

Some Aspects of Training the Operative for
Psychological Influence of Foreigners During
Cultivation

Scholarly Report

Note

This work highlights some aspects of psychological influence on the personality of the foreigner who is a target of interest for Soviet intelligence. The concept of influence is defined, and its basic forms are described. A characterization is provided of the special features of the personality that makes the process of targeted influence easier. Specific methods are reviewed of psychological influence of a foreigner in the course of his development.

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Psychological Influence is an important component of the behavior of specific individuals of interest to intelligence. Without mastery of specific methods of this form of influence, it is impossible to effectively organize the process of recruitment cultivation, to establish trusted relations with a contact or agent, or to successfully conduct of active measures, and so on. It is particularly significant as the operative makes personal contacts with various categories of foreigners.

The use of psychological methods of directing behavior in the practice of intelligence activity becomes more relevant with the increasing complexity of the agent and operative setting in countries under surveillance; the intelligence officer is required to do far more subtle and qualified work with people. The general increase in the population's psychological culture in the developed capitalist countries is also of notable importance. Currently in the West, various courses, groups, and centers for training communication skills are widespread, to develop internal and social sensitivity, and to be able to understand more deeply the motives and reasons both of one's own actions as well as those of other people. Hundreds of thousands of people in the USA and other leading capitalist countries have gone through training in these courses. The operative staff of the KGB's foreign intelligence have need at the present time of a deeper knowledge about the nature and mechanisms, the rules, means and ways and specific methods of exercising psychological influence on a person.

Various applied aspects of the problem of psychological influence have been widely studied in psychology

abroad. Every year, a large quantity of works is published on the issues of persuasion, suggestion, placing psychological pressure on people in various situations. Recently, it has been observed that Soviet scholars have increased their interest in this problem. A significant number of books have appeared in which directly or indirectly, issues of psychological influence are covered. The problems of educational, managerial and propaganda influence have been studied.

In specialized intelligence literature, the problem of psychological influence has to date been insufficiently covered. It is viewed only in part in research devoted to other operational issues. Many interesting facts from the practice of agent and operative activity require in-depth theoretical analysis and synthesis with the purpose of developing relevant recommendations.

The purpose of this work is to describe, from the perspective of training an operative, several of the most common issues of psychological influence on an individual in solving various intelligence problems. It has been prepared primarily based on study of open domestic and foreign literature. Scholarly reports have been made using materials from research conducted in several operational divisions of the First Chief Directorate [Glavka] within the framework of Chekist training.

The work is intended for the managerial and operative staff of the FCD's divisions.

1. The Nature of Psychological Influence

In the dictionary of the Russian language, the word "influence" is defined as an action aimed at someone or something with the purpose of achieving something, suggesting something. Influence on a person may be physical (on the body) and psychological (on the mind). An example of physical influence is surgical or medical interference in the body's functioning. It leads to organic changes and modification of a person's behavior (with psycho-surgical or psycho-pharmacological influence). The purpose and results of psychological influence over a person are changes of his views, convictions, motives for behavior, attitudes, mental states, etc. It should be noted that elements of the psychological are contained in physical influence as well. For example, painful sensations during torture can lead to a restructuring of the individual's psychological attitudes.

Influence on a person's mind may be material and environmental, verbal and complex. Material and environmental influence is achieved largely by a change in the material conditions of the life of the target; deliberate creation of certain situations; the use of factors of the external environment to form in him corresponding ideas, feelings, moods, and so on. This includes influence made, for example, through means of changing the conditions of the target's work; bringing him presents; paying monetary rewards; organizing trips, visits, etc.

Voice (verbal) influence is achieved mainly in the process of personal communication with the target

through transmitting to him relevant information with the help of words. This is conducted in the form of information, explanation, persuasion, and suggestion.

Complex influence presupposes a combination of changes of the material conditions of the target's life with transmitting targeted verbal information. Obviously, this form of influence is the most effective.

Psychological influence may be addressed by orientation:

- toward a person's consciousness, reason; his logical thinking; sphere of ideas; world view. Such influence is usually called persuasion;
- toward the emotions, feelings, subconscious attitudes. This is suggestion or coercion (psychological pressure).

In real life, psychological influence is achieved in a comprehensive manner. Both the rational and emotional components of the mind, as a rule, are its target. That is, persuasion, suggestion and coercion are applied in combination.

