perfect profile would look something like this:

[Stempel]

*He – because it is a man – is a charming, intelligent, convincing, extroverted and powerful man with lots of confidence. He smiles every now and then, laughs generously, and sometimes acts a bit childish. The Clinton-type, so to speak. Are there any clients or managers like this in your life?*

By buying this book, you will have made immediate return on investment if you are aware when meeting this 'prototype'. The irony is, however, that during job interviews, we tend to prefer this type of personality, we select them as our people's representative, we see them as our ideal son-in-law. Clearly we get along very nicely with the 'prototype' liar. This is not strange, because he understands how to be sensitive to our feelings, and he knows how to be silent when it comes to uncomfortable truths. He intoxicates us with his self confidence, his charm and his disarming, almost childish behaviour. This 'prototype' liar thrives in our society. We happily buy mortgages from him, we gladly give him our vote and we eagerly believe his beautiful stories.

### **Distance and rationality**

It appears to be important to people to portray and retain an honest and sincere image of themselves. You can cheat a little every now and then, but not too much, because that could taint your image. Given the opportunity, people do cheat, but not excessively. When people naturally have good intentions, why do they still lie? This is because we have developed ways to trick our conscience:

#### *Psychological distance –*

The first way in which we deceive our conscience is by creating psychological distance. The famous Bill Clinton lie is a shining example of this. "I did not have sex with that woman" instead of: "I didn't have sex with Monica Lewinsky." The word 'that' immediately makes the statement impersonal and creates distance, which lessens the burden on the conscience.

#### *Monopoly -*

From fraud experiments done by Mazar, Amir & Ariely in 2008 it became evident

that when people are given the opportunity, the tendency to deceive increases when real money is replaced by fake money or tokens, such as Monopoly money, because this also creates distance.

#### *Credit cards –*

Consumers develop different spending patterns when paying with debit cards and credit cards. Credit card companies therefore invest a lot in developing the illusion of luxury and carefree living. The monthly credit card statements are usually jam-packed with special offers that imply status, freedom, beauty and security. The distance from the harsh reality of loans with sky-high interest rates couldn't be bigger!

#### *Virtual money –*

At banks and other financial institutions we see large screens where trading in huge amounts of 'virtual money' is displayed. Decisions are taken in split seconds. Money is no object and at the same time it plays the leading role. Taking psychological distance from money can have disastrous consequences.

#### *Jargon –*

Banking institutions such as J.P. Morgan have their own language and culture. As is the case with any other company, people become institutionalised in their company culture. In *J.P. Morgan speak*, money traders are referred to as 'risk managers'. This also determines how they see themselves. According to ex-trader Terri Duhon of J.P. Morgan in the VPRO documentary *The brain of the Banker* by Joris Luyendijk, a million euro is referred to as a 'buck', and the term 'yard' is used to describe an enormous amount of money such as a billion euro.

Creating distance between 'real' reality and 'fabricated' reality is referred to in language psychology as the isolation of meaning. By giving real things different names, we detach their meaning from real-world consequences. Our brain no longer connects the social context of a concept if the concept longer goes by that name. Very naive, very primitive, but the result of this is a safe and comfortable distance from reality, meaning that you do not have to deal with it morally, thus creating distance from your responsibility.

[Stempel]

The non-verbal variety of creating psychological distance is the literal jumping back of the body immediately after telling a lie. Keeping distance in this way, literally, is probably one of the most reliable non-verbal indicators of a lie.

#### *Rationalising*

The second way in which we deceive our conscience is by rationalising: making right what is wrong. This is beautifully illustrated by interviews with people from the financial sector. Journalist Joris Luyendijk wrote a blog about how one after the other financial professional explained to him during interviews that everybody in the financial world partakes in risky games, but well, there are good reasons for doing this. The salaries are so good that they earn four times more than they would anywhere else. Nobody even considers spilling the beans and confessing what really goes on, because each employee signs a contract with the bank, containing intimidating oaths of secrecy. If someone decides to open up about

what goes on, a whole army of lawyers will be right there to make sure that he regrets it. And so people tell themselves, or they rationalise, that nothing they do is wrong, because:

- Everybody does it
- I have a mortgage
- I have family responsibilities, such as my children's education
- It is not my responsibility
- I follow orders
- The CEO and his friends make the rules
- I am a mere participant in the game.

This is how we often justify our behaviour. We know that people rationalise their behaviour by saying, for instance: "It is his own fault", "Only in exceptional circumstances", "Smokers die earlier but they enjoy life more", or: "If he is stupid enough to believe me, he doesn't deserve any better".

There are thousands of ways in which we can justify our behaviour to ourselves. We can excuse everything, we can rationalise everything and we don't lose any sleep over it. Some people are especially talented when it comes to making up reasons like these. We deceive ourselves with child-like simplicity.

[Kader]

*Expert interview*

**'You have a question and you want it answered'**

Petra Grijzen is a journalist and presenter of BNR Petra Grijzen. She did the controversial interviews from the unforgettable party leaders debate that took place in Carré for RTL 4 in 2012.

"You have a question and you want it answered". With simplicity Petra explains the finer details of a good interview. Politicians are often masters at avoiding questions because they enter the interview with their own benefit in mind, and they want to decide on the contents of the interview. They are trained to do this, and their own interests hardly ever correlate with yours. But it is my duty to get relevant answers to my questions; I owe this to my listeners. The response to a question often gives you lots of information. If you touch the interviewee personally, you know you're on the right track. Someone could ask: "Well, Mrs. Grijzen, did you not read that properly?" And then I think: bingo. That person kind of shows you his cards for a little while. Also, it can be a diversion tactic: I am going to get on this woman's nerve and then I hope she feels like she is under attack, causing her to lose composure. You need to be prepared for this and not let it sidetrack you. Also, if someone dodges a question or gives you an evasive answer, I know what's cooking. Some politicians think they can get away with endless blabbering, but that's not what we are here for. In such cases it's time for the slaughter.

A good technique to deal with evasive answers is to activate the repeat button: repeating the question. Very effective! This technique is perhaps impractical, but

it does yield results. In two of the three cases you eventually get your answer. In the Carré debate I really used and abused this technique. This also resulted in a lot of criticism. But if I ask Roemer the question on how tough his stance is in terms of raising the retirement age, I think that his potential voter should know what to expect. I am there with a mission, which is to get my question answered, not to make friends.”

[Einde kader]

### **Honest about lying**

Of course we want our professional lives to benefit from the ability to detect lies. We, as managers, consultants, business women or men, want to defend ourselves against this. How can this be accomplished? How difficult is it actually? There's much ado about lying. As soon as the need for openness and transparency in business increases, lies become more and more prominent in the news. It is therefore people's ultimate fantasy to be able to spot a lie. To be able to, effortlessly and without any help, spot a lie: it is a fantastic thought. Eagle-eyed, we are able to read deception in the other persons face. It is not strange that lessons, training, books, TV programmes and manuals about lie detection sell like hot cakes. But unfortunately, there are lots of lies and deceit about being able to learn how to spot lies and deception. There are national and international bureaus that claim that their training sessions guarantee that their delegates will be able to see through up to 100% of all lies. We think that a certain amount of doubt is in order when it comes to these claims, because that would mean that, after just a few days of training, we would be as good as lie detection wizard James Newberry, a former CIA agent with more than forty years of experience. He will make an appearance a little further on in this book.

[Kader]

### **The Tushinski experiment**

During a seminar in Amsterdam in 2012 at the Tushinski Theatre, with speakers such as Dan Ariely and Joris Luyendijk, an elegant experiment was done. Books written by several of the speakers were for sale in the foyer during the intervals. But, people were deliberately given more change than necessary, sometimes up to 15 euro (situation 1) and even 20 euro (situation 2).

*Question 1: In your opinion, what percentage of people who received up to 15 euro back in change reported this, and actually returned it?*

*Question 2: In your opinion, what percentage of people who received 20 euro or more in change reported this, and actually returned it?*

Of all people who received up to 15 euro too much, only 27% was honest about this. Of all people who received 20 euro or more too much, 50% was honest. Someone had received up to 80 euro too much, but he had returned it.

[Einde kader]



## **Facts about lie detection**

The harsh reality is that seeing through lies and deception is a complicated ability. It is not just a matter of attending a one-day workshop. To master this ability, and for each small improvement in mastering this ability, you and I need to work very hard. Before we continue, we would like to give you two painful facts about lie detection, which are, in our opinion, beyond all doubt.

### *Exhausting and time consuming*

Learning to see through lies and deception is an exhausting and time consuming exercise. Apart from talent, to get really good at this, we need practical experience and lots of training. Even then we won't even come close to getting a 100% score, and not in the least because of certain types of liars who are so good at deceiving that it is very difficult, and sometimes even impossible to catch them out, such as is the case with powerful people, serious narcissists and psychopaths. You will meet them further on in this book.

### *Pinocchio's nose*

There are no signals which are sufficiently reliable to determine whether someone is lying or not. In other words: nobody has a nose like Pinocchio's. Of course, people can display certain behaviour when they lie, but they can also display that same behaviour when they tell the truth. A good rule of thumb is: based on no more than a short observation, it is impossible to tell a lie from the truth

[Stempel]

Lying is part of our existence. In business, in your professional world it is impossible not to be faced with lies on a daily basis – your own lies as well as others'. You cannot escape this, but how can you pinpoint and trace these lies?

We will try to give you, the professional, insights from science and experts. This won't turn you into a perfect lie-expert, but it will help you to improve your lie detection skills. We generally prefer speaking of issue detection rather than lie detection. This book should actually be named "I know that something is going on". If, after reading this book, your feelings of "something is going on" become more frequent, you will have reached one of the most important and highest attainable goals in this context.

[Kader]

### *Expert interview*

#### **Behaviour in the financial world**

In the past couple of years, the financial world has been accused of lies and deception from all sides. In the meantime, regulators also focus on social psychological sides of the leadership of financial institutions to be able to prevent possible future problems.

Psychologist Wieke Scholten (1984) is supervisor Behaviour and Culture at the centre of Expertise of Culture, Organisation and Integrity. The Expertise centre is a division of De Nederlandsche Bank (The Dutch Bank) and monitors banks, insurance companies and pension funds, whereby the department specifically focuses on the behaviour of directors and auditors. In 2011, the department received the Compliance Award from the Dutch Compliance Institute for the innovation applied and the courage to incorporate culture in their monitoring efforts. Wieke Scholten chats to us in her personal capacity.

“Monitoring behaviour and culture in financial institutions is necessary. Financial institutions also have a societal task. They influence our daily lives. The manner in which these institutions conduct themselves therefore affects us all. Therefore, it is healthy, in addition to a supervisory board, to also have state supervision. Where previously monitoring was more focused on control, this new style of monitoring is more focused on positive influence - development-oriented. We monitor issues such as leadership and decision making: What does group dynamics in management mean? How is this done and how does one focus on it? How do people see their roles in this? It therefore really deals with behavioural aspects.”

Wieke Scholten says that it is quite a challenge to speak to top management about their behaviour. These people are used to talking about the contents. Reflection on how one comes to certain decisions is sometimes not there. How do you deal with internal conflict, how do you reach mutual decisions? That is what we focus on, because from social science we know that talking about decision making processes and how you relate to each other during those processes, results in effective decision making. But it does not go further than monitoring. If necessary, you need to enforce reflection on own conduct. That is very exciting, but of course, the best is when people express their own inner wish to do this or to experience the result.

We also deal with managers who claim “I have a whole working life behind me. Do you really think we still need reflection?” This is where we draw a line. It is not acceptable for management of a large financial institution to be unwilling to reflect on their own behaviour or to be unwilling to learn more about themselves.

My job is to positively influence behaviour and culture in the financial sector. I work from the conviction that behaviour and culture can be developed. Everybody has the capacity to reflect, even if this has never before been asked from a manager in financial context. But that doesn't mean this cannot be developed. Monitoring talks with management about behaviour is often very personal. Sometimes it is complicated to have talks like these. In difficult cases, it helps to start the conversation about situations at home. Take someone out of his professional, rational role for a while. This makes it possible to talk from person to person. People are so caught up in their working modes. It doesn't hurt to pull them out of that during a conversation.

Sometimes I tell them something about my own personal situation. About our renovations for instance, that it causes substantial stress, demanding proper communication at home.

From there, to get to the question of how they work under stress within their organisation is then an easy transition. Talking about yourself first is often a powerful ice breaker.

The divide between work and private life, especially in the financial sector, can be huge. I heard a top manager of a bank tell an inspiring anecdote once. He said "I sometimes look out of my window and then I see those guys come into the office. They take off their proverbial personal jackets, and their office suits show. And then nobody remembers that they are also chairman of the local brass band during weekends."

[Einde kader]

## **CHAPTER 1 SMOOTH FRAUDSTERS, CHEATING AMONG PROFESSIONALS**

Most entrepreneurs, managers and professionals that you will meet in this chapter (and at your office) are actually not dishonest. Meaning: they are honest as long as the situation allows them to be. Honesty exists by the grace of the situation and the circumstances in which we find ourselves. When it comes to survival, we can flick a switch in a second, and become dishonest instantly. And 'surviving' can mean, for example, that you will do anything to safeguard your bonus. But also in situations that are not life-threatening we lie effortlessly: we lie many times a day without even thinking about it, depending on the social or commercial situation we find ourselves in at that moment in time. From research, done in 1996 by DePaulo and Kashy, it became evident that on average, in one of four social interactions, people lie.

This chapter provides insight into the tricks of the trade of the daily practice of lying. We want to provide more insight so that you do not get fooled too easily and to minimise damage. We describe the run-of-the-mill liars like you and I, the manager, the entrepreneur, the hotel owner, the musician, the green grocer, the banker. These are people who generally don't have any bad intentions. They hardly step out of line, and in most cases they are quite careful not to go overboard with their well-intended lies, their smiling deception and gross manipulation. Unless...

### **The norms and values of lying**

When do run-of-the-mill liars know they lie? We can easily state that little white lies and small distortions of the truth are morally acceptable for us. Even the more serious variant, in which we con a naive person, usually does not make us feel guilty or ashamed. What do we actually base our norms and values on when it comes to lies and deception? What has our sneaky lie-culture produced? What types of lies are we able to live with?

The 15th century church father Augustinus (354-430 BC) wrote two influential essays about lying: *About the lie and against the lie*, translated and explained again in 2010 by Vincent Hunink for publishers Damon. Augustinus is regarded as one of the world's greatest Christian philosophers, a man of great influence, even in our times. He speaks about certain ground rules about lies, such as the hypothesis that lying, in which ever manner, is morally wrong: lying is sinful.

Augustinus formulated a hierarchy of lies, based on the level of difficulty in forgiving these lies. The list starts with the least bad lie to the very worst of lies. The first four lies that Augustine mentions are still morally acceptable to us today. In most cases, we can live with these:

1. Lies that don't harm anyone and prevent someone from physical impurity, such as declining a dinner invitation by saying you just ate.
2. Lies that don't harm anyone and help someone by creating the opportunity for someone to show remorse, such as hiding a thief or not betraying a son or a mother.
3. Lies that don't harm anyone and help someone, such as our modern advertising and marketing.
4. Lies told to please others, such as entertaining gossip in magazines or giving compliments during conversations.

In most societies, the next four lies are regarded as despicable and socially undermining. These lies are not only morally despicable; they are also punishable by law. With these lies we trespass the boundaries of the socially acceptable.

5. Lies told with the intention and pleasure to mislead someone, such as when someone derives pleasure from conning people, which is almost exclusively the domain of the egomaniac, and narcissistic and psychopathic liars.
6. Lies that hurt someone and in the process help another, such as stealing, concealing and adultery, but also all varieties of fraudulent activities, misleading and deceiving. This sixth lie is obviously the worst. This is the popular culture of lies that has society up in arms, but that society also partakes in willingly, and in which the judge will always decide on punishment and indemnification.
7. Lies that hurt someone and benefit no-one, such as in the case of slander, propaganda and political betrayal, vandalism, provocation and demagoguery.
8. Lies relating to religious doctrine

#### *Certificate of pardons*

Augustinus' hierarchy of lies managed to survive for a long time, at least until into the sixteenth century. Cheating by the hands of the Church has always been around, but was generally judged mildly with reference to Augustinus. The redemption of lies through costly pardons –commonly practiced from the eleventh century- was based on Augustinian tradition. You could be forgiven for a serious sin, as long as you also paid a large sum of money for a certificate of pardon. Safeguarded till heaven, what a huge relief. Just like the comforting knowledge that it is okay to commit serious sins, as long as you go to confession afterwards.

Only in 1517 did Maarten Luther have enough courage to raise the moral meaning of lying and cheating to a higher level of ethics and justice. For the roman-catholic clergy of those days this was a false and despicable idea, because let's be honest, justice has its limits. And also, you need to get your money from somewhere, right?

[Kader]

### **Thou shalt not steal**

In his book *Heerlijk Oneerlijk (Wonderfully Dishonest)* of 2012, American psychologist Dan Ariely describes a beautiful anecdote showing that there is a liar in all of us.

A man, completely beside himself, goes to see his priest and says "Can you believe this? Last week, while I was in church, someone stole my bicycle!" The priest is shocked, but after giving it some thought, he offers a solution: "Next Sunday, take a seat in the front row, and when I read out the Ten Commandments, turn around and look everybody straight in the eye. The one who is afraid to make eye contact while I say "Thou shalt not steal" is guilty. The priest thinks it is a good idea, as does the man who was robbed.

After the service, the priest was curious to see whether his advice yielded any results. At the exit he asks the man: "And, did it work?" "Absolutely", the man replies. "When we got to Thou shalt not commit adultery, I suddenly realised where I had left it."

[Einde kader]

### **The social lie balance**

So we have norms and values, but when do people decide to cross those lines? We are dependent on each other, at home as well as at work. We are, after all, social living beings. We can only live together in the right way if we respect the environment in which we live, when we adjust to the customs of the area and when we behave in a loyal and collegial way while at work. 'When in Rome, do as the Romans' says the adage. With this, we create an 'interpersonal social balance', a balance between handy and clumsy, friendly and unfriendly, helping and being helped, between ourselves and others. This way, as professional's entrepreneurs, we allow each other to get jobs and customers. As long as our social margins are reasonably balanced, we will go through life as socially responsible citizens. But if there is no balance at stake, if people don't care whether they are liked or whether they owe us, they can suddenly wander off the right path, whistling while doing it. They carelessly change into a hooligan, a scoundrel or even a rascal. How do you recognise them? A first step for detecting charlatans:

[Stempel]

1. Always keep a sharp eye on the context in which comments or intentions are being voiced. Do these statements apply to the context? Could there be a hidden agenda or another motive? Is it for instance logical for a job applicant, who is currently employed, to be able to start his new job next week?
2. The truth often has more than one side. Sometimes it depends on negotiation tactics, sometimes on timing, sometimes on culture, sometimes also on choice of words. A mere change in formulating words and a different moment can already display a more correct version of the truth, for both parties. While strolling through the showroom, the car salesman promising you a good price, possibly has a different price in mind than you.
3. Always focus on the intuitive 'social balance': does the gunfactor in the contact remain balanced? Why is your colleague so eager to help you with that shitty job, will he expect something in return soon?
4. Recognise little white lies and well-meant compliments: does your hair really look that nice? Are those spectacles really that cute? Is this meeting really that special?
5. Always ask counter questions ("Can I also ask you something?") or keep asking ("What do you mean exactly when you say you really like this?")
6. Ignore overly slimy and tacky remarks. Unheard is unsaid. Ignoring can prevent miscommunication or embarrassment for the other person. Resisting when your boss compliments you publicly on something that really wasn't all that significant, is perhaps not sensible.

Everybody has their own opinions when it comes to their social balance. Someone who has been cheated a couple of times will probably not take this balance too seriously in comparison to someone who can bask in the warm and secure environment of family and friends. We all have different criteria for honesty.

Our conscience is our advisor: We tell ourselves "You can't do this", "This is a little white lie", "This just had to happen". Dishonestly usually doesn't come without moral dilemma, unless we belong to the egocentrists, narcissists and psychopaths Guild. More about this in chapter 6.

[Kader]

### **Backpacking fun at Club Med**

Paulien Cornelisse, Dutch author, stand-up comedian and columnist, described in *Minde Magazine* in the summer of 2009 how she discovered, while being at a Club Med resort, that a woman lied about her holiday. She stayed at Club Med, but told her friends that she was going backpacking through the wilderness of Mexico. Would she have mentioned Club Med, the reactions would have been too negative, and she would only be defending herself. She didn't feel like doing that. Cornelisse: "Since I found out that people blatantly lie about being adventurous, I do listen to exalted stories about "A village where no white man

had ever been before” with a bit more distrust now. Also because she was probably not the only one lying about her holiday destination Cancun.

[Einde kader]

## **Keeping up appearances**

Even business situations have their boundaries when it comes to lies and deception. The social economic context determines the professional margins. We call this *keeping up appearances*. In other words: living in Aerdenhout or another ‘expensive’ town, it is not unusual to display so called status behaviour, for instance through the clothes you wear and the car you drive. What do you need to do in your personal and work environment to be accepted and respected? How do we keep up appearances? Research into lying yields fascinating results which tumble all over each other regularly. A selection:

### *Work*

19% of men lie about their jobs, as apposed to 12% of women.

7% of women lie about their education, as opposed to 4% of men.

19% of men lie about their income, as opposed to 9% of women.

15% of men lie to their team members about work experience, as opposed 10% of women.

### *Personal*

20% of women lie about their health, as opposed to 13% of men.

12% of women lie about their sporting abilities, as opposed to 4% of men.

7% of women lie about where they live, as opposed to 3% of men.

4% of women sometimes lie about their origin, as opposed to 2% of men.

These numbers paint a clear picture: people often can’t resist the temptation. Status, money and expensive things – where these things appear, lies are never far away. Of course, the chances of someone seeing through this is always there, but if risk assessment promises benefits in the eyes of those who seek status, they will succumb to the benefits of deception after all. The lie will then often escape their mouths at the speed of light. And of course the one lie leads to another, and a whole web of un-truths is spun along the way. And these all need to be maintained, because telling lies is not difficult, but remembering them is an energy-zapping pastime. How do we single out people with a seemingly impressive appearance but possibly the wrong intentions?

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### *Determine motives*

If you frequently move in business circles where money, status and power are preferred, stay conscious about the dishonesty of behaviours and appearances. Look through it and identify people’s real motives.

### *Impressing others runs in our blood*

Do you realise that impressing and intimidating others runs in our blood? The bigger the competition, the stronger this mechanism becomes. The smaller the

available territory, the more fanatical we become. Play with this a little by ignoring it every now and then, and at the same time by admiring it every now and then. "Wow, I would sure love to have a job/salary/car/house/wife/dog like that!"

### *Fear*

Men are prone to 'inflating' themselves as soon as they feel threatened. So, emphasising their positions and prosperity can also be a camouflaged sign of fear and vulnerability. See if you can find out what causes that fear.

### *Outward appearance*

A lot of people, from a place of social insecurity, are prone to clumsy overkill in terms of outward appearance. They do not realise when things are over the top. Ignore the frills and embellishments, the bells and whistles, and try to make them feel at ease. Reduction of fear will decrease the other person's need for social defensiveness and psychological distance, lessening the chance for lies.

The most complex cheating facades will remain as they are for a while, but usually the entire construction collapses like a house of cards very quickly. And all that remains then, is the shameful exposé. One way ticket to the dish drainer or the divorce counsellor. Or even a humiliating welcome to jail.

[Kader]

### **Men don't cheat more often than women**

Men are not prone to cheat more often than women. Powerful people however, are more inclined to cheat on their partners. This has been shown in a study done by psychologists from Tilburg and Groningen conducted with 1200 highly educated readers of the *Intermediar* magazine. The findings were published in the American scientific magazine *Psychological Science*.

According to the scientists, the reason for assuming men cheat more frequently is because there are more men with higher positions than women. As more women get closer to the top, we will see an increase in infidelity, according to the scientists. The reason why powerful people cheat more frequently is because they are self assured and aware of their own charm and their power to seduce.

[Einde kader]

### **Lying to get a job**

There are special situations when we don't want our conversation partner to lie, moments when we want to be sure that we can trust someone. One of those moments is during a job interview, interviews where certain traits are often exaggerated by applicants.

