



HOWTOFASCINATE
DISCOVERED BY SALLY HOGSHEAD

FASCINATE DISCUSSION GUIDE



BY SALLY HOGSHEAD

FINDING THE HIGHEST VALUE OF CO-WORKERS AND EMPLOYEES

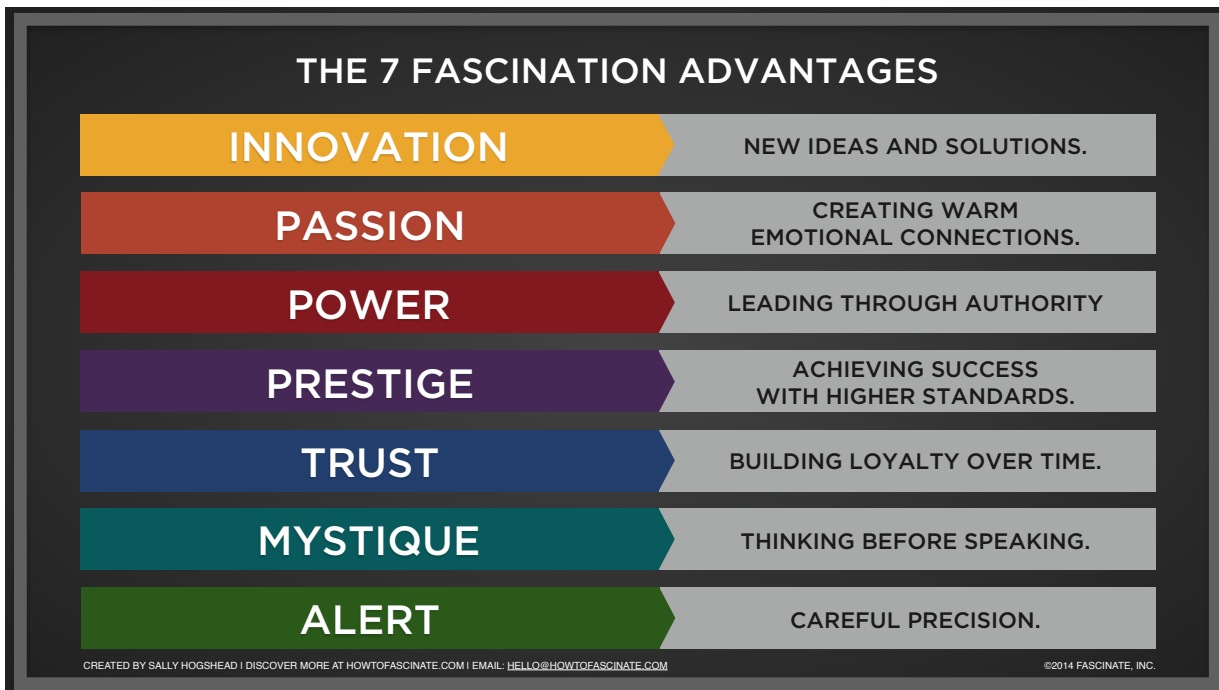
Your working style should adapt somewhat, depending on your team member's Advantages, in order to get the best out of them.

Remember: The point is never for one personality to magically transform into another, but rather to pursue your natural advantages with intention, and remove barriers to achieving your communication goals.

For instance, someone with primary Alert will respond to an unforeseen deadline very differently than someone who communicates through Innovation. The Alert personality may point out why the deadline can't be met, or carefully plan the steps to meet the deadline. The Innovation personality will be more likely to figure out an alternative path.

In a performance review, someone with primary Prestige will respond differently than someone with primary Trust. For instance, Prestige employees may point out their personal achievements in the last year. Trust folks may focus more on how they've helped the team to perform.

In addition to help you finding the *right people for a role*, you also want to find the *right role for each person*.



An employee with a **Power Advantage** can often be 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.

PRIMARY	SECONDARY	ARCHETYPE
POWER	INNOVATION	THE CHANGE AGENT
POWER	PASSION	THE RINGLEADER
POWER	POWER	THE AGGRESSOR
POWER	PRESTIGE	THE MAESTRO
POWER	TRUST	THE GUARDIAN
POWER	MYSTIQUE	THE MASTERMIND
POWER	ALERT	THE DEFENDER

Employees with a **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 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.

