



**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

# MODULE 1: HOW COMMUNICATION REALLY WORKS:

*THE SCIENCE OF FASCINATION AND INFLUENCE*

FASCINATION ADVANTAGE® SYSTEM

## HOW COMMUNICATION REALLY WORKS

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## SEE YOURSELF AS OTHERS SEE YOU

You're about to see yourself in a whole new way.  
And you'll never see yourself the same, ever again.

On our journey together, you'll discover the best parts of yourself: Your competitive Advantages, your hidden talents, your key leadership traits. You'll find out how your personality naturally captivates clients and how to avoid turning them off.

And, you'll learn how to do it in 9 seconds or less.

Every single time you communicate you're in a battle for attention, competing against distraction. You might only get 9 seconds before your listener becomes distracted. If you fail to fascinate, your message will lose traction. You will lose your chance. But in this battle for attention, you have a secret weapon: Your Fascination Advantage.

When you fascinate someone, they open themselves up to your message. Then— and only then— do you have the opportunity to persuade; and you can do it in 9 seconds.

In the coming pages, you'll find out how to quickly gain the attention of your market. Then in future modules, we'll dig more deeply into the application. You'll apply the results of your Fascination Advantage Assessments to your company, your marketing and your business.

The ability to shape decisions is not random. You can choose whether or not you will influence people.

I'll show you how.



Sally Hogshead

New York Times Best Selling Author  
National Speakers Association Hall of Fame



## WHAT MAKES YOUR PERSONALITY INFLUENTIAL?

Your personality has a core Advantage.

It's how you are most likely to add distinct value.

This Advantage makes you different— and better.

Whether or not you realize it, you've had this Advantage your entire life. It's built right into your personality.

**WHEN YOU COMMUNICATE USING YOUR FASCINATION ADVANTAGE, YOU'RE OPERATING AT YOUR PEAK PERFORMANCE. AND YOU'RE DOING IT EFFORTLESSLY.**

It doesn't take effort to be yourself. Being yourself is not a struggle. In fact, being yourself makes you more relaxed and confident— and more persuasive.

You're about to learn how to leverage your natural personality Advantages in order to grow your business around these key differences.

## GROWING YOUR BUSINESS AROUND YOUR NATURAL PERSONALITY ADVANTAGES

Once you identify and understand what makes you fascinating, you earn more attention from prospects, and more revenue.

You become more valuable to clients.

You build relationships more quickly.

You sell more (without spending more)!

Now, here's the big question: What is your personality's Fascination Advantage?

That's what we're here to find out.

## THE HIGHEST AND BEST USE OF YOUR PERSONALITY

*To become more persuasive, you don't need to change who you are, but you do need to identify and activate your Fascination Advantage.*

What does that mean exactly?

Your "Fascination Advantage" is the highest and best use of your personality.

It's who you are at your best.



## HOW COMMUNICATION REALLY WORKS

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This is how you contribute maximum value as an entrepreneur, and leader.

When you use your Fascination Advantage, you're not repeating a memorized sales script. You're not shouting to be heard or forcing some kind of artificial technique.

*This is about understanding who you are at your very best.*

**TO GROW YOUR BUSINESS, YOU DON'T HAVE TO CHANGE WHO YOU ARE. IN FACT, QUITE THE OPPOSITE. YOU MUST BECOME MORE OF WHO YOU ALREADY ARE.**

It all begins with understanding how you fascinate.

## FASCINATION IS AN INTENSE EMOTIONAL FOCUS

When a client is fascinated, they're intensely interested to learn more about you and your company.

At that point, once you've captured their interest, it's infinitely easier to build a long-term relationship!

How can you tell if a client is fascinated? Imagine you're doing a pitch or presentation. For starters, they're not shuffling around in their seats. They're not scrolling through emails, or thinking about their next meeting. (And they're definitely not thinking about your competitor!) In this moment, your client is transfixed by you and your message.

In fact, my studies prove:

*When you fascinate a client, they're more likely to remember you, like you, and buy from you. This is when you create the opportunity to persuade.*

## FASCINATION HAPPENS DEEP WITHIN THE BRAIN

You know this feeling in your personal life. It's when you're reading a great book. You're so consumed that you don't notice time going by. You're immersed.

When researchers look at the human brain in an MRI scan, the state of fascination lights the brain up with signs of relaxed happiness.

Athletes call this being “in the zone.” In these almost magical moments of concentration, the athlete has the potential to achieve her ultimate goals. Yet these moments aren't magic. They are predictable and controllable and you can create them at will.



### EFFORTLESSLY “IN THE FLOW”

In a state of fascination, you're effortlessly in the flow. You're confident. You're not self-conscious. You're not stressed by doubt or distraction.

In this state, you can achieve your greatest breakthroughs. Fascination is one of the most powerful experiences in all of humanity.

When you fascinate your listeners, they get “in the flow” with you.

They want to connect with you. Their barriers drop. They stop being skeptical or cynical. They are more likely to believe what you say and trust your opinion.

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### **THIS ISN'T ABOUT BEING CHARISMATIC... THIS IS ABOUT BEING INFLUENTIAL.**

If your message successfully fascinates a prospect, he will become instantly focused. It's almost as if you've electrified a magic hot button in his brain.

This response is involuntary. You can't help but respond the same way as every other human, because this response lives in the primitive limbic part of the brain.

Once fascinated, your prospect will be far more likely to **listen** to you and **take action** on what you say. So, when you're giving a presentation and you use this mode of communication, you're more likely to influence the results.

### **YOUR PERSONALITY HAS A SPECIFIC, BUILT-IN CHARACTERISTIC TO COMMUNICATE YOUR HIGHEST VALUE**

The ability to fascinate is not random. It's actually very predictable. We can study it and control it. I've tested hundreds of thousands of individuals and my research has been published around the globe.

I wanted to understand the science behind:

- » Why people seem to have a gift for creating these moments of fascination
- » How certain leaders immediately earn our respect and loyalty— but others go ignored
- » How some salespeople build immediate rapport to close the sale, but others can't even get a call returned
- » How select entrepreneurs get clients to buy and believe, and others are forgotten and ignored

More to the point for us today: Which one of these are you?

## BEING AN ENTREPRENEUR IS ABOUT BEING FASCINATING

I've always been an entrepreneur, even when I worked for a bigger company. I began my career as a junior copywriter at one of the world's best ad agencies, Fallon McElligott. The agency was top-notch, I was so far down at the bottom of the totem pole that I was practically subterranean. A senior writer told me, "In advertising, you're underpaid the first half of your career, and overpaid the second." My paycheck was about 3 bucks an hour, less than minimum wage, but I could handle that part. The hard part was waiting my turn to work on juicy assignments.

My assignments were random scraps, pulled from here and there—certainly not the prime national accounts I longed to conquer.

At my agency, the most respected and highest-paid copywriters were the superstars that won the creative awards. Most of the copywriters had been there for many years, and had earned their way into the agency's regal brotherhood. I had complete confidence that if I could just get an opportunity on one of these projects, I could create killer ideas. And I figured out early on in my career that better ideas immediately translate into more income.

Normally, you wouldn't win a creative award until you'd been in the business for a very long time. You had to earn your way up the ladder. But I figured out a way to short cut the system.

Instead of waiting a decade of tenure to work on these accounts, I thought what would happen if I just approached the accounts directly?

What would happen if I just did it on my own time?

What would happen if I didn't even charge them for doing it, but just did

## HOW COMMUNICATION REALLY WORKS

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it in addition to what I was doing during the day?

I wasn't breaking any rules, but I was coming up with a new way to reinvent the established system. I changed the game.

In my second year at this agency, I won more awards than any other copywriter in the world.

Now, to be clear, I had to do the absolute best, award-winning work, there was no way around that. But I tweaked the system. I figured out what it took to win. I figured out a way to bypass the traditional system.

My salary doubled, then tripled, then tripled again within five years.

“You have moments in your career-- moments of opportunity when you can influence the result. And when you capitalize on these moments, you become infinitely more powerful and valuable to your clients and company.”

If you're an entrepreneur, then you also need to figure out how to beat the system, how to find a shortcut to win.

Win in these moments, and you will win more business.

## MARKETING VS. FASCINATION

I wasn't a junior copywriter for long. When I was 27 years old, I was a leader in the field, and opened my first ad agency in Los Angeles. By this point I'd won hundreds of awards, created TV campaigns for Fortune 500 brands, and launched start-ups that went on to become major players.

Yet, I began noticing that of my most successful clients-- companies both large and small, the ones that continually grew exponentially each year

## HOW COMMUNICATION REALLY WORKS

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were not following traditional marketing rules.

Marketing tries to *convince*. But fascination is different. It instantly snaps your customer's focus to your message.

I saw that my most successful clients were not trying to convince customers with a big marketing budget of paid media. They were persuading in a different way.

In 2006, I left my career in advertising, and began studying the business trends. Why do some businesses persuade us to change our buying habits? Why do some leaders persuade us, and others are ignored? How do certain conversations change the way we think, while others are forgotten before they are even finished?

I spent three years researching outside of marketing and advertising, delving deeply into neurology, evolutionary biology, history and linguistics. I interviewed experts in fields from anthropology to restaurant sales. I even commissioned an international market research company to undertake and execute a major study of 1,000 Americans.

About 18 months into my study, a startling pattern emerged:

*All successful messages — throughout time, around the globe — follow a specific set of patterns.*

No matter what language you speak, no matter what your gender or religion or culture, you are hardwired to respond the same way to certain types of messages.

And if you want to succeed in today's crowded environment, you have to capture attention in 9 seconds or less. (I'll explore this more, soon.)

**IT'S NO LONGER ENOUGH TO HAVE "THE BEST" PRODUCT OR SERVICE, IF NOBODY NOTICES OR CARES.**

## HOW COMMUNICATION REALLY WORKS

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This profoundly changes how companies communicate in marketing. But more interestingly, and more importantly, it profoundly changes the way we communicate as individuals.

We can't just focus on being "the best." We must identify and understand the way in which we are most likely to *add distinct value*.

### **YOUR TURN TO THINK ABOUT YOUR OWN FASCINATING STORIES:**

Think back to a time when you were completely engrossed in a television show or movie and you were watching it with 100 percent of your attention. You weren't thinking about everything else going on around you. At that moment, you were opened up to the message.

Write down the name of that TV Show or Movie below:

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Why were you captivated by this Movie or TV Show?

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In that moment you are completely accessible. As entrepreneurs, we can create this kind of bond, this kind of fascination, with our clients as well.

When this happens they're more likely to listen to us, they're more likely to believe us, they're more likely to respect us and trust us.

Best of all, they're more likely to take action on what we say. In this spell of fascination, when they're truly captivated, they stop being resistant.

## YOUR FASCINATION ADVANTAGE ASSESSMENT

At this point in the program, you should have completed your Fascination Advantage Assessment. If you have not, please log back into your account and take the assessment now.

It takes just 5 minutes and will be the focal point of this entire program.

Once you have taken the assessment, one of the things I encourage you to do is to take a look at how the results are starting to show up in your life. Become conscious of your natural personality Advantages throughout your day, how they show up in ways that were always there but you just simply never realized.

When you're in conversation, or in a group meeting, find the way that your Archetype is driving your communication.

For example, my Archetype is the Catalyst: primary Passion secondary Innovation.

The Catalyst is great at being able to start things. If you think of a Catalyst from the perspective of your eighth grade science class, a Catalyst is an agent that when added to a mixture, sparks some kind of a reaction.

Therefore, the Catalyst is great at jumping in and brainstorming. We open up possibilities and enliven conversations. But Catalysts tend to not be very good at remembering to follow-through with their great ideas.

As soon as I understood that I'm a Catalyst, it helped me to understand why I needed to surround myself with people who can support and supplement those areas of my personality.




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That was a big ‘A-ha’ for me and will be for you too. In order for me to optimize my result, I needed support in optimizing my personality to make sure that everything gets handled in a detailed way.

Your personality normally uses two top Advantages which balance each other out. Yet when you feel unusually stressed or overwhelmed, your normal positive attributes can turn into weaknesses. You can combat these weaknesses with the information in your report.

Watch how that shows up in the way you communicate, the way you gain influence and the way that others are perceive you.

<p><b>YOUR ARCHETYPE</b></p> <p>Your Archetype is a combination of your <b>PRIMARY</b> and <b>SECONDARY</b> Advantages.</p>  <p><b>THREE ADJECTIVES THAT DESCRIBE HOW THE WORLD SEES YOU</b></p> <ol style="list-style-type: none"> <li><b>1. OUT-OF-THE-BOX</b></li> <li><b>2. SOCIAL</b></li> <li><b>3. ENERGIZING</b></li> </ol>	<p><b>YOUR FASCINATION ADVANTAGES</b></p> <p><b>YOUR PRIMARY ADVANTAGE</b> <b>PASSION</b> <b>01</b></p> <p>Your <b>PRIMARY</b> Advantage is your most effective mode of communication. When you communicate with this Advantage, you are your most fascinating and influential.</p> <p><b>YOUR SECONDARY ADVANTAGE</b> <b>INNOVATION</b> <b>02</b></p> <p>Your <b>SECONDARY</b> Advantage describes your second-highest mode of communication. Like your <b>PRIMARY</b> Advantage, it describes how your personality is most likely to add value.</p> <p>When you communicate with your primary and secondary Advantages, you come across as more confident and authentic.</p> <p>Your <b>PRIMARY</b> and <b>SECONDARY</b> Advantages combine to form your <b>Archetype</b>. Your Archetype indicates <i>how the world sees you</i>.</p> <p><b>YOUR DORMANT ADVANTAGE</b> <b>POWER</b></p> <p>Your <b>DORMANT</b> Advantage is the one that holds the least potential for you in fascinating others. It's how you are least likely to influence and impress others.</p> <p>Want to learn more about your Archetype, and how it helps you stand out? Read on to find out more about your personality's most valuable differences.</p>
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*Example of Your Fascination Advantage*

### PLEASE NOTE THE FOLLOWING:

- Your primary Advantage
- Your secondary Advantage
- Your dormant Advantage
- Your unique personality Archetype

## TODAY'S ATTENTION SPAN

One hundred years ago, the average attention span was 20 minutes long. It was estimated that the attention span grew one minute for each year of age, up to the age of 20.

