



**HOW TO FASCINATE**  
DISCOVERED BY SALLY HOGSHEAD

# YOUR HIGH-PERFORMING TEAM

*7 COMMUNICATION STYLES WITHIN  
WINNING TEAMS*



FASCINATION ADVANTAGE® SYSTEM



**HOWTOFASCINATE**  
DISCOVERED BY SALLY HOGSHEAD

# **BUILD YOUR ANTHEM:**

*THE TAGLINE FOR YOUR PERSONALITY*

FASCINATION ADVANTAGE® SYSTEM

## BUILD YOUR ANTHEM

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## FINDING THE HIGHEST VALUE OF YOUR EMPLOYEES

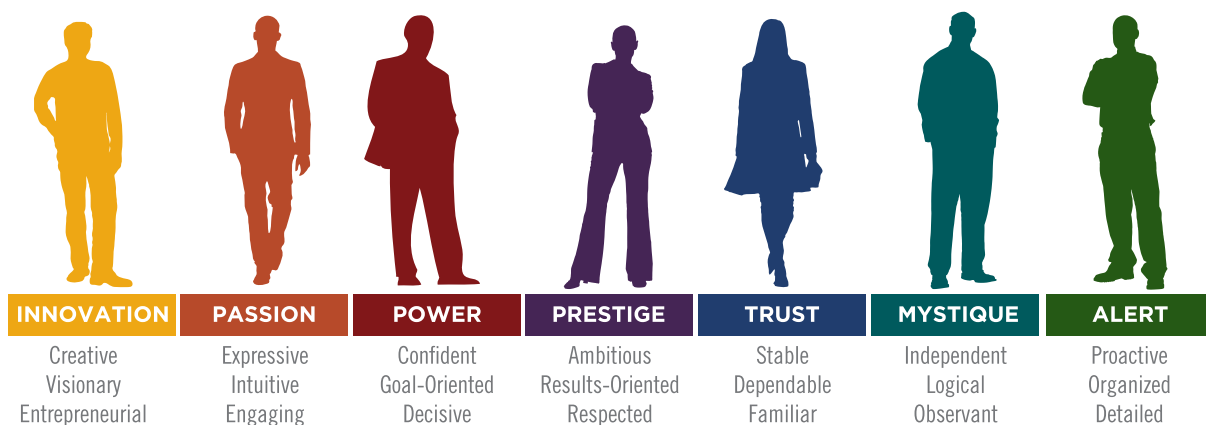
For most of us, as business owners, our number one expense is our employees.

In order for our business to succeed at a high level, we need to get the highest value out of our employees every day. It's not just a matter of making sure those employees are performing at their peak. It's also important to insure that they're fulfilled in their jobs.

This allows them to stay loyal to us, so that we don't have that huge "brain drain" that happens when key employees leave. We want people to be engaged in their work. We want them to be engaged with our clients and customers, so that they are helping to actively play a role in moving the business forward, but here's the deal:

Not every employee contributes in the same way. The more that we can identify how an employee is uniquely suited to add value for the customer, to contribute to the team, and to help build the company, the more that we're going to be utilizing those employees' unique Advantages.

This is also true with our partners and with prospective employees. We will be sure to cover all these players today.



## HIGH PERFORMERS, NOT HEADACHES

A lot of times when I talk with business owners, entrepreneurs and leaders within companies, the qualities that help them succeed are very different from the qualities of their support staff.

There is often a breakdown of communication between the leader and the people who are supporting that leader.

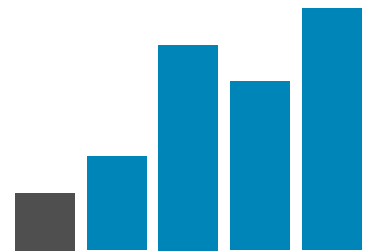
Leaders tend to communicate by using the Power Advantage or the Prestige Advantage. They tend to be focused on goals, whereas the support staff is there to supplement their Advantages in the following way. As a leader, you want your team:

- » To be able to do the things that you can't do.
- » To be able to do the nitty-gritty and the day-to-day minutiae.
- » To handle those things that you're not necessarily suited to do, and you really probably don't want to do all the time.

When we look at our team, we project the same expectations onto all of our employees. Then when those employees fall short, we become frustrated.

*This is where the headache issues come in.*

But...there's a different way of looking at it.



You need to make sure that each person on the team is performing at his or her highest value, but the way in which they contribute value is going to be unique to their personality.

## BUILD YOUR ANTHEM

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Then you can help each person perform, and over deliver, in the way that they naturally do.

### DIFFERENT EMPLOYEES, DIFFERENT RESULTS

In your business, you might have certain employee personalities that are going to keep everything in your business on track; they're going to keep everything focused. These are typically Alert personalities.

The Alert personality is going to make sure the meeting starts on time and stops on time. They are incredibly helpful to have if you want to make sure that your budgets stay on track and you are moving forward on the calendar.

On the other hand, you also want some people somewhere on your team that are going to help build camaraderie. They are going to build chemistry within the team and will make people feel emotionally involved. This way the company starts to build a sense of culture and a sense of connectivity. It's not just about the date circled in red on the calendar.



I'm talking about your Passion employees.

*I hope you can see that Alert and Passion are two very different personalities.*

Right now you might be thinking,

*"I want employees with a Passion Advantage."*

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Well, every Advantage has advantages and disadvantages. There is no right or wrong personality brand, but it's important to be brutally honest in understanding how you evaluate and seek out the best talent for your company.

So as we go through each of the Advantages, we will look at both their competitive advantages and disadvantages. This will give us complete clarity on who you need to have on your team.

As a leader, we need to be able to identify which employees we need, the value in the ones we have, who we might need to hire, and whether we may have certain employees in the wrong roles.



# IDENTIFYING A PERSON'S PRIMARY ADVANTAGE

HOW THEY ENGAGE OTHERS	HOW THEY COMMUNICATE	HOW THEY ADD VALUE	THEIR PRIMARY ADVANTAGE
Creative, Entrepreneurial, Visionary	You tweak traditional conversation.	Creative problem-solver.	<b>INNOVATION</b>
Engaging, Expressive, Intuitive	You immediately create an emotional connection.	Relationship builder with strong people skills.	<b>PASSION</b>
Confident, Goal-Oriented, Decisive	You speak with authority and control.	A leader who makes decisions.	<b>POWER</b>
Respected, Ambitious, Results-Oriented	You seek results and respect.	Overachiever with higher standards.	<b>PRESTIGE</b>
Stable, Dependable, Familiar	You bring even-keeled consistency.	Stable, reliable partner.	<b>TRUST</b>
Observant, Independent, Logical	You listen carefully and observe.	Solo-intellect behind-the-scenes.	<b>MYSTIQUE</b>
Detailed, Organized, Proactive	You focus on the task at hand.	Precise detail manager.	<b>ALERT</b>

# HOW TO PERSUADE AND MOTIVATE YOUR EMPLOYEES

## Why fascinating employees matter:

Once you understand what makes each of your employees more fascinating, you can start to get far more from them. By helping them discover and understand what makes them fascinating, you can help them sell more, manage better, and thrive in the workplace.

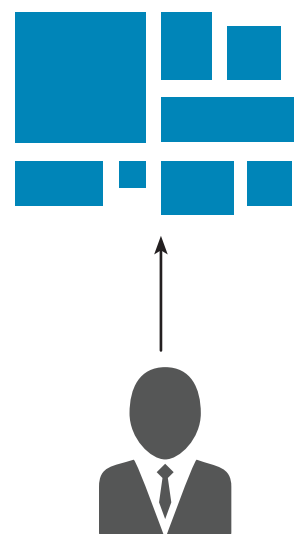
When your employees become more fascinating, then your company becomes more fascinating to customers.

**FIRST YOU MUST DISCOVER YOUR OWN FASCINATION ADVANTAGE**

**MOST PEOPLE DON'T KNOW WHAT MAKES THEIR PERSONALITY DISTINCTLY PERSUASIVE, LET ALONE HOW TO APPLY THAT ADVANTAGE TO THEIR PERSONAL COMMUNICATION. NO WONDER SO FEW LEADERS ARE INFLUENTIAL.**

By discovering and wielding your own Fascination Advantage, you will have a greater ability to:

- Shape decisions
- Attract clients
- Win debates
- Convince your partners
- Inspire employees



## BUILD YOUR ANTHEM

- Convert skeptics
- Recruit valuable team members
- Inspire your children
- Control the course of your career
- Connect with friends

The more you can amplify your Fascination Advantage, the more likely you are to be heard and remembered.