PRIMARY	SECONDARY	ARCHETYPE
PASSION	INNOVATION	THE CATALYST
PASSION	PASSION	THE DRAMA
PASSION	POWER	THE PEOPLE’S CHAMPION
PASSION	PRESTIGE	THE TALENT
PASSION	TRUST	THE BELOVED
PASSION	MYSTIQUE	THE INTRIGUE
PASSION	ALERT	THE ORCHESTRATOR

Mystique Advantage means that this employee wants to focus on the results without a lot of fuss or drama. You won’t always know what he is thinking or doing; however, you will see all the “proof in the pudding.” That is also the case with the Power Advantage. Stand back, advise him as needed, but direct him with a light touch. For him, purpose means reaching a successful conclusion. Unlike those with primary Passion

PRIMARY	SECONDARY	ARCHETYPE
MYSTIQUE	INNOVATION	THE SECRET WEAPON
MYSTIQUE	PASSION	THE SUBTLE TOUCH
MYSTIQUE	POWER	THE VEILED STRENGTH
MYSTIQUE	PRESTIGE	THE ROYAL GUARD
MYSTIQUE	TRUST	THE WISE OWL
MYSTIQUE	MYSTIQUE	THE DEADBOLT
MYSTIQUE	ALERT	THE ARCHER

or Innovation Advantages, he doesn't want to belabor discussions about process, and usually shies away from group brainstorming. His skill at complex mental assignments means he often excels in information-driven roles, usually behind the scenes.

An employee with a **Prestige Advantage** is like the one with a Power Advantage, except that 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 necessarily need to be extravagant, but rather, 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.

PRIMARY	SECONDARY	ARCHETYPE
PRESTIGE	INNOVATION	THE AVANT-GARDE
PRESTIGE	PASSION	THE CONNOISSEUR
PRESTIGE	POWER	THE VICTOR
PRESTIGE	PRESTIGE	THE IMPERIAL
PRESTIGE	TRUST	THE BLUE CHIP
PRESTIGE	MYSTIQUE	THE ARCHITECT
PRESTIGE	ALERT	THE SCHOLAR

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 other jobs that require control of details.

PRIMARY	SECONDARY	ARCHETYPE
ALERT	INNOVATION	THE COMPOSER
ALERT	PASSION	THE COORDINATOR
ALERT	POWER	THE ACE
ALERT	PRESTIGE	THE EDITOR-IN-CHIEF
ALERT	TRUST	THE MEDIATOR
ALERT	MYSTIQUE	THE DETECTIVE
ALERT	ALERT	THE CONTROL FREAK

Want to empower employees with an **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. They have the ability give you solutions you’d never have dreamed possible. They’ll work best in a role such as marketing or new business outreach.

PRIMARY	SECONDARY	ARCHETYPE
INNOVATION	INNOVATION	THE ANARCHY
INNOVATION	PASSION	THE ROCKSTAR
INNOVATION	POWER	THE MAVERICK LEADER
INNOVATION	PRESTIGE	THE TRENDSETTER
INNOVATION	TRUST	THE ARTISAN
INNOVATION	MYSTIQUE	THE PROVOCATEUR
INNOVATION	ALERT	THE QUICK-START

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.

PRIMARY	SECONDARY	ARCHETYPE
TRUST	INNOVATION	THE EVOLUTIONARY
TRUST	PASSION	THE AUTHENTIC
TRUST	POWER	THE GRAVITAS
TRUST	PRESTIGE	THE DIPLOMAT
TRUST	TRUST	THE OLD GUARD
TRUST	MYSTIQUE	THE ANCHOR
TRUST	ALERT	THE ARCHER

Now that you’ve identified the advantages and highest value within others, you can start to apply this within your own team and company. The purpose here is not to clean house and fire everyone on your team to start with a blank slate. Rather, you want to optimize each person’s potential, so that everyone can individually and collectively rise to their highest distinct value.

This also will help understand and interact more positively with peers, so that you can recognize how you can best contribute to them, and how they could be contributing to you and your goals.

KNOW YOUR TEAM'S ADVANTAGES AND HOW TO TELL WHEN THEY'RE UNBALANCED

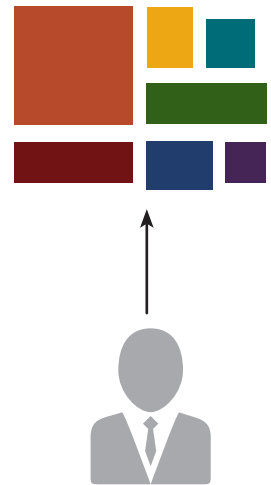
WITH A HIGH CONCENTRATION OF	HOW YOU SUCCEED	HOW YOU FAIL
INNOVATION	A group will be most likely to succeed when tasked with developing groundbreaking solutions.	Unlikely to complete projects
PASSION	A group will be most likely to succeed in building relationships, empathizing with others, and encouraging the team.	Unstable or moody
POWER	A group will be most likely to succeed when given a shared goal with plenty of room.	Overly intense
PRESTIGE	A group will be most likely to succeed when given clear expectations and ambitious standards (such as exceeding a sales quota).	Overly-competitive
TRUST	A group will be most likely to succeed by consistently and gradually building results over time.	Dull, out-of-date
MYSTIQUE	A group will be most likely to succeed when "cracking the code" on complex, technical projects.	Disconnected from others
ALERT	A group will be most likely to succeed through careful, practical execution that doesn't get off track.	Anal retentive, micromanaging