But then, a little thing called The Internet happened. Now we have messages coming at us from every direction: voicemails and videos, emails and apps, updates and upgrades, tweets and retweets.

So how do our brains respond to all this stimulation? Turns out, we're learning to think differently. We think more quickly. Conversely, we get distracted far more easily. The BBC has announced:

9 seconds!

That's all we get before our customer's brain makes a decision to either stay focused or find something better. In this distracted environment, you must immediately spotlight your unique competitive Advantage.

In this 9-second world, the most fascinating salespeople make the deals. The most fascinating products and services get sold. **The most fascinating messages triumph.**

They triumph because they earn the customers' attention. And they do it quickly. You only have an instant to communicate, convince, and convert.

“The addictive nature of web browsing can leave you with an attention span of **9 seconds**—the same as a goldfish.”

■ How will you communicate your unique competitive advantage in 9 seconds or less?

### WHAT DOES ALL THIS MEAN FOR YOU?

*It means you must learn how to fascinate the goldfish.*

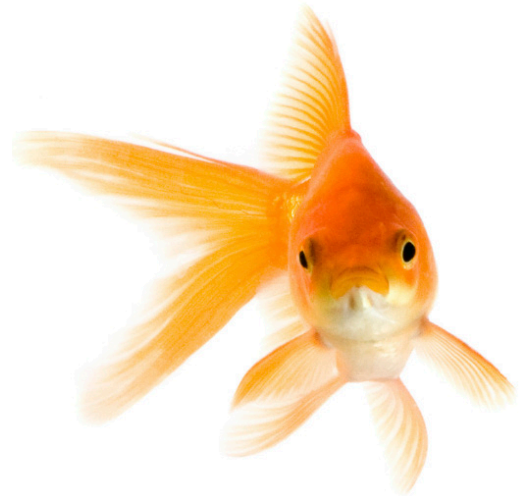
Even if our attention spans are getting so short, does this really mean we only get 9 seconds to make an impression?

Yes. That's exactly what it means.

**You only get 9 seconds before the goldfish will swim away.**

If you don't fascinate in those first moments, the goldfish will swim on to the next shiny object that grabs its attention.

Does this scare you? Or motivate you?



## WHAT CAN YOU DO IN 9 SECONDS?

When you meet someone at a networking event, or greet a client, or address a new employee, you have only a few seconds to introduce yourself and your message. Unless you have achieved celebrity status within your network or industry, you have to think about how you will introduce yourself. Otherwise, you don't stand a chance of being remembered.

■ You must be able to introduce yourself in 9 seconds or less.

Let's be clear, we're not saying that you'll close a deal in 9 seconds.

*A sale can't happen in 9 seconds.*

*Relationships can't happen in 9 seconds.*

*Establishing yourself can't happen in 9 seconds.*

*Hiring an employee can't happen in 9 seconds.*

*Loyalty can't happen in 9 seconds.*

*Lasting growth can't happen in 9 seconds.*

***But introductions can.***

Introductions happen all around us in the span of 9 seconds — or less — every day. If no one takes action after your introduction, then you have lost. But if you understand and apply the principles of How to Fascinate, you'll own those first 9 seconds every time.

◀ Do you find the whole "9-second" thing scary? Me too. But this is the new reality. Ignore it at your peril.

# BEING THE BEST IS NOT ENOUGH!

In a competitive marketing environment, it doesn't matter if you're smart and hardworking and experienced if nobody knows who you are.

If your message fails to fascinate, you fail. You'll lose the sale before you even have a chance to start a connection.

How many times have you read a popular industry blog and thought, "I write better than him. And I know the business better!"

Have you ever watched a competitor bring in one new client after another while you seem to strike out more often than not? Do these people know something you don't? Yes, actually. They do.

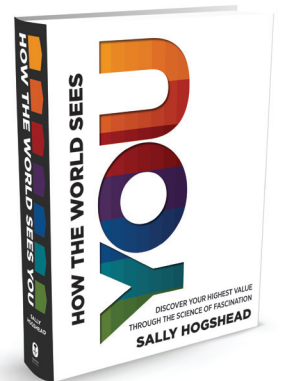
**FASCINATING PEOPLE KNOW AND UNDERSTAND THIS SECRET:**

**BEING THE BEST ISN'T ENOUGH, IF NOBODY KNOWS YOU'RE THERE.**

Sure, you need to spend time building your expertise, but you can't do it at the expense of making yourself known and garnering interest. You'll never get a chance to demonstrate your knowledge and skill if you don't first grab—and then hold—a potential customer's attention.

It's not enough to be *the best salesperson* if nobody buys your products.

It's not enough to be *the best company* if you lose clients to your competitor.



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It's not enough to be *the most worthy politician* if nobody votes for you.

You could have the world-changing insurance agency, one that has the potential to change your customers' lives, but your agency will wither and die if nobody knows about it.

### A HARD TRUTH

If nobody hears and remembers you, and no one takes action on your message, then you have failed to make a difference.

■ It's not enough to be the best, if nobody notices or cares. So ask yourself: Who notices or cares about YOUR work? @SallyHogshead

## HOW DO YOU GET PEOPLE TO REALLY LISTEN?

In a distracted world, how can you be heard and remembered?  
How can your messages be acted upon?

It can be a crushing experience to see your best efforts die because they were not good enough. Yet far worse to have best efforts die because you were never even considered.

We live in a social world, one in which it takes relationships to get noticed and get things done. And those relationships start with introductions.

**“But hold on”—you might be saying to yourself—“There is more to me than I can summarize in a single sentence.”**

Yes, agreed, no question. There is no way you can cram the full spectrum of yourself and your offerings into 9 seconds. But the reality is that we are all overloaded, and our brains are becoming hardwired to skip over anything that doesn't immediately capture our interest.

### NOT LIKING THIS DOESN'T MAKE IT ANY LESS TRUE.

## HOW COMMUNICATION REALLY WORKS

Relationships, lasting growth, and loyalty require time to build and nurture, with repeated effort over a period of time. But we live in a world where you might only get 9 seconds before someone gets distracted or checks out. If you want to build relationships and lasting growth and loyalty, you must succeed in those first 9 seconds.

■ In a world with a 9-second attention span, you must create messages that work harder, to fight against distraction.

Until people know you, they won't stay focused for long. In a crowded, competitive space, you only have a moment to introduce yourself.

In other words, *you must fascinate the goldfish.*

### THE FIRST 9 SECONDS ARE LIKE A DOOR

Imagine you're standing at a door. This door stands between you and every other busy, distracted person. It separates you from all those people with whom you want to connect: Your customers, your co-workers, your manager.

If you tap listlessly on the door, it won't open. The person on the other side won't answer. You lose the chance to open the door to sell your products, promote your company, or build your own reputation.

■ If your customer only has a 9-second attention span, then your two greatest enemies are:  
1. Competition  
2. Distraction

But... if you knock the right way, the door swings open wide.

Use your first 9 seconds in the right way: Knock persuasively. Get people to open the door. Once you've opened the door, you can start the pitch, and the relationship, and the long-term sales.

**The first 9 seconds isn't your only time. But it does earn you the next 9 seconds. And the next.**

**And so on until you have a relationship.**

## HOW COMMUNICATION REALLY WORKS

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In any introduction, you will not win in the 9 seconds by being quiet. You will not win by blending in or staying under the radar. And you will definitely not win by ignoring your natural unique competitive Advantages.

**In a crowded, competitive environment, the most fascinating option always wins. Always.**

Unrecognized greatness cannot win. Greatness can only win by being noticed and remembered. In a competitive and overcrowded world, the same is true for you.

You will win by using your Personality Brand.

**Your Personality Brand is your key to standing out in 9 seconds.**

**YOU CAN CONNECT IN THOSE FIRST 9 SECONDS. YOU CAN WIN, IF YOU USE YOUR UNIQUE, COMPETITIVE FASCINATION ADVANTAGES.**

Like it or not, this is the new reality. Instead of resisting it — embrace it. Figure out how to win in those first 9 seconds.



## THE 7 FASCINATION ADVANTAGES

Did you know the brain has a secret backdoor entrance?

If you want to get somebody's attention, you can use this secret backdoor. Think about this like a concert. Imagine there's a huge long line waiting in front and it's exhausting, expensive and time-consuming to go in the front door.

But, if you can figure out a way to get through the backstage door, then you're inside.

Our attention span is the same way. If you want to be able to build a relationship with somebody, earn their business quickly, attract them to invest with you, you need to figure out this backdoor!

This will allow you to get to 'yes' much more quickly.

I've discovered that there are 7 different ways that you can earn a person's attention immediately and inexpensively, instead of going through the traditional attention-earning process.

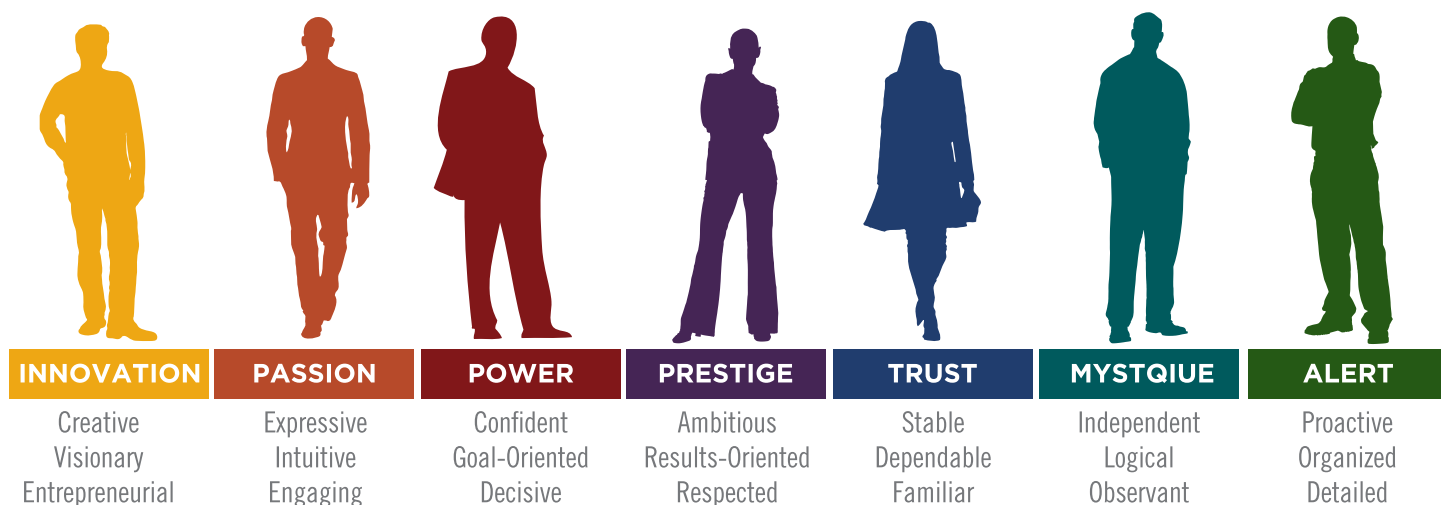
Every single person you work with uses the 7 Fascination Advantages.

You use them. Your partners use them. Your employees use them; So do your customers and your prospects too.

It's how we persuade and influence each other throughout the day. Yet we each apply the 7 Advantages differently. Other people use a different combination of Advantages, in different amounts, than you do.

Every personality can be better understood with these 7 Advantages of fascination.

## HOW COMMUNICATION REALLY WORKS



*A quick, simplified look at the 7 Fascination Advantages, which we will detail in the coming pages.*

Once you understand how the 7 Advantages drive all interaction, you'll begin to realize how those around you see you. You'll see how they use the Advantages themselves, and, you will more effectively interact with them.

When you have identified a client's or an employee's personality Advantages, you're more likely to motivate them, attract them, retain them, and connect with them.

Your partners, employees and vendors will be more productive and engaged in fulfilling your organization's goals if their roles and assignments fit with their unique competitive Advantages.

Entrepreneurs, leaders and managers will find it enormously helpful to understand the top Advantages of their customers and employees.

In the pages that follow, you will see a breakdown of all 7 Advantages.

**LET'S BE CLEAR:** There is not one Advantage that's better than another. However, you can predict someone's behavior, results and sales style, depending on their primary Advantage. Certain Advantages are suited to certain tasks or goals, where others are not.

Every personality has a primary Advantage, and a secondary Advantage

## HOW COMMUNICATION REALLY WORKS

(the ones that come most naturally to you), as well as well as a dormant Advantage (the one least likely to be used in communication).

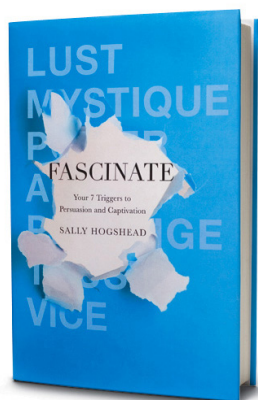
Once you know someone's top 2 Advantages, you can figure out their Personality Archetype, but let's not get too far ahead of ourselves just yet.

You identified your own personality Archetype when you took the Fascination Advantage assessment before beginning this module.

There aren't Advantages that are better than the others, but there are some that are better for you.

Once you understand the 7 Fascination Advantages, you can start to predict how your own personality will be perceived by your team and your customers.

You will be able to see which Advantage you should use in when communicating in emails or meetings for example in order to get a specific result.



### **FUN FACT: HOW DID WE DEVELOP THE FASCINATION ADVANTAGE SYSTEM?**

The first research was published in *FASCINATE: Your 7 Triggers of Persuasion and Captivation*, published by HarperCollins and translated into 14 languages. We've conducted studies with global market research firm Kelton Research, and led employee training with Fortune 500 companies. Our most critical research includes hundreds of thousands of participants of the Fascination Advantage Assessment.

On the next page you will see the 7 Advantages broken down into how each Advantage operates and how they fascinate.

Then we will go through each of the 7 Advantages and the importance of fascination.

# 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>

## THE INNOVATION ADVANTAGE

### AN OVERVIEW

The Innovation Advantage is about rejecting the traditional way of doing things, and instead, changing the game. Companies who use this Advantage tend to be creative, visionary, and entrepreneurial.