Restructuring of the personality under pressure of psychological influence can be different in extent. During meetings in person with the target, the operative may, for example, obtain changes of his views on some certain issue. This is a relatively narrow restructuring of the individual, of his behavioral orientations. One can speak of broader changes when by

virtue of the operative's psychological influence, the target becomes a convinced adherent of Marxism-Leninism.

Changes in the personality due to psychological influence made over it may be temporary and transitory or may be stable, persisting for many years.

Psychological influence in the process of communication is not one-sided. It is always of a mutual nature. The operative strives to influence the foreigner in order to motivate him for cooperation. For his part, the foreigner has influence over the operative who is trying to realize his own personal interests. Sometimes this influence is achieved even at a subconscious level.

Psychological influence on the personality in intelligence is determined by political goals; therefore, it always has ideological and class content. It cannot be neutral. As a political warrior of the Party, the Soviet intelligence officer transmits advanced, progressive ideas, views and aspirations to the target of influence.

An exceptionally important role in the effectiveness of psychological influence is played by the personality of the operative; his moral-political, social-psychological and professional qualities. The intelligence officer's ideological conviction, political maturity, and moral superiority over the enemy; his ability to be a good judge of people, to take into account their peculiarities and state at a

given moment of time; the ability to achieve the necessary degree of trust in relationships have an enormous significance. Overall culture, erudition, the ability to think creatively, to find original options to solve problems that emerge; emotional impact of speech, facial expressions, gestures, etc. are important.

Modern foreign theories of psychological influence of the personality of bourgeois society comes from the concept that people have an inherent need for an active, independent choice of a line of behavior and aspiration for self-determination. Striving for the achievement of a goal, people count on receiving a benefit (a reward) and avoiding losses and damage (punishments). Significantly, the perception and evaluation by a person of a given piece of information is determined by his internal attitude toward it. It is as if it refracts through the prism of his internal world, his system of motives and value orientations. Influence is effective when it is made with consideration of the psychological features of the target's personality: his views, value judgements, self-awareness, and position in life. A person can only really be influenced by what is compatible with his internal attitudes, which suit his basic life aspirations.

Even so, in most cases in practice, often the personality of the target of influence, the active role of his awareness in perceiving the influential information, are underestimated or sometimes even completely ignored. The process of influence with such an approach is seen unilaterally as mechanistic. Only the subject's active influence is considered, whereas

the target is seen in the role of a passive object of manipulation. This leads to badly mistaken notions, ignoring the socio-psychological rules about the possibility of changing behavior and people's way of thinking against their will, convictions and interests. Thus, in practice the influence often amounts essentially only to coercion.

In accordance with these theoretical premises, we can conclude that coercion in general and in operational work in particular is less effective compared to persuasion. In intelligence practice, it sometimes happens that under pressure from the operative, the target gives consent to a certain offer, but once out of his sight, begins to avoid further contacts.

Conviction is distinguished from coercion precisely by offering the target the opportunity of a free choice, of expressing his own will. Persuasive influence is organized from a number of interconnected stages: close study of the target; determination of the round of his wishes and difficulties on the path to satisfying them; establishment with him of trusted, interpersonal relations; and a substantive offer to him of a means of achieving his desired aims.

Recognizing and considering the active role of the target's personality in the process of influencing him; his freedoms to accept or reject an officer, have a positive effect on achieving the final goal. Correctly organized persuasion should essentially turn into the target's self-persuasion. Persuasion transformed into self-persuasion is a significantly more effective form of influence, and its results, that is, the change of

behavior in the necessary direction, are more solid and stable.

2. The Individual as a Target of Psychological Influence

People are receptive to external influence to varying degrees. The susceptibility of influence is determined by external factors; the situation that has occurred; the force of the influence; the personal significance of the proposed consequences and so on. Internal factors play a role as well - the characteristic individual psychological features of the target's personality. The operative must know and consider the individual psychological features of those whom he intends to influence. "In order to act with some chances of success," wrote Karl Marx, "you must know the material which is to be influenced."

In order to agree to secret collaboration, the foreigner must be internally prepared for this. He must be capable and at the same time wish to perform the intelligence assignments. The operative's task consists in finding persons potentially capable of collaborating with intelligence and encouraging them to accept such a decision.

The motivation for behavior and actions is the most significant features of the personality affecting resistance (or susceptibility) to recruitment influence. Motivation is what rules an individual's behavior from within, so to speak, urging him to perform a certain act, and giving meaning to what he

does or is asked to do. The formation and awareness of motives is a very complicated psychological process. Quite often it is difficult to determine what makes a person strive to achieve a certain goal.