Just as a group can succeed in predictable ways according to Advantages, there can also be disadvantages. When the members of a group share a very high concentration of similar traits, problems can arise. With too much Trust, the group can get stuck in ruts. Too much Power can make your group so focused on goals that nobody is actually executing.

HOW THE BEST TEAMS COMMUNICATE

On a team, differences matter more than similarities. When each person brings a different set of Advantages, the team can tap into a variety. By yourself, you only have a few personality Advantages. But once you identify Advantages in others, you can tap into a whole tool chest.

Imagine you're going camping in a rugged environment. You want to bring a variety of tools. You wouldn't want to bring just a fork, or just a magnifying glass, or just a pair of scissors. To overcome a range of challenges, you need a whole range. That's why leaders need to know how to tap into a variety of Advantages so that they can help personality Advantages helps team members stay balanced, avoid their shared pitfalls. Differences improve results more than similarities.



It's *critical* for your company to identify and understand how each individual contributes to the whole, so each person develop signature areas of performance.

Yet when a team includes a variety of can as each person understands and develops his strong suit.

The goal is not to blend your Advantages into a muddy sameness. Rather, your goal is to emphasize the ways in which each personality has a signature area of performance.

Too often, outgoing personalities overshadow the quiet ones.

You already have built-in differentiators, and they don't have to be brash and flamboyant. In fact, subtle personalities can have the most distinguishing features. Yet no matter what your natural approach, you must learn how it's being perceived by others.

There are many ways to communicate and become more valuable. Understanding the full spectrum of differences helps understand how the team can make a difference.

DISCUSSION GUIDE: APPLYING ADVANTAGES WITHIN YOUR GROUP

Once everyone on your team has taken the Fascination Advantage assessment, you're ready to start seeing how your team applies different Advantages.

Let's find out how you're using the seven Advantages as a team or organization. Your goal in this exercise is to identify each person's most valuable Advantages, and to create new ways in which your group can add value to customers, clients, and others.

Go through these questions, one-by-one, as a group discussion.

INNOVATION *the language of creativity*

When you apply the Innovation Advantage, you are seeking new and creative solutions. You are changing the status quo. Innovation can help a group brainstorm new ideas.

Group Question: *In what ways does your group use Innovation to invent fresh ideas, and untraditional paths?*

PASSION *the language of relationship*

When you apply the Passion Advantage, you are quickly building rapport and relationships. It helps boost motivation and culture within a group, by encouraging everyone to connect and communicate.

Group Question: *In daily life around the office, how does your team build emotional connections?*

POWER *the language of confidence*

When you apply the Power Advantage, you are leading the group with a sense of strength. There is no ONE right way to apply the Power Advantage. Different people have different ways of leading — some are more bold, and others are more subtle in their leadership.

Group Question: *In what ways do the individual members of your group lead?*

PRESTIGE *the language of excellence*

When you apply the Power Advantage, you are leading the group with a sense of strength. There is no ONE right way to apply the Power Advantage. Different people have different ways of leading— some are more bold, and others are more subtle in their leadership.

Group Question: *In what ways do the individual members of your group lead?*

TRUST *the language of stability*

When you apply the Trust Advantage, you are creating familiar and stable patterns. Teams with a strong use of the Trust Advantage will follow established routines, with predictable outcomes. In many situations, this is desirable.

Group Question: *In what ways could your team benefit from creating a more stable routine?*

MYSTIQUE *the language of listening*

When you apply the Mystique Advantage, you are communicating selectively. You play your cards close to the chest and you assess the situation carefully before adding to the discussion. This helps groups stay grounded and reduces strife among members.

Group Question: *Describe a situation when it can be more effective to NOT share what you think. For example, when is it important to be selective in what you communicate?*

ALERT *the language of details*

When you apply the Alert Advantage, you handle the details carefully, and you stay focused on the outcomes. Alert maintains a clear sense of schedule.

Group Question: *What are ways in which your group could benefit from a greater use of Alert Advantage? How could you achieve better outcomes with a clear-minded focus on timelines, budgets, or other deliverables?*

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