Even conservative companies must understand how this Advantage works. In marketing, the purpose of Innovation isn't to lure your audience to rebel—but rather, to lure them away from purchasing your competitor's product. Especially if you're marketing a small business, new product launch, or niche category.



*Your survival depends upon your ability to change behavior.*

Even if your audience isn't deviant, you probably want them to deviate from their current purchasing behavior. Entrepreneurs rely on Innovation. For instance, Richard Branson uses it to differentiate Virgin from Delta. Steve Jobs uses it to position Apple apart from Microsoft.

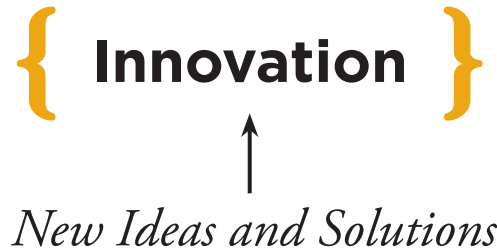
A whiff of Innovation can transform a humdrum conversation or ordinary idea into something far more interesting, making this Advantage a favorite of unconventional thinkers everywhere.

If you successfully apply the Innovation Advantage, you will encourage your prospect to break old habits, and try a new option (such as working with you!)

# INNOVATION

## ADVANTAGE OVERVIEW

INNOVATION personalities are unconventional thinkers who can generate ideas that earn attention. By strategically applying their talent for creativity, they quickly solve problems with fresh and inventive solutions.



## INNOVATION AS A PRIMARY ADVANTAGE

### INNOVATION

INNOVATION	PASSION	POWER	PRESTIGE	TRUST	MYSTIQUE	ALERT
<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 Imaginative	<b>THE ARTISAN</b> Deliberate • Thoughtful Flexible	<b>THE PROVOCATEUR</b> Clever • Adept Contemporary	<b>THE QUICK-START</b> Prolific • Thorough Diligent

If you want a pioneering thinker with an irreverent twist, find “The Maverick Leader,” who uses INNOVATION + POWER.

“The Artisan” uses two opposite Advantages: INNOVATION + TRUST. They are creative in a measured and thoughtful way, with crafted style.

“The Provocateur” has a strong use of INNOVATION + MYSTIQUE, allowing them to fascinate with surprise and wit.

## HOW COMMUNICATION REALLY WORKS

# HOW INNOVATION PERSONALITIES FASCINATE OTHERS IN THE WORKPLACE



Think unconventionally



Create a myriad of concepts



Advocate an untraditional point of view



Act and speak with irreverence



Artistically consider different options



Work independently

## TOP 5 SPECIALTY ADJECTIVES FOR THE INNOVATION ADVANTAGE

### CREATIVE

INNOVATION personalities feel at home brainstorming. They reinvent business models from the ground up and they depart from traditional methods.

### VISIONARY

People with primary INNOVATION personalities tend to be prolific idea generators. Their talent lies in finding a sudden flash of insight, rather than careful deliberation. They can often come up with multiple paths, even under a short deadline.

### ENTREPRENEURIAL

They are full of new ideas. They enjoy starting projects; and their energy drives them to implement ideas and complete projects.

### CONTEMPORARY

They stay relevant. If their products and services fall behind the times, they'll do their best to give them a fresh outlook.

### BOLD

When everyone gets nervous about the unexpected that lies ahead, they drive the team forward and they don't shy away from risk.

## HOW **INNOVATION** PERSONALITIES LEAD

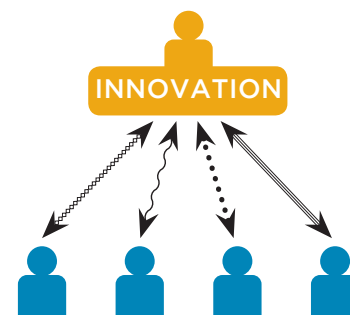
**INNOVATION** personalities tend to lead by encouraging others to explore alternative ideas and new techniques.

Because they can be known to invent ideas right on the spot, co-workers and customers often pay closer attention to their communication.

As with every Advantage, there is a down side to the **INNOVATION** personality. They can be so independent in their approach that they forget to check in with their teammates.

They can become so wrapped up in exploring all the options that they dislike focusing on routine tasks.

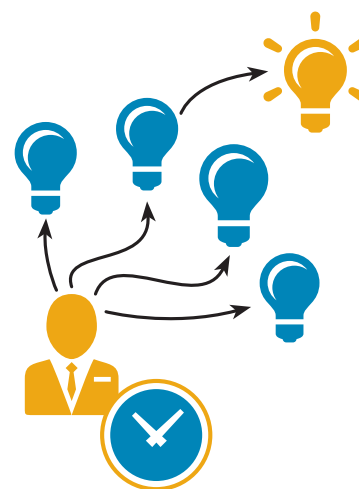
Yet even with mundane activities, those with primary **INNOVATION** succeed with new insights. They prevent groups or brands from becoming stale.



*Encourage alternative ideas,  
use new techniques*

## HOW **INNOVATION** PERSONALITIES MANAGE THEIR TIME

Managing time is usually not a strength for someone with an **INNOVATION** personality. They tend to spend a great deal of time exploring a variety of options before deciding on one.

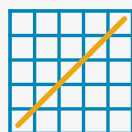




## HOW COMMUNICATION REALLY WORKS

## OPPOSITE PERSONALITIES

THOSE WITH A **DORMANT INNOVATION** ADVANTAGE:



Act predictably  
and consistently



Work best within  
rigid boundaries



Are linear in their thinking  
("A leads to B, which leads to C")



Gravitate toward  
traditional approaches  
with proven history



Make decisions only  
after careful deliberation



Choose professions that  
require more rational,  
left-brain thinking

## HOW **INNOVATION** PERSONALITIES MAKE DECISIONS

Because they quickly develop alternative approaches,  
**INNOVATION** personalities tend to make snap decisions.

They're less inclined to make decisions by conducting  
quantitative research or analyzing data.



## HOW **INNOVATION** PERSONALITIES BRAINSTORM AND PLAN

- » **INNOVATION** personalities approach the creative process with gusto.
- » They get energy from tweaking the norm, and sharing their ideas with others. They share this trait with **PASSION** personalities.
- » They are better at development than execution. The overall product can be improved when **INNOVATION** types are paired with others who can support with deadlines and boundaries, such as those with **ALERT** or **TRUST**.
- » They tend to focus on the big picture rather than the details; therefore, they usually do not enjoy the planning process. Pairing a **INNOVATION** personality with a **PRESTIGE** personality, who is more detail-oriented, will typically help them take their ideas from concept to execution.



### HOW **INNOVATION** PERSONALITIES RESOLVE CONFLICT



Independent and irreverent thinkers, they are not always straightforward and literal in describing their point of view. This can create conflict with others who seek a more tangible conclusion.



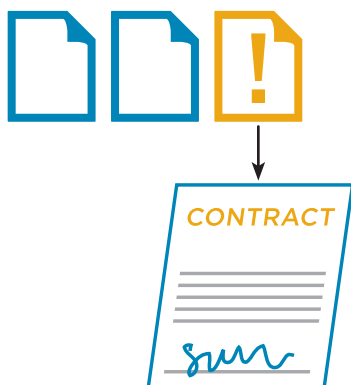
**INNOVATION** personalities see many options, and can offer solutions that might be different than others can envision. When everyone else only sees Option A and Option B, those with **INNOVATION** can bring Option C to the table.

## HOW INNOVATION PERSONALITIES SELL

- » INNOVATION personalities sell by applying a fresh or unexpected approach. They can transform the humdrum into something that feels unique. By utilizing their natural creativity, they keep the buying party interested. This is one of the reasons INNOVATION personalities are often drawn to jobs in design or advertising— so they can reframe a product or idea to become remarkable.
- » In situations where INNOVATION personalities are presenting or selling, they tend to go “off-script” in the moment, and ad lib. Depending on the situation, this can be good in that it keeps the message interesting and new. However, it is also known to backfire when the conversation veers off course. In contrast, TRUST personalities are known for staying exactly on-message.



## HOW INNOVATION PERSONALITIES CLOSE THE DEAL



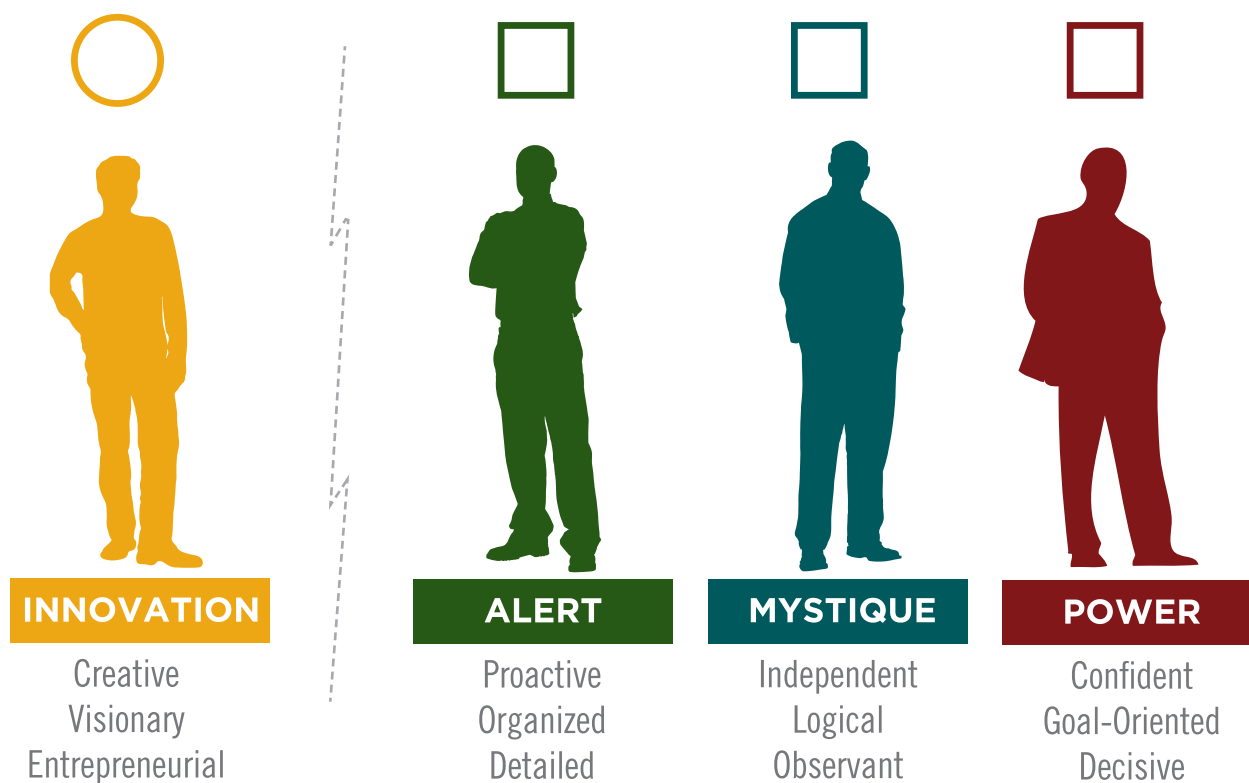
- » The INNOVATION personality is usually able to persuade others to purchase by encouraging them to explore alternative ideas and new techniques. They tend to have a knack for convincing others to want something they did not know they needed, luring them away from the alternative.
- » These personalities can sometimes struggle in tasks that demand strict discipline of staying focused on one single message. Unlike those with primary TRUST Advantage, they enjoy exploring all options.

## HOW COMMUNICATION REALLY WORKS

# HOW **INNOVATION** PERSONALITIES COLLABORATE AND INTERACT WITH OTHERS

**INNOVATION** types generate a profusion of ideas in many directions. These ideas often need to be culled or edited. They don't always stay focused on the group's collective target.

They typically have good chemistry working with **PASSION** types, who enthusiastically embrace new approaches. Additionally, personalities with **MYSTIQUE** or **PRESTIGE** tend to be more goal-oriented than **INNOVATION** types, and can help hone work for presentation to co-workers and customers.



*Independent thinking can make those with a primary **ALERT**, **MYSTIQUE** or **POWER** Advantage uncomfortable, because these types tend to prefer stability of a “rulebook.”*

## SALLY'S TAKE ON THE **INNOVATION** ADVANTAGE

Innovation is about change.

It's about creating new ways of doing things. Many people in business, especially in large corporations, take a look at the status quo and they think, "this is the way it's always been done so that's the way it should be."

Whereas somebody who comes in with the Innovation Advantage might say, "We could solve this problem this way, or we could solve it that way. Or hey, what if we experiment and we tried this?"

This is where Innovation comes from.

This is also where entrepreneurs come from. They process the ability to take a look at an old problem, and then solve it in a new way.

*Speaks the language of creativity*

The Innovation personality tends to not think in a linear way. They don't go 1-2-3-4-5, they go from 1 straight to 5.

Sometimes their team members or their clients get a little bit lost or confused. From the outside, it looks like,

"How did you get to 5, and where's 2, 3 and 4?"

To the person with the Innovation Advantage, that answer is obvious:

"Well, I've created a change or I've made a linear jump."

This is what makes them so powerful in the innovation process – for R&D, marketing, being a big visionary or for coming up with new categories, new products, and new ways of doing things. However, it can be frustrating for the people around them that they don't follow a set pattern; that in fact they resist any routine structure.



**INNOVATION**

## HOW TO USE **INNOVATION**

THE LANGUAGE OF CREATIVITY

### DO YOU ADD VALUE THROUGH INNOVATION?

*If so, you are a creative problem-solver.*

### WHO YOU ARE

Creative ■ Visionary ■ Entrepreneurial

### PRIMARY PERSONALITY DESCRIPTORS

- Embraces opportunities for change and exploration
- Driven by a profound sense of adventure and creativity
- Captivates with spontaneity and a quick wit

### HOW YOU ADD VALUE

- You captivate others with your vibrant and attractive style of communication.
- Your approachable and transparent style make you an “open book.”
- You intuitively understand ideas and feelings of others.