Telling serious lies at a job interview is not a good idea. In these times of unemployment and crisis however, it is not easy for one single applicant to be noticed. If you, as manager or HR professional, are searching for the right candidate to fill a position, you should be alert. In order to prevent you from being



conned, resulting in big losses in terms of time, money and energy, you have to be careful:

[Stempel]

- The applicant claims to have reached higher targets than he achieved in reality.
- Particulars about the applicant's private life do not entirely match the applicant's real situation.
- The last earned salary is often told to be higher than the actual salary – a classic trick.

In the *Financial Mail*, Richard Franken, director of Hoffman Business Investigations said: "One single 'enhancement' is usually overlooked, but a perfect combination of slight un-truths is difficult to accept". Hoffman is often involved in the screening of candidates, and he found out that ten percent of the candidates actually withdraw their job application as soon as the employer notifies him of an investigation. During interviews with the remaining ten percent of applicants, some un-truths usually still come to the surface.

The inglorious political career of Secretary of State Charles Swietert in the eighties is a well-known Dutch resume fraud case. During his job interview with the prime minister, he unduly claimed that he held an academic title. After four days, the fraudulent MA was asked to leave the cabinet. In 2002, that record was broken by the deceitful politician Philomena Bijlhout, who held the position of Secretary of State for only a couple of hours. Very cleverly, after this public embarrassment, Schwietert worked at his rehabilitation by writing the hand book *Imagobeschadiging en imagoherstel* (damaged image and image restoration.)

This publication was expanded in 2006, when his former business partner Edwin van der B. confessed to having been involved in fraudulent activities with several enterprises at the Gent judiciary. His money laundering activities involved at least 6,5 million euro. A large part of this money was spent in Thailand, where he had fled just before the millennium. A couple of years later, Schwietert referred to this in a book entitled *Thaise Schatjes* (Thai babes). In this book, Schwietert describes the sensational backgrounds of the harsh sex industry in Patpong: lies, swindling, staged accidents and murder. At a later stage in the US, during an attempt to get an academic degree, Schwietert was himself accused of having been accepted at the university with fraudulent papers.

#### *Veritas*

Another interesting case is the deceitful resume of Kenneth Lonchar, ex CFO and executive vice president of Veritas Software (what's in a name), a stock exchange listed company in the American Silicon Valley. In 2002 Lonchar was asked to step down because he had lied about the MBA that he did not in fact get from Stanford University. When this came out, the Veritas Software shares immediately plummeted with a shocking 20 percent. Lonchar was eventually removed from his function as accountant, he had to pay the State of California a fine of a hundred thousand dollars, and an amount of three hundred thousand dollars to his former employer for stock exchange damages. In the meantime, Veritas had become part of Symantec Software, who have managed to keep the

case against Lonchar going for another ten years. In the meantime, Symantec's core business has ventured into prevention and combating cyber crime such as internet fraud, making use of a whole range of virus scanners and security software. Lonchar could not have chosen a worse company for his deception.

[Stempel]

#### *Practical lessons*

1. Rule one in recruitment and selection: exaggerating is allowed, but lying is not smart. Lies don't have to be tolerated. Acknowledge and part ways.
2. A minimum of one reference should be verified. If that checks out, verifying additional references is usually not necessary. If the first reference is not solid, check other references as well. You will find that often, something is not right.
3. Be consistent when asking questions and verifying education and qualifications, certificates and diplomas. No written proof, no deal.
4. Be aware of the 'halo-effect': an illegitimate false psychological identification by means of perceived similarities between the candidate and the recruitment and selection interviewer: "Nice, so we both drive motor bikes", or : "Yes, my sister also went to that school".
5. Always ask follow up questions when there is evidence of chronological 'holes' in the resume. Sometimes they mean something very interesting, other times they hide a lie.
6. When it comes to higher and more prestigious positions, a definitive choice can not be reached without assessment and an announced check by a research agency.
7. Check the candidate beforehand via social media such as LinkedIn, Facebook and Twitter. Make use of special search engines to quickly find resumes and other facts about candidates.

[Kader]

#### **HR-advisor Emmy de Winter about job interviews**

"In job interviews, professionals often lie in subtle ways. It is more the small exaggerations that make the lie elusive. People often insinuate in very subtle ways that they have played a role in certain successes. Often it is crystal clear that the only role they played was that of a passer-by. We often see this at job interviews.

The best method I know to tackle this type of subtle manipulation is the STAR method. STAR stands for Situation, Task, Actions and Results. Using this system, the applicant will be asked direct questions regarding these aspects. And you keep the questions coming. The worst con-men will at some point be exposed. You will also get a clear picture of the true role the applicant played in certain success stories. The more specific you are with your questions, the more complicated it will be for applicants to keep up their exaggerations.

You need to constantly monitor that people don't dance around the questions. In this case you keep pressing the repeat button. Some advice for applicants: do not obscure things such as 'holes' in your resume, but be transparent about who you are. The chances that you will be found out when bluffing are very real and you will instantly lose any chance at possible employment. If you don't have a good story, it is better to keep quiet".

[Einde kader]

[Kader]

## **Forgery**

Did you know that everybody who submits a resume with falsified information or forged diplomas can be prosecuted for forgery? You can get a six-year jail sentence for that, on top of a 74.000 euro fine. Don't do it!

[Einde kader]

## **Cheating for the advanced**

Lying and cheating happens everywhere, but in business it occurs on a much larger scale, which is to be expected. A manager or specialist of a company does not, generally, manage his own capital during working hours. He conducts business with someone else's money and thus, emotionally, he will be further removed from it. Most of us can't sell our cars very easily because we have an emotional bond with the brand and with the dealership. When we trade in our car at our brand dealership, we pay a price, some sort of emotional surcharge because we get much less for it than if we were to sell it via online classifieds.

When we do business as a professional on behalf of our company, this handicap falls away. In many companies, people take financial decisions that are much sharper and harsher than they would be in their personal lives. The Netherlands has built a reputation on this which goes back centuries.

Even before our era, the Roman god Mercurius was well-known in the entire Roman Empire for his dual practices: Mercurius was the god of the traders, but at the same time he was the god of thieves, or the god of deception. The Romans did not only spread their religion through these practices, but also their morals.

In business, the difference between what's mine and what's yours is not always clear. This is why, in business, you need to negotiate continuously. It was like that then, and it is still like that now. The Dutch learned a lot from the Romans, because, through business, our economy has been thriving for many centuries, and through trade, which is, morally speaking, sometimes questionable.

[Kader]

*Expert interview*

**“Which manager does not commit fraud?”**

The Police Training Centre Foundation conducts investigations and provides training in the police world, in the security sector as well as supervision and enforcement in public administration and the processing industry. The Foundation focuses on aspects such as management and leadership. Mr. Dick Koster is a police officer and director of the centre. What are his thoughts on the development of fraud and deception?

“At least 95 percent of large scale fraud happens at companies’ top levels. This is where large amounts are being misappropriated. And I am not talking about the truck driver who steals three TV screens from the load. Large scale, extensive fraud happens mostly at top management levels of organisations. They enjoy the most trust, have the best access and most importantly, they have power.

Some time ago, I was involved in the case of a large department store where employees were allowed to take items home on ‘trial’, to test the products in terms of fit, colour etcetera, such as clothing or electrical equipment. All they had to do was submit an authorised request form to security. At one of the branches of this department store there was a floor manager who regularly took items past the security check out, smiling at the security as he passed, saying he would return it the next morning. No problem, the form would come later. He did this several times. This man managed to literally defraud tons this way. A huge loss for his employer, the department store.

Anyway, so you try to find out what kind of person this man is. Is it a braggart? Perhaps it is a ‘killer’, someone without a conscience, someone who twists the truth? Masterly. Something like: that company should be deeply ashamed that they let me take those goods so easily. “They don’t deserve any better”, a cold-hearted criminal would say, “It’s their own responsibility, not mine”. As soon as you know the type of personality this man possesses, you can fine-tune your interrogation techniques. The past five years, give or take, the cold, unscrupulous type surfaces more and more often. That type of personality knows no fear. You can’t reach him. In all major fraud cases at the moment –and which manager does not commit fraud- you will find these types of personalities. This requires a completely different interrogation method. In the book, you also mention the example of neurologist Jansen Steur, highly educated and with a disturbed personality. Imagine having to interrogate a person like that. Highly intelligent on the one hand, always ready with lies and excuses, on the other hand very unattainable. It is very difficult to get through to a man like that.

This why audiovisual aids are being used more and more frequently, as well as specialists who participate in the interrogation from a separate room. These are interrogation settings where cameras record the procedure, and there is a whole group of specialists present for observation. Very beneficial for the lawyers as well. Only during interrogations like these will you be able to ascertain the personality type. Unfortunately, many huge mistakes are still made with this.”

[Einde kader]

## **Loopholes in the law**

What many people deem to be large scale fraud actually happens inside of the law, which, for this purpose, is of course stretched to a maximum. Sometimes in such a way that loopholes become visible. All managers of large or well-known companies will tell you that they pay their taxes, which they do, but preferably as little as possible. Complicated financial constructions are rigged for this purpose, such as the post-boxes companies in The Netherlands.

After the energy giant Enron accountants fraud was exposed in 2002, in the middle of the tangle of money flows, a post-boxes company in the Netherlands appeared to have played an important role in Enron's web. In 2008, when the collapse of U.S. investment bank Lehman Brothers ushered in the beginning of the credit crisis, a lot of packaged toxic mortgages had been transferred to a mailbox company in the Netherlands. Now that state debt in Europe and the United States have reached unsustainable levels it has come to light that many multinationals have managed to minimise their tax payments significantly thanks to Dutch mailbox companies. Even top bands like U2 and The Rolling Stones have now discovered this option.

In the eyes of many ordinary, hard-working people, companies that stretch fiscal possibilities to the extreme are 'villain companies'. Within the possibilities of the law, organisations like these can however not be blamed. It's like honest deception for the advanced.

[Stempel]

### *Practical lessons*

1. It is usually impossible for mere mortals to discover, understand and apply the legal loopholes: don't even think about it
2. For the entrepreneur or specialised professional it is often worthwhile to consult a business lawyer to see where the law is flexible.
3. What are your own standards? Is it morally unacceptable to cheat when it comes to the law, or do you think it is okay to deceive your fellow human beings and society a little?
4. If you need to appear before the court can you prove that you have reformed your life after committing fraud? Are you back on the straight path? Do you repent?
5. In order to save money by using the loopholes of the law, you need to have lots of money, other wise the Stones and U2 would not be living on the Herengracht. (Expensive area in Amsterdam).

[Kader]

## **I earn a million**

Research at the University of Bonn has shown that the reward centre of the brain in the front part of our heads, the ventromedial prefrontal cortex, is activated

more predominantly at a higher absolute income. Higher absolute amounts stimulate this important remuneration and assessment area in the brains stronger than lower absolute amounts. Thus, people –literally- experience a more pleasant feeling from the thought of high amounts. You can already recognise this phenomenon in children. If you let them choose between two glasses: a high, narrow glass with 100ml lemonade and a low, wide glass with 100ml lemonade. Even though they know that each glass contains the same amount of lemonade, they will still choose the high glass.

[Einde kader]

### **Cheating at the supermarket**

The design and usage of fiscal u-turns is complicated and reserved for the financial and legal world's elite. In a similar clever way and on a much larger scale, people are charmed and at the same time cheated by the business world.

For how is it possible for simple groceries to yield such a great return on the invested capital in the long run? The answer is obvious: we all need to eat. Preferably every day, and we like it tasty, too. Cleaning, personal hygiene, a glass of wine and much more. At supermarkets, yielding good profits is not by definition achieved by cheating (although several parties have been convicted for this or suspected of this by judges and investors), but it is certain that the power of the food sector's marketing machine lies in psychological cheating.

The smell of freshly baked bread, pleasant music, smart lighting and all kinds of special offers at strategic locations: entrepreneurs apply clever psychological tricks to make us buy as much as possible, with the assistance of psychologists and brain scientists.

We will give you some examples of how psycho-marketing is used to benefit you professionally - of course entirely within your own moral boundaries:

#### *Ladies' shops*

Women use their eyes differently than men. Men focus their attention: "This is what I need, this is where I need to go, this is what I get and this is where I pay. Done." Women however, are naturally blessed with a broad perspective. Women browse, feel, scratch, pick and smell. They have a completely different 'brain experience'. Stores where mostly women shop feature lots of product islands, baskets with products, wide isles, side isles, special offer corners with displays that command attention and feature different options. Is this manipulation or providing advice?

#### *Men's stores*

Stores frequented by men have specific clothing rails with specific, matching products in clearly visible ascending size ranges and quantities. Machines are displayed in one line, without all kinds of junk or trinkets in between. Is this manipulation or providing advice?

#### *Expensive sock*

In 2008, researchers at the University of Chicago conducted a study into buying behaviour when purchasing socks. Participants were asked to watch a screen which showed a quick succession of small images displaying expensive and cheap clothing brands. Thereafter they were asked to buy socks.

Consumers who had been shown brands such as Boss, Armani and Versace went home with more expensive socks than the consumers who had been shown cheap brands. Manipulation or providing advise?

#### *Full basket, empty cart*

In 1937, the American grocery store Sylvan Nathan Goldman invented the shopping cart. Over a number of years, entrepreneur Goldman had been noticing that his customers stopped shopping as soon as their baskets were full. After a trial period with the shopping carts, the number of purchases had doubled and even tripled. Bingo! Manipulation or providing advise?

#### *Fruit first*

Supermarket customers who first put something healthy in their shopping carts, are more willing to also add a few not-so-healthy food products afterwards. So, fruit and vegetables first, and then chips, Mars, biscuits, candies, and so on. Since psychologists discovered this, we are now, systematically, first led to the vegetable and fruit sections when we arrive at the supermarket. Healthy! Manipulation or providing advise?

This way, we are professionally tricked and competently advised at the same time. Being psychologically influenced this way is very effective. This type of scientifically based marketing facilitates a generous return on tight margins, day in and day out, year in and year out. In the long run, investing in the food sector is therefore much like a bond, where patience is required, as you are guaranteed to get returns eventually. For us as consumers, the message is clear: stay alert and keep your wits about you.

[Kader]

#### **A fan-tas-tic hotel!**

According to UK online reputation management consultant KwikChex, 7 to 8 percent of the 75 million reviews on travel site TripAdvisor are forged. Meanwhile, TripAdvisor has launched a PR offensive. "We recognise this problem. And we're on top of it," says TripAdvisor.

Travel review sites like TripAdvisor allow people to submit reviews freely. Other sites, such as Expedia.com and Booking.com only allow reviews from guests who can prove that they stayed at the establishment in question. Other sites where users rent out houses, rooms and apartments to each other are more like social networks where anonymity is not appreciated.

In the beginning of 2013, Peter Boermans, founder of Olery, a company that analyses online hotel reviews, told *Vrij Nederland*: "With sites like Booking.com you can assume that it is a real review, while with some other sites you can never be entirely sure."

“Fortunately on the internet, the law of large numbers still rules”, Boermans says. “If a hotel receives a hundred reviews, the false ones are automatically filtered out.”

Being a hotel owner, you can write a false review yourself, but you can also hire someone to do that for you. More and more companies hire third parties to write reviews for them. Undercover Investigation by the German magazine *Computer Bild* tracked down two agencies who had no problem writing 35 false reviews for between 190 and 299 euros. One company was even able to supply a hundred fake reviews per month. Another agency kept it simple and charged only six cents per word. For 36 euros, including VAT, they delivered ten positive reviews one and a half days later.

[Einde kader]

### **Lying thanks to our neocortex**

Most managers are not too bad. We are not necessarily out to continuously fool, cheat and defraud other people. On the other hand, we don't hesitate to use a little white lie in order to create a pleasant atmosphere, or to avoid ruining or losing our relationships with our employees and customers. The English call these little white lies. The reason why we are so good at this is because, biologically speaking, we are simply blessed with an astute and creative imagination:

- Shrewd, because we can imagine what the other person thinks if he or she is being fooled by us.
- Creative, because we can conjure up ideas and scenarios of situations and developments that don't even exist yet. We make them up as we go along.

Scenario thinking in particular, reflects an enormous intellect: we can 'see' things before they take place and then - if we're lucky – we can make them happen. We are able to link issues and situations, even if they are actually totally unrelated.

It's not just people who possess these clever traits. Chimpanzees also display all kinds of political and social forms of deception, as do intelligent birds like the raven and the jay. In science this is known as social intelligence theory: to be able to live in relative harmony in tribalism, social living beings need to possess these two traits:

- The ability to predict the impact of your behaviour on others;
- The ability to develop an effective catalogue of types of deception and manipulation.

The evolutionary advantage is that, with these traits, you will eventually increase your chances at a longer life, and will you increase your chances at getting ahead in terms of reproduction. Or to put it very simply: you will get your way more often and you will reach your goals more often.



### *The larger the brain, the greater the lie*

People have developed this capacity for social intelligence in extraordinary proportions. Anthropology has shown that with social species, when the cerebral cortex, the neocortex increases in size, the ability to fool and trick increases as well. Monkeys with a small neocortex appear to be the least insidious types. The human and his massive cerebral cortex still takes the cake when it comes to this evolutionary development.

In the course of our existence we have expanded our arsenal of lies with much precision. We use lies to be able explain complicated things more easily. We use lies to protect our personal boundaries in a tactful manner. We also lie to conceal wrong behaviour. We lie to be able to do something or in order not to have to do something. We lie so that we can shine in the eyes of others; we lie so that we don't show ourselves as ignorant or as losers: we use the entire Augustinian repertoire.

[Kader]

### **Prize for Mugabe**

In Harare, Zimbabwe, in January 2000, a lottery was held, organised by the Zimbabwe Banking Cooperation, a bank partially owned by the state. The grand prize winner was so special, that the bank released an official statement on behalf of Fallot Chawawa, the man in charge of the lottery: "Fallot Chawawa could hardly believe his eyes when he saw the name on the winning ticket to the value of a hundred thousand Zimbabwean dollars: "His Excellency RG Mugabe." Pure coincidence, Zimbank reported.

In their book '*Why nations fail*' the authors Daron Acemoglu and James Robinson maintain that the ultimate symptom of the institutional malaise that made Zimbabwe one of the world's poorest countries is represented by the fact that the man who reins over Zimbabwe, whether legal or not, even managed to organise winning a lottery.

[Einde kader]

### **Insured against fraud**

There is a deep-rooted cultural and historical belief that 'smooth fraudsters' spread a rather offensive odour when they cross the lines of the first four rules of Augustine: if they harm people with their lies. It is not allowed to cause people harm, but it is still very common.

It happens on a small scale - think of proletarian shopping. This was seen in a fairly positive, Robin Hood-like light: a redistribution between rich and poor. Ethically, it is still silently tolerated. The phenomenon was the foundation of the Food Banks in the Netherlands and is an example of a society in transition.

Obviously, the real damage can be seen on a professional level. A lot has come to the surface in the past couple of years in terms of the abuse of power.

Individuals, as well as companies were convicted. Jean-Paul Votron, former head of Fortis, was charged with market manipulation and fraud.

The parting gift Votron received from business relations when he left the London City to head Fortis was significant. He received a wall-plaque that said 'No Whining'. The fact that he had put this up on his wall behind his desk in Brussels also contributed significantly to the development of the of caricature stories around the man.

Not only powerful people, but also powerful organisations commit fraud. Not so long ago, Microsoft was fined 561 million euro by the European Commission, because Microsoft had not given European consumers free choice in terms of internet browser options. It is suspected that the fine was much lower than the amount of money that was cashed in as a result of the violation.

### *I lost my new Ray-Bans*

Before you think that it's only men in three-piece gray suits that commit fraud: ordinary people also lie and cheat, knowing that they disadvantage others in the process. Such as in the insurance industry for instance.

The insurance industry defines fraud as follows: "The abuse of an insurance contract or service with the intention to receive undeserved compensation." This is what they come across on a daily basis:

- Fictitious statements of cause of damage to get insurance coverage;
- Staged theft or burglary;
- Falsified purchase receipts;
- Changed amounts on purchase receipts;
- Claims for more items than were actually stolen;
- Claims for higher amounts than the actual damage suffered;
- Claims for expensive sunglasses that the insured did not possess;
- Re-submission of damage claims with a different story.

In 2007, the Association of Insurers investigated the number of people that commit fraud. This study shows that twelve percent of Dutch people admit to insurance fraud. As a result of these scams, insurers lose 1 billion euro annually - and of course our insurance premiums increase as a result.

The previous examples of fraud were somehow still visible to colleagues, family and friends. When it comes to cyber crime, lies and criminal behaviour are concealed even more, making it a very popular type of crime. In 2012, a total of twelve percent of the Dutch population aged 15 and older experienced one or more types of cyber crime, or computer crime. This became evident through figures from the Central Bureau of Statistics and the Ministry of Security and Justice. Half of the victims had experienced computer hacking, 25 percent were bullied over the internet and another 25 percent was related to purchase and sales fraud.

### *As scared as Saddam*

As insurance manager or computer user, are you worried about fraud and scams? Remember that you won't be half as scared as Saddam Hussein was for example. He created a culture of fear and punishment, in which lying was the only rational survival strategy for everyone. Saddam knew that his subordinates had a tendency to lie, and he therefore instituted personal inspection rounds. When he was forced to withdraw, the frequency of these inspection rounds decreased.

[Stempel]

### *Practical lessons*

In most cases, you will probably be the one falling victim to fraud, rather than being the one who defrauds his or her customers and employees. The main lesson from previously described examples is clear: lots of power, lots of money, lots of users and lots of fear are sure-fire ingredients for deception and fraud. Therefore, as a conclusion of this chapter, here are thirteen recommendations:

1. Always be mentally prepared for the fact that other parties commit fraud.
2. Develop sensitivity to management and organisation, look for patterns. For example, it often happens that a manager tries to win new employees over, and then at some point he drops them like a hot potato.
3. Develop your political-administrative sensitivity: search for patterns there, too. For example, in an organisation people always talk about the 'we-feeling', while it is apparent that they still distrust each other.
4. Take note of the context and circumstances in which proposals, agreements and deals are made:
  - a. What is the quality of the management?
  - b. Exactly what level of authority does the decision maker have?
  - c. Who is the 'second in command' in case of doubt?
  - d. What is the best option if an agreement has not been reached within the context and circumstances? Keep in mind that people do not honour their obligations.
  - e. What is the best option if the deal does not appear to be authorised by management? Keep in mind that someone with authority can lose that authority in the interim.
5. Be as transparent as possible in your way of doing business: do what you say, say what you do, keep people informed of progress.
6. Provide feedback if you can't (fully) honour the commitments: time, money, quality and quantity are always negotiable, but preferably beforehand.
7. Communicating is always better than waiting silently.
8. Show interest in your customer or client: ask questions.
9. In the case of suspected fraud, get in touch with the possible fraudster as soon as possible. In conversations, it often quickly becomes clear how serious the reasons for concern or action are; pay attention to:
  - a. verbal and non-verbal cues;
  - b. consistency in the story: clear and coherent?
  - c. way of talking: calm or agitated and tense?
  - d. choice of words: personal or distant and formal?
  - e. attitude and behaviour in the conversation: calm or tense?
  - f. eye contact: eye contact or looking away?

10. Maintain your expertise well, it's precious capital. Your knowledge will ensure that people lie to you less.
11. Documenting and testing before and during prevents mistakes and fraudulent behaviour and limits the damage significantly.
12. Be alert to manipulation and insinuation in conversations: ("Don't you think that... "; "You will surely agree with me that..."; "This is strange at the very least, don't you think...?")
13. Don't be dependent on that one big customer; protect your professional freedom and independence.

## **CHAPTER 2**

### **SIGNS OF LIES, RECOGNISING THE SIGNS OF LIES AND FRAUD**

Sometimes, during a conversation, someone suddenly asks the question: "Is it true what I said just now? You are the lie specialist, right? So how about you prove it to me?" We then explain to our conversation partner that, although it is a legitimate question, it is not the correct one.

It works like this: Liars and lie investigators are in competition with each other. They play a kind of soccer game. Both parties will do their best to win, but who will come out victorious is never quite clear during the match. The ball is round and the lie is, too. The question of whether you can always spot a lie is the same as: "Can you always win a soccer match?" The answer to both questions is obviously a resounding "no".

