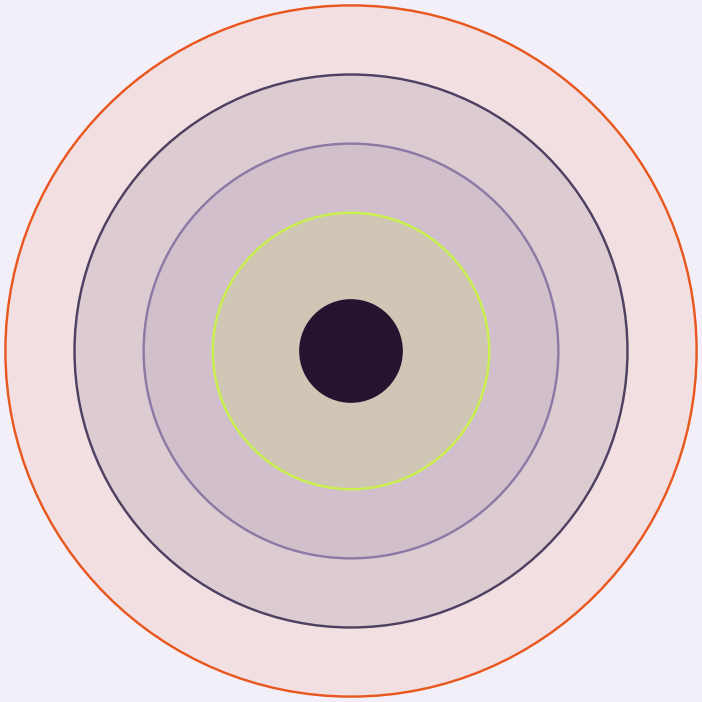


The Behavior Operations Manual

A reading of the book by Chase Hughes (2024)

1. ACTION BOOK

CONTENTS

Inside this edition

The book in a minute 3

The takeaways 4

Your action book 6

Before you go 7

PART TWO · THE ACTION BOOK

The setup checklist 9

Run one observation rep a day 10

Fix your state before the conversation 11

Diagnose the axis before you push 12

ABOUT THIS EDITION

This is HourLife's reading of The Behavior Operations Manual, in our own words. It is not a substitute for the book.

BEFORE YOU START 01

The book in a minute

Chase Hughes's training textbook for the NCI system — the FATE Model, the Six-Axis Model of Influence, the Authority Triangle and the Behavioral Table of Elements, built on three pillars: self-mastery, observation and communication.

Below are the 8 ideas HourLife readers vote up most, each in our words with a note on what it asks of you, and then the steps that put them to work.

WHAT READERS KEEP

The takeaways

1 HOURLIFE TAKEAWAY

Whatever control you want over a room starts with control over yourself.

HourLife's reading of the NCI system's pillars: self-mastery comes ahead of observation and communication, which is also what keeps this from being a manipulation handbook.

2 HOURLIFE TAKEAWAY

Behaviour runs on scripts. They are readable, and reading them is a trainable skill rather than a gift.

HourLife's framing: what looks like intuition in skilled operators is drilled observation with a vocabulary attached.

3 HOURLIFE TAKEAWAY

Focus, Authority, Tribe, Emotion — the FATE model is his shorthand for the four levers under almost every decision.

Where someone's attention is, who they defer to, which group they belong to, and what they feel — the four primal drivers the book names.

4 HOURLIFE TAKEAWAY

Openness to influence is not one dial. It is six, and they move independently.

The Six-Axis Model — suggestibility, focus, openness, connection, compliance, expectancy — is the book's most usable tool in HourLife's reading, because it tells you which one is currently the problem.

5 HOURLIFE TAKEAWAY

Words are the smaller part. State and observation are the larger part.

HourLife's framing: most people rehearse the sentence and ignore everything that determines whether the sentence lands.

6 HOURLIFE TAKEAWAY

Authority is a triangle: how you behave, the effect you have, and what you habitually do.

Behavior, effect and habits: none of the three is a claim you can make about yourself, so authority is assigned by other people, from evidence.

7 HOURLIFE TAKEAWAY

Not knowing how this works does not make you harmless. It makes your damage accidental.

HourLife's framing: behavioural dynamics run whether or not you can see them, and ignorance mostly means you cannot tell what you did.

8 HOURLIFE TAKEAWAY

Used to exploit, this produces short-term wins and long-term destruction.

HourLife's framing, worth holding onto: material written for operatives is being read by people who just want to be better in a meeting.

PUT IT TO WORK

Your action book

Do the setup steps once, then keep the habits going. The setup changes your week; the habits keep it changed after the first good one.

The download puts this whole reading and a printable action book in one PDF: the setup checklist, then a page of real calendar days for each habit, starting on the day you choose.

SET UP ONCE

- [ ] Start with the self-mastery column
- [ ] Learn the six axes by name
- [ ] Pick one FATE lever to watch this month
- [ ] Audit your Authority Triangle honestly
- [ ] Write your own use policy first

KEEP UP DAILY

- ◯ Run one observation rep a day
- ◯ Fix your state before the conversation
- ◯ Diagnose the axis before you push

30 days · Nov 11 - Dec 10, 2026

Part two, after the reading, prints each of these as a page to fill in by hand.