### COMBINE INNOVATION WITH

- **PASSION:** to spark passionate creativity
- **POWER:** to kindle an entrepreneurial spirit
- **PRESTIGE:** to tempt others to upgrade
- **TRUST:** to consistently offer new ideas
- **MYSTIQUE:** to keep your ideas close to the chest
- **ALERT:** to quicken new thinking

## THE **PASSION** ADVANTAGE

### AN OVERVIEW

The Passion Advantage fascinates us through the experience of emotion and feeling. It attracts us with warmth and closeness. This Advantage can focus on an object, experience, or person; it might last moments, or a lifetime. Yet in every case, Passion captivates our desire for sensory fulfillment.

Do you want to connect more quickly and build relations with people? Do you want them to respond with feeling to your message? Do you want to add warmth to an otherwise cold product? Do you want to pull customers into stores, magnetically drawn to look and touch your product? Passion builds the allure of this interaction.

Facts create Alert, and opinions stem from Power; however, Passion is different. It doesn't involve reasoning. It's not sensible. For example, when you're on a diet, you can't help but be fascinated by your favorite junk food. It's not a rational choice on your part. Whether we should crave cheesy Taco Bell nachos rarely determines whether we actually do crave them.

Passion is not about utility or function. A product does not become more passionate by adding more data to the instruction manual, or more product description on the product label. Compare Microsoft's packaging to Apple's, and you'll see why.



# PASSION

## ADVANTAGE OVERVIEW

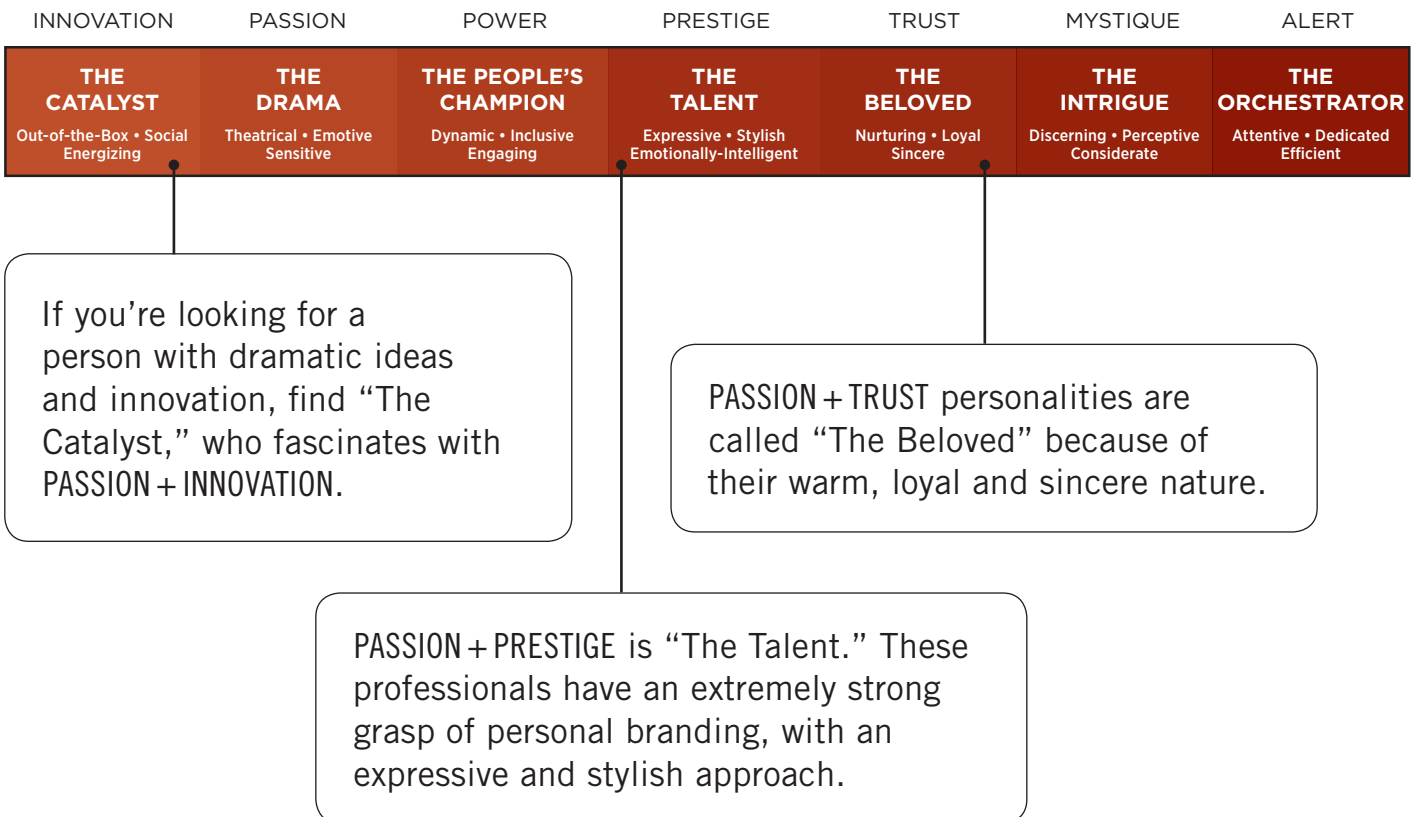
PASSION personalities rapidly make emotional connections with others, especially customers and co-workers. They are approachable, and, even in positions of authority, are known for an unintimidating style. Their exuberance and honesty of emotion make them effective presenters of ideas and information.

{ **Passion** }

↑  
*Creating warm emotional connections*

## PASSION AS A PRIMARY ADVANTAGE

### PASSION





## HOW COMMUNICATION REALLY WORKS

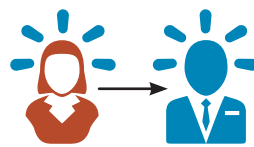
# HOW **PASSION** PERSONALITIES FASCINATE OTHERS IN THE WORKPLACE



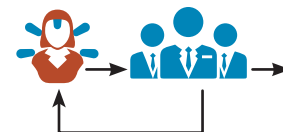
Create strong emotional bonds and experiences



Communicate expressively (colorful language, humor)



Use emotion to create connections



Adjust messages real time based on audience reaction



Inspire people to be advocates for them and their plans



Present themselves in a way that is visually appealing



Have a participatory style that invites others to join in

## TOP 5 SPECIALTY ADJECTIVES FOR THE PASSION ADVANTAGE

### EXPRESSIVE

Confident and articulate, they communicate their ideas in a highly engaging style. A **PASSION** personality uses facial expressions, body language and vocal intonation to communicate and add emphasis to their messages.

### INTUITIVE

They're able to read people and find common ground. They strike up a conversation easily. Their emotional intuition allows them to sense how others are feeling and immediately adjust their message to resonate with the audience.

### ENGAGING

Warm and colorful, they keep listeners engaged. They share colorful examples. They tell vivid stories to explain their points.

### PERCEPTIVE

They are discrete, but have their ear to the ground. They know the issues that concern their staff and they quickly grasp the politics at play.

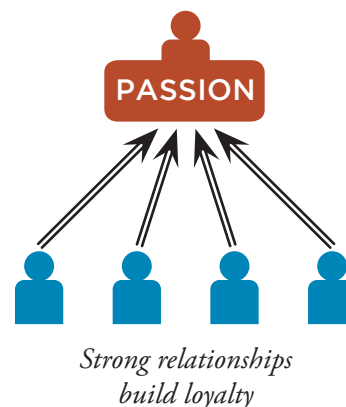
### DYNAMIC

They're extroverted personalities that inspire those around them. They almost always find it easy to get others involved. Their excitement is contagious.

## HOW **PASSION** PERSONALITIES LEAD

**PASSION** personalities leverage their high energy to “fire up” a person or a team to achieve a specific goal.

The strong relationships **PASSION** personalities build create a loyal base of supporters, willing to go out of their way to help the **PASSION** personality succeed.



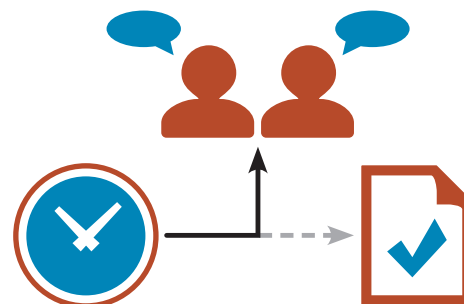
*Within 18 months of releasing the Fascination Advantage Assessment, we measured over 80,000 participants on their use of the 7 Advantages.*

- **PASSION** is the most common Advantage for women.
- **POWER** is the most common Advantage for men.

## HOW **PASSION** PERSONALITIES MANAGE THEIR TIME

Managing time is usually not a strength for someone with a **PASSION** personality. Their creative nature can lead their mind to wander when they should be focused on the task at hand.

Because **PASSION** personalities are friendly and are always moving forward, they are known to spend time engaging with others. This can make them less efficient when it comes to completing a job.



## HOW COMMUNICATION REALLY WORKS

**PASSION personalities are proficient in reading cues of others and ordinarily will sense when they need to apply restraint.**

### 1. COLLABORATION

The PASSION personality is fuelled by interaction with others. They would rather work on a project with a team than on their own.

### 2. COHESION

These personalities seek to create experiences that bring pleasure to themselves and others. For instance, a manager with the Passion Advantage will run her weekly status meeting to feel more like a family dinner party, with open discussion, humor and bonding.

### 3. CONTRIBUTION

PASSION personalities encourage participation in meetings. They are attuned to people's emotions, and can identify, for instance, those who want to contribute but are holding back. They ensure those people have an opportunity to say what's on their mind.

## OPPOSITE PERSONALITIES

### THOSE WITH A DORMANT PASSION ADVANTAGE:



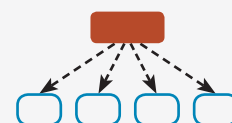
View the world in a less emotional way than those with high use of Passion



Require proof before trusting a message or believing in someone



Prefer to work independently



Are less successful at persuading people to do or buy something that first requires a sense of connection



Dislike drama and emotional upheaval



Tend to avoid jobs that require interacting with customers



Prefer to approach challenges rationally and methodically, rather than making decisions based on gut instinct



Rely on hard facts when trying to persuade others instead of relying on gut reactions

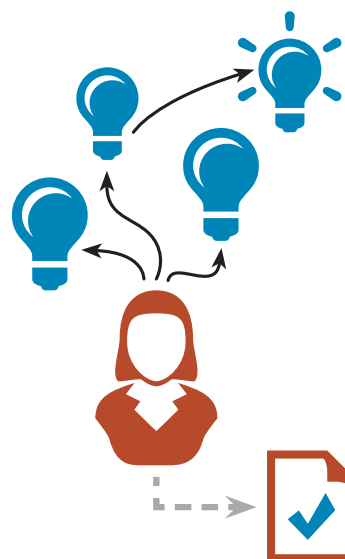
## HOW **PASSION** PERSONALITIES MAKE DECISIONS

**PASSION** personalities make decisions based upon their impression of a situation or idea. By taking a more qualitative approach, they often have difficulty justifying their decisions, which can leave their ideas open to scrutiny. This can sometimes harm a **PASSION** personality's reputation and credibility since facts are essential when arguing a case in a business environment.



## HOW **PASSION** PERSONALITIES BRAINSTORM AND PLAN

- » **PASSION** personalities can generate a large amount of ideas in a short amount of time. This is a trait they share with **INNOVATION** personalities.
- » **PASSION** types are generally not linear thinkers, therefore, planning how to get from idea to execution can be a potential area of weakness. This is when pairing a **PASSION** personality with a **POWER** personality can be effective. **PASSION**, the idea generator, can allow the planning **POWER** personality to help make the idea a reality.



## HOW **PASSION** PERSONALITIES SELL

- » **PASSION** personalities present their ideas with enthusiasm and conviction. When they sincerely believe in an idea, person, product or service, the feeling is perceptible, making it easier to convince someone of the same.
- » Among all 7 Advantages, **PASSION** personalities dominate in building close relationships. They are generally well liked, making it more difficult for someone to turn them down.



## HOW **PASSION** PERSONALITIES CLOSE THE DEAL



- » A **PASSION** personality has an Advantage when it comes to building relationships. They do business by treating others like friends, or even like family. In a competitive environment, they can win the sale solely based upon their personal connection with the other party.
- » Because **PASSION** personalities tend to be open with their true emotions, they can have difficulty negotiating. Their body language and tone reveal their true thoughts. If entering into a hardball negotiation against an **ALERT** or **MYSTIQUE** personality type, the **PASSION** type might be at a disadvantage.

# HOW PASSION PERSONALITIES COLLABORATE AND INTERACT WITH OTHERS

*PASSION personalities' enthusiasm can sometimes overwhelm more analytical personalities. Be aware that some may require logical facts before they get on board.*



## HOW PASSION PERSONALITIES RESOLVE CONFLICT



**PASSION**

types are skilled at judging how someone feels about them or their idea.



**PASSION**

types anticipate conflict and do their best to diffuse it before it escalates.



**PASSION**

when conflict does occur, PASSION types experience a large increase in stress.



**PASSION**

personalities have a high sensitivity to how others perceive them and their ideas, much more so than POWER or ALERT.

# HOW **PASSION** DRIVES OUR DECISIONS, OPINIONS AND RELATIONSHIPS EVERY DAY

## { **Passion** }



*Creating warm emotional connections*

### **THE PASSION ADVANTAGE DRIVES OUR OPINIONS AND DECISION-MAKING IN OUR DAILY LIVES**

**PASSION** fascinates us through the experience of emotion and feeling. This Advantage can focus on an object, experience or person. It might last moments, or a lifetime. It might be sensory, or emotional. Yet in every case, **PASSION** taps into our human need for personal connection and expression.

The **PASSION** Advantage is different from the other Advantages in one very important way: It's entirely based on emotion, rather than rational decision-making. The **ALERT** Advantage comes from facts, and the **POWER** Advantage stems from leadership—however, **PASSION** is about emotion.

### **PASSION STEERS PEOPLE AWAY FROM LOGICAL FACTS, AND INTO EMOTIONAL DECISION-MAKING**

When people feel passionate about a person or brand, they will go to much greater lengths to experience emotional connect with that person or brand.