But training frequently and fanatically helps. And being a lie investigator, you need to realise that the game never ends. Liars as well as lie investigators improve themselves continuously. The liar and the truth seeker are constantly fighting each other in what we might call "the race of lies": a race that is predominantly run in companies, organisations and politics.

This chapter helps you to become sensitive to signals associated with lies, so you can protect yourself against lies and deception, both in the workplace and in the boardroom. The ability to detect traces of lies is not the weapon that will determine that the outcome of the match will be in your favour. Traces of lies will however help you to ask the right questions or to search for more relevant information. Don't believe anyone who claims that he can determine whether someone lies on the basis of traces of lies only. The number of people in the world who can do this, the real lie detection wizards, are far and few between.

[Stempel]

In this chapter, you will be introduced to the Golden Rules of trace evidence and you will get a list of lie traces, with the ultimate goal to become more sensitive to these signals.

[Kader]

*Expert Interview*

**'Learning to lie expertly is very possible'**

Acting is done with the intention to portray a character. Actress and theatre director Frederiek Voskens of PodiumT explains what it is like to lie professionally.

"Actually, being an actress is like being a professional liar. That is what it is in actual fact. In my opinion, actors are born potential liars. As a child I was always late for school and an excuse was always readily available. On the way to school I rehearsed the excuse to perfection. Although there was no bridge to be seen in the entire village, it had still been open! My teacher used to tell my parents how I always told my lies with such passion. This is the truth!

What I did as a child is not very different from what I do now as an actress. As an actor, you lie continuously. You are yourself, but you play that other character. The difference is that we and the audience agree that it is okay. It's lying with permission.

The challenge with lies is that you have to remember everything. That is also a nice common denominator between acting and lying. But with a bit of training it is possible to become a good liar.

My best tip for detecting lies is to keep asking, because most people eventually get stuck in their story. This means that you need to listen very carefully and you have to keep asking questions. Ask your questions in a compassionate manner however, showing interest instead of making it an interrogation.

[Einde kader]

*Practical lessons*

1. We can't always tell if someone is lying.
2. Detecting lies requires continuous training because the liar also keeps learning.
3. Be aware that you are running a race of lies and winning this race requires a lot of training and commitment. Moreover, it is never quite certain who will win.
4. If you don't overrate yourself in this match, your chances of losing the match decrease considerably.

[Stempel]

**The Golden Rules of trace detection**

Someone who lies leaves traces, signs that indicate that something may be going on. It is of great importance for the lie detective to develop sensitivity for those signals:

- Someone feels guilt or shame.
- Someone has to think a bit longer before answering.
- Someone answers remarkably quickly, for example if he has thoroughly prepared for the lie situation.

These are all examples of signals, or in other words lie traces. You need to observe and listen to someone very carefully to be able to discover these types of lie traces. This is because in most cases it is about subtle differences in body language, usage of words, facial expressions and voice. Remember that liars often have an advantage because you are probably busy thinking about and listening to your own story. To be a good 'lie uncoveror' you will have to focus your attention on others.

#### *Pay attention*

Most people don't recognise lies because they overlook subtle traces. Even more damaging to good lie detection is focusing on the wrong things and making the wrong assumptions. Most people overestimate their own abilities to unmask a liar. This makes them less alert and less critical. Too much optimism can stand in the way of executing and learning lie detection properly. A good 'lie uncoveror' is sensitive to signals, so he pays attention. In the next paragraph we will list all possible lie traces that you could possibly come across.

In a way, with this list we become candidate polygraphers ourselves. But beware: it's not as easy as some people would have us believe. You will have to know exactly what to look for and how to interpret things. For starters, there are some important rules that you must follow consistently to become a successful lie detective. We will now discuss the four main rules for investigating potential lies.

#### **Golden Rule 1: Pinocchio's nose doesn't exist**

This first Golden Rule is extremely important. With this, we mean to say that there is not a single type of signal that puts us on the trail of a lie with one hundred percent certainty. Your director is very likely to transmit other signals than a client or a direct colleague. This basic information is tricky. Whether one looks away to the left or right, up or down tells us very little about the answer to the question of whether he is lying or not. Some

slight connections do exist however between lying and non-verbal signals. For example, on average, people who lie touch their faces more often than people who do not lie. The problem is however, that people who don't lie also touch their faces. People who lie, look into the eyes of those they are cheating more often and longer (Most people believe the opposite to be true), but people who don't lie also look into the other person's eyes. No matter where you focus your attention, you can never be 100% sure.

Research done by Ekman and O'Sullivan shows that good lie detectives do not have a rule of thumb. They observe people as carefully as they can and how they

determine what to look for differs from person to person. Our goal is to learn from these lie wizards Their main lesson: For one hundred percent certainty you need to look for verifiable facts. For more information, refer to Chapter 5.

But if you stick to the first Golden Rule and throw out all your beliefs about lie traces you will significantly improve your ability to spot lies, just because you will make fewer mistakes. And you need to fight for each and every percent success when it comes to recognising lies.

[Stempel]

### *Practical lessons*

There is no such thing as a Pinocchio nose. So you no longer have to pay attention to one specific signal to determine whether someone is lying or telling the truth.

[Kader]

### **The smartest lie detector of them all**

The smartest lie detector software at present is developed at the University of Manchester. This software is called *the silent talker* and analyses images by paying attention to all aspects of behaviour: the timing of one's story, eye movements, subtle differences in voice pitch, response times and more than fifty other things. The software automatically analyses small differences that occur and is based on the analysis with a judgment whether someone is lying or not. In 76 percent of cases, *the silent talker* is right. A better machine does not exist yet.

[Einde kader]

### **Golden Rule 2: Determine a baseline**

The second Golden Rule of good lie trace detection is defining a baseline, because you are nowhere without a baseline. With this baseline we mean a baseline measurement of a person's behaviour. Instead of trying to find typical lie traces you start by establishing someone's normal behaviour in a neutral situation. Consider the following observations:

1. Is the person sitting upright or is he slouching?
2. How long does it take before he answers your question?
3. Does he look away or does he make eye contact when you ask him about a memory?
4. Does the person have many supporting hand gestures or very few?
5. What is the melody of his voice?
6. How is he sitting and how often does he change position?
7. How much space does he take up during a discussion?
8. How much eye contact is made and with whom?
9. What is the natural melody of his voice?
10. How agile is he?
11. How does he use his hands when he talks?

Every movement, each rhythm should be noticed. There are an endless number of things you can look for. Each pattern, each change is interesting and meaningful.

We make it a habit to observe our direct colleagues during useless or boring meetings, as exercise. This is how we practice observation and get through such meetings at the same time. There is no more need to experience boring moments at work.

Good cops know that liars do not exhibit one specific type of behaviour when they lie. (Golden Rule 1). They know that they should look for obvious changes in baseline behaviour.

[Stempel]

#### Golden Rule 2

During a call, a voice that becomes higher in pitch, a delayed answer... The more noticeable deviations from the baseline, the more suspicious it becomes. Someone's voice cracks, he backs away, swallows yet again, becomes more pale or red: a cluster of signals. In short, something may be going on. Professionals refer to these deviations from the baseline as hotspots. Hotspots lead to further observation, but never to a definitive conclusion! They invite you to conduct further research. They give direction to the questions you can ask.

[Stempel]

#### *Practical lessons*

Watching body language is a good method, but only if you know when someone deviates from his usual body language.

#### **Golden Rule 3: Take a moment to think**

Golden Rule 3 is about considering alternative explanations for suspicious traces. If, after extensive and sharp observation, you come to the conclusion that someone is behaving suspiciously and is possibly even lying, then there is one more intermediate step that must be taken before you can draw your conclusion with a clear conscience: first you consider some alternative explanations.

This third step is tricky because it is hard to resist the temptation to judge the suspicious, especially when emotions play a part. A classic judgment with serious consequences is the one of Othello in the eponymous play by Shakespeare. Othello suspects that his beloved Desdemona is in love with someone else, Cassio. Desdemona asks Cassio to testify to her innocence.

When Othello informs Desdemona that Cassio has since been murdered, Desdemona is terribly upset that nobody can prove her innocence. And then



Othello breaks Golden Rule 3: He sees that Desdemona is shocked by the news of Cassio's death and he uses this as proof that she loves Cassio. In his fury, he doesn't realise that it is possible for Desdemona to show this emotion even if she is innocent, namely because she can no longer prove her innocence. The important lesson to be learned from this is that someone who speaks the truth can still display suspicious behaviour.

Especially when there is a lot at stake, it is advisable to take the time to consider alternative explanations. Be aware that, especially when you are angry, for example because someone has cheated or lied to you, there is a narrowing of consciousness. It is known that the brain areas responsible for social behaviour and clear thinking get less oxygen when someone is angry or scared. Yet the motto remains that, especially when there are emotions involved, you need to put your judgment on hold. Don't jump to conclusions too quickly and take the time to investigate alternatives.

[Stempel]

#### *Practical lessons*

- When it comes to lie detection, rapid conclusions can lead to huge misunderstandings.
- When suspicious behaviour is observed, it is advisable to find alternative explanations for someone's seemingly deceitful behaviour first.
- Someone who is being deceived experiences certain emotions. And strong emotional involvement during a study can lead to enormous errors. Never get involved in lie detection if you yourself are the one who was deceived.
- Hiring a professional in a situation like that quickly pays for itself.

[Stempel]

[Kader]

#### **'You will find yourself in a yes-no situation'**

Hoffmann specialises in fraud within organisations, such as unjustified absenteeism, internal theft or improper Internet use. Hoffman's philosophy is that employees are both the weakest as well as the strongest links in the protection against fraud. Ron Nieuwendijk is Unit Manager at Hoffmann Investigations.

"The detection of lies can be a complicated process. It becomes challenging when clients get involved in what we are trying to achieve. They start their own investigations and have conversations before we are in the picture. They will often give out information that we rather they didn't.

The biggest risk is that emotion plays a major role. Of course it leaves a bitter taste in your mouth when you trust people and you find out that there are reasons to believe that they are messing you around. The frustration and anger it produces all easily lead to prejudice and accusations, which make a proper

investigation difficult. When people are accused or confronted with anger, they defend themselves, and before you know it you will find yourself in a so-called yes-no situation. Getting information will then become a challenge. The strength of a private investigation eminently lies in the fact that we have no emotional bond with those involved in the case. We can work objectively and without bias, which is a huge advantage compared to doing your own investigations. The beauty of the final results of our interventions is the return of confidence within the organisation. It is gratifying to be able to help a business in such a precarious situation."

[Einde kader]

#### **Golden Rule 4: Make a distinction between high and low stakes**

whether a lie leaves traces, and if yes which ones, does not only depend on whom you are dealing with. *What* is at stake also determines whether a lie leaves traces. In high stake situations you can expect more traces than in a situation where there is less at stake. Note that a liar may have prepared thoroughly.

During a negotiation where a lot is at stake you will be able to observe more than during a job interview where the applicant is mildly interested. You can see when people want something very badly. A broker can smell from a mile away when a couple falls in love with a house and want to buy it. In such high-stake situations, you can count on increased nervous behaviour because there is much at stake. Different rules apply when it comes to low-stake situations. The most common traces you see in low-stake cases are that the liar takes pleasure in his deception. Many people find it amusing when people fall for their lies. You will often see a smile, combined with slight surprise. You probably won't see nervousness because there is not much else at stake.

A warning is needed here: there are liars who do not exhibit nervous behaviour, neither in low-stake nor high-stake situations.

#### *Practical lessons*

- Do not just assume that a liar always leaves traces. In situations where there is not much at stake, you can expect fewer lie traces.

[Stempel]

#### **Lie traces Part 1: Body language**

After these four warnings it is high time to explore which traces you can and should take note of. We distinguish between traces that are left through body language such as facial expressions, and psychological traces, which may result from cognitive, emotional or control processes.

Body language is an important form of communication and it says a lot about how people relate to each other. But just as with words, misunderstandings in

terms of the interpretation of body language tend to happen quite a bit. Someone with an angry expression might in fact be concentrating on something. If we look sad, it can also be because we feel tired. If someone yawns during your presentation, it is tempting to assume that he is bored but the person may just have had a bad night's sleep.

If you are insecure, you may be tempted to think that someone is bored, while someone with great self-confidence would rather think that the yawning listener probably didn't sleep well.

Body language requires careful and cautious interpretation. Especially when it comes to professionals who have responsible positions such as senior managers, salesmen and politicians, who are increasingly trained to come across as confident or show interest – which however may be feigned.

On the other hand, the beauty of body language is that it usually happens almost automatically. It is much harder to lie with your body than with words. The American professor emeritus of psychology, Albert Mehrabian, found that body language is important in expressing an emotional message: 55 percent of emotional communication happens through body language, 38 percent through the voice and only 7 percent through language, spoken words.

This does however not apply to all forms of communication, something that is often overlooked. Technical knowledge for instance, is definitely not expressed through body language! Rather, body language is an important instrument for expressing feelings. And emotions and feelings don't lie... This is why it is important to take body language into consideration when it comes to lie detection.

Information from body language can be used in two ways. Body language says something about a person's feelings or opinions, and since the body is difficult to control, it often gives authentic information. Furthermore, it is particularly interesting to see whether the body contradicts what a person says. Below we have listed the main twenty lie traces of body language that are interesting for the lie detective. Once again we would like to stress that you are nowhere without a baseline!

[Stempel]

1. *Facial expressions*

It is very difficult to manipulate your own feelings. This is why facial expressions often tell you what people really feel. Especially micro-expressions shorter than a quarter of a second are very reliable indicators for what someone feels. You will read all about this in Chapter 5.

2. *Posture*

Someone's posture can differ in various ways. Someone can display an active or passive posture. The posture can increase or decrease the distance to the other. The posture can be 'closed' (arms and or legs crossed and the entire body turned away) or it can be 'open'. Also, the body is always directed at something.

3. *Self manipulations*

People touch themselves regularly. This gives a feeling of security. We know that people who lie are more often inclined to touch their faces. Of course, that doesn't mean that someone touching his or her face is necessarily lying.
4. *Emblems*

Emblems are culture-related gestures that express thoughts. Thumbs up is the 'okay' gesture, pointing the middle finger means something like 'screw you'. President Obama regularly shows his middle finger, albeit somewhat camouflaged by touching his face with it. He did this for instance when he spoke about former presidential candidate John McCain of the Republicans. Just like president Obama, most managers wouldn't even think of saying 'screw you'. But emblems such as the middle finger are unfortunately not as easy to control as words.
5. *Gesturing*

This is the making of general, meaningless gestures used to support the contents of a story, such as using your fingers while counting. Someone who lies is less inclined to support their story in this kind of non-verbal way.
6. *Arm, hand and finger movements*

Hands and arms play an important part in the non-verbal support of someone's story. A sudden decrease in hand and arm movements is an important hotspot showing that someone is trying to control his or her body language – something that happens often when someone lies. Impatience is always shown first through increased activity of the fingers. Anger is sometimes visible by clenched fists.
7. *Movements of the head*

Movements of the head can give relevant information, especially nodding (yes) and shaking (no) of the head. Because a liar knows the truth but also needs to remember the lie, it sometimes happens that some ingruence becomes apparent between the two traces. In such cases, someone would for instance say yes and shake his head. Also, short nods are often used to indicate that one can still follow the other. Don't confuse this with bowing the head, which in some cultures indicates respect or being subservient. What happens literally is that someone makes himself a little smaller than the other.
8. *The body in its entirety*

Bending forward or moving backward is interesting body language. Moving back is seen as an important indicator that someone is (literally) removing himself from what he is saying. As you will have read in the first chapter, liars often feel the need to psychologically distance themselves from the lies, so that they can protect the 'good person' image of themselves. What also often happens is that the body braces itself by holding on to something. That can be a table or the person's own arm.
9. *Eye contact*

The inventers and supporters of Neurolinguistic programming have created some widespread misconceptions. For instance, it is not possible to

determine if someone is lying from the way the person averts his eyes. This claim has been scientifically researched and proven to be untrue, there is no connection whatsoever. It is however true, that people who try to recall a memory often look away for a little while. If someone naturally does this often, but not when related to a question regarding a memory, it is definitely a hotspot. We also often think that avoiding eye contact indicates lying. Research has shown, however, that a liar actually seeks *more* eye contact, probably to ascertain whether he is still believed. Breaking eye contact altogether indicates avoidance. The question in this case is then: what is being avoided?

10. *Rapid eye movement*

The increase in the number of rapid eye movements (the so-called saccades) is an important indication of nervousness.

11. *Dilation of the pupils*

When someone sees something he likes, his pupils widen unconsciously. The story goes that this was already known in the past. Apparently, women during the Renaissance used the pupil dilating substance atropine (which can be extracted from the poisonous and rare plant species belladonna). It is believed that men unconsciously find these women more beautiful, because they get the signal that they themselves are attractive. Apparently men find women more attractive when they get a positive signal. Marketers sometimes look at the dilation of the pupils with modern eye tracking techniques, whereby they identify buying signals, or they use it to investigate consumers' decision moments (source: Wikipedia).

12. *Tears*

Tears generally occur during sadness and grief, but sometimes also during exuberant laughter.

13. *Blinking of the eyes*

Increased blinking of the eyes is associated with nervousness. We are, of course, not referring to the winking we do to seal a certain personal connection. Apparently amorous couples blink more frequently. The explanation for this is that it shows that one is nervous, because there is a lot at stake. The blinking of the eyes is undeniably a positive signal.

14. *Voice*

Several aspects of the voice are worth observing. Long pauses and speech disturbances are common in people who are struggling with their story. The construction of a lie and the tension of the moment can make a liar stammer and stutter. Pay careful attention to the sudden increase or decrease in the pitch of the voice. When children lie, one often notices an increase in the tone. Also interesting to note is that the voice can become softer or louder.

Making the voice softer is a form of making oneself smaller. When someone tries to convince you, the voice often becomes louder. Liars often try their best to prove their credibility, so increased volume in the voice is also an important hotspot. Also pay attention to the speed at which someone speaks.

Overly fast talking may stem from the desire that one would rather not be understood properly. Talking slowly can be a form of biding time.

*15. Swallowing*

Increased swallowing is associated with fear. This is nicely illustrated in the masterful Donald Duck comics. Every time a difficult situation presents itself, we see the poor Donald swallow ('gluck'). We never see Gladstone Gander do that however.

*16. Yawning*

Yawning may indicate sleep and boredom. Theatrical yawning is often used to let someone know that he literally falls asleep in a boring presentation or while listening to a boring story.

*17. Flushing*

Flushing indicates increased blood flow to the face. This may have to do with anger or shame and sometimes with guilt. Be careful not to associate this with lying too hastily. During job interviews, the fact that someone is being judged is enough to cause their cheeks to flush or to cause red spots in the neck and face.

*18. Pale face*

A person's face can fade with fear or anger. Sometimes it is also a sign of a weak immune system, well, according to our mothers.

*19. Perspiration*

The biological function of perspiration is primarily to cool the body. Sweating can also be the result of increased psychological stress. Again, be careful of misinterpretation. Some people naturally perspire a lot without experiencing higher than usual stress levels. Obese people also perspire more than average.

*20. Breathing*

It is difficult to observe other people's breathing. This is why we don't always pay enough attention to it. Sudden changes in a person's breathing may have psychological significance. Fast breathing or sniffing may be associated with anger. In situations of shock, we often take in a large breath of extra oxygen, for instance to support a prolonged "freeze" reaction.

*Practical lessons*

- Any movement that differs from the baseline is interesting.
- The body is often more honest in its responses than words are.
- Teach yourself to be alert to any possible signals.

[Kader]

*Expert Interview*

**"Norms and values influence lie traces"**

Dr. David Matsumoto is a worldwide leading expert in the field of micro-expressions, nonverbal behaviour, culture and emotion. He is director of Humintell, a U.S. agency that provides training in these areas. We have a conversation with him about cultural differences and lie traces.

"It's a very interesting question whether there are cultural differences in terms of lie traces. There is almost no research in terms of verbal and non-verbal behaviour associated with lying that takes the cultural component into account. But of course we can speculate about possible cultural differences.

We know for example that micro-expressions and gestures have a universal function. That does not mean, however, that in all cultures they are related to lie traces in the same way. Physical reactions are the same everywhere, but triggered by different causes, so the context is extremely important. In some cultures it is extremely rude to tell the truth. In some countries they answer 'yes' when asked whether a train is still moving, even if it is already gone. Because in these situations, the cultural norm is to give the most appropriate answer, people will lie in a relatively relaxed way and leave very few lie traces as a result.

I can not stress enough how important it is to explain the cultural context when looking for lie traces. But I think that, no matter in what type of culture you look for lie traces, you will always find them. The trick is to ask the right questions so that you can optimise your chances at detecting lies. In America you will have to ask different questions than in the Netherlands or China. It is therefore important, when preparing for your conversation, that you will have thought about who you will be facing later on. What is his background? Which norms and values are part of him?

[Einde kader]

## **Lie traces part 2: Psychological evidence**

Psychological traces can be related to three types of processes:

- *Cognitive processes*. An example of a cognitive trace is when the liar still needs to fabricate his lie and, as a result, reacts more slowly.
- *Emotional processes*. An example is when the liar feels guilty about his lie and therefore creates distance by making his lie as impersonal as possible. He can do this, for example, by avoiding the word 'I', so instead of "I said" he will turn it into "It was said" or "someone said".
- *Control processes*. An example is when a liar is more aware of his body language and as a result tries to move as little as possible.

There are many of these processes that you, as lie detective, can observe. Here is a list of sixteen psychological processes that can be spotted that can lead to the uncovering of a lie.

[Stempel]

### 1. *Rationalisation*

Someone who lies often feels the need to justify his behaviour to himself. We call this rationalisation. A real estate agent can say: "Every real estate agent sells risky products" (so I'm no worse than other sellers), or "The client should have read the fine print properly". Watch for 'justifying talk' when you are on the lookout for a lie.

### 2. *Logical and chronological*

Someone who speaks the truth will speak about an event spontaneously and in an unstructured manner. A liar constructs a much more logical and chronological story. Careful wording of time and activities can sometimes be the result of careless handling of the truth.

### 3. *Inconsistencies*

A lie often contains inconsistencies. An emotional event should lead to more visible emotional behaviour. Someone telling a very sad story with 'dry eyes' is an example of such an inconsistency. Another example is when someone says "yes" and shakes his head ("no"), which indicates inconsistency between body language and content.

### 4. *Controlled movements*

The truth is usually characterised by spontaneity and flexibility. Someone who is telling the truth usually combines his words with unconscious gestures in one smooth motion. What is said will for instance be emphasised by gestures. When someone is less convinced of his own story, he will try to control his movements. We often see a decrease in non-verbal supportive behaviour when someone lies.

### 5. *Struggling behaviour*

Because a liar needs to manage two traces simultaneously, firstly the trace of what actually happened and secondly, the trace of the lie, there is a chance - especially if the lie is complex - that struggling behaviour occurs. This can manifest in prolonged thinking, stuttering and behaviour to bide time, for example by taking a sip of water.

### 6. *Psychological distance*

Someone who tells a lie creates psychological distance. This probably happens to lessen or neutralise guilt. A good example is Bill Clinton: "I did not have sex with That Woman", instead of "I did not have sex with Monica Lewinsky".

### 7. *Fewer details*

A liar will tell you fewer details than someone who speaks the truth. A tip: see if follow-up questions lead to more detailed information. If yes, then there is a good chance that he or she is telling the truth.

### 8. *No self corrections*

Someone who speaks the truth has no problems with correcting himself. For example: "It must have been about eight... oh no, it was already a quarter past nine. I remember I looked at my watch". A liar will not do this so easily in



order not to look suspicious. Often spontaneous self- corrections are regarded as suspicious, but the opposite is true.

#### 9. *Escape routes*

A liar will behave more superficially than someone who speaks the truth. In political interrogations such as parliamentary inquiries, the answer "I can't remember" is a common escape route. Actually, the spontaneous mention of "not being able to remember" is a hotspot for the truth. It becomes a hotspot for a lie if it relates to a specific question. Of course it can happen that someone really doesn't remember something, which is why we call it a hotspot instead of assuming that it is a lie.

#### 10. *Choosing to attack*

In the event a liar finds himself in a corner because of things he shouldn't have said, offence becomes the best defence. Attack is then the liar's last option. Lance Armstrong gave a nice example when he accused critical journalists of pettiness: "As if a cancer survivor can't win a tour without using doping! Disgraceful journalists!" Someone who tells the truth would respond with disbelief rather than with a personal attack.