At the foundation of motivation is a system of needs indicating a person's dependence on the external (physical and social) conditions of his existence. In the West, there is a widespread conception of the individually-oriented hierarchical pyramid of an individual's: from biologically- determined drives (the foundation of the pyramid) to ambitions for higher social aims (the apex of the pyramid). The needs at a higher level are satisfied only after the needs of the lower level are satisfied. In a more detailed form, this five-level pyramid appears as follows:

V Need for self-realization (creative growth, achievement, perfection)

IV Need for recognition (respect, authority, prestige)

III Need for communication, contact with other people (attachment, friendship, love).

II Need for security (avoidance of threats, damage to health, striving for stable existence)

I Physiological needs (food, water, rest, sleep, procreation, movement, etc.).

Drawing I: Pyramid of the Individual's Needs

The general diagram of the individual's motivation for activity appears as follows: an unsatisfied need leads to the appearance of a wish. On the way to fulfilling the wish, as a rule, certain difficulties arise. Thus, the problem is created of how to overcome these difficulties. When the problem is resolved, the wish is

fulfilled. The motivational cycle (need > wish > problem > solution) is completed.

Habitual means of achieving goals and satisfying needs are reinforced as a consequence of which attitudes are formed. They represent an internal readiness, a person's predisposition to act in a certain way under certain circumstances.

These are distinctive stereotypes of behavior in which a person's past experience is recorded, his preferred system of actions in reaching set goals. Attitudes are frequently manifested in a person's behavior despite his will and consciousness. Under the influence of attitudes, a person unaccountably perceives a given idea in a positive or negative light, reacts in one way or another to events and facts, and the actions of specific persons. Attitudes lay at the foundation of prejudice; they are biased attitudes toward a given phenomenon. They play the role of a psychological filter of incoming information.

An individual's system of attitudes to socio-political, moral and material values forms his value orientations which are among the most stable characteristics of the personality. Value orientations determine the general line of an individual's behavior; moreover, they guide his everyday behavior as well. One person's system of value orientations includes such values as human dignity, freedom, justice, honesty, and so on.

Another's may include money, power, pleasure, and so on. Clearly, these two people will perceive differently the methods of actions suggested to them. In order to develop a strategy and tactic for influencing a

foreigner's mind, first of all you must note his system of value orientations.

On evaluating the target's personality, it is extremely important to take account of the degree of his dissatisfaction with his life situation, the successes he has achieved, and his internal conflict.

Dissatisfaction may concern individual facets of the target's life or may be of a global nature. Scholarly research indicates that a person who is dissatisfied, who is in a state of conflict with society, his immediate surroundings or himself is receptive to the greatest degree to new ideas, since he sees in them the possibility of change of his existing situation in a desirable direction. In order to find the target's zones of dissatisfaction, you must analyze the ideological-political, socio-psychological and emotional-volitional aspects of his personality.

Conflict in the Area of Ideological-Political Orientations

The target who has an internal contradiction with official ideology and political attitudes may be highly susceptible to the psychological influence of a Soviet intelligence officer. Such a contradiction may be expressed in an open, severely critical attitude toward the domestic and foreign policies of the ruling circles, disenchantment with bourgeois "freedoms," and a positive attitude toward the USSR and socialist way of life. An interim form of expression of this contradiction is the lack of solid ideological convictions, a political indifference.

Characteristically, the true ideological-political face of the target may be hidden in the most cautious manner, and he may express his real views only with a trusted contact. In that connection, serious attention must be paid to persons guided by a "double moral accounting". It takes place when outwardly, in word, in an official setting, "socially-acceptable" behavior is demonstrated, and the "necessary" opinions are expressed, but internally, the attitude toward what is expressed and demonstrated is directly the opposite.

Socio-political disadaptation may take place when the target is opposed or feels himself opposed to the social milieu, when he feels himself "not fitting into" his social environment. He experiences a state of alienation in the collective of his co-workers; he doesn't find mutual understanding with his bosses, and so on. An indicator of disadaptation is the target's absence of close friends and solid emotional attachments (to parents, other relatives, his own family). Numerous extramarital liaisons are also indicative.