They will:

- Pay more
- Evangelize more
- Accept greater inconvenience
- Repeatedly return

### **PASSION FASCINATES BY CREATING EMOTION**

Herein lies the almost magical allure of **PASSION**. When a consumer feels passionate about a brand, they're willing to pay more for it. Does this higher price make sense? Probably not. The emotional allure is what's creating the connection.

*Continued on following page* ■

# HOW **PASSION** DRIVES OUR DECISIONS, OPINIONS AND RELATIONSHIPS EVERY DAY (CONTINUED)

## PASSION IS IN ACTION IN OUR DAILY LIVES

A passionate salesperson can earn better results than a cold fish. A passionate experience is more memorable and more sought-after than a lukewarm one. The people in your own life—the ones you feel most passionately about—these are more likely to earn your attention, over those with whom you have no emotional connection.



## PASSION AND PRODUCTS

**PASSION** is not about utility or function. A product does not become more passionate by adding more data to the instruction manual, or more product description on the product label.

Let's say a dieter is passionate about a certain junk food. Taco Bell cheesy nachos, for instance. The desire to eat those nachos goes against every rational principle... but no matter, those nachos irresistibly beckon. Whether someone should crave cheesy Taco Bell nachos rarely determines whether they actually do crave them.

### USE PASSION FOR YOUR PRODUCT AND BRAND IF YOU WANT TO:

- » Immediately connect with new people
- » Pull customers into stores, drawn to look at and touch your product
- » Add warmth to an otherwise cold presentation or product
- » Encourage others to engage with feeling to your message



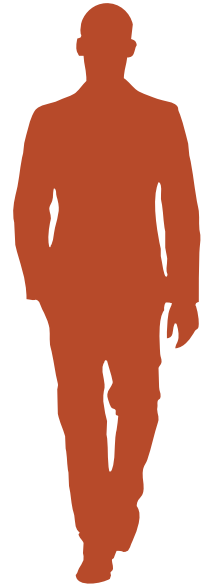
### SALLY'S TAKE ON THE **PASSION** ADVANTAGE

**PASSION** is about connection.

You feel the **PASSION** Advantage when you're accompanied by a person with whom you want to interact. This Advantage lowers the boundaries by making people want to make a connection, by making people feel more social, involved and engaged.

Imagine that you walk into somebody's home and they come up and greet you with a smile.

- » They have a twinkle in their eye.
- » They shake your hand or maybe even put their hand on your shoulder.
- » They bring you right in, they offer you a cup of coffee and instantly you feel comfortable and you want to start talking.



*Speaks the language  
of relationships*

Neurologically what's happening is they're creating an instant bond with you. Instead of feeling cynical or skeptical, you want to join in with them. You want to become involved. You're far more likely to talk with that person.

***The Passion Advantage lowers the normal resistance that happens in first introductions.***

In sales, and entrepreneurship, as we're trying to build any kind of connection with employees or with prospects, we need to lower those barriers of cynicism and skepticism. Then we can create these types of bonds effortlessly. We accelerate the sales process by getting people to feel emotionally committed to us.

We can most successfully create this kind of **PASSION** experience not by focusing on data and rational ideas, but by creating an experience for people.

### FOR EXAMPLE:

- » Having lunch with a client instead of sending a spreadsheet
- » Having a more human touch by walking down the hallway to talk to your employees instead of sending them a memo

In doing these things, people feel as if they're emotionally related to you. You have a strong bond that's not just founded on the business in and of itself.

This also explains why people become very confused and irritated by people that do have a primary **PASSION** Advantage.

Let's use a scenario in which there's a boss who doesn't have a primary **PASSION** Advantage, but yet his support staff does. This makes the boss feel very frustrated.

He feels like his support staff makes decisions by their gut. In his mind, they tend to be irrational and tend to be flying by the seat of their pants.

What he doesn't understand is they simply have a different Advantage than he does. They make decisions in a way that can actually be of great benefit to his business because they're more likely to build a connection with customers who walk through the door and build team spirit with co-workers.

Just because somebody with a different fascination Advantage than yours can bring you huge benefits by supplementing your own natural Advantages.

## HOW TO USE **PASSION**

THE LANGUAGE OF RELATIONSHIP

### DO YOU ADD VALUE THROUGH PASSION?

*If so, you immediately create connections.*

### WHO YOU ARE

Expressive ■ Intuitive ■ Engaging

### PRIMARY PERSONALITY DESCRIPTORS

- Create a strong and immediate emotional response
- Communicates expressively (such as colorful language and humor)
- Attractive personal and professional style of interaction

### HOW YOU ADD VALUE

- You captivate others with your vibrant and attractive style of communication.
- Your approachable transparent style makes you an “open book.”
- You intuitively understand ideas and feelings of others.

### COMBINE PASSION WITH

- **INNOVATION:** to playfully tweak tradition
- **POWER:** to make authority feel human
- **PRESTIGE:** to elevate desire
- **TRUST:** to create timeless desires
- **MYSTIQUE:** to magnetically attract interest
- **ALERT:** to accelerate craving

## THE POWER ADVANTAGE

### AN OVERVIEW

The Power Advantage fascinates us by commanding and controlling a situation. Companies that fascinate with Power use strength and authority. This Advantage weaves itself throughout our life every day, guiding our behavior. Used intelligently and selectively, this Advantage strengthens your reputation and earns respect.



## THE POWER ADVANTAGE

CONFIDENT GOAL-ORIENTED DECISIVE

Authority figures use Power to lead. But Power isn't necessarily overpowering. Power can motivate others to rise to their best. It can guide gently, even lovingly. It's a necessary ingredient in many forms of structure, training, and motivation to achieve higher results. A parent uses Power with an infant by shaping sleep patterns, feeding times, and language development. A parent might also use this Advantage with a high school student through a weekly allowance or use of the family car. Either way, the goal is not to defeat the child, but to make her confident and responsible.

As the alphas of the pack, powerful people guide our behavior in a myriad of ways. Who's powerful? CEOs and prime ministers. Black belts and Boy Scout leaders. Film critics, and teacher's pets. Firstborns, and matriarchs. Though their leadership differs, powerful people share an ability to both make decisions and influence decisions. In fact, studies show that the serotonin levels of our brain literally shift in the presence of a powerful person, or when we ourselves are feeling a surge of power. How are you, and your agency, applying the Power Advantage in your actions and behavior?

# POWER

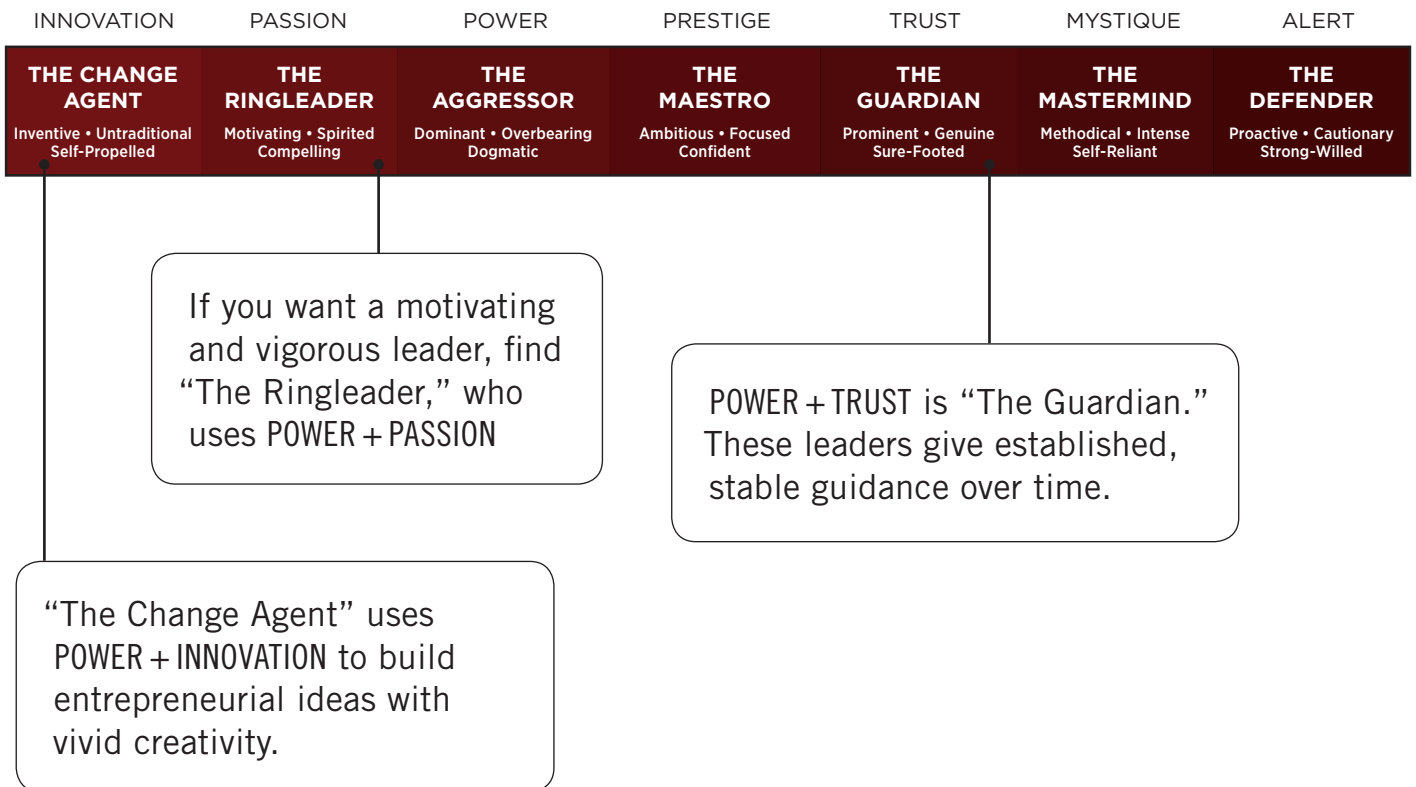
## ADVANTAGE OVERVIEW

POWER personalities are natural leaders who are driven to identify goals and attain them. Notoriously high achievers, they are self-assured individuals, who earn the respect of their co-workers, customers, family and peers.

**{ Power }**  
 ↑  
*Leading through authority*

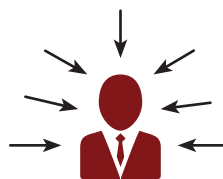
## POWER AS A PRIMARY ADVANTAGE

### POWER



## HOW COMMUNICATION REALLY WORKS

# HOW **POWER** PERSONALITIES FASCINATE OTHERS IN THE WORKPLACE



Command respect



Communicate and inspire with intensity



Shape and guide people and opinions



Confront problems to clear the path for progress



Set high standards of achievement



Present with force (either subtle or energetic)



Enjoy experiences that use all of the senses



Have a participatory style that invites others to join in

## TOP 5 SPECIALTY ADJECTIVES FOR THE POWER ADVANTAGE

### CONFIDENT

They have a game-loving competitive spirit and pursue life ambitiously. You'll find them doing their best to exceed their target goals. They like to be on the winning team.

### GOAL-ORIENTED

They tend to be intensely focused on achievements. Their drive to succeed usually makes them ideal candidates for taking on large projects.

### DECISIVE

Power personalities typically are able to easily make decisions. They are generally known to quickly size up a situation and determine a course of action.

### INFLUENTIAL

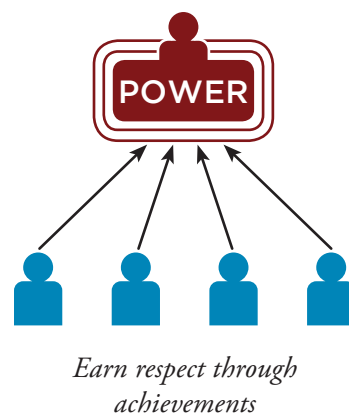
As leaders, these personalities are often looked to for answers and assistance, which usually provides them the opportunity to guide co-workers and customers.

### OPINIONATED

An individual with POWER as a primary advantage usually has strong beliefs. They are usually known for their candor, and they say what needs to be said. They are usually formidable debaters and negotiators, making them effective salespeople.

## HOW **POWER** PERSONALITIES LEAD

- » **POWER** personalities tend to actively lead situations rather than passively sitting back.
- » They are well supported by those with primary **MYSTIQUE** and **TRUST**. Those with an unusually high use of **POWER** can be overpowering, and potentially even intimidating. They have the tendency to be volatile and perhaps overbearing, which may frighten or force those around them into action.



## HOW **POWER** PERSONALITIES MANAGE THEIR TIME

Managing time is usually not difficult for **POWER** personalities. Because they usually focus on the end state, they are typically efficient with their time. For them, wasting time keeps them from their goals.



# OPPOSITE PERSONALITIES

## THOSE WITH A DORMANT **POWER** ADVANTAGE:



Focus on big ideas and less on goals or plans



Allow others to lead



Be less likely to impose opinions on others



Seek affection above respect



Make decisions at a slower pace, requiring more information and input



Not take on ambiguous projects or assignments

## HOW POWER PERSONALITIES RESOLVE CONFLICT



### PERCEPTIVE

POWER personalities usually confront conflict head-on. They tend to take care of an issue or problem as soon as it arises, because that is the quickest path to resolution and allows everyone to get back to focusing on the goal.

*In our initial study of 80,000 participants taking the Fascination Advantage personality test:*

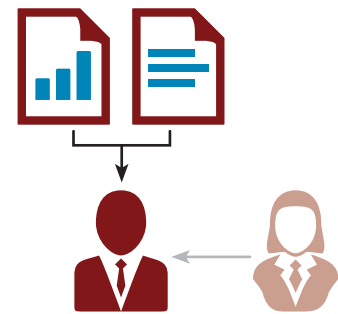
- **POWER** is the most common advantage for men, especially those over age 40.