#### 11. *Spontaneous denial*

The director of a training company one of us used to work for once said, completely out of the blue, that: "he and the other director would not be on the same wavelength". A wonderful example of spontaneous denial. He was so preoccupied with his relationship with the other director that he did not realise that the relationship had no relevance whatsoever as far as the others were concerned. The fact that he mentioned this relationship out of the blue shows that it kept him pretty preoccupied.

#### 12. *Short answers*

Is someone telling you a long story? Then chances are he's telling the truth. People who lie usually give much shorter answers. They use fewer words during an interrogation and percentage-wise they speak less than their 'counterpart'.

#### 13. *The need to convince*

Someone who speaks the truth often has less need to convince the other than a person who lies. Apparently, people who speak the truth find their story good enough the way it is. A liar often anticipates the possibility of being caught out and therefore tries harder.

#### 14. *Positive exaggerations*

Positive exaggerations may be an indication that someone is lying about something. CEOs of companies that over-used words like 'fantastic', 'super' and 'very good' ended up with much worse company results. (See box for more).

#### 15. *Evasive talk*

Liars who have not prepared well tend to be evasive in their conversations. It does however get complicated when a liar *has* prepared well, in which case it helps to ask unexpected questions.

### 16. *Slips of the tongue*

Someone who lies can have an accidental slip of the tongue. The truth then comes, as it were, in between. The slip of the tongue as psychological phenomenon became known by Sigmund Freud, who was of the opinion that a slip of the tongue could provide important information about what occupies the unconscious.

[Kader]

### **'Fan-tas-tic numbers'**

Investors could learn a lot from reading the survey done by U.S. researchers David Larcker and Anastasia Zakolyukina of the Stanford Graduate School of Business. After studying as many as thirty thousand conference calls from CEOs and CFOs during the presentation of their quarterly figures, they discovered a relationship between their use of words and the extent to which they were lying. Lying managers exaggerate (good becomes fantastic), they never speak in the I-form (but rather: the company), they use fewer fillers (no 'uhms' - they have prepared their lies well) and they also use swearwords relatively frequently.

[Einde kader]

## **CHAPTER 3 INTUITION, WHY YOUR FEELINGS DON'T FOOL YOU**

The use of doping was an open secret for many years. Actually, everyone intuitively felt that something wasn't quite right, but there was never enough evidence to prove the massive abuse of doping. And, of course, cyclists also didn't speak about it voluntarily. They only talk about doping when they have no choice. Who wants a tainted image?

The truth is a nasty thing sometimes and doping in cycling is one of those truths: those involved would rather be silent than to talk about doping. Of course there were some cyclists in the past who eventually confessed to the truth. The American Floyd Landis did, the German Jörg Jaksche did, the Italian Filippo Simeoni did and the Austrian Bernhard Kohl did. They broke the silence. Some were forced, others volunteered.

They endured the scorn from their colleagues and spectators. They were traitors - and hypocrites. The Scotsman David Millar and American Tyler Hamilton were treated this way by many (former) colleagues. Then they shouldn't have broken their promise to break the silence. And talking about the doping use of others is completely out of the question. That's part of the code of the job.

But no matter how many cyclists kept quiet, doping in cycling was too big to cover up. Everything comes out under pressure, and there are more and more cyclists – both users and non-users - who find the future of the sport more important than the unwritten agreement to keep quiet. Thijs Zonneveld, former cyclist turned journalist, told NRC Handelsblad at the end of 2012: "If cycling will

come out of this crisis, the conspiracy of silence, the omerta, needs to be broken".

### *I feel it in my bones*

Of course, we've already known for a long time that that something was wrong in cycling. Little wonder! Our "sixth sense" flawlessly guides us through all kinds of professional and personal situations day in and day out. In this chapter we will focus on our intuitive ability to spot deception and manipulation and how to apply it in business.

In our language we encounter all kinds of proverbs and metaphors indicating that we constantly use our inner radar: "I feel it in my bones", "I have an eerie feeling", "I feel that something is not right": expressions of uncertainty, anxiety and suspicion. It is possible to develop this essential trait effectively.

Research shows that more than ninety percent of all critical decisions in our work are based on intuition. Professional fire-fighters, for instance, use their intuition in more than eighty percent of situations. An American study into decision making in commercial aviation shows that decisions made by the crew are 98 percent based on intuition.

In this chapter we look at various aspects of intuition and its application in our professional environment. How is our perception silently manipulated? How can pattern recognition help us to understand the sense of 'something is wrong' as well as understand fraudulent activity in professional circumstances? In which specific professional situations can our intuition be used with maximum effect? When is intuition not very convenient? And when is it especially convenient?

[Kader]

### **We can't trust the word of sport**

Frenchman Alain Garnier, medical director of the Wada between 2000 and 2010, told the French news agency AFP:

"World Anti-Doping Agency Wada was wilfully blind to the doping practices of former cyclist Lance Armstrong. We can't trust the world of sports". According to Garnier, the UCI (International Cycling Union) and the Wada aren't the appropriate bodies to fight against illegal drugs in sport. "The system does not work. No major doping affair was revealed by the bodies of the sport itself. All doping discoveries came about thanks to the police and federal investigation".

Quoted in *NRC Handelsblad* in 2012.

[Einde kader]

### **Selling heaters in the Sahara**

You will probably find it a ridiculous idea to sell heaters in the Sahara. On the other hand, you may regularly buy clear spring water for a lot of money. In the Netherlands! Where where quality water with a high degree of purity comes from

the taps, for free! People can be fooled with absolutely anything . They intuitively know that something is not right, but they accept it anyway. If you know what people's triggers are you can make a lot of money. Are they sensitive to power? Status? Money? Vanity? Personal insecurity, anxiety or stress? If you feel the weakness of your 'opponent', you can focus on solving their problem, and your profits will be fantastic. This is called manipulation, and we see it in our work over and over again. Many industries exist because of this.

Insurance companies for instance. Risk thinking is more prevalent in the Netherlands than in any other country in the world. The key is to capitalise on fear and insecurity. Consider the premium automotive industry: even the fastest Porsche can be overtaken by the next, newer model. The key is to respond to people's vanity and their needs for status. If you look at the lucrative trade in vitamins and supplements: DSM is cashing in nicely by responding to anxiety and people's fears of getting sick. And how about the gambling industry? They play with people's addictions as if it means nothing. And then there are the scratch cards and the lotto: they all offer a one-in-so-many-millions chance. You must be very trusting if you rely on something that is mostly an illusion. The parties involved play on people's needs for thrills and excitement and a chance at winning, aided of course by the substance of Dopamine which is made in our brains.

[Stempel]

### *Practical lessons*

1. If you can feel, professionally, in which area a person is sensitive or vulnerable, you can influence, guide and lead the behaviour of that person respectfully and responsibly. Or: deceive.
2. You can use your intuition in a reliable manner only if you have put your own sensitivities on the map. If you haven't, you will quickly start projecting our needs onto others and miss the point completely.
3. The emotional perception of the 'triggers' and 'keys' of others gives you a certain power over clients, patients, managers and colleagues. You can therefore look better into the future and predict where truth is twisted and reality altered, when someone is possibly lying or in which situation you could be deceived.
4. Intuition is the professional number-one tool in occupations in the police force, security and surveillance, management, coaching and the advisory field. Intuitive development is an absolute requirement. If you don't use it, your work will be dominated by clumsiness.
5. Occupational intuition is developed by the increase in experience in a specifically allocated area during a long and professional development period. You build a huge amount of intuitive knowledge through experience.

The tension between intuition and our tendency to ignore couldn't be expressed in a better way than in the beautiful fairy tale from nineteenth century Europe which was especially popular in Germany back then (with all its small and large principalities). Almost everybody knows this fairytale: *The Emperor's new*

*clothes*. It was written in 1837 by the Danish author and poet Hans Christian Andersen (1805-1875). Nowadays, The Emperor's new clothes is a commonly used term for a foolish habit or a decision that everyone rejects, but which nobody contests in fear of going against the collective or their leaders. The end of the edition by Publisher Lemniscaat 1992, translated from Danish by Annelies van Hees reads:

*So, the emperor decided to show himself to all his people. He proudly prances around in the parade - completely naked - while the people watch in surprise, fear and vicarious shame. Until a little boy in the audience shouts: "Hey look, the emperor is naked!" Everyone holds their breath in anticipation of the Emperor's wrath, but suddenly the boy's comment finds some support. "He's right! He walks around in the nude!" Soon everyone shouts the same words. The emperor doesn't know what to do so he continues to prance around proudly, even though he can't see his clothes either. And the servants continue to hold the train... which is not there. Soon the Emperor realises that he has been deceived by both his tailors. When he went back to his palace, the two, and the acquired riches, were long gone.*

For ages, fairytales have been used to develop our collective awareness of good and evil, our social awareness and the awareness of the self. And in times where few people were able to read and write, fairytales were not only a means of social development, they were also believed to be absolutely true. They formed part of the dark and undecipherable world that people lived in back then. In The Emperor's new clothes, someone protests against the collective or its leaders from a place of fear. If there ever was an explanation for 'the great lie' in the cycling sport, this is it.

[Kader]

### **It's very old, and it's a forgery**

In the US, during a famous fraud case in the art world, experts took a little under a year to determine, by means of tests, whether a Greek male torso of more than 2500 years old was indeed original. For the purpose of certification, the statue was purchased for an extremely high amount. As soon as the statue was taken to the museum, an experienced specialist who hadn't been consulted prior to this was able to tell within two minutes, solely on the basis of his intuition, that the museum was dealing with a forgery! After new research, he was proven to be right.

[Einde kader]

### **Self deception**

To be able to maintain professional partnerships in an organisation, a team or a family, you must be willing to adapt. Even if this means accepting things of which

your instinct tells you they are not right. In his book *Vital Lies*, American psychologist Daniel Goleman describes how the process works.

Your brain does crazy things sometimes: you accept things in professional context of which you instinctively know, in your private reality, that they are not right. Something you would consider completely ridiculous in your private life becomes acceptable as soon as you are dependent on something or someone such as your profession, your client, your job, your club, your association or your country. Goleman calls this phenomenon 'framing': creating a context for morally wrong business practice. You become dependent on it and suddenly it is 'acceptable'. In your personal capacity you would, for instance, vote for an environmentally conscious political party, but at the same time you work for a project developer that turns nature conservancies into highways. The thing is that you need to earn a salary. A prime example of self-deception for survival.

Meanwhile, 'framing' in politics and in organisations that depend heavily on politics, has been elevated to a sophisticated mechanism of persuasion and influence. You actually place reality in a different light, a different context. You don't lie, you don't cheat, you don't deceive. No, you give it a different spin by giving it a different interpretation. In this context, the SP introduced the term 'villa subsidy' as an alternative to the term mortgage.

Framing defines the political game, commercial power relations and the social order in a subtle manner, usually with few, but carefully chosen words. If everyone around you seems to accept the amended order and acts accordingly, it becomes the norm. Result: you either have already conformed, or you conform as you go, or you leave. This way, many organisations keep walking around in the Emperor's new clothes.

An example: Many government organisations are very powerful because they have a monopoly. For instance, in theory they have unlimited time and money for their activities. Think of Justice, the IRS or the inspection for health care. These organisations are dominated by 'The Emperor's new clothes' reality.

In some areas, the 'human dimension' is replaced by the laws of the bureaucratic system and the conception of power of the leaders or the monopolists who have their own agendas. In such working conditions, you as an employee, have to go along with the bureaucratic so-called reality. While at work, you distance yourself from intelligent reasoning; you will have to be able to switch off your own 'common sense reality' in order to prevent being seen as a dissident. We see that people who possess a strong and intuitive sense of reality are not able and willing to accept this. They are the ones who leave sooner rather than later, sometimes in astonishment, sometimes in disappointment. If your common sense is your guide, you disengage; you get out of the craziness.

This is a well-known anecdote from a director of a large monopolistic government organisation, firmly putting a critical department manager in his place: "If I tell you to hop up and down the hallway NOW, THEN YOU DO THAT. Am I clear?"

[Kader]

## Uncle Emile

Geert Wilders and his colleagues from the PVV use framing more actively than other political parties. At the start of the SP campaign for the parliamentary elections in 2012, PVV spokesman Martin Bosma introduced the term 'Uncle Emile' as a pet name for Emile Roemer of the SP, in an attempt to give Roemer a good-natured but naive image. Roemer found it amusing, but the possibility that this cost him votes cannot be excluded.

[Einde kader]

## Your sixth sense

We humans all have a brain with huge memory and processing capacity. According to most neuroscientists we use less than ten percent of our brains at full capacity. The rest of our immeasurable mind is used for powering unconscious mental and physical processes. Fortunately, we do sometimes have the ability to experience what is going on in our unconscious minds:

1. Intuitively, we've known for a long time that doping calls the shots in the global cycling sport.
2. Intuitively, we know that politicians manipulate us through framing.

An important question is: What do you do with this knowledge, this intuition? Let's say you are aware that you are being manipulated by a business partner, which compromises your sense of morality and justice. It causes a personal ethical dilemma: do you want to accept this? *Can* you accept this?

We know the brain of a psychopath radiates from the absence of their conscience. They have no moral dilemmas. Those same psychopaths *do*, however, possess a very sharp intuition, especially for the vulnerabilities of people whom they want to take advantage of, their prey. Intuition and conscience are two different things. In other words, your moral dilemmas arise when your conscience starts evaluating the balance between good and bad, between truth and deception. Intuition is your decision machine. Conscience is your judge.

Let's take a closer look at the sixth sense.

### *When the alarm bell rings*

Our ability to mentally store information from the world around us seems almost unlimited. Most of it we absorb unconsciously and we also store it unconsciously. Only a fraction goes through our consciousness, both in perception as well as in terms of storage in our memory. The retrieval of all the data is also largely unconscious. Our brain constantly compares new events with the previously experienced events and remembered situations. That 'scanning' process happens very fast, completely unconsciously and instinctively.

As soon as our brains are finished testing the reality of a given moment, we sometimes get emotional feedback, a signal from our intuition. We think for instance, "that can't be right".

The scientific basis for these mental processes has only been around in recent decades. We ourselves do not notice that our intuition is always active. Indeed, it is a completely unconscious process. Therefore, traditionally, many people still consider their intuition to be a sixth sense, something mysterious. Some see it as something completely supernatural, others see their intuition as evidence of a guardian or even 'The hand of God'.

We all know the phenomenon of getting a private warning in a professional or personal situation. Sometimes we find ourselves in a place where we think "I better get out of here quickly", "It doesn't feel right". We feel this sometimes when we come into contact with someone: "This guy is bad news".

Interestingly, when it comes to this, there is a biological difference between men and women. Women generally have easier access to the signals of their intuitive brain. They are usually aware of the signs of anxiety more quickly. In most cases, men take quite a bit longer, they hold on to rational considerations. They are, for instance, more willing to let themselves be 'framed', even if it doesn't feel right. Men are more easily deceived, especially by women.

[Stempel]

#### *Practical lessons*

1. We make professional decisions through a process largely built on intuition.
2. Repeated experiences, unconsciously linked to create a pattern, make our alarm bells go off.
3. The more patterns we know, the easier we can compare a new situation to a pattern in the past. As soon as we recognise an intuitively familiar pattern, we get a 'feel' for a situation.
4. Unconsciously we know:
  - a. What evidence is important enough
  - b. What goals we can achieve
  - c. What we can expect
  - d. What to do in a given situation
  - e. How we should act and
  - f. What the requirements areBased on our experience, this is called mental preparedness.
5. On the basis of a mental scenario, we can imagine how a situation will develop, we can play the 'movie' in our minds.
6. We can then decide to take action based on what happens in the movie.

This way of building and deciding is what the American psychologist and intuition expert Gary Small refers to as a 'recognition oriented decision model'. According to Klein, consciously using your unconscious capacities is the foundation of targeted and effective professional work. This also applies par excellence to detecting dishonesty and fraud.

[Kader met illustratie]



Illustration - The intuitive cycle of 500 milliseconds

[Einde kader]

[Kader]

### **No pure coffee (Dutch expression indicating that something is 'fishy')**

After the management buyout of Sara Lee group's Douwe Egberts in 2012, it became apparent that the public opinion about the decreased quality of the flavour of Senseo coffee was substantiated. CEO Michiel Herkemij admitted that the pads contained only 6.8 to 7 grams of coffee instead of the usual 7.5 grams, generating an estimated profit of about 17.5 cents per pack. Herkemij was both praised and vilified for his honesty.

[Einde kader]

### **Activating your built-in polygraph**

Sometimes you know something is going on. You have your first appointment as a consultant for a reputable company in a beautiful building. You walk in, report to reception - and you feel that something is not right. You can feel a certain amount of tension; the people behind the counter are not particularly generous with their eye contact. Something is going on and you are alert. What do you do in situations like these? Deny and ignore are usually our first tactics. But our intuition keeps knocking at our door, and sometimes it is very powerful. Such situations can even cause physical and psychological symptoms.

#### *Physical effects*

- A shaky feeling
- Pain in the limbs such as in the knees, wrists and elbows
- Shortness of breath, unconsciously switching to chest breathing, experiencing a mild form of hyperventilation
- Overheating, sweating
- Abdominal pain
- Muscle tension in the shoulders
- Head and neck pain

#### *Psychological effects*

- Your thoughts become erratic, you feel confused
- Decreased ability to express yourself properly
- A sense of dishonesty in the other
- Feeling very uncomfortable (more than a little uneasy)
- Having internal discussions, feeling doubtful
- The feeling that you want to get out of there, away from that person
- Reduced ability to concentrate, inability to focus

These types of experiences make us wiser. The more frequently we find ourselves in the same or similar situations, faced with similar behaviour, the more

our collection of mental patterns increased. It enables us to perceive and interpret faster and on this basis we can decide, act and react. This point of reference gradually permeates our personal and professional lives. If something goes wrong, our memory of that 'bad' experience gets a negative connotation.

Conversely, we produce a positively charged memory when faced with a positive experience. We could say that a certain experience gets a certain label: good or bad. In professional literature, the entire collection of all these clichés in our heads is also referred to as an internal frame of reference. It is perfectly logical that we learn from our experiences, and this way we continue to expand our personal frame of reference.

[Kader]

### **Strange kitchen fire**

A fire in the kitchen of a freestanding house looks like a routine job for the fire-fighters of the U.S. city of Cleveland, Ohio. The commander leads his men into the house and they start to extinguish the fire from the living room but the fire flares up again. Again the men attack the fire, but the flames are persistent. Suddenly the commander orders his men to leave the house immediately. As soon as they reach the road, the entire floor of the house collapses with a loud crash. Would the fire-fighters still have been in the house, they would have ended up in the blazing fire in the basement.

This anecdote was described by psychologist Gary Klein in his book *Sources of Power*, a book about people's decision making processes. According to the fire chief, his decision was based solely on his gut feeling. The commander considered his sixth sense as a form of psychic ability. However, Klein refers to our intuition as a purely human skill, and you better make sure you take it seriously.

[Einde kader]

### **Intuition in practice**

Our intuition has a very distinct and basic trait that can be easily overlooked: our intuition cannot be switched off, not even in our sleep. With this in mind it is of course interesting to see how we can use our intuition professionally as well. If we are aware of the existence, the operation and the language of our intuition, it provides enormous benefits when faced with difficult situations, such as dealing with liars.

In the following four examples, being aware of the balance you choose between ratio and intuition will be of great value.

[Stempel]

### 1. *A rule-driven situation: rules are rules*

What good does our intuition do us if rules and procedures dictate the decisions? It is easy to determine that, in relatively uncomplicated, simple and less structured situation, we use our intuition the least. In those cases our behaviour is usually normal and appropriate. We take rational decisions or we handle according to our conscience and according to reason to fit the situation at hand. That way, we occupy ourselves with planning, we try to find the right route, we drive the train, we monitor the salt production via the screens in the production control centre or we add valuable input to the meeting at the right moment.

A lot of things in our daily lives are powered by rules: there are laws and standard procedures, and best practices have proven themselves sufficiently. When these types of commandments and rules are available and have been adequately described, we can simply determine and execute the appropriate rule.

#### *Practical lessons*

- In these situations, rational thinking is all we need
- In these situations we work on autopilot a lot
- We are mainly focused on the correct execution of the rules
- When abnormal behaviour is detected we intervene

[Stempel]

### 2. *A complicated situation, expert domain*

If a situation is more complicated, of course, we continue to use our rational mind, although we have to rely more on our knowledge and experience. Think analytical troubleshooting, solving a production problem, making a diagnosis or mediating in a staff conflict. Even when it comes to increasing complications we continue to decide on rational grounds. However, we do need more than judgment and expertise alone to correctly assess the situation. This is the domain of engineers, doctors, lawyers and other professional experts. This is, by the way, also the area in which artificial intelligence (AI) can be implemented.

#### *Practical lessons*

- Due to the necessary expertise, it is easy to commit fraud in complex situations.
- Sometimes a situation is made to look even more complex so that fraudulent activity is easily camouflaged. This was the ideal tactic in the huge malpractice cases in the financial world such as Enron, Lehmann Brothers and Fortis.
- When experts advise us, K.I.S. is an important condition: Keep it Simple. A fraudulent expert can only be caught by an equally great expert. By the way, this theory has already been practised by the IRS for many years.

To illustrate: Years ago, the tax authorities chose a tactic to effectively combat fraud in the food and beverage industry by hiring ex-F&B industry professionals. After all, these people have first-hand knowledge of how to commit fraud. We saw the same tactics in occupations such as computer specialists and performing artists, and in sectors such as trade and the meat processing industry. They are 'traitors' in the eyes of ex-colleagues, yet they are 'experts' in the eyes of the IRS.

[Stempel]

### 3. *Complicated tasks, intuitive risk analysis*

In a situation with many unknown factors we need to rely heavily on our intuition. More often we will need to make immediate important decisions without being able to weigh all the pros and cons. We then either assess the risks or we put our heads on the block, without the help of the knowledge that we need to guide us in making the right decision.

#### *Practical lessons*

- An intuitive risk analysis finally allows us to take the next step in a new and unknown project, to take management decisions about the implementation of policies or to offer advice.
- Based on an intuitive assessment we sometimes take the decision to get involved with people we've only known for a while, and of whom we know very little in terms of reliability and expertise.
- We rely on our intuition and we base that feeling on our mental scenarios, supported by our experiences.
- If we look back on the situation, we can often see a certain consistency but if we're in the middle of the complex situation, our intuition is usually our most important compass.

[Stempel]

### 4. *Chaotic situation, immediate action*

In chaotic situations and where immediate action is required, we desperately need our instincts. In those moments we have no time for analysis: first assessing the situation rationally is not possible. What is true and what is not is still irrelevant at that point. Often there is also a sense of panic and there are intense and emotional reactions, so that we need to depend on our intuition blindly. Think of a traffic accident, a car that has ended up in the water, a fight, a fire or much greater disasters.

#### *Practical lessons*

- Step one: direct intervention. Direct intervention and decisive action are of great importance and each moment of consultation or pondering the 'best' or most 'correct' approach will be useless and can cause disastrous delay. Finding truth is not relevant at that time.

- Step two: order in the chaos. Only when the first instinctive actions have some effect will it become necessary to start creating order in the chaos: structure is then the first priority. In the beginning, we manage crises like these solely on the basis of our intuition.

### *Thinking properly, very dangerous*

It is not strange that we humans have developed intuition. It is very useful in difficult situations and more effective than rational deliberation. During the early days it was often all about survival and we only had a few seconds to estimate whether an attacker was a friend or an enemy. In our 'modern' times our thinking is actually not very different, on the motorway as well as in social 'traffic'. Without intuition it would be completely unthinkable to drive even one kilometre on the road without immediately losing our lives. Because we don't have time to carefully weigh all the pros and cons.

Our intuition leads us much more than we think. How does that work exactly when it comes to tracing lies and deception?

[Kader]

### **Bad car**

If you have ever purchased a car that later on turned out to have a lot of problems, and the after-sales service was also useless, everything relating to that transaction will be etched in your memory for a very long time: the conversations, the body language and the facial expressions of the salesman, the hand gestures of the dealership employees. You may even remember the smell of the showroom as well as the intensity of the sunlight on the day you decided to buy the car. This entire collection of impressions then gets the label 'wrong' and is stored in our memories. In any subsequent, similar situation you will therefore be very wary.