### HOW TO INSPIRE YOUR EMPLOYEES WITH THE 7 FASCINATION ADVANTAGES

Your leadership style should adapt somewhat, depending on your employees Advantages, in order to get the best out of them. For instance, someone with a **Mystique** primary Advantage will respond to a performance review or unforeseen deadline very differently than someone with a **Passion** Advantage.

**Below is a list of the primary Advantages, and how your Management can best help them reach their potential:**

#### INNOVATION

Want to empower employees with a primary **Innovation** Advantage? Steer their natural creativity in the most productive places. Coach them with clear rules when necessary, but also give room to explore. Give them space to show you what could be improved, and how you can rethink your company's old habits.



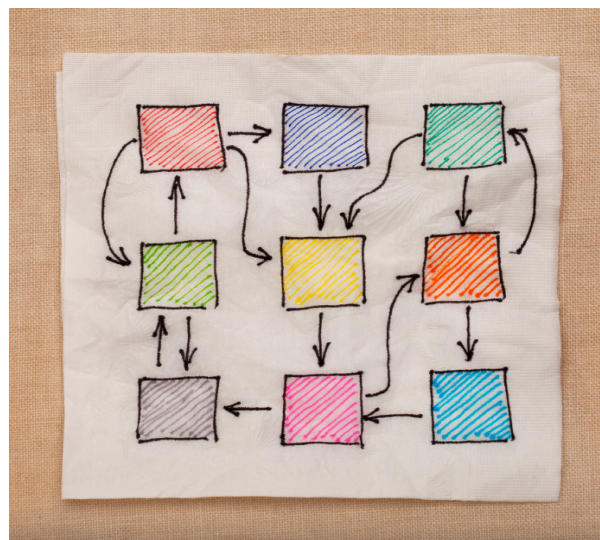
These employees will not be focused on 100% accuracy every time (unlike someone with a primary **Trust** or **Alert** Advantage), however, when well-informed, they will give you solutions you'd never have dreamed possible. They'll work best in a role such as marketing, or new business outreach.

## BUILD YOUR ANTHEM

### PASSION

Employees with a primary **Passion** Advantage want to be right in the heart of the activity. Properly motivated and coached, they'll give outstanding customer service, because they naturally understand how to relate to people's emotional needs.

They excel in introductions and pitches, because they can form bonds more quickly than Advantages such as **Mystique** and **Alert**. Make sure that they understand your expectations, because their expressive nature and intuitive skill means they might tend to “wing it” rather than follow protocol.



A recommendation: They thrive on direct face-to-face human contact. Give them plenty of opportunity to interact with customers, with you, and with each other. Ignored, their naturally high energy will putter out.

### POWER

An employee with a primary **Power** Advantage can be most easily groomed for future leadership, because she's probably already envisioning herself in a position of greater control than she currently enjoys.

Do not micromanage this person unless you want to see her either backlash against your grip, or leave for another boss. Instead, give her a little bit of room to prove herself, and then evaluate results together.

The more you can grow her sense of collaboration and support, the more she will reward you with strong performance.



## BUILD YOUR ANTHEM

### PRESTIGE

An employee with a primary **Prestige** Advantage is like the one with a **Power** Advantage, except for her, she will seek tangible evidence of her success.

Because she seeks to exceed expectations, it's important to help her by giving clear goals, with clearly outlined expectations, and a way to self check her own progress. Incentive programs will work extremely well to inspire exceptional efforts. These don't need to be extravagant, just symbolic demonstrations that the employee is over delivering for you.

One last word of caution: She will be demoralized, if not wounded, by public criticism. Reprimand her carefully, and praise as often as warranted. You will see the results in her performance.



### TRUST

With a primary **Trust** Advantage, employees want to buy in for the long haul. These folks are not looking for the quick win at work; they want stable, lasting relationships.

While their personalities might not be as expressive as those with the **Passion** or **Prestige** Advantages, they do exude stability, so customers become comfortable with them. These employees will deliver dependable results, on time, completed as planned. You might find, however, that they are uncomfortable with change, or with being pushed to perform at a higher level. They're built for consistency and repetition.



## BUILD YOUR ANTHEM

### MYSTIQUE

**Mystique** as a primary Advantage means that this employee wants to focus on the results. You won't always know what he is thinking or doing, however you will see all the "proof in the pudding." This is also the case with the **Power** Advantage.



Stand back, advise him as needed, but direct him with a light touch. From his perspective, purpose means reaching a successful conclusion.

Unlike those with primary **Passion** or **Innovation** Advantages, he doesn't want to belabor discussions about process, and usually dislikes group brainstorming. His skill at complex mental assignments means he often excels in information-driven roles, usually behind the scenes.

### ALERT

For employees with the **Alert** Advantage, you'll want to provide plenty of structure with a predictable schedule and policies. If you suddenly change your own vacation plan, or schedule a last-minute presentation, you might see them feeling flustered and struggling to regain balance. This will be true long after someone with the **Passion** or **Innovation** Advantage has accepted the change.



They succeed magnificently when they can map out a plan, with desired results and contingencies, and then getting a group to adhere to the plan. These employees often work well in HR, billing, and leadership roles that require tight control of company details.

### RECOMMENDATION

Have your core team of employees each take the Fascination Advantage Assessment, so that they can discover their own highest value.

By doing so, you will learn from each other's Advantages what makes each of you different, and far more effectively shape your team efforts. Once you understand what makes your employees fascinating, you can help reach a whole new level of potential, they can sell more, manage better, them and thrive in the workplace.

## YOUR EMPLOYEES AND HOW THEY ADD VALUE

Make a list of your current employees below and list the ways that they currently add value to your business.

Name:

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How they add value:

---

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Name:

---

How they add value:

---

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Name:

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How they add value:

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**BUILD YOUR ANTHEM**

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Name:

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How they add value:

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How do your current employees supplement your Advantages?

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In what areas do you need employees to help supplement your Advantages?

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Which of your current employees do you see performing in a role that is potentially not the best role for them?

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# THE 49 PERSONALITY ARCHETYPES

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## SECONDARY FASCINATION ADVANTAGE®