Social-psychological disadaptation is manifested in the target's dissatisfaction with his job position; that is, in the sense that his job is not commensurate with his abilities and creative potential. It is also shown in his complaints about management's unfair performance evaluations; lack of job promotions, especially compared to the rapid "growth" of other (less capable) employees; and in the insecurity of his job position.

Dissatisfaction with work and family life relates to age. Young people, for example, employees of government

institutions up to the age of 35, are full of energy and ambition as a rule. The future seems rosy to them; there are no serious financial difficulties or problems with health. They strive in every way to show their loyalty to the institution or the company.

Employees older than 50 years are also little vulnerable, since they will hardly risk their position at the sunset of their career. At that age, the chief purpose of professional life for many government officials is to calmly await their pensions.

The most vulnerable employees are those at the age of 36 to 45 who hold low-ranking jobs. Their enthusiasm for work is no longer high; perhaps there are problems in their family. Financial difficulties crop up; funds are needed for children's education, for covering home mortgage debts, a car, household appliances and other things. Such employees lose confidence in themselves. Their sense of worry, dissatisfaction and resentment at the bosses increases. They actively begin to seek a way out of the situation; therefore, they are the most receptive to new offers.

The FBI's research into the motivations of Americans who collaborate with foreign intelligence illustrates that the wish to get revenge against one's boss over some personal offense may motivate an employee to sell secret information to a foreign government. This research claims: "Thus, several Americans convicted or arrested for espionage have testified under interrogation that the management of the firm treated them unfairly; their complaints to the relevant government office were unanswered; therefore, they believed themselves justified in getting revenge

against their offenders through the sale to a foreign government of secret information or samples of the latest manufactured goods. "

The target's emotional-volitional instability is expressed in heightened sensitivity, vulnerability, touchiness; susceptibility to the influence of negative emotions; and jealousy, envy, anger, and fear. Emotional-volitional instability may be caused by several factors, approximate to psychological deviations: extreme introversion; suspiciousness; hypochondria (an increased concern about the state of one's health); an inclination to abuse alcohol; drug addiction, homosexuality, and so on.

With emotional-volitional insecurity, as a rule there is an inappropriate self-esteem, manifested in a superiority which is expressed in heightened self-opinion, ambitiousness, the wish to advance at any cost, arrogance and disdain (especially for those who are lower in status). People who overestimate their worth, and claim special treatment, have an insatiable need for success and recognition. When their career collapses due to objective circumstances, or their family life does not bring satisfaction, they are especially close to despair and anger, and react painfully to unfairness. They are capable at that moment of taking the path of revenge against specific persons or the system as a whole which did not give them the opportunity to satisfy their significant needs.

Therefore, one of the operative's most important tasks in the process of studying and cultivating the

foreigner is to detect the signs indicating his susceptibility to psychological influence. This can be achieved only through an in-depth study of the peculiarities of the foreigner's behavior in various life situations and in various aspects.

In looking for social-psychological vulnerability, you must examine the particulars of appearance, habits, manners of behavior, and state of health; attitudes toward smoking, alcoholic drinks, and food; the nature of relations with others, behavior in society, and attitude toward the family. Aspirations in personal and professional life and so on should be carefully studied.

It should be noted that the CIA has designed a scientifically-based system to search and work with targets for recruitment cultivation. It involves directing operational efforts primarily at mentally and psychologically vulnerable people. Chief attention is devoted to determining the basis for cultivation and strengthening and broadening it; to finding the target's motives for collaboration with the CIA. Materials obtained while cultivating the target are carefully analyzed and systematized. Psychologists are on the staff of several stations and maintain constant contact with operatives and provide their recommendations on cases. Sometimes they take part in personal meetings with the targets to examine the possibility of a dangle. Dossiers are kept at the station which contain everything on a target, even the most minute details. The material collected is sent to CIA headquarters, where specialists make determinations about a target for cultivation.

3. Technique of Psychological Influence

The chief task of influence consists not of imposing a decision but helping the target to come to it himself. Therefore, the process of influence begins with determining the target's dominant needs, and his current desires. Keep in mind that in striving to fulfill their needs, people in a bourgeois society want to achieve success (profit in business, recognition from those around them, satisfactions, and so on) and avoid troubles (punishment, losses, pain, condemnations, and so on). Moreover, people accept an idea offered to them far easier when they sense that the person making the offer understands their problems and difficulties. It is important to achieve trust in relations. If we want to attract a person to our side, first we must convince him that we are his sincere friends.