[Einde kader]

### **The success factors of intuitive lie detection**

To what extent are we able to discover whether someone is twisting the truth, whether in a professional or personal? Can we sense when our conversation partner deceives us or tells us lies?

In his book *Detecting Lies and deception*, psychologist Aldert Vrij describes the findings that have emerged from several studies on intuitive lie detection. Most people succeed in recognising a lie in 45 to 60 percent of all cases. But in test situations where research into intuitive lie detection was conducted, and where test were repeated up to four times, some participants appeared to consistently get higher score averages with intuition-based detection of untruthful behaviour. Accuracy among these effective participants ranged from 62 to up to 82 percent! Other studies also showed that some people have an above average ability in the intuitive recognition of lies and/or untruthful behaviour.

Why are some people better at this than others? In his book, Vrij indicates what it is *not* related to:

- It doesn't matter what your profession is. Whether you are secret agent, neighbourhood manager or social worker does for instance not give you an intuitive edge.
- Having confidence in your abilities and skills also doesn't have any benefits (in fact: great confidence can result in a less effective intuitive radar!).
- Your number of years in a profession, such as a police officer, does not necessarily contribute to your intuitive abilities either, nor does the age of the individual detective.

What then, do we owe successful lie detection to?

#### *Five characteristics of a good internal radar*

When it comes to truth and lies, there are five characteristics that, in practice, have proven to be of distinctive importance in the effectiveness of personal intuition. It involves the following five themes:

#### Success Factor one: the gender of the lie detector, male or female

Women are better at interpreting someone's non-verbal behaviour. They have a better understanding of the messages that someone sends through body language, whether conscious or unconscious.

#### Success Factor two: the relationship between the ability to perceive lies and the personality of the observer

There is a link between the ability to observe lies and the personality of the observer: people with high social anxiety ("Do I make a good impression?", "Am I not making a fool out myself?") are less skilled at perceiving cues and signals of deception. They are less aware of these subtle signs.

In addition, observers who are aware of their own behaviour and behavioural patterns, are better at consciously observing other people's behaviour. Reflection and self-awareness apparently have a simultaneous powerful inward effect (introspection) as well as outward effect (observation). Introverted personalities are generally better at lie detection.

#### Success Factor three: cues, the signals that observers focus on intuitively when noticing deception.

The third intuitive factor is made up of cues, the signals that observers pay attention to. This factor is definitely not the least interesting in the list. Studies have shown that having knowledge of the 'cues', the specific lie signals, provides a significant advantage in making the correct diagnosis.

[Stempel]

#### *Practical lessons*

- The third success factor is a confirmation of how our intuition operates: the better 'stocked' our frame of reference (read: the more experience we have), the better we are able to quickly and efficiently recognise patterns.
- The condition of choice is that we have to have built the most extensive possible catalogue of patterns in our brain. That sounds very logical, and indeed it is.
- This data argues for learning (categories of ) cues. The chapters in this book that describe non-verbal communication and micro-expressions (rapid, uncontrollable facial expressions), are highly recommended in this context.
- However, a small but important remark, described by researchers Paul Ekman and Mark Frank is in order. The higher the number of high-scoring observers watching verbal signs, the better they are at lie detection. However, the more they pay attention to non-verbal cues (body language signals), the lower their score - with the exception of the cues based on micro-expression.

Reliable linguistic signs include vague answers, contradictions in stories and inconsistent connections. Unreliable body language signals include looking away at penetrating eye contact, posture, movements and restless fidgeting.

Detectives who based their conclusions about lying mainly on the amount of fidgeting and looking away turned out to be wrong more often! Our conclusion: effective listening is a more reliable intuitive detection method than good observation.

#### Success Factor four: the extent to which the observer is familiar with the communication style of the (possible) liar

Doing business with someone who has a very different style of communicating compared to yours can be risky and may be a good reason to involve a colleague. To our surprise, what we may not have immediately thought of in this context scores highly: people have a more open style of communication when they have attractive conversation partners than when they speak to unattractive people. Moreover, attractive interviewers scored higher in correctly assessing lies told by attractive people. And conversely, unattractive observers scored higher when interviewing unattractive people. This means that there are fundamental differences in the way attractive and unattractive people communicate. Natural cultural camouflage apparently plays a very active role in intuitive lie detection: who is attractive, who is unattractive? These criteria are, by the way, very culture-specific.

In the same way, people from a particular region score better in terms of intuitive lie detection during interviews with people from the same region. In other words, an observer from Groningen doesn't score as well if he interviews someone from Limburg. Like attracts like.

#### Success Factor Five: the motivation, the dedication of the individual observer

As described, we humans have a different mental attitude in simple situations compared to difficult situations. In high-risk situations there is a lot at stake so we are intuitively more sensitive. A manager will be less alert to lies by a co-worker

when it comes to the answer to the question whether lunch was good, than he would be when he wants to know whether a deadline will be met.

Intuitively we are better at recognising lies in challenging situations, but when the situation is especially difficult, we are not. We score significantly lower when it comes to correctly estimating complex, difficult issues with our intuition.

According to psychological research, the clue can be found in the phenomenon that with more power (both physically and mentally) a 'dominant response' occurs, a kind of compelling 'inside information' on the basis of what we 'want' to be right, popularly known as tunnel vision - a reduced focus by increased stress. In those situations, our intuitions let us down considerably.

[Stempel]

### *Practical lessons*

- Motivated focusing on the observation of lies can occur in different situations, with either little or a lot at stake.
- We would expect that our commitment to uncover untruths would make us better at detecting them. This assumption is however only partially correct.
- We are a lot better at recognising lies when we are alert, sharp and driven, unless the task is too complicated .
- When it comes to tasks that are not too difficult, we score high.

[Kader]

### **My intuition leads me**

Lars Sørensen is a journalist, presenter and moderator. "Of course you agree beforehand how you will be working. At a live event, I am an outsider who is often viewed with some suspicion. They approach me carefully. An event in itself comes with tension. What is being communicated? Is management actually telling the truth? This is the context in which I work. In that field of tension I have a journalistic mission. If the manager says things are excellent while I feel unrest in the room, I know that there is more than meets the eye.

It happens very often that the client gives me a different picture than what is actually going on. I always prepare thoroughly and often, during the preliminary conversation, I can already feel when the official message is not the real message. My intuition is the determining factor in these situations. Sometimes the goal is for employees to work together more effectively. But then, when you listen carefully, it turns out that there is an underlying reason why working together is not happening.

In a situation like this I stick to my primary purpose: this day must turn out right. Sometimes that means a different outcome of the day. If I see four hundred people with a chronic sense of dissatisfaction, it is my challenge to get the director on the stage to say a bit more than what he had initially planned.



It is very important to get a good sense of what is going on, where the sensitivities are and how far I can push the boundaries. You need to introduce your questions very well. Often I will literally take the side of the interviewee. I will ask questions like: you're doing well, aren't you disappointed that the work might have to be done with less people? Or: did the letter from the Secretary of State shock you as well? What does that actually mean for you? You have to be authentic with questions like that. People feel it immediately if it becomes like a trick. You have to be 'your question' as it were. "I am curious, so I can ask prying questions". You get a feel for what is going on in the room, which can then translate into a prying question. And there is it then, a prying and confrontational question, and everyone can hear the answer. A large venue full of people offers tremendous transparency. Obviously I prepare my clients for my interactive methods. You can think of the microphone as a loaded gun. Whether it will shoot bullets or flowers depends on whom I allow to talk".

[Einde kader]

### **The balance between the lie and the truth**

We feel more than we know. We see a lot more than we observe. We hear a lot more than we understand. Our intuition is available to us day and night. The signals we receive intuitively are perceived by our brains and our bodies in a variety of ways:

- A major bottleneck, however, is the interpretation of the warnings. What meaning should we attach to specific feelings?
- Our intuitive 'dictionary' is too comprehensive to learn in a short space of time. The best way to get more visibility is to increase our awareness of our intuitive communication step by step.
- We know from professional practice that it is very possible to develop an increased intuitive awareness through regular and targeted training.

Lying and cheating are facts of life. In nature, there is always the endeavour to find an even balance between living and surviving, between strong and weak, between predator and prey. A good example is the phenomenon of plants with powerful antidotes growing in close proximity to dangerous and toxic herbs. From this comparison it is important to realise that our brain is very capable to deceive someone while at the same time it is extremely well equipped with a very ingenious mechanism that detects and simultaneously limits the damage of lies and deception: intuition.

[Kader]

### **I'm clever, so I know**

Dutch psychologists Ap Dijksterhuis and Ad van Knippenberg asked students to answer questions taken from the game Trivial Pursuit. Before they asked the questions, they had told half of the students to imagine for five minutes that they were professors, and to write down the things they associated with this

profession. The other half was told to creep into the heads of hooligans for five minutes and to write down the things they associate with hooligans.

The group of hooligans was able to answer 42.6 percent of the questions correctly. In contrast, the group of professors performed significantly better and answered 55.6 percent of the questions correctly. An impressive difference. According to scientists such as Dijksterhuis and Van Knippenberg, the behaviour of our subconscious is influenced by so-called language imprinting.

[Einde kader]

## **CHAPTER 4 MICRO-EXPRESSIONS, I CAN SEE WHAT YOU FEEL**

In this chapter you will learn to see what customers, colleagues and any other conversation partners feel at specific moments in a conversation. Even if they try to hide those feelings, it is possible for you to figure out what they really feel.

We are not always aware, but many of our feelings can be read directly from our non-verbal behaviour. We just need to know where to look. The truth is written on our faces and there is no way we can prevent or hide it. This chapter introduces you to the secret world of micro-expressions that flash over our faces each time we feel something important. The seven universal primal truths of our micro-expressions are so unique that you will never forget them.

Not one moment in a human's life is without emotion. Words sometimes conceal the truth, but feelings never lie.

### **If only we could see what people really feel**

The sales manager approaches you with a grin from ear to ear. Smartly dressed, trendy glasses. He says it's very nice to see you here again, it's been quite a while. And such a unique opportunity: these products have only just been released onto the market, and especially the early adopters, the smart, early buyers will have a distinct advantage over the masses with these products. People with a good sense of new developments in the market, people like you. Of course your organisation has a keen interest in this, and a budget. "A cup of coffee to start with, shall we?"

We know that salespeople act. But you may often find yourself in a conversation where it is not entirely clear whether the person you're talking to is acting or telling the truth. Will your colleague support your promotion? Will that client really place an order? Is your manager really satisfied? It would be quite helpful if you could see what other people really feel.

### **Minimal traces that provide maximum information**

It is possible to gain insight into other people's feelings, even before the other person is aware of them. This can be accomplished by focusing on minimal muscle movements in a person's face. During a conversation, as soon as someone tries to hide something from you, minimal traces will be visible on his face that will provide you with maximum information about his actual emotional state of mind.

There are countless moments in which you could take more accurate decisions if only you would be familiar with 'reading' micro-expressions:

- You are the manager of an administrative department and you steer your group of people through a serious process of change. How likely is it that your people are willing to cooperate?
- You are seated at the negotiating table with municipality officials who have their own agendas. What are the chances of them agreeing with your ideas?
- As a lawyer you are working on a case with a client and you try to reach an amicable settlement with the opponent. What are the chances of the opponent agreeing?
- You lead a recruitment project for the selection of a key leadership position in the organisation. Is the candidate you have in front of you the most reliable and capable person? What is the likelihood of you being right?

If you really know what the other person feels during those important moments in your professional life, you're sitting on a gold mine. Nothing less than that. Indeed, not seeing these signs can be an enormous flaw, setting you back quite substantially professionally. Fortunately, recognising micro-expressions is very easy to learn.

### **A quarter of a second is sufficient for the truth**

People exhibit micro-expressions: these expressions flash over the face only for a quarter of a second, telling you what a person is feeling. These expressions often relate to feelings that we are not eager to tell or show other people. We try to hide these feelings, but it takes some time to censor them: that same quarter of a second, to be exact. For 250 milliseconds our brains are busy trying to hide the emotional response. But they are unable to hide the traces of the emotions on time. This is why these expressions are only clearly visible on our faces for a very short time. They unwittingly tell us exactly how the other person feels at that moment.

Which feelings are we talking about? Adding some 'drama', we call them: the seven universal primal truths of micro-expressions. We call them 'primal truths' because they already gained a significant track record in the development of mankind. And we call them 'universal' because these instinctive emotions are identical in each corner of the world. Without knowing the language, we instinctively, though often unconsciously, recognise each other's facial expressions, anywhere in the world. 95 percent of humanity doesn't see any micro-expression consciously.

We are talking about the following seven expressions of emotions:

- Anger
- Contempt
- Fear
- Joy
- Grief
- Surprise
- Disgust

### **Emotion is the language of reliability**

Only a maximum of five percent of humanity consciously observes micro-expressions. This is because people are too preoccupied with the *content* of the communication to be able to watch the non-verbal side as well. Also, micro-expressions are extremely fast. You will miss them in the blink of an eye. But it is extremely regrettable to let all of this extra information go to waste.

People experience emotions 24 hours a day, seven days a week. And our facial expressions are a reflection of those emotions. In turn, those emotions are a reflection of the truth.

- There is always an emotional element in each of our experiences.
- A moment without emotion simply does not exist.
- Emotions are always with us and can therefore always be observed.
- The more there is at stake, the more emotion we experience.

### **The secret world of our emotions**

Emotions have a function. Just like we need legs to help us walk, emotions help us to be able to respond to all kinds of situations. Emotions are biological reactions to situations that are direct in nature and come from the deepest layers of our brains. This is why emotions can't lie. They are primal and intended to help us survive, the most important task of our entire (professional) lives. If you want to cross a street and a car comes racing towards you, you will get a fright and jump back, whether you want to or not. When you finally get that long awaited promotion, a smile will involuntarily appear on your face. If a colleague sabotages your project, it automatically creates irritation, the first sign of anger.

### **Fixation with content**

We all have emotions, but we are not always *aware* of our emotions – let alone those of others. Indeed, we are not trained to observe and understand the emotional side. We are much better trained at the content side of the world. From an early age, we go to school to learn geography and maths, but the secret world of our emotions is not very high on the schools' agendas yet. It is therefore not surprising that we usually see and perceive our work as a substantive world. This is how we were educated. Especially for professionals who are primarily fixated on content, emotional information often passes us by.

It's not that we don't observe emotional traces, but our brains don't decode emotional information as meaningful. Our brains do 'see' it, but 'understanding' is a step we still need to take to enable access to this world of emotional information.

A warning: one of the less pleasant effects of learning to see emotions is that you will constantly receive feedback about what your clients, colleagues and acquaintances think of you, which is not always pleasant.

### *Odour*

Friends of ours were in Paris for a weekend a couple of years ago. She was searching for a specific fragrance that was reportedly only available in Paris. He joined her on the Boulevard of Saint-Germain in the direction of the Latin Quarter. They visited many perfumeries and the woman tried out a few things. The guy, who has experience with recognising micro-expressions said: "In one of the stores I was approached by a sales person who asked me if I was perhaps also looking for a fragrance. He must have thought I was bored, and that spending some money would rid me of my boredom. A little bored with all the shopping I responded that my body has its own 'odour'. A bit corny of course, but never mind. The sales person remained friendly but his face showed a very quick trace of disgust, as if I really smelled bad! Very quick and very short. And a fraction of a second later he 'magicked' a friendly smile on his face and told me where I could find him in case I needed him again".

An interesting story: the salesman's face showed an ancient sign of disgust. The official description is as follows:

1. A ripple in the middle of the nose;
2. A drop of the eyebrows;
3. The raising of the upper lip.

Disgust is one of the seven universal emotions that we discuss in this chapter. For a moment, the Parisian salesman felt disgust when confronted with the idea of 'personal body odour'. He did not want to show his disgust, so after a quarter of a second the expression was gone again. It is very possible that he did not even notice his own quick emotion. Let's not blame him. He kept nicely to the so-called display rules: rules that determine whether and when to show emotions in social interactions. You don't laugh at your boss, you don't just show your children that you are afraid, and you hide your contempt for a colleague. But yes, the emotional system in our brains is quicker than the cognitive system that tells us what we are allowed to show or not - the quarter of a second we mentioned. That's what exposed the salesman.

### **The discovery of micro-expressions**

It must have been a kind woman, let's call her Eve for privacy reasons. They had been camping out at a closed mental institution for a number of years. She suffered from severe depression with suicidal tendencies. After a while, Eve went on a mission: she was tired of being in the institution and wanted to get out. Before this could happen, she needed to be cured, or at least, convince her

physician of her recovery. So she ate more and tried to come across as cheerful. During a lengthy conversation she told her psychiatrist that she was feeling great and that she really wanted to see her children and her family again. The psychiatrist hesitated, but he couldn't find any concrete indicators that Eva was still suffering from depression. He decided to meet her half way and sent her on probation. Just before she left the institution, she admitted that she actually did not feel well after all.

### *Flashes of despair*

That particular conversation the psychiatrist had with this woman was recorded on videotape. Could there possibly have been any signs during the conversation indicating that this patient had in fact not recovered from her depression? Many experienced scientist studied the tape, but nobody could find anything remarkable about Eva's images. When one of the scientists started to mindlessly play the tape in slow motion, it suddenly became clearly visible that Eva's face continuously showed flashes of despair, sadness and fear. The exact emotions one can expect in depression.

The only thing was that the expressions on her face were shorter than 250 milliseconds, a quarter of a second. Unfortunately the physician had not seen the emotional expressions. Most people don't see micro-expressions such as displayed by Eva, at least not consciously. Most of us are as ignorant as Eva's physician.

## **The seven primal truths**

There are seven universal emotional expressions that look the same all over the world. Scientists have travelled all corners of the world to research this. They even invented an expression coding system to ensure that everybody refers to the same facial muscle movements. This system is called the Facial Action Coding System, developed by the American scientists Ekman, Friesen and Hager. Thanks to this sophisticated system, we can accurately measure whether the facial muscles necessary for an emotion actually really move. It is the most reliable scientific instrument in the world when it comes to non-verbal communication, and it was painstaking work to record all the muscles!

In the following paragraphs we will discuss the emotions, and how to recognise them, one by one. Each of these primal truths leaves specific traces on the face. When looking for lie traces, it is obviously important to look for incongruence between the primal truth of an emotion and the words and behaviour of the person you are observing.

### **Primal truth 1: Anger**

Anger is an emotion that we share with many other animals. It was the highly acclaimed scientist Charles Darwin who, during his world travels, made many great observations relating to anger in humans and animals. The primal meaning of great anger has to do with struggle and territorial behaviour. For instance, when an animal entered the territory of another animal, Darwin noted that he animal was in for a serious struggle. The evolutionary function is clear: anger

serves to defend primary interests such as a territory or a possession. During a threat of such crucial importance, the body is prepared for the fight, including yours. Your body produces adrenaline. Your heart rate increases in order to transport lots of oxygen to your muscles so that you can fight optimally. Your concentration levels increase, which is, among other things, visible from the fierce look in your eyes. Your eyebrows drop. There is a tense inward curl of your lips. Your blood circulation increases, which in many people is visible from the increased redness of the face.

### *Angry at the office*

The office also has many territories that need to be defended. But it is not appropriate for a professional to be angry all the time. Some manage this for a while, but that usually doesn't last very long. Besides, we rarely take angry people seriously. But it does mean that our fear of bad people often gives them free reign: we are often afraid to go up against them. Especially in chapter 6, which is about psychopaths, we'll give you some nice examples of how people abuse our fears in order to turn us against angry people.

Most professionals are highly skilled at controlling their anger. They do their best to hide this emotion. Fortunately, there is a trace that can frequently be observed in the business jungle: the tense inward curl of the lips, making them look narrow and tight. This muscle movement on the faces of professionals frequently reveals how often secret irritations occur in organisations. You should pay attention to this sometime. Because our lips barely make this muscle movement spontaneously, it is an undeniable and reliable sign of anger. When you see this expression of anger in another professional it indicates that he wants to enter into a fight. That person probably does not literally want to punch you in the face, but he does want to, in a post-modern way, enter into verbal combat - I will fight you all the way!

Anger is often seen as a negative emotion, but it also has a business function due to the increased concentration and focus that goes along with it. If you are on a losing streak in a sports competition, anger (in the right proportions) can help you generate concentration and aggression. Similarly, anger can help you get your job done between nine and five.

[Stempel]

The emotion of anger stems from the need to want to go to battle. The most striking features of the facial expression of anger are:

- The tense inward curl of the lips, they will appear thinner.
- The eyes become larger and more focused.
- The eyebrows drop.
- Increased blood flow to the face.
- A frown can appear in the forehead.

### **Primal truth 2: Contempt**

Contempt is the emotion most frequently seen in organisations, in large as well as small doses. Contempt is also the easiest expression to recognise: you will

see a kind of half smile with one of the corners of the mouth slightly curled upward. It is the only asymmetric expression that exists, as far as we know, and it will not be difficult for you to learn how to recognise this expression. It is the quick-win in this book. Make use of this piece of knowledge, it can pay off handsomely.

A warning is in order. Many professionals tend to take this kind of expression very personally. Understandable, because it is unpleasant to be scorned by colleagues, especially those you perhaps never expected it from! Therefore a little reassurance. The expression of contempt is rarely meant in a very personal way. We often see this expression when people think their idea or plan is better than yours. And in business, you will often find managers, professionals and entrepreneurs who think that their own ideas are superior to other people's ideas. Almost always, these feelings of superiority are associated with that fast, asymmetrical smile that comes from the emotion of contempt. Annoying? perhaps, but it says more about them than about you. And *you* know how they feel, which is more than they can say about you.

#### *Another option*

Suppose you are negotiating with someone who just displayed contempt. If you mention this, you will merely offend the other. It is better to find out what 's going on beneath the surface. You can ask open and neutral questions such as: "I feel that you are still considering another option, am I right? Could you tell me more?" With this intervention, it's double victory! Strike 1: You show that you understand your partner before he asks for your understanding. Strike 2: Hearing his own idea (the other option), gives you a second chance to synchronise your story with his. And only because you saw one corner of his mouth goes up by a few millimetres. In marriage counselling, detecting the expression of contempt is a very reliable predictor for the end of a relationship. It illustrates how drastic the effects of this emotion can be. Contempt is the opposite of love, as it were. When you are in love you put someone on a pedestal. The opposite is true when you have contempt for someone. It is therefore very difficult for these two emotions to coexist.

The emotion contempt arises when one feels superior, perhaps because he thinks he has a better idea. The most striking feature of the facial expression of contempt is:

- The pulling up of one of the corners of the mouth.

#### **Primal truth 3: Fear**

Fear plays an important role in our professional lives. Without fear your chances at arriving at work alive in the morning would be slim. Because how are you able to assess traffic situations adequately without fearing the consequences of a collision? And safely at work, fear is still useful, especially in difficult situations.

Fear is healthy in the sense that it warns people so that they can choose safety, but too much fear is unhealthy. If there is too much fear in an organisation, there is no room for learning. People are afraid of changes that involve a lot of uncertainty in the same way that they run away from spiders. If you keep



avoiding something, you will deprive yourself of the opportunity to discover that there may be nothing to fear at all. If you are responsible for a reorganisation within your company and you see fear in co-workers, you know that they are avoiding something, such as a new way of working or an anticipated dismissal. The chances are that you will be faced with huge implementation problems that you need to manage!

In counselling, psychologists try to help fearful patients by bringing them into contact with what it is that causes their fear, and to make them feel relaxed at the same time. This may be a way to help your employees get over their fears. You can also apply this strategy, for instance, to help people reflect on new work methods in a relaxed manner.

### *The quick runaway*

How can you recognise fear and what kinds of traces does fear leave behind on the human face? The facial expression of fear is very typical and hard to miss. The corners of the mouth are drawn backwards towards the throat. The eyes are wide open at the same time, which enables a wider field of vision. This is not without logic: if there is danger, you better have good vision! The eyebrows go up and are pursed. If you want to know what this expression looks like on your own face, check the rear-view mirror of your car after you've just slammed your brakes to avoid a collision.

One of the other effects of fear is that the blood shoots down to the legs: the muscles of the legs get more oxygen. This is because you need to get yourself to safety by quickly running away. A side effect of this is that people sometimes get cold hands. If a job applicant shakes your hand and it is cold, it could be a sign of fear, especially if it's the middle of summer and there are no other possible causes.