INNOVATION You change the game with creativity	PASSION You connect with emotion	POWER You lead with command	PRESTIGE You earn respect with higher standards	TRUST You build loyalty with consistency	MYSTIQUE You communicate with substance	ALERT You prevent problems with care
<b>THE ANARCHY</b> Volatile • Startling Chaotic	<b>THE ROCKSTAR</b> Bold • Artistic Unorthodox	<b>THE MAVERICK LEADER</b> Pioneering • Irreverent Entrepreneurial	<b>THE TRENDSETTER</b> Cutting-Edge • Elite Progressive	<b>THE ARTISAN</b> Deliberate • Thoughtful Flexible	<b>THE PROVOCATEUR</b> Clever • Adept Contemporary	<b>THE QUICK-START</b> Prolific • Thorough Diligent
<b>THE CATALYST</b> Out-of-the-Box • Social Energizing	<b>THE DRAMA</b> Theatrical • Emotive Sensitive	<b>THE PEOPLE'S CHAMPION</b> Dynamic • Inclusive Engaging	<b>THE TALENT</b> Expressive • Stylish Emotionally-Intelligent	<b>THE BELOVED</b> Nurturing • Loyal Sincere	<b>THE INTRIGUE</b> Discerning • Perceptive Considerate	<b>THE ORCHESTRATOR</b> Attentive • Dedicated Efficient
<b>THE CHANGE AGENT</b> Inventive • Untraditional Self-Propelled	<b>THE RINGLEADER</b> Motivating • Spirited Compelling	<b>THE AGGRESSOR</b> Dominant • Overbearing Dogmatic	<b>THE MAESTRO</b> Ambitious • Focused Confident	<b>THE GUARDIAN</b> Prominent • Genuine Sure-Footed	<b>THE MASTERMIND</b> Methodical • Intense Self-Reliant	<b>THE DEFENDER</b> Proactive • Cautious Strong-Willed
<b>THE AVANT-GARDE</b> Original • Enterprising Forward-Thinking	<b>THE CONNOISSEUR</b> Insightful • Distinguished In-the-know	<b>THE VICTOR</b> Respected • Competitive Results-Oriented	<b>THE IMPERIAL</b> Arrogant • Cold Superior	<b>THE BLUE CHIP</b> Classic • Established Best-In-Class	<b>THE ARCHITECT</b> Skillful • Restrained Polished	<b>THE SCHOLAR</b> Intellectual • Disciplined Systematic
<b>THE EVOLUTIONARY</b> Curious • Adaptable Open-Minded	<b>THE AUTHENTIC</b> Approachable • Dependable Trustworthy	<b>THE GRAVITAS</b> Dignified • Stable Hardworking	<b>THE DIPLOMAT</b> Levelheaded • Subtle Capable	<b>THE OLD GUARD</b> Predictable • Safe Unmovable	<b>THE ANCHOR</b> Protective • Purposeful Analytical	<b>THE GOOD CITIZEN</b> Principled • Prepared Conscientious
<b>THE SECRET WEAPON</b> Nimble • Unassuming Independent	<b>THE SUBTLE TOUCH</b> Tactful • Self-Sufficient Mindful	<b>THE VEILED STRENGTH</b> Realistic • Intentional To-the-Point	<b>THE ROYAL GUARD</b> Elegant • Astute Discreet	<b>THE WISE OWL</b> Observant • Assured Unruffled	<b>THE DEADBOLT</b> Unemotional • Introverted Concentrated	<b>THE ARCHER</b> On-Target • Reasoned Pragmatic
<b>THE COMPOSER</b> Strategic • Fine-Tuned Judicious	<b>THE COORDINATOR</b> Constructive • Organized Practical	<b>THE ACE</b> Decisive • Tireless Forthright	<b>THE EDITOR-IN-CHIEF</b> Productive • Skilled Detailed	<b>THE MEDIATOR</b> Steadfast • Composed Structured	<b>THE DETECTIVE</b> Clear-Cut • Accurate Meticulous	<b>THE CONTROL FREAK</b> Compulsive • Driven Exacting

## PRIMARY FASCINATION ADVANTAGE®

NOW IT'S YOUR TURN. ONCE YOU KNOW THE ARCHETYPE FOR OTHERS ON YOUR TEAM, FILL IN THEIR NAMES ON THE CHART BELOW.

CREATED BY SALLY HOGSHEAD  
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## THE 49 PERSONALITY ARCHETYPES

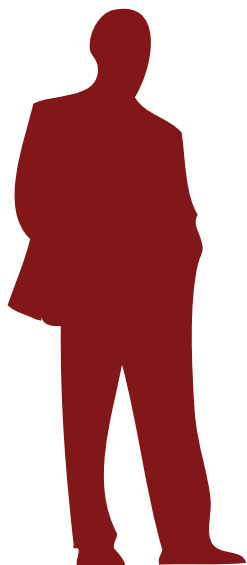
SECONDARY ADVANTAGE

	INNOVATION You change the game with creativity	PASSION You connect with emotion	POWER You lead with command	PRESTIGE You earn respect with higher standards	TRUST You build loyalty with consistency	MYSTIQUE You communicate with substance	ALERT You prevent problems with care
INNOVATION You change the game with creativity							
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PRESTIGE You earn respect with higher standards							
TRUST You build loyalty with consistency							
MYSTIQUE You communicate with substance							
ALERT You prevent problems with care							

PRIMARY ADVANTAGE

## BUILD YOUR ANTHEM

### THE 7 FASCINATION ADVANTAGES



**POWER**

Confident  
Goal-Oriented  
Decisive



**PRESTIGE**

Ambitious  
Results-Oriented  
Respected



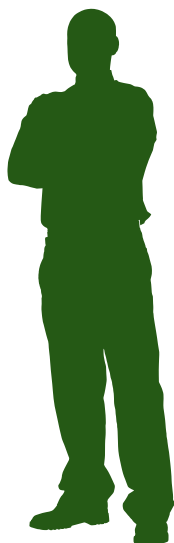
**MYSTIQUE**

Independent  
Logical  
Observant



**PASSION**

Expressive  
Intuitive  
Engaging



**ALERT**

Proactive  
Organized  
Detailed



**INNOVATION**

Creative  
Visionary  
Entrepreneurial



**TRUST**

Stable  
Dependable  
Familiar

ADVANTAGES MERGE TO FORM ARCHETYPES

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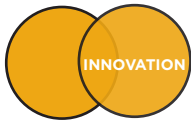
SECONDARY ADVANTAGE

<b>INNOVATION</b> You change the game with creativity	<b>THE ANARCHY</b> Volatile Startling Chaotic	<b>THE CATALYST</b> Out-of-the-Box Social Energizing	<b>THE CHANGE AGENT</b> Inventive Untraditional Self-Propelled	<b>THE AVANT-GARDE</b> Original Enterprising Forward-Thinking	<b>THE EVOLUTIONARY</b> Curious Adaptable Open-Minded	<b>THE SECRET WEAPON</b> Nimble Unassuming Independent	<b>THE COMPOSER</b> Strategic Fine-Tuned Judicious
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<b>TRUST</b> You build loyalty with consistency	<b>THE ARTISAN</b> Deliberate Thoughtful Flexible	<b>THE BELOVED</b> Nurturing Loyal Sincere	<b>THE GUARDIAN</b> Prominent Genuine Sure-Footed	<b>THE BLUE CHIP</b> Classic Established Best-in-Class	<b>THE OLD GUARD</b> Predictable Safe Unmovable	<b>THE WISE OWL</b> Observant Assured Unruffled	<b>THE MEDIATOR</b> Steadfast Composed Structured
<b>MYSTIQUE</b> You communicate with substance	<b>THE PROVOCATEUR</b> Clever Adapt Contemporary	<b>THE INTRIGUE</b> Discerning Perceptive Considerate	<b>THE MASTERMIND</b> Methodical Intense Self-Reliant	<b>THE ARCHITECT</b> Skillful Restrained Polished	<b>THE ANCHOR</b> Protective Purposeful Analytical	<b>THE DEADBOLT</b> Unemotional Introverted Concentrated	<b>THE DETECTIVE</b> Clear-Cut Accurate Meticulous
<b>ALERT</b> You prevent problems with care	<b>THE QUICK-START</b> Prolific Thorough Diligent	<b>THE ORCHESTRATOR</b> Attentive Dedicated Efficient	<b>THE DEFENDER</b> Proactive Cautious Strong-Willed	<b>THE SCHOLAR</b> Intellectual Disciplined Systematic	<b>THE GOOD CITIZEN</b> Principled Prepared Conscientious	<b>THE ARCHER</b> On-Target Reasoned Pragmatic	<b>THE CONTROL FREAK</b> Compulsive Driven Exacting

PRIMARY ADVANTAGE

## CONTRASTING PERSONALITY COMBINATIONS

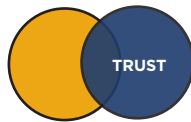
### HOW INNOVATION ADVANTAGES RELATE:



Working with fellow **INNOVATION** types will be invigorating for you. But be sure to stay on track and on budget.



While you won't immediately bond with **MYSTIQUE** types, over time, they can become your greatest champions.



**TRUST** types can give you steady comfort. Yet, in the extreme, working within their strict rules may stifle your creativity.

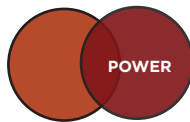
### HOW PASSION ADVANTAGES RELATE:



Join with an **ALERT** personality to help motivate your team by creating a plan to implement big ideas.



Working with **MYSTIQUE** could bring insight into areas of a project you may otherwise miss.



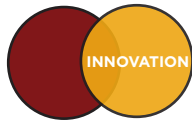
You will thrive with a partner who has a primary Advantage of **POWER**. They'll share your understanding of human nature.