Influencing a person may be expressed as follows: to UNDERSTAND a person > to HELP him resolve his problems > to help him LOOK GOOD in doing so.

In understanding the target as a person, the operative's ability to put himself in his place, using the possibilities of his own imagination is very important. It is necessary to mentally penetrate the target's internal world, so to speak, to imagine his desires and problems and "see" their solution. Such an ability is one of the most powerful instruments for psychological influence. It is developed in the process of the intelligence officer's practical work with people.

The law of psychological reciprocity is manifested in the sphere of interpersonal relations. Consequently, most people experience affinity and positive emotions

toward those who express empathy and understanding and agree with them, approve their actions and so on. And conversely, most people avoid those who do not agree with them, do not approve their actions, criticize or contradict them, and so on. Therefore, each time a person says something with which you can agree, you should let him know that. For his part, he will feel the need to agree with your statements, or to put it another way, to show reciprocity.

The law of psychological reciprocity is the chief component of the art of psychological influence of people.

The best method of forcing a person to talk about himself is to ask questions showing authentic interest in him. A skillfully posed question can help a target open up and explain clearly what in fact he wants, to describe the problems that he needs to resolve in order to get what he desires, and realize that the option for actions proposed are the best means of solving his problems.

Open questions are the most effective for the purposes of influence, or questions like "And what is your opinion?". By their nature, they imply extended replies. When asking them, it is useful to reference the statements of other people, especially those whom the target values and respects, considers to be an example for him, and an acknowledged authority. Here are some examples of open questions:

1. "Mr. Low, what is your opinion of the meaning of a scientist's political views in our time?"
2. "Mr. Smith, recently I read in a trade weekly an interview with a successful businessman, John Peterson.

He said in particular, 'In our time, success in the world of business, achievement of outstanding results in the battle with competitors largely depend not only on fortune and luck, but on the ability to take a risk.' How true is that statement, do you think?"

3. "Mr. Brown, most people with whom I've had the fortune to talk about financial problems have said that they worry most of all about how to secure their future. They want to have a decent sum at the ready so as not to miss the opportunity to invest it in a profitable deal if the occasion arises, and strive to secure themselves a decent and comfortable old age, so as not to be a burden to anyone in their declining years. What do you think about this?"

Open questions can be subdivided into "questions about wishes" and "questions about problems". The first are aimed at realizing what a person wants; the second direct him to a problem area that must be solved in order to fulfill a wish. Here are several typical endings for such questions:

1. Do you find that fair?
2. Does that have any significance for you, personally?
3. What do you think, is there any sense in that?
4. Has anything like that ever happened to you?
5. What do you think, is that really the problem?
6. Does that bother you personally?
7. What do you think about that problem?
8. Do you think that's reasonable?

After asking the question, you must give the target the opportunity to express himself fully. The more he talks, the more his desires and problems become clear, and the more opportunities the operative has, therefore, to re-phrase his statements and reinforce a certain opinion in the target. When he can connect the achievement of his goal and the fulfillment of his wish with the need to resolve a certain problem, then he begins to look for this solution. That is precisely the moment, and not earlier, when internally he is prepared to accept an offer as a possible option to achieve his goal.

Understandably, in the process of cultivating the target, it is rare to manage to go directly from wishes to problems, and from them to a search for solutions. Blunders, deviations, and so on are possible here. Furthermore, it is characteristic of a person that he will persistently go after what he wants. The stronger the desire, the clearer the essence of the problem, the stronger the wish to solve it. Therefore, the more the operative forces the target during the process of talking with him to "transit" from the realms of desires and problems, the more he will motivate him to make the required choice.

In finding the target's dominant motives for behavior, his wishes and problems, the operative must draw attention to himself as a person able to help the target fulfill his wishes and solve his problems. For that, he must make use of "influential ideas" conceived in advance, that is, proposals for how to get out of the given situation. These ideas may be formulated as a question. Some ready-made phrases could be: "Would you like to have...?", "Did you know that...?" "Can you

imagine, that...?" and so on. You must be able to present the influential ideas in an interesting way, with a certain artistry, with emotional, bright with enthusiasm. In each specific case, the operative must be able to select the key offer - the influential idea - taking into account the target's personality and his current situation in life. This is where the operative's creative thinking is manifested, and his art as a recruiter and an intelligence officer.