THE LAST WORD

Before you go

Pick one step from the action book and do it today. An idea from a book starts to count once it changes what one ordinary day looks like.

PART TWO

The action book

Change the setup once, then keep it up. 5 setup actions to do once, and 3 habits to mark each day for 30 days.

Nov 11 - Dec 10, 2026

Print it, or write on it in any PDF app.

SET UP ONCE

The setup checklist

Each of these is done once. Do one a day, and check it off when it is done.

☐ SETUP 1

Start with the self-mastery column

Before any observation drill, name the three states that most reliably wreck your judgement — hurry, needing to be liked, needing to be right.

Self-mastery is the first of the NCI system's three pillars, so it is the first page, not the last.

MY VERSION DONE ON

☐ SETUP 2

Learn the six axes by name

Suggestibility, focus, openness, connection, compliance, expectancy.

Write them somewhere you will see them. You cannot diagnose which one is low until you can list all six from memory.

MY VERSION DONE ON

☐ SETUP 3

Pick one FATE lever to watch this month

Focus, Authority, Tribe or Emotion — take one and track it in every conversation until you see it without trying.

Four at once produces noise; one produces a skill.

MY VERSION DONE ON

☐ SETUP 4

Audit your Authority Triangle honestly

Write what you actually do, the effect people visibly have around you, and your real habits — not the intended versions.

The gap between the two lists is the whole job.

MY VERSION DONE ON

☐ SETUP 5

Write your own use policy first

One line: what you will not use this for.

Putting it in your own handwriting is what makes it survive the first time the technique would work.

MY VERSION DONE ON

DAILY HABIT 1 OF 3

Run one observation rep a day

One person, two minutes, three observations written down afterwards.

Nov 11 - Dec 10, 2026 · 30 days · circle each day you do it

SMALLEST VERSION

CUE

WHERE

November 2026

MON	TUE	WED	THU	FRI	SAT	SUN
						1
2	3	4	5	6	7	8
9	10	11 ○	12 ○	13 ○	14 ○	15 ○
16 ○	17 ○	18 ○	19 ○	20 ○	21 ○	22 ○
23 ○	24 ○	25 ○	26 ○	27 ○	28 ○	29 ○
30 ○						

December 2026

MON	TUE	WED	THU	FRI	SAT	SUN
	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○
7 ○	8 ○	9 ○	10 ○	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

EACH FRIDAY

WHAT HELPED

WHAT GOT IN THE WAY

ONE CHANGE TO THE SETUP

DAILY HABIT 2 OF 3

Fix your state before the conversation

Sixty seconds of settling before anything that matters.

Nov 11 - Dec 10, 2026 · 30 days · circle each day you do it

SMALLEST VERSION

CUE

WHERE

November 2026

MON	TUE	WED	THU	FRI	SAT	SUN
						1
2	3	4	5	6	7	8
9	10	11 ○	12 ○	13 ○	14 ○	15 ○
16 ○	17 ○	18 ○	19 ○	20 ○	21 ○	22 ○
23 ○	24 ○	25 ○	26 ○	27 ○	28 ○	29 ○
30 ○						

December 2026

MON	TUE	WED	THU	FRI	SAT	SUN
	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○
7 ○	8 ○	9 ○	10 ○	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

EACH FRIDAY

WHAT HELPED

WHAT GOT IN THE WAY

ONE CHANGE TO THE SETUP

DAILY HABIT 3 OF 3

Diagnose the axis before you push

When something isn't landing, name which of the six is low — usually connection or expectancy — and work on that instead of repeating yourself louder.

Nov 11 - Dec 10, 2026 · 30 days · circle each day you do it

SMALLEST VERSION

CUE

WHERE

November 2026

MON	TUE	WED	THU	FRI	SAT	SUN
						1
2	3	4	5	6	7	8
9	10	11 ○	12 ○	13 ○	14 ○	15 ○
16 ○	17 ○	18 ○	19 ○	20 ○	21 ○	22 ○
23 ○	24 ○	25 ○	26 ○	27 ○	28 ○	29 ○
30 ○						

December 2026

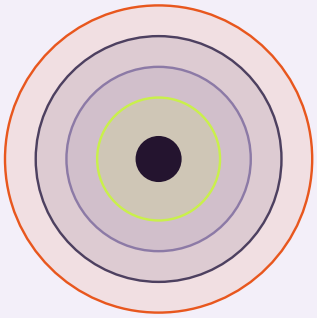
MON	TUE	WED	THU	FRI	SAT	SUN
	1 ○	2 ○	3 ○	4 ○	5 ○	6 ○
7 ○	8 ○	9 ○	10 ○	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

EACH FRIDAY

WHAT HELPED

WHAT GOT IN THE WAY

ONE CHANGE TO THE SETUP



The control you want over a room starts with control over yourself.

HOURLIFE TAKEAWAY