## CONTRASTING PERSONALITY COMBINATIONS

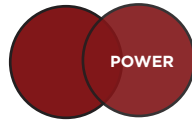
### HOW POWER ADVANTAGES RELATE:



Having someone with the **ALERT** Advantage on your team will help you lead by tracking performance and deadlines.

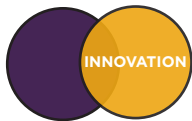


Working with the **INNOVATION** type will be energizing and gratifying for you, but is less likely to lead to a stable process.

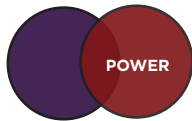


Join with other **POWER** leaders to exponentially increase your momentum as you feed off each other's energy.

### HOW PRESTIGE ADVANTAGES RELATE:



Working with **INNOVATION** types will be gratifying for you because you have this creative streak too. But stay on track.



You are an upbeat, involved leader. You can join with **POWER** leaders as long as they do not try to dominate you.

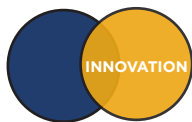


Having someone with **ALERT** on your team will enable you to meet higher standards by addressing all aspects of a project.

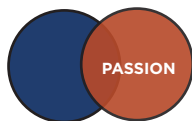
## BUILD YOUR ANTHEM

## CONTRASTING PERSONALITY COMBINATIONS

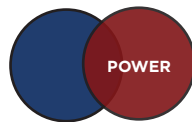
## HOW TRUST ADVANTAGES RELATE:



To continue to brainstorm, work closely with at least one person who uses **INNOVATION**. They will help you see new approaches.

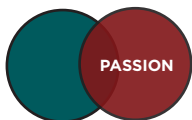


You enjoy working with **PASSION** types because you feed off their energy and positive outlook. And they're drawn to you as well.



You are not iron fisted, but you are an alpha. You can join with **POWER** leaders as long as they do not try to dominate you.

## HOW MYSTIQUE ADVANTAGES RELATE:



The **PASSION** Advantage is valuable on your team because it creates warm emotional connections with customers.



Put someone on your team with **INNOVATION** whose creativity can help you discover new approaches.

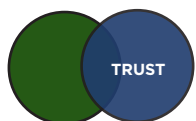


**POWER** supports your pragmatic attitude and helps you direct a team with authority.

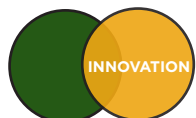
## BUILD YOUR ANTHEM

## CONTRASTING PERSONALITY COMBINATIONS

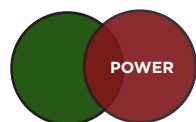
## HOW ALERT ADVANTAGES RELATE:



Those with the **TRUST** Advantage will carefully follow the plan to keep everything moving forward.



Having someone with the **INNOVATION** Advantage on your team will keep the ideas flowing. It's up to you to keep them grounded.



Join forces with the **POWER** Advantage to accomplish big tasks on time and within budget.

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As you think about yourself and your team, remember this:

**THE MOST POWERFUL WAY TO  
EMPOWER SOMEONE IS TO SHOW THEM  
THEIR OWN HIGHEST VALUE.**

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An individual with the Innovation Advantage excels in situations of change.

If you have change happening within your company, either growing very quickly, or shifting into new product development, an Innovation personality can adapt easily to new situations. They can develop new approaches that feel very natural to them.

An Innovation personality is able to develop a wide range of options and solutions because creativity is not just part of their career, it's the way that they think about the world.

**AN INNOVATION PERSONALITY DOESN'T SEE THE BLACKS AND WHITES THAT YOU SEE. THEY SEE OPPORTUNITIES TO CREATE WHOLE NEW PALETTES OF COLOR.**

A bonus of having Innovation personalities on your team is that they don't get locked into one way of doing things. This is especially important for companies that are growing quickly, or that need to adapt to a changing marketplace.

The Innovation personality can bring opportunities, that we as leaders may not see, because we get so focused on making sure that the other things hit the mark at the highest level.

The Innovation personality can say,

*“What if we tried it this way instead, from this other angle?”*

This viewpoint starts to give us options that we wouldn't have had otherwise.

Let's say one of your competitors has three times the advertising budget that you have. You need to be scrappier. You need to find more untraditional and aggressive ways of being able to reach your market.



**INNOVATION**

Creative  
Visionary  
Entrepreneurial

## BUILD YOUR ANTHEM

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You can't just run numbers. You need to be able to shift your perspective and imagine a new solution. This is where the Innovation personality is steps in to say,

*"You know it's never really been done this way before, but what if we did an experiment."*

They're going to be very comfortable taking the lead in this situation.

### SPARKING THE INNOVATION WITHIN AN EMPLOYEE

Innovation personalities don't like linear tasks. They don't like a job where they have to deal with a complicated Microsoft Excel file.

They're not the spreadsheet person, and they're not about inputting numbers all day. These are not your data-entry people.

It's really important that we do not put our Innovation personalities into situations where that's how their success is evaluated. When Innovation personalities get unhappy, which will happen, they're very quick to leave a job.

This would be a huge loss for you, because these are the out-of-the-box thinkers that you need within your company.

- » They look at numbers creatively, and they're the ones that are going to remain the future of your product, brand or customer relationship.
- » They can be mercurial and they don't blindly accept orders.
- » They want to talk about the why behind something, not just the how.
- » Alert and Trust Advantages talk about the how, where Innovation personalities want to explore, saying something like,

*"What if we don't take for granted that we have to do this such and such--Why don't we try it this way?"*

This can become frustrating to a manager who's really literal in their vision. If you as a manager said;

*“Go execute this deal.”*

And the Innovation Advantage replies with one of the following;

- » “Here’s what I see, do we really want to execute this deal?”
- » “Why don’t we do three of these?”
- » “Why don’t we do it with that person, instead?”

We as entrepreneurs and leaders have to get ourselves in a position to be able to adjust. That is the value that the Innovation Advantage brings, and if we don’t want that in a given scenario, then we have to be encourage it elsewhere in their job.

As entrepreneurs we tend to respond to entrepreneurialism in other people. In smaller companies with less staff, each person has to be able to do a lot of different tasks.

Innovation Advantages are good at multitasking, and sometimes they have a little dash of ADD in there, which REPLACE WITH “enables” them to take on a lot of things at once. This can be crucial to a busy, growing company.

On the other hand, the Trust Advantage is not comfortable with multitasking. They want to do one task at a time, slow and steady. This works extremely well for certain roles and not so well for other.

As entrepreneurs we need to be aware that, although we are frequently attracted to others who are not afraid of pushing boundaries and trying new things, we have to be clear about the limitations that people with those Advantages will have.

We can’t just have a team of Innovation people, because things just won’t get implemented. They open up the vision, but don’t close down the execution.

BUILD YOUR ANTHEM

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In what ways would an Innovation personality add value to your office?

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In what ways do you foresee problems leading someone with an Innovation Advantage?

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How does your personality add value to someone with an Innovation Advantage?

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## AN EMPLOYEE WITH A PASSION PERSONALITY

A passionate employee tends to build connections very quickly. They speak the language of relationships and will excel in making connections within your organization and with your clients.

**YOU WANT A PASSION PERSON WHO'S GOING TO BE OUT THERE CHAMPIONING FOR YOU, CREATING THAT PASSION, THAT SPARK AND THAT CHEMISTRY THAT EASILY GETS CLIENTS INTO THE DOOR.**

These employees tend to be very social.

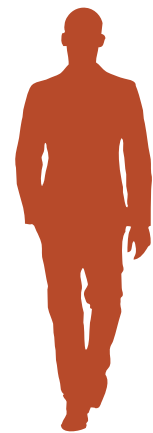
- » They like to be able to interact and they want to be at the heart of the action.
- » They want to be able to form bonds with others.
- » They appreciate feedback.
- » They do best when allowed to engage with customers.

Passion personalities thrive on regular communication with you (and positive reinforcement). Appreciation for their work and efforts goes a long way.

Passion personalities prefer to communicate face to face rather than via email (and a phone call is better than email too).

The culture in your business starts to become shaped by the Passion employee because there's more emotional engagement. There's more relationship building involved. It's more about gut decision rather than statistics and data.

If you don't have a Passion Advantage as a leader, you might find these employees to be a little more excited, or to brainstorm many ideas that rely on intuition.