In developing a strategy and tactic for psychological influence of a foreigner, you must keep in mind that progress to the greater final goal will be gradual. You must begin with small things (but not be limited by them, so as not to tread in place, but move ahead gradually). If you have managed to attract a person in a situation, even to an insignificant degree, it will already be much simpler to convince him in the end.

It is important to get the person cultivated to have a broad perception of an attitude: if the target allows himself something "as an exception," then there is a great likelihood that he will approve more extreme positions as well.

The enemy's intelligence services are guided, in part, by such outlines for psychological influence.³ One of the CIA's documents on recruitment of agents puts great stress on drawing the target into a recruitment situation by offering him help at the initial stage of the relationship in the form of small services. Various methods are used for this:

- offering medical assistance to the target himself or to members of his family;
- inflaming the target's feeling of dissatisfaction with the actions of his immediate superiors;
- offering financial aid (in small amounts) or leading the target to the thought of the possibility of accepting financial aid;
- offering professional assistance (providing relevant materials, exchange of information, organization of meetings with expert specialists);
- inviting the target to a candid conversations "about life as it really is," for the purpose of inflaming his critical attitudes.

A very effective means of psychological influence is reinforcement, that is, expression of interest and readiness to accept what the target is saying while talking with him. Verbal and non-verbal forms of reinforcement are to be distinguished. Verbal reinforcement is expressed through repetition by the operative of what the target says, the rephrasing of his thoughts in his own words, and through use of words such as, "I understand," "good," "yes, yes," and so on. Non-verbal reinforcement is achieved through nods, movements toward the target, smiles, and so on.

When the target hears that the operatives is re-telling in his own words or repeating a thought he has expressed (with interest and encouragement), this significantly raises his confidence in the meaning and appropriateness of his judgements. Most importantly, it urges him to say more of what people want to hear from him. Non-verbal signals of reinforcement are perceived by the target unconsciously and provoke in him the wish to repeat or cover in more detail those items which

enlisted interest. Speaking under the influence of reinforcement, the target not only discovers but strengthens his feelings as well with regard to a topic of conversation.

The operative's ability to find the right words is important for phrasing questions and reinforcing the target's train of thought. In order to realize the target's wish, and awaken in him the effort to resolve his problem, it is necessary to speak with him about things that are understandable, familiar and meaningful to him, using simple and concrete expressions, remembering in doing so that most people are inclined to think concretely. You should always remember that the gains and advantages that the target expects to receive in accepting the operative's offer must be tangible and distinctly perceived. Only by learning to make these advantages visible and clear for the target can the operative turn from being a person who is indifferent or even instills caution into a desirable and kind advisor foretelling success.

In a conversion intended to have psychological influence, it is necessary to adhere to a definite plan. Influence over the thinking and feelings of the target must be consistent and smooth. You must express your ideas gradually, after ascertaining that the target has understood well and correctly the information given him. For this, feedback must be used, that is, to give the target the opportunity to say what meaning the operative's ideas have for him. After all, first, the target receives the report of the operative, then he interprets it from the position of his personal experience. After this, he evaluates it in light of his

goals and prospects in life, and only then reacts to it.

The final stage of influencing the target is psychologically decisive. Some operatives do not ask the target a "decisive" question, since they fear getting a negative answer. Sometimes, this fear is not conscious; however, it is necessary to keep in mind and be prepared to overcome its negative influence on the effectiveness of psychological influence. For this, it is necessary to analyze what has already been achieved at that moment in cultivation of the target. Let us suppose that the operative helped the target to reveal the desires and problems he faces, and to become aware how these problems can be solved with his help. The target has realized the benefits and advantages of the operative's offer and has moved from fears and doubts to rational understanding of the current situation and the prospects of changing it in a desirable direction. That is, he is essentially prepared to fully accept the operative's offer, but he still needs help.

As a result of the efforts made by the operative, there is a struggle "for" and "against" in the target's mind. By carefully observing him during the conversation, you must estimate the state of the struggle of his motives and try to record the moment when he begins to make statements or ask questions as a person "who has already accepted" an offer. It is very important not to miss this decisive moment. In order not to do this too directly, you can begin with clarifying secondary details, supposing that the target has already made the required decision. If he does not react to such an indirect approach, that means he has not yet made up

his mind and several additional efforts must be made to help him get through this remaining part of the way.