## HOW **POWER** PERSONALITIES MAKE DECISIONS

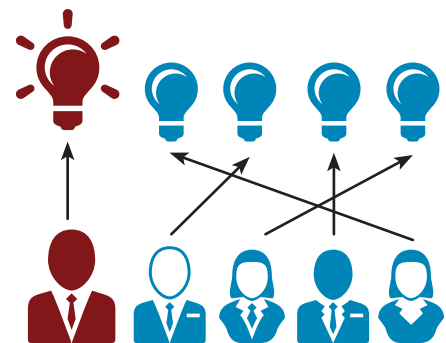
In general, **POWER** personalities are able to quickly make decisions by weighing facts and input. They usually listen to the advice of others, but ultimately they design the action plan.

Many **POWER** personalities lean toward being risk-loving. They take chances, but usually those chances have rigor behind them, so they are not uninformed decisions.



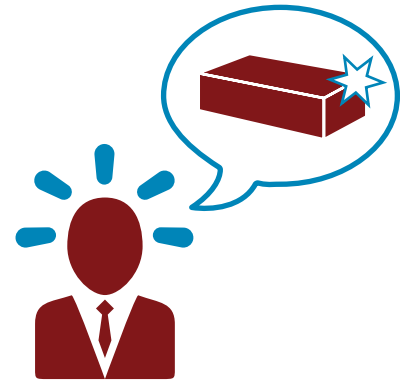
## HOW **POWER** PERSONALITIES BRAINSTORM AND PLAN

- » Consistent with their dominant position, **POWER** personalities are often found leading brainstorming sessions, and occasionally commandeering the discussion. When **POWER** personalities become too overbearing they can hurt productivity and the free flow of ideas from a team.
- » Although instinctively **POWER** personalities tend to be proficient planners, they can occasionally become too intensely focused on a goal, potentially causing them to inadequately plan. For balance, it is good to pair a **POWER** personality with a **PRESTIGE** personality, who tends to be detail-oriented.

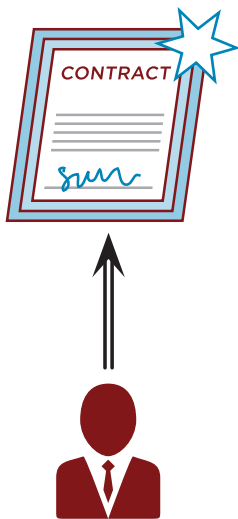


## HOW **POWER** PERSONALITIES SELL

- » **POWER** personalities normally sell by exuding confidence in their product, service or message. They tend to inspire large audiences with the energy they place behind their communication.
- » As leaders, they tend to drive the discussion, setting the tone and guiding the conversation's content.
- » Where they often have trouble is relinquishing control to a person or group, such as a customer, to ensure the other party is not feeling belittled.



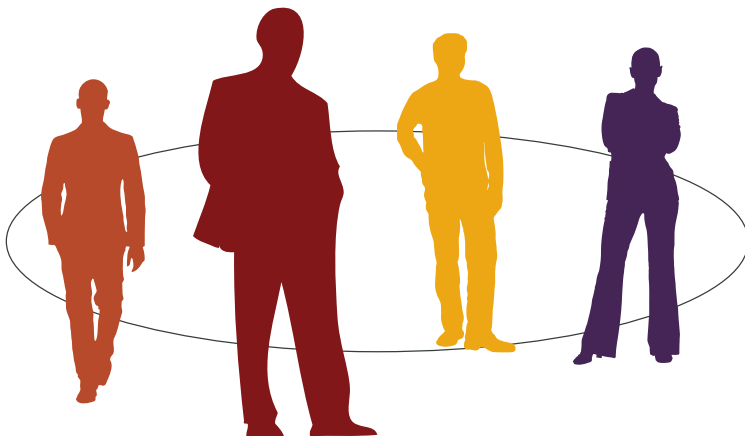
## HOW **POWER** PERSONALITIES CLOSE THE DEAL



- » A **POWER** personality typically views a sale as they view all their targeted achievements, by intensely directing their energy toward completing the sale.
- » **POWER** personalities tend to do well in situations like negotiations, because they usually strive to maintain the upper hand. Losing a sale would be failure and **POWER** personalities typically try to avoid failure at all costs.

# HOW **POWER** PERSONALITIES COLLABORATE AND INTERACT WITH OTHERS

When working with others, **POWER** personalities typically set the agenda for others to follow. They often initiate the role of advisor. They are more likely than **PRESTIGE** or **INNOVATION** types to mentor other individuals (since **PRESTIGE** types are focused on tangible goals and **INNOVATION** types are more independent).



**PASSION**

Expressive  
Intuitive  
Engaging

**INNOVATION**

Creative  
Visionary  
Entrepreneurial

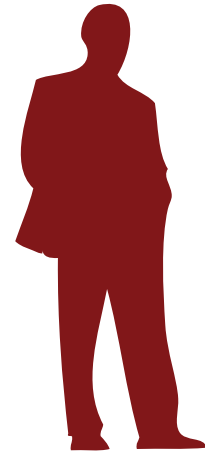
**POWER**

Confident  
Goal-Oriented  
Decisive

**PRESTIGE**

Ambitious  
Results-Oriented  
Respected

*They are well matched to work alongside **PASSION**, **INNOVATION**, and **PRESTIGE** types, who can productively build upon their energy.*



**POWER**

Confident  
Goal-Oriented  
Decisive



**MYSTIQUE**

Independent  
Logical  
Observant



**TRUST**

Stable  
Dependable  
Familiar

***POWER** personalities can develop a reputation for being abrasive, which can make those with whom they are meeting uncomfortable and inhibit their desire to participate. In meetings, they can overpower **MYSTIQUE** or **TRUST** personalities, who interact with more subtle cues.*

## HOW COMMUNICATION REALLY WORKS

### SALLY'S TAKE ON THE **POWER** ADVANTAGE

**POWER** is the Advantage of leadership.

When somebody walks into the room and they naturally exude a sense of confidence and strength, it's almost as if the other people in the room become deferential to them.

What is happening in our brains when we're in the presence of somebody who's extremely powerful?

There's actually a serotonin shift in our brain and we defer to them as members of the pack. People who have a primary **POWER** Advantage have an ability to state their opinions with great authority.

One of the most important things that we can do as leaders, whether we have a primary **POWER** Advantage or not, is to be able to understand those things that we believe so confidently — that we can really take a stand on it and we can communicate in a way that positions us as the expert.

For example, somebody with a primary **POWER** Advantage tends to use absolute phrases, such as:

“If you only have one dollar to spend, make sure you spend it here.”

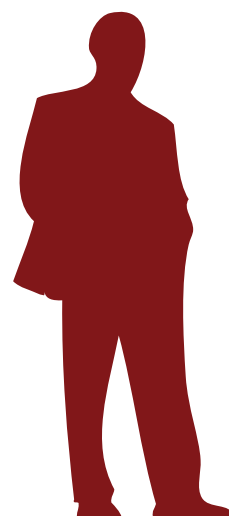
Or, “Whatever you do, don't do that.”

People with a **POWER** Advantage make other people feel as though they can lean on them, they can look to them, they can follow them.

When we look out into our environment, we see **POWER** leaders like Mark Zuckerberg and Facebook. He uses **POWER** and **MYSTIQUE** (which we'll get to in a minute) to create a strong sense of intrigue around his brand.

Or Richard Branson- he's a quintessential entrepreneur with **POWER** plus **PASSION**.

These types of personalities are forceful, goal-oriented and confident.



**POWER**

*Speaks the language  
of confidence*

## HOW COMMUNICATION REALLY WORKS

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In doing so, they tend to be heard because they put their message on a podium.

## HOW TO USE **POWER**

THE LANGUAGE OF CONFIDENCE

### DO YOU ADD VALUE THROUGH POWER?

*If so, you are a leader who makes decisions.*

### WHO YOU ARE

Confident ■ Goal-Oriented ■ Decisive

### PRIMARY PERSONALITY DESCRIPTORS

- Enjoys leading projects and easily wins buy-in of teams
- Directs individuals and groups with confidence and success
- Sets ambitious personal and professional goals

### HOW YOU ADD VALUE

- You influence others with self-assured ideas and action.
- You energetically tackle big goals, giving you the potential to motivate large groups.
- People instinctively look to you for cues of how to behave.

### COMBINE POWER WITH

- **INNOVATION:** to spark an entrepreneurial spirit
- **PASSION:** to create participation
- **PRESTIGE:** to elevate your confidence
- **TRUST:** to build strong bonds over time
- **MYSTIQUE:** to keep your ideas close
- **ALERT:** to jumpstart urgency

## THE PRESTIGE ADVANTAGE

### AN OVERVIEW

Prestige increases respect. Fancy logos, designer brands, and famous European hotels might come to mind. But that's merely the obvious side of Prestige. This Advantage applies to many kinds of achievement. Bake-off champions show off blue ribbons. Mary Kay's top employees drive pink Cadillacs. Children collect autographs from Mickey and Minnie at Disney. Scholars frame Phi Beta Kappa keys. Girl Scouts wear merit badges on uniforms. Proud fathers of newborns have hospital bands.

## THE PRESTIGE ADVANTAGE

AMBITIOUS RESULTS-ORIENTED RESPECTED

Prestigious people evoke admiration, and even envy. Among corporate circles, a person might show the Prestige fascination Advantage with a framed Princeton diploma or an invitation to speak at a conference. In a second-grade classroom, the same status might mean winning a video game. Both represent achievement, and carry implied "value" to the group.

Limiting availability requires exercising some degree of restraint. In a culture obsessed with larger portions, mass production, and a store's cubic footage, prestigious people and companies know when to decline the super-sized in favor of a single mouthful of perfection. Quality, not quantity. (Repeat after me: No thank you, Sam Walton.)

How could you, and your agency raise expectations? How could you demonstrate what's possible in customer service, follow-through, and relationships?

# PRESTIGE

## ADVANTAGE OVERVIEW

PRESTIGE personalities instinctively seek consistent improvement, higher goals, and tangible evidence of their success. They are motivated by clear rewards and the respect of their peers.

{Prestige}



*Achieving success with higher standards*

## PRESTIGE AS A PRIMARY ADVANTAGE

### PRESTIGE

INNOVATION	PASSION	POWER	PRESTIGE	TRUST	MYSTIQUE	ALERT
<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

PRESTIGE + INNOVATION is “The Avant-Garde.” These professionals fascinate with original and distinctive ideas.

“The Blue Chip” fascinates with PRESTIGE + TRUST, bringing a classic style and “best-in-class” approach to work.

Personalities who use PRESTIGE + MYSTIQUE are “The Architect,” with an exacting and skillful style, and restrained communication style.



## HOW COMMUNICATION REALLY WORKS

# HOW PRESTIGE PERSONALITIES FASCINATE OTHERS IN THE WORKPLACE



Increase expectations



Maintain high standards for work, relationships and themselves



Collect symbols of achievement



Focus on details



Tap into trends



Evoke admiration (and envy)



Rely on first impressions

## TOP 5 SPECIALTY ADJECTIVES FOR THE PRESTIGE ADVANTAGE

### AMBITIOUS

People with primary PRESTIGE personalities tend to set high goals and push themselves to reach the next level of performance.

### RESULTS-ORIENTED

They don't just want to get the job done. They want to excel. They never rest because things can always be done better.

### RESPECTED

Their impeccable presentation style earns them immediate respect from their employees, clients, and colleagues. They never turn up to a meeting unprepared.

### ESTABLISHED

Friends and coworkers depend on them. Their quiet demeanor and distinguished reputation earns them trust.

### CONCENTRATED

They keep their eyes on company goals and their personal objectives. They don't get distracted. They know what they want to achieve.

## HOW PRESTIGE PERSONALITIES LEAD

**PRESTIGE** personalities often lead by defining new, higher standards for the group and helping achieve that level of excellence through focus and close attention to detail.

They are usually watched by their peers, who measure themselves in relation to **PRESTIGE** personalities, since they normally act as standard-bearers of how one should act and present themselves.

**PRESTIGE** personalities can often feel unsatisfied by an outcome if they feel it doesn't meet their (sometimes unrealistic) standards.

With leaders who have a primary **PRESTIGE** Advantage, it's critical that everyone on their team be aware of their expectations, in order to exceed them.



*Define new, higher standards*

## HOW PRESTIGE PERSONALITIES MANAGE THEIR TIME

Because they are typically focused and ambitious, **PRESTIGE** personalities tend to efficiently manage their time.

They are well-paired with **PASSION** and **INNOVATION** personalities, who can get distracted from the goal.

In those situations, **PRESTIGE** types can steer them in the right direction.



## OPPOSITE PERSONALITIES

### THOSE WITH A **DORMANT** PRESTIGE ADVANTAGE:



Accept situations as they are instead of pushing for improvement



Do not value rewards and recognition



Are uncomfortable promoting themselves to others



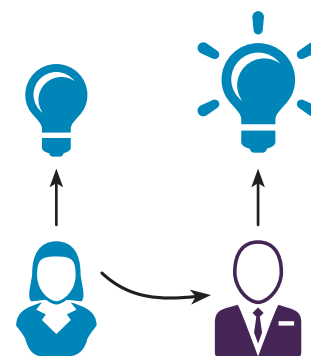
Are not concerned with the latest trends



Give people and situations several chances before forming an opinion

## HOW **PRESTIGE** PERSONALITIES BRAINSTORM AND PLAN

- » In brainstorming situations, **PRESTIGE** personalities tend to improve upon the ideas of others instead of generating the big ideas themselves. For this reason, when placing them on a team or including them in a meeting, it may help to have **PASSION** or **INNOVATION** personalities, who are natural idea-generators.
- » Due to their typically detail-oriented nature, they are innately driven to build resolute plans and execute them.

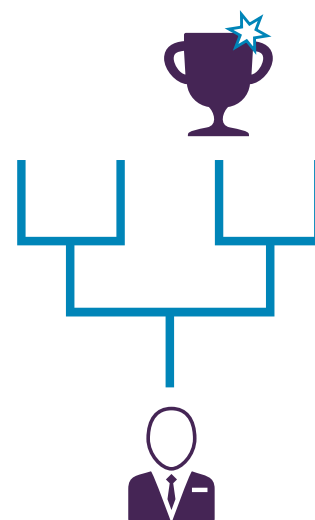


## HOW PRESTIGE PERSONALITIES MAKE DECISIONS

They usually think through their decisions carefully and deliberately and choose paths that will bring them a sense of achievement as well as recognition or a symbol of accomplishment.