The emotion of fear arises when one wants to avoid danger. The most striking features of the facial expression of fear are:

- The corners of the mouth are pulled back. Usually this makes the teeth visible.
- The eyebrows go up and are pursed.
- The eyes are wide open, allowing for a more comprehensive field of vision.
- The blood shoots down to the legs, so that you can quickly get yourself to safety if necessary.

### **Primal truth 4: Joy**

After three somewhat less positive emotions, it is now time to discuss the most important positive emotion: joy. Although at work we express this emotion in a more subtle way than when we score a goal during a sporting event, this emotion plays a role of which the importance should not be underestimated, especially in business relationships. The evolutionary purpose of joy is to demonstrate safety and confidence. Chinese people who are negotiating understand that very well, they try their utmost to put you at ease. Before you have even had the chance to talk about business, they will have shown you the entire city, you will have been taken out to dinner with lots of drinks. Your happy-button will have been pressed

frequently to get you in a positive mood. There is a need to create a sense of trust, and the emotion of joy plays a crucial role in this case.

### *Camouflage*

Scientists believe that the initial purpose of laughter was to show people that they did not pose any danger. Children who feel relaxed and are not wary, can spontaneously burst out in laughter or even do a funny dance.

The spontaneous laugh of a conversation partner during a negotiation can be a sign of openness and accessibility. But beware: joy is also used to camouflage other emotions and it is used as a social lubricant as well. It is therefore of great importance to distinguish between a real and a socially feigned laugh.

When a smile is socially feigned, the muscles around the eyes don't participate. They can only move when the joy is actually felt. That's because the muscles around the eyes are not linked to the 'planning centre' of the brain. If no movement around the eyes can be observed (e.g. the typical smile lines on the outside of the eyes) you're dealing with a feigned smile. Of course we all know that the eyes are the windows of the soul, although it is actually not the eyes but the little muscles around the eyes that give us a glimpse into the 'soul' of the other. With a genuine smile or laugh you often see the well-known 'lights' or twinkles in the eyes as well, as if a light bulb is being switched on. We don't usually read about these lights in physiological studies. What probably happens is that the muscle movement around the eyes changes the angle in which the light hits the eye, causing the appearance of 'lights'.

[Stempel]

The emotion of joy arises when people feel safe and secure. This emotion also indicates when people are approachable. The most striking features of the facial expression of joy are:

- Both corners of the mouth go up.
- With intense joy the teeth are sometimes exposed.
- The cheeks go up.
- The muscles around the eyes pull together.

### **Primal truth 5: Sadness**

Sadness is an emotion many professionals prefer not to show. Sadness is often seen as a sign of weakness. And not only that: some professionals don't even know how to recognise sadness. One of us once trained a group of soldiers who had just been on a mission. What was striking in their test results was that all of them confused the emotion of sadness with anger.

How is that possible? The evolutionary purpose of sadness is to deal with the process of loss. But most soldiers do not want to lose, in which case anger is more effective. This helps soldiers during missions, and it gives us, citizens, the assurance that our soldiers don't have a strong connection with sadness which would make it very easy for their enemies to win. But psychologically, soldiers

pay a high price for the suppression of the emotion of sadness, especially if they have had to deal with the loss of colleagues during a mission. The emotion of sadness helps to integrate experiences of loss, which becomes difficult if you avoid sadness and remain angry instead. As long as you're angry, you keep fighting, even if there is nothing left to fight for.

Even 'ordinary' professionals who work at the office like good employees can come across emotions of sadness, such as not getting the promotion they hoped for, dismissal, a project that is about to fall apart and so on. The moment you see a micro-expression of sadness, you will know that your conversation partner experiences feelings of sadness or hopelessness.

### *Tormented by the torture*

Sadness is a typical emotion that children express in a pure and unrestrained way. Children are therefore excellent 'training material' for spotting these and other emotions. The corners of the mouth turn down, the eyes can become moist, a pout emerges, the focus in the eyes disappears (just as in fatigue) and the inside of the eyebrows are drawn up. This last movement is particularly interesting in the context of lie detection. Most people cannot make this eyebrow movement voluntarily. This movement is recorded in the Facial Action Coding System (in which all muscle movements of the face are coded) known as action unit 1. It is a reliable sign of sadness or torment.

Almost all the people in our circle of friends who can make this movement consciously have become therapists – how remarkable! If their clients share their daily struggles with them they most probably display this raising of the eyebrow movement regularly, revealing that they are tormented by the torments that their clients experience. The clients see this and experience the comforting effect of this as genuine compassion from the therapist. You can charge 150 euro per hour for this!

The emotion of sadness occurs when people process grief. The most striking facial features of the emotion of sadness:

- The corners of the mouth turn down.
- A pout emerges.
- The focus in the eyes disappears.
- The eyes can become moist.
- The inside of the eyebrows moves upwards

### **Primal truth 6: Surprise**

When people are faced with unexpected situations at work, an expression of surprise will be noticeable. What is this colleague doing in this meeting? Why did *he* of all people become the new director? That is such a low opening bid, last year's negotiations were so much more favourable!

The evolutionary purpose of surprise is to 'pause' the body for a while to enable it to assess a situation. The eyes become bigger to broaden the field of vision and the eyebrows are raised so that they form a nice round arch. The mouth is open, taking in some extra oxygen.

Some people naturally possess a 'surprised' facial expression. The character Adje from the Paul de Leeuw TV shows plays with this concept. The effect of his facial expression is that, at first, we think that he doesn't understand what is happening around him. But when the expression appears to be 'permanent' we draw the conclusion that he is not very bright.

We also see such misunderstandings in people with an asymmetrical mouth, and we often think they are arrogant because our brain continuously registers contempt: Who does he think he is to despise us? This is why it is so important to observe natural facial features properly; mistakes are made easily.

The emotion of surprise stems from misunderstanding. The most striking facial features of the emotion of surprise are:

- The mouth falls open
- The eyes become bigger
- The eyebrows are pulled up and look like nice round arches

### **Primal truth 7: Disgust**

Disgust has a very distinctive expression: it creates a ripple in the nose. From an evolutionary perspective, such expressions don't occur without a purpose: only behaviour that helps man to survive persists throughout evolution and the best adaptations to the environment are most likely to stay. So how has that distinctive ripple helped us to survive?

Scientists have already found a very simple explanation for this behaviour: the ripple shown in the emotion of disgust is caused by the closing of the nose, which prevents toxins from entering.

In professional practice we see this type of expression in particular when people have a strong aversion towards ideas or plans. During coaching sessions we see the emotion of disgust with some regularity when people have an aversion towards their own behaviour, which is valuable information for us as coaches.

In politics you can also see this expression regularly. Politician Geert Wilders of the PVV displays the best variant: when he shows disgust, you can be sure that he has closed himself off from the political discussion. Trying to continue a political conversation with him afterwards is a waste of time. Nothing anybody says will hit home when someone has closed himself off.

#### *No disgust without ripple*

The expression of disgust is characterised by the following micro-expressions: the upper lip is raised whereby the teeth are often visible. The nose is pulled up. The eyelids come down, the muscles around the eyes pull together, causing the eyes to close and the eyebrows to come down. Because this last movement is also seen in the expression of anger, disgust sometimes gets confused with anger. In order to avoid this, it is best to watch the ripple in the nose. Without ripple, there is no disgust.

The emotion of disgust comes from one's tendency to close oneself off. The most striking characteristics of the facial expression of disgust are:

- The upper lip is raised
- The nose is lifted and closed
- The cheeks are lifted
- The eyes close partially
- The eyebrows come down

These characteristics speak the language of truth, but someone showing a micro-expression is not necessarily lying. It is a tool to help you ascertain whether there is a discrepancy between a person's words and feelings, and this discrepancy could indicate a lie.

Practice recognising micro-expressions, for example during a tedious or boring meeting, while watching television programmes or travelling by train or plane. Spotting expressions is a good way to pass the hours and it ensures that you will get increasingly better at it.

## **CHAPTER 5 INTERVIEW TECHNIQUES , LESSONS FROM THE CIA**

What can we learn from the 'real' professionals? How do CIA agents try to uncover the truth? What methods and techniques do they use? Which part can we apply in our professional, business context? This section provides answers to such questions.

You will learn how important it is to phase the search for the truth, while proceeding systematically at the same time. You will find out how making good contact with a suspect may contribute to finding the truth. As a professional agent you will learn how to surround a liar without him or her feeling threatened. You will also discover that telling un-truths is not necessarily the same as lying. In this section we have included a large number of tips to enable you to apply all these methods and techniques in an 'invisible way'. After all, our offices, showrooms and advisor environments are not prisons. And we can't pressurise our suspects by shining interrogation lights in their eyes.

### **Just like in the movies?**

Everyone knows the classic scenes from famous movies and crime series: agents who put incredible pressure on suspects through intimidating behaviour: shouting, long silences and the occasional interrogation technique from days gone by. Sometimes we can see cops using a technique called 'splitting', a technique in which the detective stands between the knees of the seated accused, splitting him in half as it were. Of course, most people find this a very intimidating and threatening experience. Another technique used from the classic textbook is to stand right behind the suspect. He can't see the interrogator but he can feel his hot breath in his neck. Imagine sitting there. Not only would you feel threatened, you would also feel like you're losing all control because you can't

see what is happening. If the agent in question suddenly raises his voice as well, the atmosphere will have become very unpleasant. We have seen hearings like these regularly lately on TV and in the cinema. Until approximately the middle of the eighties, this style of interrogation was commonplace in the police world. Interrogations sometimes lasted for hours and often had a broken down suspect as end result.

The reason why putting pressure on suspects has been going on for such a long time has to do with ideas that lived among police forces worldwide. Numerous interviews with police officers revealed that the only successful interrogation was an interrogation that yielded a confession. And from that perspective, exerting pressure was an excellent method. People don't seem to be able to withstand the pressure. They get confused, disoriented and often start doubting their own opinions.

#### *Resistance does not work*

Around 1985, 'truth' gradually became more popular in comparison with the tradition of obtaining confessions. Was exerting pressure still a good tactic, then?

Let's look at the effects of exerting pressure, which have been researched extensively in professional context. Exerting pressure is the making of demands, the use of force, intimidation, repeated inspections and probing requests. Several studies have shown that tactics of exerting pressure in professional situations leads to:

- 3% active involvement;
- 41% obedience;
- 56% resistance.

Let's assume that we are interested in the truth and we want to extract that truth from someone. Which of the above mentioned outcomes are beneficial?

- Resistance definitely not, because it gives you exactly what you *don't* want: people start closing up, and of course you want to get as much reliable information as possible! When there is resistance you get none of this.
- Obedience can help, but not always. A confession solely based on obedience can lead us far away from the truth, which has tragically happened many times before. This method can result in a false confession. And the time when false confessions were popular is definitely behind us. So what other options remain?
- Active involvement! To find the truth we need the other person's involvement and traditional techniques will not help. An interrogation that leads to active involvement can be quite complex and requires different methods and techniques.

#### *Radical changes in interrogation techniques*

If pressure does not help to promote active involvement, how then, can we increase the involvement of suspects? They are obviously not keen on having the truth uncovered. This dilemma has led to radical changes in interrogation techniques. Modern hearings are a sophisticated psychological game. The purpose of a good interrogation is to deepen the contact with the suspect, so that

as much truth (facts) as possible can be 'extracted' with as little resistance as possible. To be able to do this properly, those responsible will work systematically, working through a number of phases.

[Kader]

### **I did it**

The story of the twelve-year old boy Thomas Cogdell who was suspected of murdering his eleven-year old sister on the 7th August 2006 is a very unfortunate one.

Thomas was interrogated excessively, and 36 times he had replied that he had absolutely not killed his sister. But after a marathon interrogation of two six-hour sessions he had lost his steadfastness. Unstable and exhausted, he started to believe that he had indeed killed his sister. During the many hours of police interrogation he was repeatedly confronted with the fact that he sometimes had outbursts of anger for which he was on medication. The police officers told him that his mother would be sentenced to death if he did not confess. During the interrogation the video camera was switched off for hours, which was unusual. We can only imagine the psychological drama that must have taken place in that interrogation room. The boy had completely lost his sense of reality when he confessed to the police that he had murdered his sister. Thomas (now 18 years old) has been acquitted, but he will suffer from this trauma for the rest of his life.

[Einde kader]

### **Phase 1: Preparation**

Thorough preparation is the basis of any successful interrogation. What do you already know about the suspect? Thanks to police databases and the internet it is easier than ever before these days to gather lots of information about a suspect, as everybody leaves traces. To be able to gather information, for example about a potential employee, you don't necessarily have to work for the police.

#### *Disciple of Jesus*

The importance of thorough preparation is illustrated in the following story: During my training with former CIA agent James Newberry of the American Institute for analytical interrogation I conducted interviews with American prisoners. One of those conversations was with an older man who was a member of the Hells Angels. Let's call him John for privacy reasons.

John was doing time for various acts of violence and murder. I got into a conversation with him and he convincingly told me about his conversion to Christian faith. He spoke in detail about his favourite passages from the book of Romans. Because of my religious upbringing I could authenticate these statements. He frequently expressed regret about the violence for which he was convicted, although he denied ever having committed a murder. He told me

extensively about his plans after getting out of jail. He told me about how he was planning to join a church community and continue to live his life as a disciple of Jesus, avoiding bad influences. True or false? Would he really straighten himself out?

Because I had studied the culture of the Hells Angels I knew that as long as members have the distinctive tattoos, they still see themselves as part of the club and continue to endorse the morals of the organisation. The fact that he still had his tattoos and showed them to me with pride was completely contradictory to his conversion story. Thanks to my preparations John was exposed.

The moral of this story for me was that being well-informed about the other party (suspect or business relation) can be of great help in a multitude of situations.

[Kader]

### **If you have guts, you can get everything done**

Piet van Haut is probably the biggest crook Belgium has ever known. He once gave each and every one of the patrons at a fine dining restaurant the latest Nokia phone and pretended to be the new CEO of Nokia.

His life motto is: with courage and bluff you get everything done. His greatest masterpiece is perhaps the time he pretended to be Attorney General. He organised to be flown over the Ghent Court with a Federal Police helicopter. He also successfully requested test flights in the latest, most expensive helicopter models, in the capacity of 'representative' of an Arab sheik. You must be able to bluff very convincingly to get that done. Piet van Haut behaves and dresses like a respectable businessman. Combined with a generous portion of bluff he gets almost anything done!

[Einde kader]

### **Phase 2: Genuine contact**

After thorough preparation, the actual conversation can take place. You know who you have in front of you. You understand the cultural context. The next goal is to establish genuine contact .

Let's continue using Hells Angel John as an example. It's not easy to establish genuine contact with someone who is so very far removed from you, a person best described as a violent biker. There I was, sitting across from John. I am at least one head shorter, and that is exactly how I felt. The first things I noticed about him were his impressive tattoos featuring large skulls, crossed with guns . He looked at me quizzically and I feverishly wondered what professional intervention could possibly help me.

*Show interest –*

I started asking questions about his tattoos. The technique of showing interest is simple and effective. It sounds uncomplicated, and it actually is. John talked



about his 'art' willingly and told me when he had had them done. He spoke animatedly and started opening up. I know very few people who can resist genuine interest, and John also fell for it. Even if someone has a lot to hide, when the other person shows interest, it is difficult not to respond openly. My intervention was therefore successful. Contact and openness were established, but how would I continue?

#### *Self-exposure and common ground -*

The second intervention was a combination of two techniques with the purpose of further deepening the contact. The first technique, self-exposure, entails showing something personal about yourself. During the same intervention I combined this technique with the common ground technique, which entails discovering common interests. Suddenly, in a flash, I remembered that I also had tattoos done, ages ago, during a trip across Indonesia, one of those sins of youth so to speak. Triggered by the wonderful climate, I had two small swallows tattooed, representing summer. Even though these tattoos couldn't in any way compare to John's tattoos, I decided to show him anyway. John burst out laughing, but he appreciated the gesture. The fact that the tattoos made him laugh was to be expected and it was also very welcome. He felt less intimidated by me and was visibly more relaxed. We had some common ground and I had personalised the conversation by sharing something about my private life. Much to my surprise I had managed to establish contact with someone whom I would, normally, avoid at all cost!

#### *Reciprocity –*

When it comes to this type of intervention it doesn't really matter what you give, as long as you give something. It is a well-known fact that when a waiter includes some mints with the bill, it usually leads to bigger tips. People who receive something feel the compulsive need to give something in return, otherwise they feel guilty. This dynamic is also referred to as the law of reciprocity. Of course it isn't easy to give something to someone whom you don't trust, someone who lies and deceives. But remember that it is a worthwhile investment if you want to get to the truth. So try to give something, even if it is just making a cup of coffee or showing interest. You often get a lot in return. By the way, John really enjoyed my coffee.

#### *Non-verbal mirroring –*

A final technique to deepen contact with a suspect is to mirror non-verbal movements. Apparently, when people establish genuine contact with each other, they start mimicking each other's movements. It is like playing in an orchestra. In order to make a musical connection, all people and instruments need to be in tune rhythmically. This also applies to when people talk: Non-verbal communication that is rhythmically coordinated helps with the establishment of proper contact. Practice this before you apply it in a professional context, because it is not always easy to do this. Usually it happens automatically, and when you start experimenting with it consciously, the spontaneity disappears. So, before applying this intervention technique, be sure to get lots of practice.

### **Phase 3: Luring someone into the trap of truth**

As soon as genuine contact is established, the actual interrogation can begin.

In an interrogation, the number one enemy of the truth is our assumption. An assumption is a conclusion made in our psyche that has reached truth-status. From the moment we assume that someone is unreliable, our brains are continuously on the lookout for confirmation of that assumption. Every word, every movement will be interpreted on the basis of that assumption: "See, I told you that John is forever touching his nose! ", "I *knew* he was lying". Your assumptions determine what you see. But you only see that what is related to your prejudice. Anything that could possibly disprove your hypothesis is registered by your brain as 'noise' and is therefore not included in your judgment.

During questioning, many interrogators tend to ask leading questions, for example "You were in the office between nine and nine-thirty, am I right? (where you committed your terrible crime)?" Don't. When people feel that you have already judged them, they immediately close up. It is much better to ask: "What did you do that day between nine and nine-thirty?" And yes, the suspect could start lying now. But if the suspect actually committed the crime and lies about it, there is a good chance that you will be presented with new facts that can be verified. Was the suspect eating at the time? And where did he eat? This way, lies can offer new clues to help you uncover the truth. In short, keep it factual, and start each question with the following words - they are your best friends on your quest for the truth:

- How
- What
- Where
- What
- When
- Why

#### *Summarise & verify –*

The next step in this phase is to structure the answers provided by the accused by summarising them, and supplementing them with additional verification to ascertain whether you are both still on the same wavelength. You can do this by summarising the story frequently and by constantly checking whether the summary is correct. This method is referred to as 'psychological contracting'. You provide a summary of the information the suspect gave you and ask him if it is an adequate reflection of what he has told you. The moment he confirms, he is stuck with it and you can then hold him accountable. There are two reasons why it is so important to continue doing this during the course of the interrogation: you provide structure for both parties and you ensure that the suspect stays committed to what he told you.

During this phase, in my conversation with the Hells Angel, I asked him the following questions:

*"You told me that you converted to Christianity and that it is your intention to join a religious community as soon as you are out of jail, to become a disciple of Jesus and avoid any kind of violence. Is that correct?"*

*And John's reply was: "Absolutely!"*

*I can also see that you are very proud of your beautiful tattoos. But these tattoos also prove that you are a member of the Hells Angels. Can you tell me how you are planning to combine being a member of the church with being a member of the Hells Angels?"*

At this point John started struggling. He had spoken a lot. Parts of his story were true, others weren't. At this point, making a judgment is however not the aim, only pointing out someone's responsibility for the incongruence (things that don't add up) in his story. The more information becomes available during a conversation, the more likely it is for incongruence to surface. With this method, the genuine contact and the wealth of information gathered, you can start reaping the rewards.

#### *Cognitive burden –*

There is another reason why it is so important to get as much information as possible. Telling a lie is a complex matter that greatly appeals to intelligence. Lies are more difficult to remember than actual occurrences. This is one of the reasons why intelligent people are often better at lying than less intelligent people. Making it more difficult for someone to remember false information is a technique referred to as cognitive burden. The amount of highly detailed information we require from the people we interrogate makes it almost impossible for them to remember everything properly. Eventually people start making mistakes.

The challenging part of cognitive burden is that you also need to remember everything, which requires a lot of concentration and focus!

#### *Reversed chronology –*

This is a sophisticated tactic whereby you ask the suspect to summarise his story, but in reversed order. If someone tells the truth, it will cost him little effort to describe the events in reversed order. If someone has lied about the entire story, he will get himself into trouble at this point as it is an impossible task for our brains to execute. You can easily apply this tactic during a job interview. If you suspect that part of the resume is a lie, you can ask the following 'control question': "What did you do again before you went to work at such and such employer? And before that?"

By asking open and non-leading questions, delaying your judgment, summarising and verifying the facts, you will eventually, slowly, lure someone into the trap of truth.

Out of all the methods that have been developed to detect lies, this one is by far the most reliable tool for uncovering the truth. The output consists of facts, and facts can be verified.

Remember that you are using this method to find the truth, and that this quest can take a considerable amount of time. Even if you suspect at an early stage that someone is lying, you still need to reward the suspect with attention and non-judgmental approach. After all, the more information you gather, the better.

[Kader]

### 'Liars often feel guilty'

Eduard Emde is president of the international organisation for security professionals (ASIS). We talked to him about the art of forcing a confession.

"People often feel guilty when they lie and cheat. A useful interrogation technique related to that is 'softening' the admittance to lies. This way you can utilise the relief of not having to lie again, the lifting of the burden, to your advantage. "Why don't you just tell me what *really* happened. Let's have a cup of coffee, then you can go home afterwards. I will help you tell your wife". This way, the barrier that prevents the suspect from getting off the wrong path is lowered. "We are on the right track now, which is much easier and much more rewarding for all of us. The final step is coming to terms with yourself". Some security professionals are true humanists. People with feelings and emotions find them very hard to resist.

[Einde kader]

### Phase 4: The conclusion

The judgment, the conclusion, is the final stage of the interrogation. Sometimes it is useful to finally confront someone with your opinion, but on the other hand it may be better to keep your opinion to yourself so that the suspect can confess of his own accord. If this is your objective, there is another interesting and useful technique.

#### *The softening of the truth –*

With a so-called soft intervention you show understanding for the lies of the accused. If you suspect your partner of cheating, you tell them that you really understand that people are tempted sometimes. Perhaps you could even say that you've also been tempted before. Maybe you can even confess to a small sin to indicate that you are also not a saint, thereby rolling out the red carpet that leads to the truth. If your partner then confesses to an extramarital experience, you can then always cut them to size (metaphorically) afterwards. Soft intervention actually enables you to catch a lie with a lie. You may not *be* understanding, but you do *show* understanding.

But yes, the chances that your relationship survives after an intervention like this are rather slim.

[Stempel]

The final interrogation model looks like this:

Phase 1: Win information during the preparation.

Phase 2: Make personal contact.

Phase 3 Lure someone into the trap of truth.

Phase 4: Pass your judgment or invite someone to confess.

[Kader]

### **People and gift wrapping**

Jan van der V. is a man who, through his vast financial knowledge and great charm, managed to gain the trust of many people. For many years, through his company Future Life, he conned countless people into putting away money for their retirement.

Recent research has shown that people's brain activity decreases when they are in the company of people they regard as an expert, and Jan shared his knowledge freely. He managed to wrap people around his finger in a very shrewd way, not only through sharing his knowledge but also by buying people gifts. He gave women flowers and perfume, and he impressed men by letting them use his BMWs with careless gestures. This way he managed to 'earn' several million euro in a very short space of time.

Research conducted by Roos Vonk shows that people's critical abilities can be sabotaged successfully through compliments and flattery. Jan van der V's victims can all attest to this!

[Einde kader]

### **A un-truth is not necessarily a lie**

However successful the previous method, there is also a pitfall to be avoided during confrontational conversation with people you suspect of lies or deception. This pitfall is the conviction that someone who does not tell the truth, by definition also lies.