### PASSION

Expressive  
Intuitive  
Engaging

## BUILD YOUR ANTHEM

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You may find that they become heavily invested in projects they believe in.

They can make excellent support staff and team members. They provide a glue within your organization ensuring that people don't just work in silos.

When you are recruiting, the Passion Advantage can be very attractive. Make sure that you are cognizant of the scenarios that could play out within the organizational culture and also in terms of new business with clients.

### **HOW YOU CAN CONNECT WITH, AND LEAD, A PASSION ADVANTAGE**

Let's say you are a dental surgeon. You are very precise. The reason why you've succeeded so well in your career is through your ability to slice through emotion and be able to look at something in a completely unbiased way.

Yet, at the same time you appreciate your staff when they are intuitive about their needs, as in:

*“When he comes back to the office he's probably going to be hungry let's make sure we have lunch.”*

Or, you appreciate that your staff can reach out to a patient who's had an unpleasant procedure, or a patient who's concerned about coming in to have something done at the office.

What you need to understand is that the way in which someone adds value is also going to be the way in which they can occasionally detract from our attention, and make withdrawals from our emotional bank.

Understand that if you hire someone because they are nurturing, then to a certain degree you're also going to have to nurture them.

BUILD YOUR ANTHEM

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In what ways would a Passion personality add value to your office?

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In what ways do you foresee problems leading someone with a Passion Advantage?

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How does your Advantage add value to someone with a Passion Advantage?

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## AN EMPLOYEE WITH A POWER ADVANTAGE

Power personalities are drawn to other Power personalities. Both have the same sense of confidence and respect. They like that about each other.

**SALES PROFESSIONALS TEND TO HAVE A HIGH USE OF POWER. YOU WANT SELF-STARTERS WHO ARE GOING TO BE AGGRESSIVE ABOUT GOING OUT AND BRINGING IN THOSE SALES.**

Internally, you have to know that there are going to be strong opinions if you surround yourself with a lot of people who have the Power Advantage. This can cause interruptions if you don't balance Power with other complimentary Advantages.

You can identify somebody with the Power Advantage if they tend to have confidence and an air of authority.

They like to be able to have a position of leadership.

Power personalities tend to be great at breakthroughs, because they keep pushing even when things get difficult.

- » They don't get frustrated easily.
- » They have the stamina to be able to keep going on the track of what it takes to grow a business, to get new clients and succeed in a difficult economy.

On the other hand, with these personalities it can be very black and white. It's important for you as a leader to make sure that everybody's got the same goals. If you've got a team with Power Advantages and everybody's focused on the same goal, that's effective.



**POWER**

Confident  
Goal-Oriented  
Decisive



## BUILD YOUR ANTHEM

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But if it begins to become ego driven, then it could deteriorate.

### **ALLOWING THE POWER PERSONALITIES TO LEAD**

The Power employees are going to be great at bold, decisive action.

If you have a project that needs a leader, they're going to naturally step into that role, very comfortably.

- » They're going to be able to gather and get their people moving.
- » They're going to be able to see where things need to go and push it in the right direction.

### **THE BEST WAY THAT YOU CAN GET MAXIMUM VALUE OUT OF A POWER EMPLOYEE IS TO PUT THEM IN CHARGE OF SOMETHING.**

They lead so naturally and effortlessly. If you have an assignment or a task and you show them where they need to go, then they usually can get there.

On the other hand, if you micromanage them and they're unclear about where they need to go, they can become frustrated. All of that energy that they naturally have, that natural drive to succeed, becomes discouraged. If ignored, this could bring morale down.

It's important for them to keep that energy moving in the right direction.

In what ways would a Power personality add value to your office?

BUILD YOUR ANTHEM

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In what ways do you foresee problems leading someone with a Power Advantage?

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How does your personality add value to someone with a Power Advantage?

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## AN EMPLOYEE WITH A PRESTIGE ADVANTAGE

are competitive because they want to see what others are doing, and then exceed those goals.

Being competitive is not a bad thing for your employees. In fact, being competitive is exactly what we want from many of our employees.

We want them to exceed our expectations and our clients' expectations, right?

What drives these employees is to see how they can focus their attention in a way that's going to bring them success, again and again.

- » They want to impress other people.
- » They want to take whatever the bar is and then raise it another couple of notches.

A Prestige personality is great to have on your team because they focus on not just pushing out, like a Power personality, and not just on connecting across, like a Passion personality.

### **PRESTIGE PERSONALITIES FOCUS ON MOVING UP, TO PUSH PROFITS, TO PUSH PERFORMANCE, TO PUSH THE QUALITY OF THE PRODUCT.**

This can be essential in your business.

Think about a time when we're talking to certain clientele or customers who expect a higher quality from our product, a more refined marketing approach, a higher level of service from the internal staff.

A Prestige personality is going to be keenly attuned to these things.

- » They don't want to settle.



#### **PRESTIGE**

Ambitious  
Results-Oriented  
Respected

## BUILD YOUR ANTHEM

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- » They don't want average.
- » They don't just want to clock out at 5 o'clock and go home.
- » They really want to win.

### **WORKING WITH THE PRESTIGE PERSONALITY**

We need to give Prestige personalities a framework to work in. If we give Prestige personalities a framework of sales quotas and show them what the average is, what exceeding expectations is, and what winning a trip to Hawaii is, they get extremely motivated.

If you show them where the benchmarks are, they'll want to hop over them.

This is different from someone with a Trust Advantage. They would be put off by this chart because they don't really want to engage in adversarial competition.

Prestige personalities love contests and promotions.

It's important for you, as the leader, to be able to put clear goals in front of your employees. This lets them know where to go in their production, to channel their energy toward long-term growth. There's a downside here though. Be sure to balance Prestige with other Advantages so your company doesn't become too demanding.

### **EMPLOYEES CAN BECOME SO COMPETITIVE WITH OTHER EMPLOYEES THAT ENERGY ISN'T REINFORCING COMPANY VALUES.**

During our research into the Science of Fascination, we studied many different groups of high performers. We found that companies that scored high on the Prestige Advantage tend to be successful, but the employees sometimes experience fatigue. This led to a high degree of turnover. People come into the business and are very quickly chewed up by the system.

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Make sure the expectations are not so high that it's impossible for them

## BUILD YOUR ANTHEM

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to meet and exceed those expectations.

his could be really costly for a company, if never addressed.

In what ways would a Prestige personality add value to your office?

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In what ways do you foresee problems leading someone with a Prestige personality?

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How does your Advantage add value to someone with a Prestige Advantage?

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**AN EMPLOYEE WITH AN INNOVATION ADVANTAGE**

# AN EMPLOYEE WITH A TRUST PERSONALITY

Trust personalities are the loyalty builders within an organization. They are loyal to the company and they create loyalty with clients and customers.

Trust is very interesting in the way that it develops in our brains. Neurologically we begin to trust something when we see it in a pattern over and over. If that pattern becomes consistent enough, we begin to recognize it.

The more recognition we have, the more familiar it is and the more that we like it.

For example, songs, flavors and friends make us feel comfortable because we know exactly what to expect from each of them.

In a chaotic world, people who use the Trust Advantage feel comfortable and familiar. We know what they're going to do, as they tend to like the same routines.

They may eat the same thing every day for lunch. Or clock in and out at the same time.

They like repetitive patterns, and the advantage of having somebody this dependable in your organization is that it brings the stability of predicting what their output is going to be.

They're not volatile. They dislike surprises.

They're very good at making sure that things move forward consistently.

The potential disadvantage of the Trust Advantage, as there is with every Advantage, is that sometimes they can seem "stuck".



**TRUST**

Stable  
Dependable  
Familiar

As a manager of a Trust employee, you might be thinking,

THE TAGLINE FOR YOUR PERSONALITY: TRUST

## BUILD YOUR ANTHEM

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*“Why can’t they move faster? It’s as if they have only one gear.”*

I bet you know someone, who no matter how quickly they need to get to work, they’re going to drive the exact same route, at the exact same speed, even if they are running late.

Nothing about their style of driving will be altered due to the fact that they’re running late.

These are the Trust personalities. They don’t change habits easily.

When a project gets off track or when a product is running behind schedule, they’re going to keep doing what they’re doing. Balance this dependability with personalities that react more on intuition.