**PRESTIGE** personalities often make decisions based upon how the outcome will impact their ranking within the group.

At times, they may base their decisions on what will benefit them personally, over what will benefit the team. This can impact their credibility in the workplace and among their peers.



### HOW PRESTIGE PERSONALITIES RESOLVE CONFLICT



Highly attuned and self-aware, **PRESTIGE** personalities tend to dislike conflict, especially in public. When they are in a situation that could harm their reputation or tarnish their image, they will avoid showing their sensitive side, and occasionally may become demoralized.

They try to handle conflict resolution privately to avoid shame and embarrassment.

## HOW PRESTIGE PERSONALITIES SELL

- » Because they tend to be considered experts on what's best, their endorsement increases the perceived value of an idea, product or service.
- » **PRESTIGE** personalities tend to be able to sell themselves very well. Self-promotion comes naturally to them.



## HOW PRESTIGE PERSONALITIES CLOSE THE DEAL

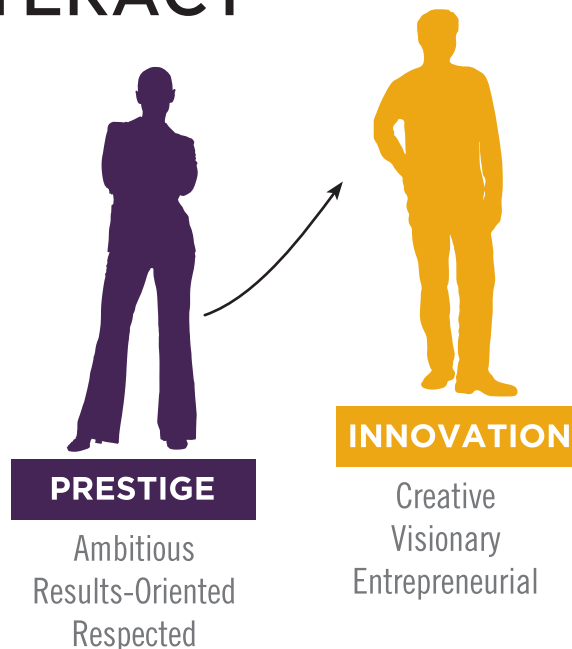


- » **PRESTIGE** personalities are usually able to persuade others to purchase by elevating the perceived value of the sale, which makes the idea, good or service more enticing to the purchaser.
- » They tend to be driven by incentives and clear rewards, so dangling a carrot—like a sales bonus—keeps them motivated to reach (or exceed) the target.
- » Known to be typically uncompromising, they may not bend in negotiations, which could force the purchasing party to walk away from the deal. This is unlike **PASSION** and **TRUST** personalities which are more likely to compromise in order to sustain the bond.

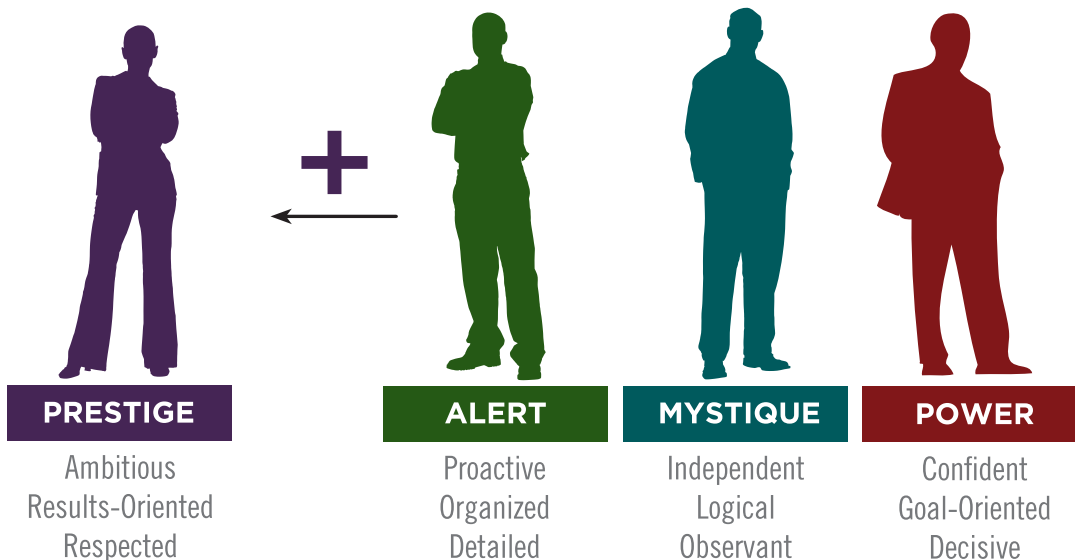
# HOW PRESTIGE PERSONALITIES COLLABORATE AND INTERACT WITH OTHERS

They usually review the group's target or goal and elevate it by offering suggestions on how to make it better.

Others typically look to **PRESTIGE** types with admiration and appreciation; however, because they tend to collect and often display their awards and recognitions, they can provoke jealousy and competition from others. **POWER** personalities, that like to be at the top, are usually most bothered by this, as well as other **PRESTIGE** types.



*PRESTIGE personalities can lend assistance to INNOVATION personalities by helping them edit their long list of ideas to only present the best ones.*



*Personalities such as ALERT, MYSTIQUE and POWER usually appreciate PRESTIGE personalities' focus, since they all tend to be more goal- and detail-oriented than others.*

## SALLY'S TAKE ON THE PRESTIGE ADVANTAGE

Prestige personalities are highly motivated to achieve.

They're goal-focused. They like to know where they're going and how they can improve the game. If you have a Prestige personality within the team, they're constantly seeing how the bar can be raised, what can be done to deliver and to exceed expectations.

Sometimes these personalities become so focused on the goal that they can burn themselves out. In order to be fulfilled, they need to always be in the success mode.

When we put this type of a person in a leadership role, they're going to be the one who is constantly looking ahead to say, "How can we improve every single detail?"

It's important for everybody who's working around the Prestige personality to know what his or her expectations are. If his expectations don't get met, then he gets really disappointed and becomes underwhelmed. For him, the other person is not adding value.

So, if you have a Prestige personality as a client, be really clear about what that client is truly looking for, because it may be different than what's in the letter of agreement.

As long as you can help them meet or exceed what their expectations and goals are, you're going to be in alignment in supporting them.



**PRESTIGE**

*Speaks the language  
of excellence*

## HOW TO USE **PRESTIGE**

THE LANGUAGE OF EXCELLENCE

### DO YOU ADD VALUE THROUGH PRESTIGE?

*If so, you are an overachiever with higher standards.*

### WHO YOU ARE

Ambitious ■ Results-Oriented ■ Respected

### PRIMARY PERSONALITY DESCRIPTORS

- Rapidly earns respect
- Focuses on adding value through better execution
- Conscientious of the smallest details

### HOW YOU ADD VALUE

- People recognize you as an achiever and/or expert.
- You influence people through your high expectations of yourself and others.
- You constantly envision ways to improve and upgrade.

### COMBINE PRESTIGE WITH

- **INNOVATION:** to set the rules on your terms
- **PASSION:** to increase the value of irrational ideas
- **POWER:** to hone admiration
- **TRUST:** to embody timeless fine living
- **MYSTIQUE:** to hint at hidden benefits
- **ALERT:** to heighten demand for luxury



## THE TRUST ADVANTAGE

### AN OVERVIEW

Then there's Trust. This Advantage is harder to earn, easier to lose, and the most valuable to hold.

The other 6 Advantages can fascinate us in a short time frame: The sound of an ambulance siren instantly Advantages Alert. A magazine article's provocative title sucks us in with Mystique. One glance

at the latest Maserati summons Passion. But the Advantage of Trust, however, is fascination of a different sort. You can dabble in Prestige, or experiment with Power, but you can't dip in and out of Trust. It must be established consistently.

We're living in a distracted and stressed-out ADD-style world. Even if we ourselves don't have ADD, we have to deal with fragmented schedules, competing demands, and priorities pulling our attention in different directions. Even our relationships change more frequently, making everyday life feel more scattered. In the face of overwhelming stimuli, the most trusted options relax and reassure us.

Neurologically our brains are hardwired to try to find consistent patterns. So when we see something that we recognize, we feel an affinity for it. We gravitate towards it because we don't have to make any decisions about it. It's why you love your favorite pair of old cozy jeans, or reruns of the same show or your mom's spaghetti sauce. It's those traditions that become so part of us over time, they literally change the hardwiring of our brains. When a message gives us Trust it comforts us because we feel as though we can relax and rely on it.

Trusted companies reliably deliver specific qualities: In the morning, we



## HOW COMMUNICATION REALLY WORKS

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can wake up and put on a navy blue Brooks Brothers jacket knowing it won't look passé, get into our assuredly safe Volvo, and drive to any Starbucks in the country to enjoy the same cup of coffee. At work we can sit at an ergonomic Aeron chair and stylish Herman Miller desk, writing with the Sharpie pen that won't wash off. On the way home from work, while listening to a Miles Davis song that we know will be cool, we can pick up a dinner we know will be healthy at Whole Foods. We order the same dish in a restaurant over and over not because it's surprising, but the opposite: We know and love it. Once we know what to expect from a brand, they've already done much of the decision-making heavy lifting for us.



Earning Trust is easier said than done, because Trust demands an investment of time and effort. Predictability requires a guaranteed certainty. Trusted companies carefully pay attention to detail, reinforcing consistency between expectations they set and results they deliver. In return, the reward for earning Trust is a big one: loyalty.

Loyalty acts as a rudder of decision making, because in certain circumstances, we want to know exactly what to expect. Surprises aren't fun when it comes to an auto manufacturer's warranty, auto-deposit of a paycheck, or the skill of our cardiac surgeon. In these types of relationships, we seek reliable options. Safety is paramount and excitement is bad, so we're drawn to stability. Year after year, we might return to the same accountant not for her keen fashion sense or witty banter, but because we don't have to worry if our 1040 form will pass muster.

# TRUST

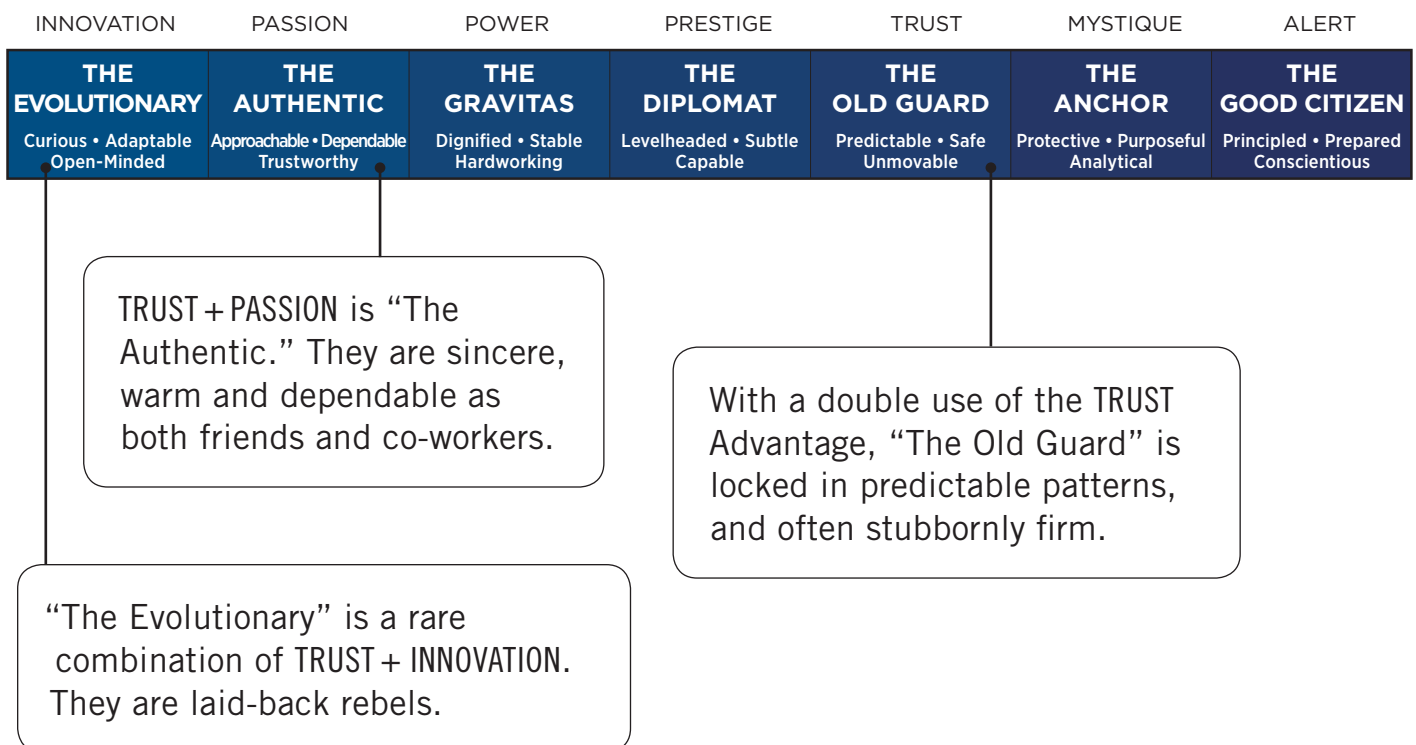
## ADVANTAGE OVERVIEW

Garnering respect and maintaining loyalty through dependability, TRUST personalities provide normalcy and comfort in chaotic environments. They carefully pay attention to detail, reinforcing consistency between expectations they set and results they deliver.



## TRUST AS A PRIMARY ADVANTAGE

### TRUST



## HOW COMMUNICATION REALLY WORKS

# HOW TRUST PERSONALITIES FASCINATE OTHERS IN THE WORKPLACE



Do what they say,  
say what they do



Put others before themselves



Focus on one thing at a time



Adhere to fixed daily routine



Avoid surprises



Look to the past for solutions

## TOP 5 SPECIALTY ADJECTIVES FOR THE TRUST ADVANTAGE

### STABLE

Even in chaotic surroundings, they keep a steady demeanor. Clients and coworkers depend on their sound judgement.