An example. The American Institute for analytical interviewing uses a movie, recorded by police cameras, for training purposes. In the distance you can see a number of police officers with their weapons ready to be fired. A haggard man is walking around a car, presumably his own. At some point he grabs a gun from his trunk. He is partly concealed behind his car and seems to be playing with his gun. The officers are still pointing their guns at him, and they are also concealed behind their police vehicles. Suddenly, a bang can be heard and the haggard man falls to the ground behind his car. The officers run towards him.

In your opinion, what is the real story here? From the groups, two completely different root causes emerge. Part of the group thinks that the man must have been shot by one of the police officers. That was also my thought when I saw the movie for the first time. Another part of the group thinks that the man shot himself. By watching the movie again, the true facts quickly emerge. When paying close attention to the haggard man, you can see how he places his rifle on the ground with the barrel to his head. I was shocked when I found out that he was the one who had pulled the trigger.

Suppose I would have been witness to this incident and suppose I was being interrogated by the police. In all my sincerity I would have given a completely inaccurate account of the event. This doesn't mean that I would have lied, because I did not twist the truth.

I will never forget this lesson! Someone who thinks he is telling the truth, may not necessarily be doing so! And so, someone who gives you the wrong information may not necessarily be lying!

It is important to realise that people, when observing reality, do not make a photocopy, but process their impressions and interpretations in a story. And as more time goes by, the story may even change sometimes because things are forgotten or because information is added. This makes obtaining reliable information retroactively very complicated, and it is even more complicated to prove that someone would deliberately lie to us.

### **Don't seek the lie, find the truth**

When I worked at an educational institution, I was part of an arbitration board. While working on an interesting case, it became clear how people can have different versions of the truth.

A professor had been suspected of sexually inappropriate behaviour. The alleged victim, a student, and the alleged perpetrator, the professor, were each given the opportunity to tell their side of the story. In an emotional account, the student spoke about the abuse. She claimed that the professor had wanted to kiss her, and he had wanted to walk hand in hand with her during a stroll, while she had never wanted to give him the impression of having romantic intentions. On more than two occasions he had allegedly also invited her to private events such as a birthday party. When she did not show up, he had allegedly alluded to the fact that it would be a pity if she would not be offered her dream job after her studies. During her statement, the student displayed reliable, non-verbal signs of sadness. According to experts, there was no indication that anything in her written statement was made up.

Then the professor came in. He was a distinguished older man who made a very neat and quiet impression. He said he had been very shocked by the allegations and that he held personal contact with all of his students in very high regard. He also said that his position made him feel extremely vulnerable. He stated that he had had no sexual intentions at any time. He admitted that he spoke to his students outside working hours for consultation, for instance at a cafe or during walks, but he stressed that he guarded the professional boundaries carefully at all times. The student's results had been disappointing lately. This resulted in the fact that he had wanted to manage her expectations of the future by indicating that a continuation of these results would make finding a job after her graduation improbable. The thing that particularly saddened him was that the accusation could perhaps force him to formalise contacts with his other students. This would go against his belief that guiding learning processes is also a personal matter. The professor's written statement was also deemed to be reliable. The professor had displayed sincere non-verbal signals of distress as well.

Looking at this case in 'black and white', there are three possible scenarios:

1. The professor lied to conceal his inappropriate behaviour.
2. The student lied, for example out of revenge or any other motive.
3. Both parties seemed to tell the truth, but they also both had a distorted view of what had and what hadn't happened.

So there you are, the commission. Two parties, each telling a completely different story, yet there are no lie traces. In cases like these it is therefore of no use to look for the truth. The only option you have is to look for verifiable information.

I thought about this case long and hard at the time. I came to the realisation that I had asked myself the wrong question. I was still desperately wondering who had been lying. However, the question should have been: how did either party arrive at their story, their version of the truth, and to what extent do their statements match up with the facts?

Based on our research, we came to the conclusion that there was insufficient reason to believe that the teacher had committed inappropriate sexual behaviour.

#### *Lessons from Moszkowicz*

In the previous story, the intentions of the parties involved play a major role. It is difficult, if not impossible to authenticate intentions. Someone can maintain at all cost that it was not his intention to ..... The trick is then to try and translate the intentions into actual behaviour. A textbook example of how to translate someone's version of the truth into irrefutable facts was executed to perfection by lawyer Bram Moszkowicz at the height of his career during the Wilders case.

Tom Schalken was a judge during the Wilders case, in which the politician was suspected of group insult and incitement to hatred and discrimination. Schalken himself had co-authored the decision, ordering the prosecution to sue Wilders.

However, Schalken ended up in the dock when it became known that he had had dinner with, among others, Arabist Hans Jansen, who was summoned by Wilders as an expert witness. Bram Moszkowicz then accused Schalken of influencing his witness. Moszkowicz was Wilders' lawyer and he obviously feared that Schalken would insist that he had not had the intention to influence the witness during the dinner.

An undecided yes-no game could have developed, but Moszkowicz did not fall for this and went looking for concrete behaviour which would indicate the intention to influence. For this purpose Moszkowicz interviewed Hans Janssen. Janssen stated that during the dinner, Schalken had taken the decision from his inside pocket in a clear attempt to convince the expert witness, Hans Janssen, of the value of this decision.

Armed with this knowledge, Moszkowicz interrogated Tom Schalken for five hours. Schalken was placed under oath. At first he denied, then he said that he could not remember (one of the most common tricks liars use) and a while later

he admitted that he had indeed carried the decision with him, in the event the case would come up for discussion.

Poor Tom Schalken. He had become embroiled in an impossible situation. His options were, as a judge, to either lie under oath, or to throw away his entire career by telling the truth. He eventually chose the latter and Moszkowicz triumphed - not for long though, as we now know.

### **Interrogation at the office**

Both the abuse case of the disputes committee and the Wilders case teach you that you can never be specific enough in your attempt to find out the truth. Also, you can not, by definition, hunt for the truth with the passion of a lawyer. In the professional practice of everyday life it is often better not to let on that you are interrogating someone. Be invisible and conceal that you are investigating something. At the same time do not be afraid to be precise!

Partly in response to the methods and techniques discussed in this chapter, here are some concrete recommendations that can help you uncover the truth.

#### *Set the right goal*

Set the goal to uncover the truth, in other words, do not go looking for the lie.

#### *Gather objective information*

Before you enter into the conversation, you can already find a lot of information. On the Internet, for example, you can research your job applicant's background or check the reliability of a business party via the internet. Everyone leaves traces these days. And: *not* finding any traces can also be interesting.

#### *Avoid accusations*

No matter how just your accusation, the only result of an accusation is that people close up (even further), clashing with your goal to unearth as much (verifiable) information as possible. The only result of an accusation is that you may possibly get satisfaction from the emotional reckoning. Be aware that this does not yield anything else. Are you emotionally involved in the exposure of a liar or a deceiver? Then hire a professional .

#### *Deepen the contact*

The moment you suspect someone is lying or cheating, try to deepen the personal contact. This is an unnatural action and therefore not simple. In this situation we would actually rather launch a counter-attack and choose to teach the liar a lesson. Rather do the opposite. Show interest, get him a cup of coffee, show understanding, search for common ground. In short, keep it as pleasant as possible! If you can't get yourself to do this, it is again better to seek professional help.

#### *Surround your suspect*

Let your suspect do as much of the talking as possible. Frequently summarise his story and verify it. This is a way of entering into a contract with the suspect about what happened. The more frequently you do this, the harder it becomes for the suspect to lie!



*Roll out the red carpet leading to the truth*

It's not easy to have to admit to someone that you lied. Make it as easy for the suspect as possible. Entice him to tell the truth by showing understanding for his lie and help him come to terms with the truth. You can always settle the score at a later stage.

*Never let someone know that you are interrogating him or her.*

Unlike professional interrogators, you have very few power resources to get someone to talk. Never let on that you suspect someone, because then, in a regular professional situation, you will have already lost the match. Show interest when asking questions, or appear to be naive and ignorant, but always on the basis of personal contact.

[Stempels?]

[Kader]

**'You have to have guts to keep asking'**

Henk Vijverberg is director of bureau Analytic Interviewing Holland. He gives interview and interrogation training to investigators at police organisations ([www.analyticinterviewing.nl](http://www.analyticinterviewing.nl)).

"The fact that 'normal' professionals are increasingly concerned with finding truth is a positive development in my opinion. Everyone needs reliable information and everyone is entitled to clarity and truth. I myself am strongly driven by my principles of justice. When injustice occurs, it always means that people have been or are being disadvantaged. It is a good thing that these victims are supported. It is not only important for victims to understand what happened, but also why something happened. It is important to re-establish trust that has been adversely affected.

When interviewing or questioning people it is important to invest enough time in making contact with the interviewee (the prosecutor or suspect). You must know who you're talking to, how the person reacts and what kind of behaviour he displays in neutral, non-invasive situations called baseline. You have to get to know the person as it were. If you know how someone behaves in normal situations, you could potentially notice deviant behaviour much better and faster.

What you should you look for? All kinds of signals are transmitted by the respondent, both verbally and non-verbally. These change if there is evidence of possible deception or fraud. Signal sensitivity is therefore extremely important for the interviewer. If signs of deception and fraud are detected, it means that there may be emotions at play, in which case continued questioning on that topic is important. If signals, or rather, combinations of signals are observed it doesn't necessarily mean that someone is lying. However, he may for instance find it difficult to talk about it. Then of course we want to know what makes it so difficult for him.

Facial expressions, so-called micro-expressions, are also important non-verbal signals. Facial expressions are universal, meaning everyone has them. They are the same for everyone, all over the world. While growing up, we learn how to control our emotions to some extent but some micro-expressions (such as facial muscles) are very difficult to control. Especially the hard to control facial muscles will show an emotional response before we are even aware of those emotions, we may even suppress them. Through these micro-expressions however, emotions will have already 'leaked out'.

Emotions of fear, for example, are very informative. These could possibly indicate a fear of the consequences. Contempt is also very interesting to watch, it says a lot about the suspect's relationship with the person whom he is talking to or talking about. Sadness often indicates a realisation of what the suspect did to the other person.

This training we provide for investigators, but also for third parties, includes mainly the contact, learning to ask follow up questions and recognising verbal and non-verbal signals, including micro-expressions. To give an example: when is a smile real and when is it feigned? It is possible to learn the difference.

Often we know intuitively if someone is lying. People have been communicating for many millions of years, but the use of language only developed much later. People who don't speak or understand each other's language, can still communicate non-verbally and understand each other pretty well.

Some things you simply feel. If, late at night you see someone walking around at an industrial site, carrying a heavy bag, and you know that it's an area where people get robbed, you should be thinking: what is he doing here at this hour? If you then ask him what he is doing there exactly and he says he is looking for his dog, you really have to ask follow-up questions. What kind of dog? What does he look like? What's his name? What colour is his collar? What does he eat? How much does his food cost and where do you buy it? You do have to have 'guts' to keep asking questions, but if you don't, you'll never know if this man speaks the truth. Police officers are selected and trained with this in mind, because if they don't ask the questions in our society, who will?

Liars quickly learn that it is important to prepare properly, which can complicate the truth-seeking process as they may already have figured out how to respond to certain questions. Learning to ask unexpected or unusual questions that they are not prepared for can cause stress in a person who tells untruths. Someone who tells the truth is eager to provide correct information, while someone who tells untruths prefers to say as little as possible because he is afraid to get caught. He may choose a physical attack, but more often they opt for a verbal attack: "Who are you to tell me I can't be here? This is a public place isn't it? I can be here if I want!"

Some important tips that I would like to give professionals is that you need to invest enough time in making contact, and you need to listen very carefully as listening is a conscious choice to want to be informed. Don't let time pressure stop you, though. Take the time to 'read' the other. Realise that it is difficult for a

person to lie to someone with whom he has a good contact. By deepening contact you actually raise his 'lie threshold' as it were.

Additionally, try to avoid the 'assumptions pitfall'. Instead, keep asking open follow-up questions such as: what you were doing? Who was that? Tell me more about it. Who can confirm this?

You also have to realise that the other person can and will also read you. So make sure you have a non-authoritarian function: you will have to earn trust for that. I can safely say that the police in the Netherlands focus on this permanently and I am really proud of that."

[Einde kader]

## **CHAPTER 6 PSYCHOPATHS, DEALING WITH UNSCRUPULOUS PROFESSIONALS**

This chapter is about a surprising, bewildering and even astonishing side of our reality. You can't imagine, but there are people - perhaps businessmen and managers with whom you work, who are so strangely 'put together' that they absolutely don't give a hoot whether or not their behaviour disadvantages you. Some of these people focus solely on their own desires, their own goals, without worrying about the consequences. Deception and lies are valuable and useful tools for them, and they use them with energy and enthusiasm all the time. Their conscience doesn't correct them. Because they don't feel guilt, they hardly leave lie traces which makes it very difficult to catch them at their lies. They are indifferent to lies and truths. They belong to a group of liars who are responsible for a large proportion of all truly malicious lies, but they get away with it the easiest. The sad truth is that their behaviour is caused by the absence of smaller or larger parts of their brains. This is mostly an inherited disorder which is why we consider their behaviour as pathological: they have a brain disease, resulting in adverse behavioural symptoms. It is therefore very important to, apart from detecting the lie, also look at personality traits. Lie Detection Wizard James Newberry, who has successfully and repeatedly returned a score of almost one hundred percent in the exposure of lies, calls the proper observation of the personality his main weapon in the battle with the lie. How can we recognise these troublesome people? How can we minimise the damage they cause to our business or our careers? How can we deal with these people sensibly? How can we empathise with people who are unable to empathise with us? Which forms and degrees of severity can we potentially encounter?

### *When lying and cheating turns out to be pathological*

At an international exhibition in Düsseldorf you meet a smooth, charismatic salesman of a reputable product. You become very interested and the two of you talk some more. You are considering a deal and to seal the transaction and celebrate he invites you to an expensive restaurant near the exhibition hall. "Would you mind advancing the bill?" he asks kindly, he will transfer the money into your account immediately afterwards. During dinner you close the deal, you

pay part of the purchase price by bank advance and in two weeks' time you can expect the first shipment. And then, to your astonishment, you never see or hear from him again. Disappeared off the face of the earth. Bank account closed. Telephone number incorrect. Address doesn't exist. What the hell is going on?

You may have dealt with a psychopath who 'lies pathologically', a symptom that occurs in various psychiatric disorders. And like many others before you, you have been cheated by him. When you Google the term 'ripped off' you will see that it rains pathological liars.

Pathological lying is a psychiatric phenomenon. Someone with this condition lies continuously. He usually believes his own lies, his reality is disturbed. Not every psychopath and not every liar has this disorder however, but it is very wise to keep the characteristics of a pathological liar in mind so you can recognise lies and deception more easily.

[Kader]

### **It is simply in my nature**

A scorpion needs to cross the river, but he can't swim. Then a frog happens to swim past. "Mr. Frog," says the scorpion, "could I hitch a ride on your back to the other side?" The frog is suspicious: "You will stab me and then I die." The scorpion laughs: "Of course not, because then the both of us would die." Frog thinks for a moment and then says: "Okay, hop on then!" Halfway across the river, the frog suddenly feels a sharp sting in his neck. As he slowly loses consciousness, he says: "Why did you do that? It doesn't make sense!" The floundering scorpion shrugs his shoulders and says: "Well, what did you expect? I'm a scorpion, stabbing is simply in my nature".

[Einde kader]

### **Better, smarter and more important**

To you, being successful might be a nice side effect of all your efforts as a manager, entrepreneur or professional. For psychopaths it is a prerequisite: for them it is intolerable when others are more successful, get preferential treatment or more attention than they get. Psychopaths – also known as people with antisocial personality disorder, have excessively high levels of self-esteem, are self-centred and have a strong narcissistic personality.

Someone with a narcissistic personality thinks he is better, smarter and more important than others and behaves accordingly. He has a huge need for admiration and lacks empathy. He demands preferential treatment and is not willing to acknowledge the feelings and needs of others. Also, someone with a narcissistic personality lies and cheats for the simple reason that it is an effective way to achieve his own goals. A narcissist doesn't care how you or a colleague perceives something, or what something means to you personally: his conscience is poorly developed or even non-existent. He probably knows that he

is a cheat, but he doesn't care at all. He simply wants to reach his goal, at any and all cost.

Some facts:

- According to Canadian psychologist Robert Hare, an expert in the field of psychopathy, North America counts at least two million psychopaths, with a hundred thousand in New York alone.
- At least three percent of the population has a psychopathic personality with a severely disturbed conscience. In other words, three out of every hundred people have no natural moral boundaries.
- What is worrying is that those three percent are spotted in top positions in government, business and politics four times more frequently. In other words, we give them free rein.
- In high positions in bureaucratic organisations, psychopaths are severely overrepresented, with an average of one in eight.

A smart psychopath won't rob a bank, he will simply run it!

[Kader]

### **"Do you know who I am?"**

The following conversation which took place at the ABN AMRO head office in 2006, appeared in newspaper *Het Parool* in 2012. Two gentlemen have a business conflict:

"Do you know who I am?" Johan Cruyff asks ABN AMRO CEO Rijkman Groenink. "I was notified of your visit, so yes, I know who you are" Rijkman Groenink replies. "Billions of people know me!" Cruyff continues emotionally, "I am the most famous man in The Netherlands!" "Oh", Rijkman Groenink says with a sense of understatement. "I thought I was."

[Einde kader]

### **The rich history of psychopathology**

Lying, cheating, defrauding and deceiving: these are all variations on the same theme - an ancient theme. Fifteenth-century Florentine Niccolò Machiavelli's (1469-1527) *The Prince*, handbook for royalty, describes the most profitable ways of thinking and acting to achieve and retain power. He wrote the work for a specific type of ruler: a person who acquires his position by virtue of his own skills, talents and efforts. Such as a powerful Pope or a local seignior. Even in our times, the book is still popular. The most popular Machiavellian ruling is "the end justifies the means." In other words: in the quest to reach your goal, anything and everything is allowed. In this case morality or ethics are of secondary, tertiary or, in most instances, of least importance.

*A Scotsman knows no fear*

Genetic research in the nineties in Britain showed that there is a crystal-clear explanation for why the Scots were generally considered rough, tough and

terrifying. For a long time, the British Army leaders deployed Scottish soldiers on the front lines because of their fearlessness and their merciless fighting spirit. The findings indicated that for centuries, several Scottish tribes have shown genetic lines of mutations in the brain, causing their offspring to systematically possess very high anxiety thresholds ("they are not afraid of the devil") and decreased sensitivity to mental and physical pain. This combination of features turned the men of these tribes into perfect fighting machines.

This knowledge also gives us some insight into why Scotland was the last country in Europe to abolish corporal punishment in schools. Until well into the eighties, hitting children on the hands with a thin stick was a common disciplinary measure in education. Research results also explain why the Scots are able to tolerate that horrible whine of their traditional bagpipes and remain totally cool and unfazed. But that is another story.

[Kader]

### **The price of mud**

After lots of experimenting, a man in ancient Rome invented a high quality type of glass. Proud and pleased, the man set off to meet Emperor Tiberius (Tiberius Julius Caesar Augustus, 42 BC -37 AD). During the gathering he offered the emperor the revolutionary glass in joyful anticipation of a high reward. Tiberius, however, immediately ordered to have the man and his servants killed to avoid 'gold becoming the price of mud'.

[Einde kader]

### **Damaged lobe, no conscience**

We use the word psychopath freely and easily, but from a biological and neurological perspective, what exactly is a psychopath?

To a greater or lesser extent, psychopaths lack an important part of the orbital frontal lobe which is located in the forehead, exactly above the eyes. This reduces the ability or even makes it impossible to live like a social emotional being, creating virtually unlimited space for animal impulses.

Except that lower part of the frontal lobe, to a very large extent psychopaths also miss the signalling ability of two small organs that regulate instincts of fear. They are called amygdalae, small almond-shaped cores located in the middle-bottom section of our brain. They form part of our limbic brain system.

The amygdalae enable us to feel scared in a threatening situation, teaching us how to avoid that fear in the future. Psychopaths feel no fear, so they are unable to learn and adapt their behaviour. They are literally and figuratively incorrigible.

Neurological research shows that the brain defect is caused by a dysfunctional gene: the MAOA gene, also known as the 'gangster gene'. The mutilated

hereditary characteristics are so powerful in their presence, that in a family of two successive generations, sixteen killers could be traced, male as well as female. A psychopath is therefore not 'created' through circumstances but is born that way. Only a warm, affectionate family can help to ensure that no malicious killing machine is activated.

### *Snakes in suits*

In recent decades, much has become known about psychopaths, not in the least thanks to respected researcher Robert Hare. He is professor of psychology at the University of Vancouver. When he was young and had just graduated to become prison psychologist, he was thrown in the deep end. He knew virtually nothing about psychopathy, received little or no professional support and for years he worked, unarmed, between criminals at the maximum-security British Columbia Penitentiary. Over the years, and with the support of a small group of assistants, Hare developed a high level of expertise in the field of lying and notoriously unreliable personalities.

In 2006 Hare and Paul Babiak published the book *Snakes in Suits*. The work was based on psychopathological research outside the prison walls. In the early twenty-first century, large organisations were frequently confronted with increasingly significant fraudulent activities, mostly perpetrated by male top figures that subsequently never showed any remorse, regret or guilt. No conscience, no remorse, or as our national teddy bear junk of yesteryear, Herman Brood, often said in his own quirky manner: "Regret is like a shitting cow." No regard for risk, no regard for consequences. In their studies, Babiak and Hare made connections with findings of previous studies of the Nijmegen geneticist Han Brunner of the Radboud University, about psychopathy being a form of serious brain damage of genetic origin, with serious social consequences.

[Kader]

### **"I still struggle to fully understand what happened to me"**

In May 2010, the thirty-four year old Rene Hoogakker had been working as a production manager for a few months. He also studied industrial engineering and received an MBA, eventually acquiring five years of management experience.

A high-tech production process is taking place in his department. His team leaders and technical staff are very competent in carrying out their tasks, and the department is running as desired. After a couple of years, just as Rene is getting a firm grip on the running of the department, his new boss arrives. Paul Kazarian is sent to Europe from the US. Prior to that he had worked in Paris for three years as part of the "XB", the Executive Board. After those three years, he returned to the US for two years, where he celebrated his 41st birthday. Paul has now been appointed as Managing Director Europe.

"I was part of a management team of eight. Paul excelled in the wildest ideas. He sowed discord, caused unrest among colleagues and seemed to suffer from persecution mania. During 'away-days', which were frequently organised by him,

the most brilliant visions were created. Then we all got stuck in, often until late at night and under the inspiring and compelling leadership of Paul. But once back in the office, we never continued with the projects.

Paul divided the management team into two sections: 'upper' and 'lower'. He nominated himself as the first 'upper': Paul was our superior, an example to all and unattainable for all. He accepted no discussion on the matter. It was him who determined the selection.

Paul Kazarian was very capricious, but always very confident of the course he plotted, sometimes on a daily basis. He challenged you to openly criticise him in front of the other MT members, while he actually didn't tolerate any criticism at all. He could then suddenly put you down mercilessly. One moment you were glorified, and the next you were called useless and incompetent.

He fired me in a terrible way and threatened to burn me to the ground if I ever considered challenging the dismissal. With the intervention of lawyers we eventually reached a settlement. I still struggle to fully understand what happened to me at BFG. In the meantime I have however found a way to 'place' his incredibly reprehensible behaviour, but even so, it still remains a very painful period for me". After his dismissal in December 2011, Rene was kept up to speed by his former colleagues. This way he could still keep in contact and continue to follow developments from a distance. In 2012 Paul Kazarian was dismissed by the American Board with immediate effect. Rene: "He still managed to stay on for over two years. One of my colleagues had discovered that there were some discrepancies in Paul's resume. That, and the continued tampering with the financials of the BFG headquarters in Chicago, was the ultimate reason for his dismissal. The unscrupulous lying eventually did him in after all.

For privacy reasons, the names of the persons and organisations in this case are fictitious.

[Einde kader]

### **Checklist for identifying psychopaths**

Bob Hare, in collaboration with colleagues from around the world, compiled a diagnostic tool, the PCL-R Psychopathy Checklist. Using this list enables experienced psychologists and psychiatrists to diagnose a psychopathic personality. Even for specialists, however, it is proving to be complicated to correctly identify and interpret anti-social behaviour. This is why Hare, for years now, has been conducting training sessions and seminars for participants from health care, police, management consulting and other disciplines. The list is certainly not meant to be used by a lay audience, but we present it anyway, to enable you to recognise the personality characteristics of someone with psychopathic traits more easily.