During the influence process, objections on the part of the target are practically constant. It is necessary to know how to skillfully neutralize them psychologically. The literature describes recommendations concerning the technique of replies to objections. These can be formulated as follows regarding this issue:

- Above all, the target's objections must be predicted, and you must be prepared for them. With a minimum of effort, you can foresee at least 90% of all possible objections to a proposal. If you do not think about an objection, it will catch you unawares and cause unnecessary confusion, and lead to mistaken reactions to it.

- Listen to the target carefully until the end; give him the opportunity to fully express his objection. Show understanding of the target, acknowledge the correctness of some of his arguments. Even so, one should avoid any statements or actions that could increase his agitation.

- You should never directly contradict what the target says. After all, the task is to calm him and help him work out a logically based, rational decision. You cannot calm a person with a direct counter-objection. This can be done only after showing him your understanding of his condition, and that an objection is permissible and natural. Only after sensing the

operative's assurance and support may the target overcome his anxiety and worry.

- Never let the target know for any reason that his objections and concerns cause a negative reaction from the operative, and give evidence of his weaknesses, lack of confidence, timidity, and so on. Here the operative must play the role of an advisor whose task is to explain and guide and not argue and pressure. For the target, his objects are quite grounded and logical; therefore, if his logic or intellect is placed in doubt verbally or non-verbally, then consider it a lost cause. In this situation, more than any, you must show tact and above all, show the target your understanding of his feelings and the reasons for which the objections arose.

- To calm the objections and allay the worries, it is prudent to use the following formulas: "I understand you...", "I am not surprised that you have said this...", "I predicted your concern...", "It is good that you have mentioned this...", "If I were in your place, likely I would feel the same way...", "There is much that is just in what you are saying..."

- You must create conditions for the target under which he could admit the operative is right, while saving "face".

- Since most objections are essentially questions, it is quite natural to try to clarify which question the target wants to ask exactly. The best way of letting him know that in fact he has asked a question is to say something like: "You have raised a very interesting question". "Your question gets right to the point." "I

wasn't surprised to hear this question from you," and so on. The you must formulate the target's objection in the form of a question and finish it with the words: "This is in fact the question, is it not?" Thus, the operative conveys to the target what he has said, but now in his own words. Thus, he shows that he was listening to him and trying to understand, and now proposes agreeing that the target's objection is a question to which he would like to get an answer. As a rule, the target agrees, and if not, then you must ask, "In that case, what is your question?"

- Sometimes the objection takes a form which is hard to answer, since what the target is saying does not entirely coincide with the true reason for his doubt and concern. At the base of such an objection is an unacknowledged prejudice which is hard to express in words. Nevertheless, you have to try to do this. With the help of questions, dig down to it, "illuminate" its content. For this, you must ask additional questions, hear him out, and once again ask questions, listen, and so on. It happens that the target simply is afraid to make a decision. He is seized by fear and doubts, fear of taking a mistaken step. He wants to "shower" the operative with questions - and questions, logical or illogical. The main thing at this critical moment is to show firm confidence and not let him convince himself. It should be recalled that when the target begins to blurt out disconnected objections, in reality he is talking to himself. Here you must be very patient, well-wishing, and the main thing is not to try to answer all his objections. A good way of removing objections in such a case is simply to repeat the target's objections. Hearing them from another, possibly he might himself become convinced they are unfounded. Most decisions taken have an emotional

foundation; therefore, it is very important to persuade the target using sufficiently weighty, specific and practical considerations, confirming the prudence of taking the decision proposed.

- In outlining the main arguments against the target's objections, it must be remembered that every person has a need for security, a fear of losses, and a few for his future. Therefore, the target needs reassurances which must become answers to his objections. Moreover, if the target has not advanced a single objection, it would be quite good if the operative himself could raise this question and answer it himself.

- The nature of the conversation and the operative's arguments depend on the concrete situation, on the nature of the doubts and worries, and the individual psychological features of the personality of the target for influence.

The recommendations described, about conducting an influential conversation with the target may then yield practical use, when the operative acquires the relevant skills to use them in concrete situations. For this, it is prudent to try to think up possible "questions for a wish" and "questions for a problem" regarding one's neutral contact. Then, picking a convenient occasion, ask them. Experiment with the phenomenon of reinforcement, in order to be persuaded that really, it is possible to purposefully direct the process of the conversation. It is also advised to practice the ability to transfer a person from wishes to problems with the help of influential ideas, in accepting recommendations to neutralize the target's objections. The skills acquired may in the future be

used in the cultivation of foreigners of interest to intelligence.