Help Trust personalities to avoid becoming too predictable.

If we put a Trust Advantage in charge of marketing, a benefit is that they’re going to build a very consistent brand with the same logo, consistent colors and visual iconography. On the other hand they’re not going to surprise the customer (with innovative brainstorming.)

Trust is an incredibly valuable trait, one of the most difficult of all Advantages to earn and one of the easiest to lose.

If somebody disappoints you, it’s very hard for you to trust them again.

The Trust Advantage will do what they say and they say what they’ll do, but don’t expect them to make a quantum leap.

In what ways would a Trust personality add value to your office?

BUILD YOUR ANTHEM

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In what ways do you foresee problems leading someone with a Trust Advantage?

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How does your personality add value to someone with a Trust Advantage?

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## AN EMPLOYEE WITH A MYSTIQUE ADVANTAGE

The Mystique Advantage by definition is one of the most difficult to identify, because Mystique is about what you don't say, rather than what you do say.

These personalities tend to be the observers. The quiet listeners.

We may see them as shy, or soft-spoken. They don't jump up on the table and shake it to the music at a company party, yet they're going to be the ones who watch all the action and make connections.

They have a more intellectual and analytical style of seeing what's happening before they jump in.

Because they edit what they say, the highest value that they contribute is that they vet their ideas before they present them. When they do speak, they've already considered the possible outcomes.

**THIS MEANS YOU'RE GETTING THEIR BEST PIECE OF INFORMATION FIRST, AS SOON AS THEY OPEN THEIR MOUTHS.**

Mystique personalities make decisions inside their head, rather than around the table in a conversation.

- » They don't like to throw ideas out before they've crafted them carefully.
- » They're very comfortable working independently.
- » They're actually more comfortable going away to solve a task, returning later with an answer.
- » They don't make decisions instantly and tend to like to be able to think things through rationally.



### MYSTIQUE

Independent  
Logical  
Observant

## BUILD YOUR ANTHEM

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The Mystique personalities are very easy to work with, as they don't take up a lot of emotional space (and they don't get on people's nerves).

They bring a steady element to a team and can help offset some of the more colorful personalities in your company.

So if you, as an entrepreneur, have a really big personality, the kind that tends to be dominant in conversation or in opinions, it's helpful for you to have Mystique around. These people are not going to push. But they will help you arrive at the right conclusions.

### **OPTIMIZING A MYSTIQUE TEAM MEMBER**

The Mystique Advantage conserves energy, running at a slower burn. If you think about your employees who maintain a fast burn, racing out of the gate immediately, you know that within 30 minutes you've already got 80 percent of their best thinking.

That's great in certain situations that require quick turnover or externally focused situations like going into a sales pitch.

But there are a lot of situations where we need somebody who's going to be able to be of a more slow burn. We need someone who is going to be able to think things through more gradually.

This person will stay focused on the strategy and will not be lured in by shiny objects.

That's where the Mystique Advantage can shine in their results, more so than shining across the table.

## BUILD YOUR ANTHEM

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In what ways would a Mystique personality add value to your office?

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In what ways do you foresee problems leading someone with a Mystique Advantage?

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How does your personality add value to someone with a Mystique Advantage?

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# AN EMPLOYEE WITH AN ALERT ADVANTAGE

The Alert Advantage is very different from the Passion Advantage because an individual with the Alert Advantage focuses on linear, rational information. You can identify a person with the Alert Advantage because they're always scanning their surroundings.

Imagine they're looking from the left, 180 degrees to the right, to see what can eventually go wrong and then focusings on how they can fix it before something does go wrong.

They keep everything safe.

They're excellent project managers and are great at being able to get deep in the weeds, figuring out all the details of really complicated problems and unraveling and preventing them.

**THE GREAT VALUE THAT ALERT ADVANTAGES HAVE IS THAT THEY'RE ALWAYS LOOKING AT HOW THEY CAN BE THE SOLUTION TO A PROBLEM.**

On the upside, if you have a problem such as shipments going out late, or appointments aren't running on time, or if you have a really complicated case coming up, the Alert personality is going to make sure that the team stay focused on what needs to happen. They're going to manage the details so that you don't have to.

On the other hand, because they tend to be focused on avoiding problems, they can become anxious when things aren't going according to plan.

For example, many of my employees have Alert.



**ALERT**

Proactive  
Organized  
Detailed

## BUILD YOUR ANTHEM

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They're fantastic and perfect for their jobs because they look at our projects and consider any potential problems on the horizon.

- » “Will calls run into other calls?”
- » “Do we have enough resources and time for current projects?”
- » “Are we meeting expected revenue goals?”

All of those little nuances and details do not play to my strengths and they are not a good use of my time.

### **IT'S NOT THE BEST AND HIGHEST USE OF MY PERSONALITY, BUT IT IS THE BEST AND HIGHEST USE OF THEIR PERSONALITIES.**

They enjoy doing these things. They're gratified by the process of checking on these issues, and it's enormously valuable to me. So, with their Alert Advantage, one of the things that I have to be aware of is whether there's going to be an unexpected change. Because for Alert personalities, a big change can be anxiety-provoking.

If things are going to change, I can help them be the best at their job by not thrusting surprises on them, or at least giving them a sense of the framework for the new ideas or processes.

I find that everybody needs an Alert Advantage on their team. This is especially true if we score low in Alert as leaders of our organizations. We also have to be aware that these Alert personalities are not going to be the hearts and flowers that burst into the room and sing songs and put a jug of wine on the table, because that is not how they add distinct value.

Entrepreneurs frequently use the Power and Innovation Advantages, which tend to be creative. To effectively run your business you need someone to put that creativity into action and execute the plan.

The Alert personalities are going to implement. The Alert people are going to make sure that those boxes are checked, so we can focus on the big picture and vision and they can actually make the vision a reality.

## BUILD YOUR ANTHEM

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In what ways would an Alert personality add value to your office?

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In what ways do you foresee problems leading someone with an Alert Advantage?

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How does your personality add value to someone with an Alert Advantage?

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## MOTIVATION STRATEGIES FOR EACH TYPE OF ADVANTAGE

You already know who your employees are if you have allowed each to take their own Fascination Advantage assessment. You also know that you need to play to their unique Advantages in order to get the most out of them.

In the spaces below, use your own highest value to share 2 ways that you can motivate each Advantage and then begin to apply that motivational strategy in your business with your employees.

### INNOVATION ADVANTAGE

1.

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2.

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### PASSION ADVANTAGE

1.

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2.

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## BUILD YOUR ANTHEM

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### POWER ADVANTAGE

1.

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2.

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### PRESTIGE ADVANTAGE

1.

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2.

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### TRUST ADVANTAGE

1.

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2.

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## BUILD YOUR ANTHEM

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### MYSTIQUE ADVANTAGE

1.

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2.

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### ALERT ADVANTAGE

1.

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2.

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**NOTE:** Knowing that you have an idea of how to motivate your employees, it's time to put these tools into practice. Go ahead and start testing out the concepts you have outlined above in your team communications. These include emails to weekly meetings, face-to-face conversations and performance reviews. Treat each opportunity uniquely, fitting to their unique personality Advantages and highest value. That will be the ultimate motivator for both you and your employees!

## THE 7 ADVANTAGES IN YOUR OFFICE

Let's say you have a client that you're concerned about losing. This is a critical client and lots of revenue will be lost if this client walks out the door.

A Trust personality is going to be able to build a connection with that client. This is a connection upon which that client will feel that they can always rely, when other vendors send the wrong product, or have an unexpected quality change.

A Trust personality is going to always make sure that things stay on track.

On the other hand, if you have a Passion personality in charge of that relationship, they will have a different way of being able to succeed and make sure they keep that client by maintaining emotional engagement.

- » They're going to take that client to lunch
- » They're going to show personal commitment
- » They're going to have a lot of color and energy in the way they do it

On the flip side, they're not going to breed dependability, or communicate dependability the way that a Trust personality will.

As leaders, we need to strategically choose which racehorse we want in there for the critical client.

Do you want somebody who will exude those qualities of reliability or do we want somebody who's going to exude qualities of emotional connection?