[Stempel]



The checklist consists of twenty characteristics that can be present in a person to a greater or lesser extent. Each characteristic that is not present can be indicated with a 0, if it is mildly present a 1, and if it is very clearly present, a 2.

A real psychopath will score 40 points, and someone with a score higher than 30 'qualifies' for the psychopathy diagnosis. People without any criminal background usually have a score of around 5 points. Many non-psychopathic criminals have an average score of 22.

1. Wellspoken and superficial charm
2. Exaggerated sense of selfworth (egocentrism)
3. Impulse hungry/tendency for boredom
4. Pathological lying
5. Shrewd and manipulative
6. Absence of regret or guilt
7. Superficial emotional receptivity
8. Insensitivity and absence of empathy
9. Parasitic lifestyle
10. Weak behavioural control
11. Arbitrary sexual behaviour
12. Behavioural problems in early youth
13. Absence of realistic long-term goals
14. Impulsive behaviour
15. Irresponsible behaviour
16. Inability to take responsibility for own actions
17. Short-lived marriages/relationships
18. Juvenile delinquency
19. Violation of probation
20. Criminal versatility

In *Intermediar*, Journalist Chris Sprangers translated the most important psychopathic personality characteristics into daily professional practice. Do you recognise these people?

1. Does your manager or colleague make a smooth, charming impression?
2. Does he turn a general conversation into a conversation about himself?
3. Does he discredit others, or does he put others down in order to boost his own reputation?
4. Does he lie to colleagues, clients or business relations with a straight face?
5. Does he refer to people who have outsmarted him or manipulated him as dumb, stupid or retarded?
6. Is he opportunistic and ruthless, does he hate losing and does he play to win?
7. Does he give a cold and calculated impression?
8. Does he sometimes behave unethically and dishonestly?
9. Has he built a powerful network within the organisation which he uses for his own benefit?
10. Does he show no signs of remorse after making decisions that have had an adverse effect on the company, the partners, the shareholders or the staff?

[Kader]

## **The ideal employee**

Based on Hare's PCL-R Psychopathy Checklist, Journalist Chris Sprangers wrote a profile of an imaginary job applicant for the magazine *Intermediar*. This applicant fits no less than eleven of the twenty characteristic on the checklist. Would you hire this man or woman?

Applicant for managerial position: Charming appearance, smooth talker. Presents him/herself well, appears to be very convincing. Is a multi-tasker and quickly adapts to changing situations and problems. Has no problem admitting to mistakes. Maintains good relationships with people of all levels. Is very capable to implement necessary unpopular measures. Does not get stuck in negative emotions, can easily let go of anger. Stays professional even in difficult situations. Has enough insight to recognise people's weaknesses and personal problems. Is flexible and deals with problems by using the motto: 'as long as we work together we can find a solution'.

[Einde kader]

## **Psychopaths in your professional environment**

Our modern society does not seem like an ideal playground for psychopaths, unscrupulous, unpredictable and unpleasant people. The Code Tabaksblatt, rules for 'good governance', the Balkenende norm, open and transparent business practice, the Rijnland Model, compliance, sustainability, respect for Mother Earth with its infinite resources: we use these to measure the behaviour of the top executives, managers and influential politicians of today. On the other hand we see lots of unreliable and unethical behaviour in business. Society, businesses and organisations give psychopaths free rein, paving the way for a lot of lies and deception. Maybe, as a society, we should do something with this, because the social consequences are enormous. The first step is awareness. With this book we want to make a contribution.

In the next three paragraphs we describe three 'wrong' types: the egocentric, the narcissist and the psychopath. This trio provides a recognisable image of successive gravity and risk assessment. The list is not a complete psychological or psychiatric founded analysis; the classification is primarily chosen to clarify what types of people you may encounter in business, government and politics. In any case, with these wrong types, we can expect more lies and deception without them necessarily standing out. To be on your guard is therefore not a superfluous luxury.

[Kader]

## **Step into your emotion**

The acting school of Stanislavski has shown us a masterful trick. One of the most famous exponents of this school is Al Pacino. To make acting look as authentic as possible, actors make use of their own emotions and memories.

If you, as an actor, need to play anger, you go back to a time where you experienced that anger. You will then concentrate on your own anger and let it come out. Instead of saying that you're angry and using various acting techniques, let your emotions show, even though it may not have any connection whatsoever with the scene played. Using one's own emotions makes acting more believable. The same applies to lies. Interlard your story with your own emotions and people will believe you. Suppose you find yourself in a complicated negotiation process, and you are given a proposal that you actually find reasonable, but you want to make the other party believe that the proposal is actually terribly unreasonable. Focus on the anger from a past experience and respond from that emotion with 'real' moral outrage.

[Einde kader]

### **Fail: as egocentric as David Brent**

The egocentric colleague or manager thrives in large, bureaucratic organisations. However, in general he fails as a businessman, because he maintains his contacts poorly. In the end it will always be about him.

The British-American television series *The Office* is over ten years old but it's still very popular internationally. The protagonist in the original series, the British actor Ricky Gervais, plays the role of David Brent, department manager at a trading company. His unbelievable self-centred behaviour is so shocking that viewers cringe with embarrassment. This manager is a rude dog without any empathy, constantly out to belittle and correct employees. He does this with the sole aim so elevate himself to grandiose proportions. He is intelligent, smart, thorough, professional and loved by everyone. He wants the best for everyone. Well, that's what he has everyone believe. It never works out and the manager lacks any and all forms of self-reflection, so any hope at improvement is a complete waste of time.

We now know that in reality one in twenty people possesses these disturbing egocentric traits to a greater or lesser extent. The role of department manager David Brent is actually a good example of the more severe type: the narcissist. In the series, however, he still displays a certain awkwardness in his naive attitude that makes us feel that we should also feel sorry for him, that he deserves our empathy.

#### *Mushroom management*

In reality, the egocentric type of David Brent does not give us a genuine picture of the day-to-day reality. He lives in his own version of reality and he sees every attack on this reality as a threat, to be dealt with in the harshest possible way. Conflicts, negative judgments, putting someone in a corner, ridicule people in public: these are commonly used measures. Self-centred people are the advisors and salesmen who know everything better than their customers. He wants things to happen his way, the way he feels is right. If you, as a customer want do things

differently he will start protesting. He will deliver, but he won't take responsibility for the consequences. You have to adapt to egocentric managers or salespeople, they won't adapt to you. Their focus: keep maximum control. Their motive: fear of losing their position and their identity.

Egocentric types like David Brent can also be found among managers and team leaders who try to keep people dependent on them at all cost. A known management style these kind of bosses use is the so-called mushroom management: keep them in the dark and feed them shit. For mushrooms this is not a bad scenario, but dealing with egomaniacs like these can be extremely frustrating. They will only give minimal information, don't facilitate enough and make working conditions uncomfortable.

[Stempel]

### *Practical lessons*

There are various ways in which inconveniences caused by an egocentric personality can be temporarily minimised. Long terms solutions however consist only of two options: leave or make him leave.

1. Be aware that their ideas are not always based on realistic perceptions. Be aware of (self)deception.
2. They want to be good and great. Praise them regularly and you'll have them eating out of your hand.
3. Tell them what they want to hear. Join them in their view of the world.
4. Don't deny their reality and don't go against it, and more importantly, don't condemn their reality.
5. Ignore, don't engage, and try not to listen to them.
6. Remain friendly.
7. Don't take a stand. Remain a little vague.
8. Don't talk about personal things, also not about yourself.
9. Stay away from him. Do your own thing.

From all the publications on CEOs Dirk Scheringa of DSB and Sjoerd van Keulen of SNS we can see a picture emerge of gross manipulation and deception. The way Scheringa is characterised is different, however, from how Van Keulen is characterised. If we look at the characteristics of self-centeredness and narcissism, it seems as if Scheringa's personality is more on the egocentric side, while stories emerging about Sjoerd van Keulen indicate that he has more narcissistic features, another 'bad' businessman.

[Kader]

### **Ruthless man looking for job**

A few years ago, as part of a study, psychology students at the University of Oxford were asked to imagine being the manager of an employment agency: "Imagine having a candidate profile with the following traits: ruthless, fearless, charming, immoral and smart. What type of jobs would a person like this be suitable for?" The vast majority of respondents imagined this candidate in a senior management position or a profession with lots of responsibility.

[Einde kader]

### **Fail: Narcissists are fun**

The narcissist is a different type of psychopath: the best, the fastest, the funniest. He can only survive if he is able to draw power to him. These are the 'Ratelbanden' of society, the SNS Solar Kings and a whole lot of spoilt brats like the Britneys from the music industry.

The term 'narcissism' comes from the Greek myth of Narcissus, a young man who can only fall in love with himself which eventually destroys him. Narcissists see themselves as different, special, unique and superior, or at the very least: much better than others.

A narcissistic professional is often condemned to an existence of endless wandering. Each and every client will sooner or later distance himself from men like these, with or without the help of a lawyer or judge. Rejection is very hard to swallow for a narcissistic person, often resulting in either suppressed or overt aggression.

Narcissism comes in a wide variety of forms: the most severe form of the narcissistic personality is when the person has countless relationship problems. He distrusts others, can be aggressive, blame others for problems and tends to dominate, rule, manipulate or mislead. In a milder manifestation, a narcissist can accomplish a lot within an organisation by using his charm, confidence and independence. Industry, government and politics are grateful environments. The narcissist's conscience often plays a subsidiary role. They don't shy away from stealing and fraudulent activities at all. "Being a skilful thief is better than being a lousy inventor" is a typical motto for these types of 'professionals'.

Many researchers argue that mild forms of narcissism among managers are probably the rule rather than the exception. In the opinion of a narcissistic manager, it is more important to *be* something than to be able to *do* something. They are driven by an intense need for power and admiration. And so they are quite willing to do whatever it takes and to give up whatever it takes to achieve a position of power. Narcissists are characterised by strong egocentricity, charisma, fantasies of power, initial charm, great self-confidence and the urge to achieve results. These traits can be very useful for running a business. Narcissistic leadership, however, also carries considerable negative and destructive consequences.

[Stempel]

#### *Practical lessons*

Mild narcissism can provide lots of healthy and dynamic action and liven things up. If your narcissistic client or boss minimises, downplays or neglects your interests however, it's time for appropriate action:

1. Adopt a positive-critical attitude, don't be negative, but do take their stories with a pinch of salt.
2. Praise works better than verbal or non-verbal deviation or rejection.
3. Always doubt the validity of statements and opinions.
4. Ignore all the daily 'new, fresh, brilliant ideas' as much as possible. Hardly any of these ever come to fruition.
5. Don't outsmart him or brag about your own successes: you'll never win.
6. Don't take a stand in conversations. Rather ask lots of questions. Questions nourish and delight the self-confidence of the narcissist.
7. Always check salaries and expense accounts: dishonesty lurks everywhere.
8. Support peers in collegiality: the narcissist always has one favourite colleague who will, at some point suddenly fall from grace.
9. Provide anxiety-reducing support. If everything runs smoothly, he does not need to be afraid.
10. Put a 'good' man or woman alongside him as a 'guide dog': a skilful and tactful executive secretary or a management assistant.
11. Beware of the narcissist mixing his private interests with business activities (holiday trips during working hours, private mileage on the company car, private purchases with the business credit card).
12. Guard your boundaries. A resolute 'no' can cause little damage.

[Kader]

### **A car or dismissal**

A European training agency's multi-headed executive board revelled in their narcissistic universe for years.

After 'dramatically negative sales trends', twelve of their sixty trainers were told to leave within six months. A week later, the three directors each received a new lease car valued at more than one hundred thousand euro each. Some of the dismissed trainers were furious and resigned immediately. The executive board was shocked. During the last year of the demise of the company, the three executives each gave themselves a seven hundred thousand euro bonus. The company ingloriously went bust shortly after that.

[Einde kader]

### **Fail: As carefree as a psychopath**

The third and most serious gradation is the psychopath. You will instantly recognise him a year later when you're at the same international fair in Germany and you run into the smooth talking, charismatic salesman of the previous year. You are furious. He wants to have a chat, doesn't understand why you are so angry and asks you what happened exactly. He says he only had the best intentions last year, and again he asks: "dinner?"

- Someone with psychopathic traits is firstly easily recognised as a super narcissist.
- We see all the traits of a narcissist, plus additional features like: no empathy, undeveloped conscience, forceful and pushy, contemptuously superior, strong courting initially in making contact, very charming and very charismatic.
- But that is not all...

It would obviously be a huge mistake to assume that everyone with a powerful and influential position is a psychopath or exhibits similar behaviour. Yet, more often than we'd like to think, influential positions like these are held by psychopaths. Just like the scorpion in the beginning of this chapter, the average psychopath is also very good at deceiving and convincing. And he is also very good at adjusting, 'disguising' and faking the desired social and professional behaviour required for specific positions. He will also be credible and reliable as long as you are of value to him. And once you are no longer of value, he will excel at denying, ignoring, harming, belittling, lying, cheating, exploiting, firing and eliminating. A true psychopath will always deceive you, no matter what!

If you work with people who have excessively high levels of self-esteem and self-centeredness, display a strong narcissistic personality or more than the average number of psychopathic traits, it is wise to switch to permanent red alert mode: you will have to be on your guard 24/7.

[Stempel]

#### *Practical lessons*

Psychopaths are antisocial. They may act socially but they are not. Sooner or later you will see the psychopath's true colours. Until he has caught his prey, he will behave correctly and he will appear to be involved. Once his goal is reached, he will drop you like a hot potato.

The first step to dealing with psychopaths safely is recognition. Be aware that a psychopath hardly leaves any traces of lying. So don't be on the lookout for such traces, but pay attention to their personality! The following tips may also come in handy:

1. Honesty is useless: it makes no sense to be fair and transparent in your dealings with a psychopath. Endure the lack of honesty and just go along with him. Disclose as little as possible or nothing at all. Don't search for a connection.
2. Beware of emotional blackmail: criticism or reproach from your side will immediately hit you like a boomerang, and before you know it, he will back with renewed strength. Your comments will immediately be dismissed. If necessary, use the 'broken record' technique and keep repeating your statement, refusal or request. Play dumb. Genuine contact will never happen.
3. His ready assistance is feigned: if someone with psychopathic traits really makes an effort to help, you will see that, at some point, he will try to get out of it in a victim-like manner by complaining and being critical. If he said "yes" to something, try to hold him to it firmly and ignore his complaints.

4. Pay attention to consistency, confirm things immediately. They can make certain claims, only to deny those claims at a later stage. "What makes you think I would have said such a thing?" Move quickly, keep it professional and make sure you can verify and test.
5. Pay attention to justification, don't start doubting your own memory. The psychopath is very good at lying and manipulating by denying things, twisting the truth and putting pressure on you by accusing you of being stupid, amateuristic, forgetful, confused and suspicious.
6. Recognise your own false sense of guilt: emotional manipulation often leads to absurd accusations in a negligent way. He'll say that you haven't been clear or too clear, that you were much too late or much too early, and so on. The core of his criticism is that you are no good, and he is perfect. You may feel guilty and negligent in certain situations, but this is totally unfounded. To you, manipulation may feel like being powerless, but your interpretation is wrong.
7. Pay attention to 'hijacking': if you have a problem, he immediately has a much bigger problem. If you struggle with your health, he will tell you to get over it. His health is more important. He probably has a dormant terminal illness. Or surgery coming up. In other words, he will 'hijack' your concerns and belittle them skilfully. In doing so, he belittles you as a person and elevates himself to a heroic warrior, the idiot.

[Kader]

### **Such a nice, likeable man**

At the 2008 North Sea Jazz Festival, a musician and composer friend of mine spoke to a publisher of CDs and sheet music. A promising conversation. The gifted musician sent him his handwritten compositions in the hope that they would be published. But he never heard from the man again. A few months later, he saw the man on the Be Light TROS TV programme. Such a nice, likeable and correct man, and in hindsight a thoroughbred scammer. The musician never saw his beloved compositions again.

[Kader]

### **Famous egocentrics, narcissists and psychopaths**

Armed with all these insights, let's have a peek into the adult world. It takes little effort to single out the egocentrics, narcissists and psychopaths. As top executives and politicians, they manage fine, despite our high standards and values and our need for transparency. The following people are not necessarily psychopaths, but they do have personality characteristics that are more or less related to those of psychopaths:

*Silvio Berlusconi*



Tower of strength in the Italian economic reconstruction of the last twenty years. Media mogul, lover of bunga-bunga parties, contempt for the Italian and European politicians. Great admirer and friend of his Russian counterpart Vladimir Putin. Twists the Italian law to accommodate his personal needs.

*Richard S. Fuld Jr.*

Chief executive officer of the respectable New York financial institution Lehman Brothers, founded in 1850. The largest bankruptcy in history was the start of a global banking and economic crisis. 'The Gorilla' was the head of the Lehman Brothers for almost 15 years. He had a private elevator and elevator operator, three private jets and a Sikorsky helicopter. Fuld owed his nickname to his crude and brutal style. Between 2000 and 2008 Fuld received an estimated one billion dollars in salaries, bonuses and stocks.

*Ernst Jansen Steur*

Neurologist Ernst Jansen Steur from Twente made news headlines because he had forged a German medical degree with which he practiced neurology in Heilbronn in the German state of Baden-Württemberg. Prior to this, Jansen Steur worked as a neurologist at the Medical Spectrum in Twente. He was well-known for his research on Alzheimer's disease, Parkinson's disease and multiple sclerosis. In 2000 he became addicted to Dormicum, a sedative drug. To get his hands on this drug, he forged colleagues' prescriptions. A series of wrong diagnoses and procedures followed.

*Jos van Rey*

The successful Limburger Jos van Rey started out as an insurance broker, climbed the ladder to the Tweede Kamer and finally became deputy mayor and VVD senator. In Roermond, for years he was known as "Viceroy". Meanwhile he has been kicked out of the Limburg local municipality because of (suspected) bribery, corruption, insider trading, favouring relatives, friends and business partners: the 'friends republic'. He washes his hands in innocence, and now advises his party from the wings.

*William Blackburn*

William Blackburn was a senior police officer from Philadelphia. In 2012 a lawsuit was filed against him for using the police personnel database as a kind of personal dating service. He instructed an employee to search the database for photos of female officers, from which he would make his selections. According to his employee, this happened on a regular basis. Blackburn denies all allegations, stating that it is the female police officers who need to be investigated.

*Jérôme Kerviel*

Towards the end of 2012, French securities trader Jérôme Kerviel was sentenced to three years' imprisonment for illegal speculation on the futures market, resulting in a 4.9 billion euro loss for his employer Societe Generale in 2008. According to another market player, Kerviel only lost 1.5 billion euro on his positions, and the remaining 3.4 billion disappeared by the finalisation of positions by the bank itself, after the unauthorised transactions were discovered.

Kerviel lied about his transactions and invented non-existing clients. During the trial he blamed his employer for all his actions.

### *George Blake*

George Blake from Rotterdam was in the resistance, became a spy for England and, during the Cold War, joined the Russians. He escaped from a British jail cell and now lives in Moscow on a KGB pension. His maxim was: "In heaven there is no punishment and no reward". He betrayed hundreds of secret agents and had them executed. In 2012 he turned 90.

[Einde kader]

[Kader]

### **"I did it because..."**

A computer analysis of written examinations done by psychologist Kevin Dutton of Oxford University revealed that in their statements, psychopaths use a lot of conjunctions like 'because', 'since', and 'so', indicating that, in some way, the deception 'had to be done' in order to achieve a particular goal. In *The lessons of the psychopath* he writes: "The conclusion leaves little room for doubt". The psychopath always seeks to be rewarded, no matter the cost, ignoring the consequences and the risk. This may explain why, among a group of CEOs, researchers found a higher prevalence of psychopathic personality traits than among prisoners in a [tbs-clinic](#). "They just can't resist money, power, status and control".

[Einde kader]

### **Are you crazy or am I?**

Some people are very healthy psychologically, and there are people who manage to live to over a hundred years without a single complaint. They are however, the minority. Ordinary people like you and I are more vulnerable, for different reasons. Egocentrics and narcissists use our vulnerabilities to their benefit. They have an open stage to lie and cheat and can therefore achieve their goals easily.

Added to this is the fact that, for many people, working environments have become increasingly chaotic. Change has become an integral part of our existence. The working environment is an excellent breeding ground for self-centred people, narcissists and psychopaths. They thrive in a turbulent professional environment. Many people, however, suffer from all the turmoil and change. "They will just have to deal with it" is a common view in senior management.

Inconsistently lies at the core of many modern political organisation cultures, also referred to as 'a soccer game with shifting goalposts': interim goals, resources and agreements are ever changing. The work environment is perceived as increasingly unsafe. The work processes are left to the professionals, who are

facilitated like mushrooms - "we need to cut costs anyway." Angry and distraught staff members, all variations of internal politics and other nasty games at a lower level are sometimes the order of the day. External advisors can calm things down a bit, but they can't solve the problems. In his book *Change Management*, Dutch sociologist and emeritus professor Willem Mastebroek refers to this company-culture phenomenon as 'organisational decay', a source of health problems and a reason for passive or active resistance.

[Stempel]

The vulnerability of our society is shown by the following data from the Trimbos Institute, a research institute specialising in mental health. It emphasises the extent of the damage done to the average, well-intentioned employee at the hands of the disruptive and destructive influence of narcissists and psychopaths.

*Personal psychological problems:*

- One in three people will suffer from psychological problems at some point in their lives.
- Forty percent of all behavioural disorders have one or more forms of anxiety as the main cause.
- 38 percent of compulsive behaviour is genetically determined.
- More than one in fifty people have a histrionic personality disorder. These people do not feel at ease in situations where they are not the centre of attention. They are very emotional and very demanding. They don't think twice about twisting the truth to suit them.
- One in two hundred people have a narcissistic personality disorder.
- Three percent of the population has a psychopathic personality with a severely disturbed conscience ('unconscionable').
- Seventy percent of all publications on personality disorders are about emotional neglect, also known as borderline personality disorder.
- Psychological instability, frequently present in cases of emotional neglect, is 53 percent genetic.

*Psychiatric disorders in the workplace:*

- One in five working men and women in the Netherlands has a mental disorder.
- Men who don't enjoy their work have a chance of one in ten to suffer from mood disorders. In women the chance is one in five.
- Ten percent of employees in the Netherlands suffer from depression at least two weeks per year.
- Conflicts in the workplace lead to seventy to one hundred sick leave applications annually.
- Thirty percent of all employees who call in sick due to psychological complaints are involved in conflicts at work.
- The probability of a personality disorder in senior management and executive officers in the Netherlands is higher than average.
- 12.1 Percent of employed men in the Netherlands have problems with alcohol.

- 9.1 Percent of working women in the Netherlands suffer from mood disorders, usually in the form of depression.
- 14.6 Percent of working women in the Netherlands suffer from anxiety disorders.
- One in seven working people in the Netherlands seeks help for psychological problems.

[Kader]

## **Benny Goodman**

The famous American clarinetist and big band leader Benny Goodman (1909-1986) ruled his musicians with an iron fist for many years. Only a few band members managed to stick around longer than a few days. A good reason to stay was that the Benny Goodman Big Band achieved enormous success, was extremely popular and was thus a reliable source of income for years. You did however have to adhere, much like a slave, to the strict regime. Needless to say, the callous and insensitive Goodman was hated among the musicians. This anecdote about the band leader is still popular: One morning in 1986, a retired saxophonist from the big band was called by a former colleague: "I have good news and bad news for you!" The saxophonist replies: "Well, let's start with the good news". The other musician continues: "The good news is that Benny Goodman died last night, but the bad news is that he unfortunately passed away in his sleep."

[Einde kader]

## **ACCOUNTABILITY**

The explanation of Machiavelli's book **The Ruler** is partly based on the introduction of CJ Nederman in an edition of 2012. The story of the man who proudly presents a new type of glass to Emperor Tiberius, was written by Sheila Sitalsing in the book section of *The Times* on January 5, 2013.

## **LITERATURE**

### **Introduction**

The claim that 'almost one hundred percent' of all lies can be detected, came from director Gerard van den Berg of the Lies Academy during an interview with *Vrij Nederland* in July 2012.