## BUILD YOUR ANTHEM

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When dealing with a crucial client or patient in your business, what are the qualities you want your team to possess when communicating with them?

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Which of the 7 Fascination Advantages would be best suited for you in this role?

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How do you envision this person affecting the relationship with that client? What emotions do you want the client to feel after communicating with this employee?

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# YOUR EMPLOYEES WITH THE FASCINATION ADVANTAGE

Having your employees take the Fascination Advantage assessment allows them to learn about themselves and how they can best succeed within your company.

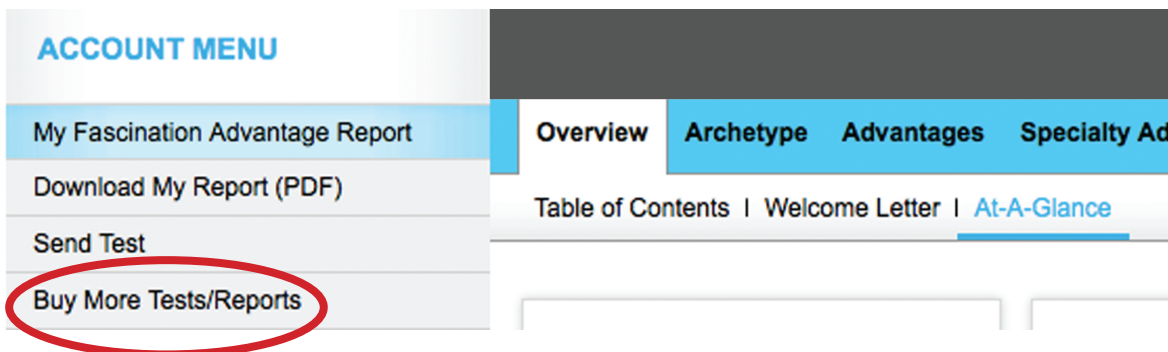
As a leader, we can also begin to understand how we can best utilize this person’s highest value. It sends a very strong, positive signal that you are very interested in helping them to become more successful.

When we invest time in the training and development of our team and help them understand themselves, we stop becoming just a traditional ‘boss,’ and we start becoming more of a supporter of that person’s potential.

People at all ages want to reach their full potential.

They want to be able to perform at a high level, but if they’re in the wrong role, are required to use their dormant Advantage, or are not allowed to accelerate the way that they’re naturally hard-wired to succeed, then they’re going to become discouraged, and ultimately fail.

You can purchase more Fascination Advantage assessments in your member’s area at **HOWTOFASCINATE.COM**.



## BUILD YOUR ANTHEM

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Write down the name of your employees, their primary Advantages, and secondary Advantages, and their Archetype below. This will be your quick reference to look at when you are attempting to communicate with them, as well as a reference for the holes and gaps in your office, based on the 7 Advantages.

Name of employee:

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Primary Advantage: \_\_\_\_\_ Secondary Advantage: \_\_\_\_\_

Archetype: \_\_\_\_\_

Name of employee:

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Primary Advantage: \_\_\_\_\_ Secondary Advantage: \_\_\_\_\_

Archetype: \_\_\_\_\_

Name of employee:

---

Primary Advantage: \_\_\_\_\_ Secondary Advantage: \_\_\_\_\_

Archetype: \_\_\_\_\_

Name of employee:

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Primary Advantage: \_\_\_\_\_ Secondary Advantage: \_\_\_\_\_

Archetype: \_\_\_\_\_

## HIRING THE ADVANTAGES YOU NEED IN YOUR BUSINESS

I want you to look again at the graphic matrix of the 49 archetypes, the one that outlines all 49 different types. But this time I want you to use it in a different way than you used it for yourself in Module 2.

(The Archetype Matrix is included in the Appendix.)

When you used it for yourself you looked at the Archetype and then you saw the 3 adjectives associated with that Archetype.

Now, going the opposite way, I want you to look at the adjectives first and then determine which Archetypes and Advantages you want in your business.

*Let take a look at the Mystique bar:*

### MYSTIQUE

INNOVATION	PASSION	POWER	PRESTIGE	TRUST	MYSTIQUE	ALERT
<b>THE SECRET WEAPON</b> Nimble • Unassuming Independent	<b>THE SUBTLE TOUCH</b> Tactful • Self-Sufficient Mindful	<b>THE VEILED STRENGTH</b> Realistic • Intentional To-the-Point	<b>THE ROYAL GUARD</b> Elegant • Astute Discreet	<b>THE WISE OWL</b> Observant • Assured Unruffled	<b>THE DEADBOLT</b> Unemotional • Introverted Concentrated	<b>THE ARCHER</b> On-Target • Reasoned Pragmatic

The people in this bar tend to be observant and intellectual, not dramatic.

They can also edit very selectively, and accomplish intellectually complex work alone and behind the scenes.

If that's what you're looking for in an employee, then you should be testing and looking for people who score high on Mystique as their primary or secondary Advantage when you test recruits.

On the other hand, if you want people who are going to have a lot of

## BUILD YOUR ANTHEM

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optimism and boundless emotional energy, throwing themselves into situations wholeheartedly very quickly, you should be looking for someone with a strong Passion Advantage.

You're going to have a completely different result from an employee with the Passion Advantage versus the Mystique Advantage.

The great news is that you can determine all of this before you hire. This way you are not spending time and money on recruiting the wrong type of personalities.

### **EXERCISE:**

Go through the list of adjectives that describe the 47 different personality Archetypes. List below the top 10 adjectives, that mean the most to you and that would be beneficial in your business.

1.

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2.

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3.

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5.

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## BUILD YOUR ANTHEM

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6.

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7.

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8.

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9.

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10.

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Based on the adjectives you selected above, what Archetypes would best fit into your business?

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Do you currently have employees that fit these Archetypes? Yes / No

If you answered no to the above question, write down the description of the person that you need to hire in order to help play to your highest value and to help grow your business to hit your business goals.

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# INTERVIEWING POTENTIAL EMPLOYEES USING THE ASSESSMENT

Start by allowing applicants to take the Fascination Advantage Assessment before they ever come in for their first interview.

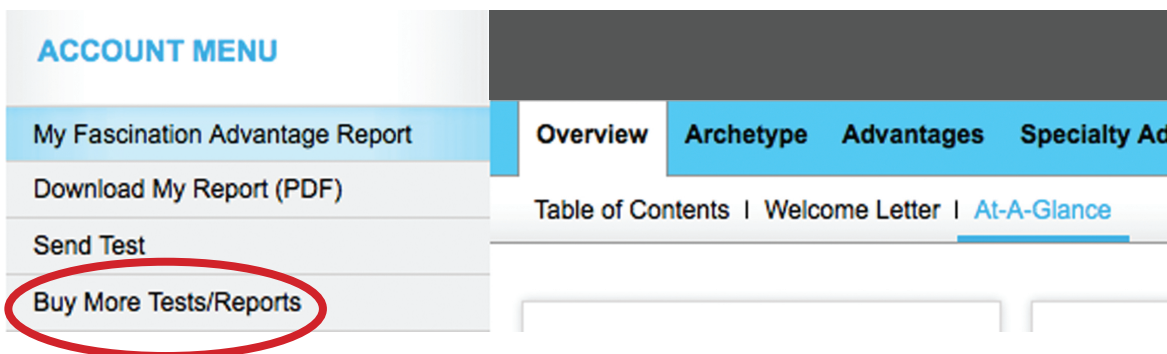
The idea of giving somebody an assessment before they come in is very standard. We have also made it very easy to give the assessment, just as you might give the Myers Briggs assessment or some other type of test.

The pieces of information the Fascination Advantage Assessment will give you when hiring are very powerful and include things like:

- » “Here’s how clients will see this potential employee.”
- » “Here’s how team members will see this potential employee.”

This is very effective information for you to have before an interviewee walks into the room. It will help you make the right hiring decision that will save you time, money, energy and company resources.

Getting tests for potential hires and current employees is easy. Simply log onto your How To Fascinate account and click on the tab that says to “Buy More Reports” or email [hello@howtofascinate.com](mailto:hello@howtofascinate.com) to purchase more tests today.



## SALLY USES THE ADVANTAGES TO COMMUNICATE WITH HER EMPLOYEES

If you are like most business owners today, you go through a lot of email every day. We potentially interact with our employees and team members more through email than any other form of communication.

Let's look at how email works with the 7 Advantages when you need a quick response from a key team member:

If you had an employee with a Power Advantage, then you might create a subject line to say:

*“Send the report now.”*

This type of direct communication would be exerting you and the message in a position of authority.

With the Trust Advantage, you need to build consistency. You wouldn't want to put too much flavor in it or try something new with the subject or the call to action. Instead you'd say something like,

*“Checking in on the report progress.”*

If you were going to use the Alert Advantage, you would use exclamation points and say something like,

*“Send the report, ASAP!”*

You might even say,

*“HIGH PRIORITY - 4 hours until it's overdue.”*

With a Prestige Advantage you would want to make your message competitive by saying,

*“All your team members have turned in their reports.”*

You might also show them a higher standard by saying,

*“The partners are waiting for your report!”*

With a Passion Advantage, you will want to reinforce the connection. You would say something like,

*“Why don’t we meet face to face and go over this in the breakroom?”*

With a Mystique Advantage, you probably wouldn’t send email at all. There would be a lack of communication, and you might just wait and see. A Mystique Advantage isn’t going to go kicking and screaming, demanding the report.

With an Innovation Advantage, you’d probably just pick up the phone and call, bypassing the email all together.

The point is that you want to use these 7 Advantages all the time in your messages and communication with your team. With your knowledge of the 7 Advantages you must determine the Advantages you’re most naturally suited to with each of them. These would be your primary Advantages, which we talked about in the first two modules of this series.

There are certain ways that you naturally communicate. Your job as a leader is to understand each of the 7 Advantages. It’s also your job to build a team that allows you to be the primary Advantage.

It doesn’t matter which of the 7 is your primary Advantage. What’s more important is to understand how you best communicate and how your employees communicate so that everyone can optimize their strengths and succeed together.

Think about how you ask your employees to do things for you. This can be creating a report, printing a document, getting your coffee, training a new employee or taking on a new account. In the exercise below, I want

## BUILD YOUR ANTHEM

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you to think about how you ask them to do these tasks and what response you want them to have in their mind while performing the task.

Use your answers to translate into real world application for your business.

Situation #1:

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Your Communication Message to an Innovation Personality:

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Your Communication Message to a Passion Personality:

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Your Communication Message to a Power Personality:

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Your Communication Message to a Prestige Personality:

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**BUILD YOUR ANTHEM**

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Your Communication Message to a Trust Personality:

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Your Communication Message to a Mystique Personality:

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Your Communication Message to a Alert Personality:

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# HOW FASCINATION ADVANTAGES LEAD & PLAN

HOW THEY LEAD	HOW THEY PLAN	THEIR PRIMARY ADVANTAGE IS
Encourage others to explore alternative ideas and new techniques	Tend to focus on the big picture rather than the details making them better at development than execution	<b>INNOVATION</b>
Leverage high energy to “fire up” a person or team to achieve a specific goal	They are not linear thinkers but can generate a large amount of ideas in a short time	<b>PASSION</b>
Tend to actively lead situations rather than passively sitting back	Often found leading brainstorming sessions, and occasionally commandeering the discussion	<b>POWER</b>
Define new, higher standards for the group and help achieve that excellence through attention to detail	Tend to improve upon the ideas of others instead of generating the big ideas themselves	<b>PRESTIGE</b>
Build relationships through dependability	Usually suggest ideas or solutions that have been tried before and are demonstrated to work	<b>TRUST</b>
Maintain a professional distance at all times	Their premeditated statements can be perceived as higher caliber	<b>MYSTIQUE</b>
Maintain order by keeping things on schedule and on budget	They are innately suited to building intricate plans and executing them	<b>ALERT</b>

# HOW FASCINATION ADVANTAGES COLLABORATE & RESOLVE CONFLICT

HOW THEY COLLABORATE	HOW THEY RESOLVE CONFLICT	THEIR PRIMARY ADVANTAGE IS
They generate a profusion of ideas in many directions, often needing to be culled or edited.	They see many options, and can offer solutions that might be different than others can envision.	<b>INNOVATION</b>
Fueled by interaction with others, they would rather work with a team than on their own.	Intuitively sense discord, and immediately feel emotionally involved.	<b>PASSION</b>
They often initiate the role of advisor, typically setting the agenda for others to follow.	They tend to take care of a problem as soon as it arises, seeking the quickest path to resolution.	<b>POWER</b>
They usually review the group's target or goal and elevate it by offering suggestions on how to make it better.	In a situation that could tarnish their image, they can avoid showing their sensitive side, and may become demoralized.	<b>PRESTIGE</b>
They offer steady support and contributing consistent quality work to the team.	They tend to put others' needs before their own, occasionally causing them to be taken advantage of.	<b>TRUST</b>
Not driven by ego, they tend to sit and listen, offering very measured comments.	Having very little tolerance for drama, they tend to remove themselves from conflict.	<b>MYSTIQUE</b>
Conservative with their input, instead focusing on time and budget.	Organize work and life around pleasing others and achieving perfection to reduce the chance of disappointment and conflict.	<b>ALERT</b>

## TALENT AND CHARISMA

We each have singularly brilliant Advantages built right into our personality. But too often, these talents are undeveloped. They lie unused, without being activated.

You've probably heard of someone having the "X-factor" or being full of charisma. This is a hard to describe quality of personal magnetism. In one person it might be an air of confidence, while in someone else it might be a sense of mystery. It's relatively simple to explain someone's tangible skills, or experience, or achievements on a resume, but not so easy to explain how someone has charisma or displays that "X factor." One thing's for sure: if you have charisma, you possess a rare ability to sway others in your favor.



People who display charisma win great influence over the results. In Hollywood cattle call auditions, even when hundreds of beautiful aspiring starlets walk through the door, one or two will get the audition because of their charisma. It mesmerizes the director, the producer and the camera. In business, charisma is what wins one applicant the job over hundreds of others, even if the hiring executives have a hard time putting their finger on exactly why they chose that particular candidate.

The problem with charisma is that you either have it or you don't. You were either born with it, or you weren't. You can try to learn it (or fake it). But if you weren't graced with it...well, too bad.

Your Fascination Advantage is different. It's not an addition to your personality. It's not faking anything.



## BUILD YOUR ANTHEM

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Instead of giving you an artificial way to think and act, your Fascination Advantage assessment has identified what's already present in your identity, and will teach you how to articulate it in a way that makes your communication intensely compelling.

Your Fascination Advantage is less like an “X-factor” or charisma (which cannot be controlled), but more like talent (which can be consciously developed).

To better understand, let's look at talent. Talent is a funny thing. We each have talent of one form or another. But what, exactly? It's not like eye color or height, which are obvious at a glance.

Talent is unlike skill, because we can't acquire more talent through practice.

Talent is unlike knowledge, because we can't increase our talent through memorization or rehearsal.

To become the best in any area, we must first recognize our talent, and then, develop it.

That's the tricky thing about talent. It's there, waiting, laying in wait until we begin to activate it. Our natural talent is somewhat hidden and it's up to us to identify it.

It's easy to look at someone like tennis star Roger Federer and say, “Well, of course he's #1. He's absurdly talented.” But what if he never picked up a racket? That talent would still be inside him, inactive. It might never be brought to fruition.

The same is true of you.

You might have a tool chest full of talents that you've never tapped into. I can't tell you if you should've become something like a harmonica player

## BUILD YOUR ANTHEM

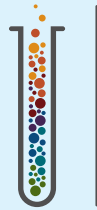
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or origami master. But I can tell you what fascination talents lie within you, waiting to be recognized and developed. Like Roger Federer and the tennis racket, this entire program will help you to identify your natural Advantages so that you can then choose to expound upon.

By learning what makes you fascinating, you can sell more, create better relationships, and become more effective in all your communication.

You become more valuable to your business, and to your clients. You earn greater respect, more acknowledgement, with higher esteem.

You have a stronger ability to connect with people because you understand your own personality, and their personality, better than ever before.



**HOWTOFASCINATE**  
DISCOVER YOURSELF THROUGH  
THE SCIENCE OF FASCINATION