### DEPENDABLE

The steady going attitude keeps everyone on a stable path — even in a volatile and competitive environment.

### FAMILIAR

They are usually known quantities, respected for their steadfast behavior. Unlike personalities with primary PASSION or INNOVATION, these TRUST personalities choose reproducible, proven ideas rather than new, innovative ones.

### COMFORTING

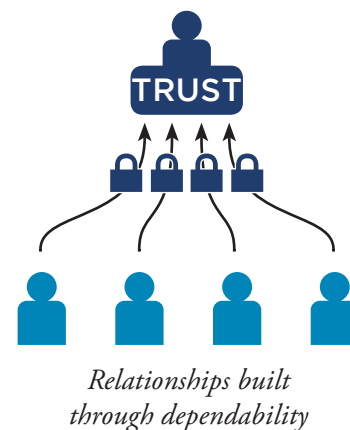
In a chaotic environment, like work, they tend to provide relief. Because they are so reliable, co-workers and peers turn to them to evoke a feeling of freedom from worry or disappointment.

### PREDICTABLE

TRUST personalities tend to develop patterns and routines that they follow daily. They typically believe that if a method or formula has worked in the past, there's no need for change.

## HOW TRUST PERSONALITIES LEAD

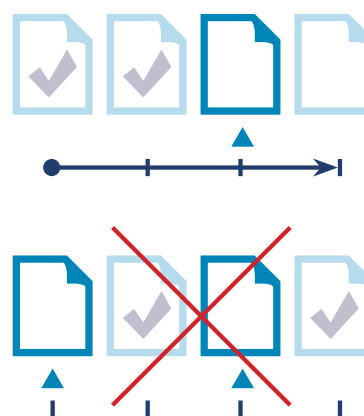
TRUST personalities tend to lead by building relationships through dependability. Co-workers and peers know they can count on TRUST personalities “no matter what,” which typically inspires loyalty in others.



## HOW TRUST PERSONALITIES MANAGE THEIR TIME

TRUST personalities are not usually multi-taskers. They tend to believe “slow and steady wins the race.”

Their focus usually allows them to work efficiently compared to those juggling multiple projects at once. However, during instances when multitasking is necessary, they have difficulty adjusting, which can negatively impact their productivity.



## HOW COMMUNICATION REALLY WORKS

# OPPOSITE PERSONALITIES

## THOSE WITH A **DORMANT TRUST** ADVANTAGE:



Live in the moment



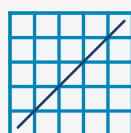
Enjoy and seek out surprises



Appreciate variety



Make decisions impulsively



Act unpredictably



Choose unexplored paths

## HOW TRUST PERSONALITIES RESOLVE CONFLICT



Because they tend to be people of their word, TRUST personalities are usually less likely to find themselves in a situation of conflict than other primary Advantage personalities such as INNOVATION or PRESTIGE.



If faced with conflict, TRUST personalities are known to often give in. They tend to put others' needs before their own, occasionally causing them to be taken advantage of. This is unlike POWER, which instinctively stands their ground under virtually any circumstance.

*For companies, TRUST is the most rare of all the 7 fascination triggers, because it's based on consistency. It can take years to earn.*

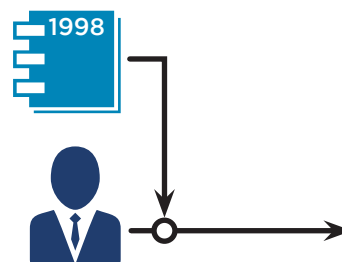
Of all 7 Advantages, TRUST is:

- The most difficult to earn
- The easiest to lose
- The most precious to hold

## HOW TRUST PERSONALITIES MAKE DECISIONS

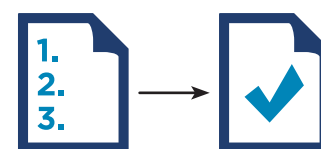
Instead of taking a more progressive route, **TRUST** personalities usually look to the past to decide their course of action.

They tend to make decisions that benefit the team, even if those decisions may not be the best for them personally.



## HOW TRUST PERSONALITIES BRAINSTORM AND PLAN

» In brainstorming sessions, **TRUST** personalities usually suggest ideas or solutions that have been tried before and are demonstrated to work. Like personalities with primary **MYSTIQUE** and **POWER**, these **TRUST** personalities are not typically known for their “out of the box” thinking.

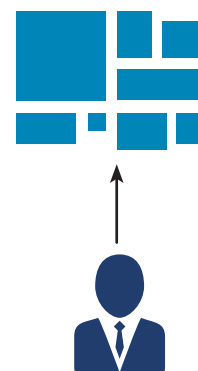


» They are careful planners, who always deliver what they promise, when they promised it.

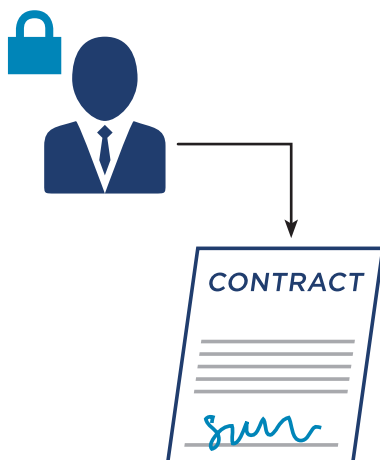


## HOW TRUST PERSONALITIES SELL

- » TRUST personalities tend to sell by providing consistent messages and style, and a sense of familiarity. Familiarity often leads to affinity for a product or service, which ultimately can lead to a sale.
- » Although predictability can work in their favor, it may also harm their ability to sell. People may perceive them and their message to be boring, potentially tuning them out. It's helpful to pair a TRUST personality with PASSION or INNOVATION types, who tend to be more impulsive and unpredictable.



## HOW TRUST PERSONALITIES CLOSE THE DEAL



- » By being perceived as reliable and having integrity, qualities that are typically valued in business relationships, they are usually effective at closing deals.
- » TRUST personalities at times struggle to balance what the customer wants with their own set of sales goals. Because they tend to place the needs of others above their own, they potentially can be steamrolled during negotiations.



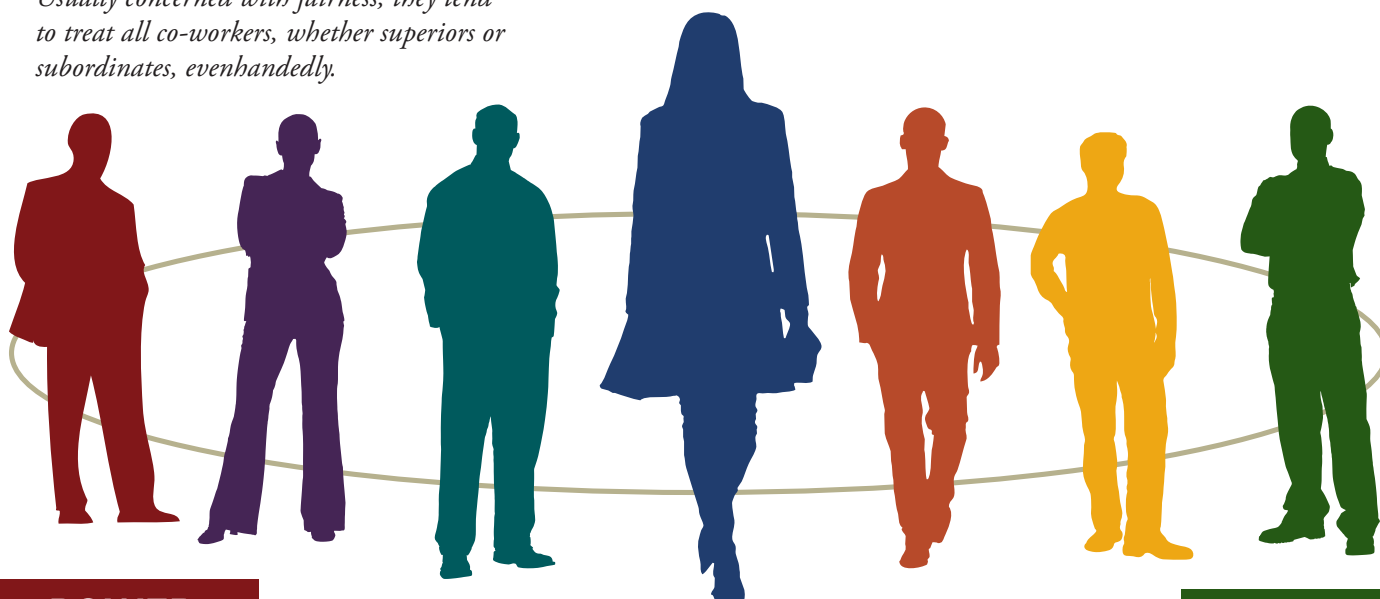
## HOW COMMUNICATION REALLY WORKS

# HOW TRUST PERSONALITIES COLLABORATE AND INTERACT WITH OTHERS

They typically collaborate by offering steady support and contributing consistent quality work to the team.

Their typically steadfast demeanor and actions tend to earn them the loyalty of their peers.

*Usually concerned with fairness, they tend to treat all co-workers, whether superiors or subordinates, evenhandedly.*



## POWER

Confident  
Goal-Oriented  
Decisive

## PRESTIGE

Ambitious  
Results-Oriented  
Respected

## MYSTIQUE

Independent  
Logical  
Observant

## TRUST

Stable  
Dependable  
Familiar

## PASSION

Expressive  
Intuitive  
Engaging

## ALERT

Proactive  
Organized  
Detailed

## INNOVATION

Creative  
Visionary  
Entrepreneurial

### SALLY'S TAKE ON THE TRUST ADVANTAGE

Trust is different than all other six Advantages, because it's the most difficult one to earn.

You can earn any of the other six Advantages almost instantly, but Trust requires time. It requires repeated exposure.

Let me explain what happens in the brain when we feel a sense of Trust.

Say you eat a plate of spaghetti marinara in a restaurant. The next day, you go back again to that restaurant and it's the exact same. You go back again on another day and it's still the exact same.

You begin to build an expectation in your mind that it's no longer just about the taste of the dish; it's also about the familiarity and comfort of that experience.

- Your primary Advantage
- That's why we reach for our old favorite pair of jeans
- It's why we have certain people in our life that comfort us
- It's why we can listen to the same piece of music over and over again

It's the familiarity of it, the pattern of it that our brains respond very strongly to. In a competitive and chaotic environment where we're constantly forced to make new decisions, we oftentimes feel off-kilter because we have to make so many choices.



**TRUST**

*Speaks the language  
of stability*

## HOW COMMUNICATION REALLY WORKS

---

The Trust Advantage allows us to simply go with what is familiar. It's why we go back to the same accountant, even though they're not necessarily the best. We feel assured by our ongoing patterns with them.

In the same way, there are certain people who use this sense of creating patterns very effectively, whether they realize it or not.

- » They tend to be schedule oriented.
- » They're routine oriented.
- » They like their day to flow in a certain way.
- » They have their relationships flow a certain way.
- » They tend to dress in a nonflashy style.
- » They're emotional cadence is even keel.
- » They're predictable, often in a very good way, because it means that we know how they're going to respond.

If we have an employee that has a primary Trust Advantage and we go and ask them to do an assignment, we know how they're going to respond. The outcome is going to be expected and there are no surprises. You know the assignment will be done on time.

On the other hand, let's say you come to the same employee and you ask them for a breakthrough idea for this client who's in trouble. They're going to turn it in on time, but they're not going to come up with the big new idea. That's simply not the way they're wired to succeed. For that, you need somebody with a Innovation Advantage.

So the Trust personality is a good ballast to a company. They're secure and they feel good to be around. They tend to not be aggressive leaders, and they don't like to be the watchdog, but they do bring a calm management style.

## HOW TO USE **TRUST**

THE LANGUAGE OF STABILITY

### DO YOU ADD VALUE THROUGH TRUST?

*If so, you are a stable and reliable partner.*

### WHO YOU ARE

Stable ■ Dependable ■ Familiar

### PRIMARY PERSONALITY DESCRIPTORS

- Earns loyalty through dependability
- Radiates a sincere, familiar warmth
- Watches and reviews details carefully

### HOW YOU ADD VALUE

- People increasingly respect you over time, because you consistently deliver.
- You're constant in your words and actions.
- In a confusing and stressful world, you influence decision-making because you are dependable.

### COMBINE TRUST WITH

- ▶ **INNOVATION:** to tweak traditions
- ▶ **PASSION:** to sustain attraction
- ▶ **POWER:** to reinforce a strong message
- ▶ **PRESTIGE:** to uphold enduring values
- ▶ **MYSTIQUE:** to maintain privacy
- ▶ **ALERT:** to motivate instant action

## THE MYSTIQUE ADVANTAGE

### AN OVERVIEW

Mystique arouses our curiosity to learn more. Of the 7 Advantages, Mystique is the most nuanced, and perhaps the most difficult to achieve. Mystique invites others closer, without revealing everything at once. (The magic trick ends if you find out how the white rabbit appears from the black hat.) A delicate balance to be sure, but successfully achieved, it's the exemplar of fascination.



## THE MYSTIQUE ADVANTAGE

INDEPENDENT LOGICAL OBSERVANT

Mystique can add anticipation and curiosity to any relationship, from new business pitches to social invitations, by motivating others to return for more.

When a product has successfully fascinated us through Mystique, we might ask friends about it to hear their experiences, research it online, read the manual, spend time learning about its history and process, and spend time in the store. If we're deeply fascinated by a brand, we might follow hashtags about it on Twitter, or travel to a conference where it's featured.

Intriguing people make us curious to learn more. We think about them, we talk with our friends about them, we might research them, we want to be close to them emotionally, intellectually, or physically. If you fascinate others with Mystique, they'll want more information. Reveal that information very carefully, if at all.

# MYSTIQUE

## ADVANTAGE OVERVIEW

MYSTIQUE personalities fascinate others with their unusual ability to filter what they communicate. They thoughtfully edit their ideas and opinions, selectively choosing what to reveal and share. Because they don't over communicate, they avoid sending distracting signals, making each detail more influential.

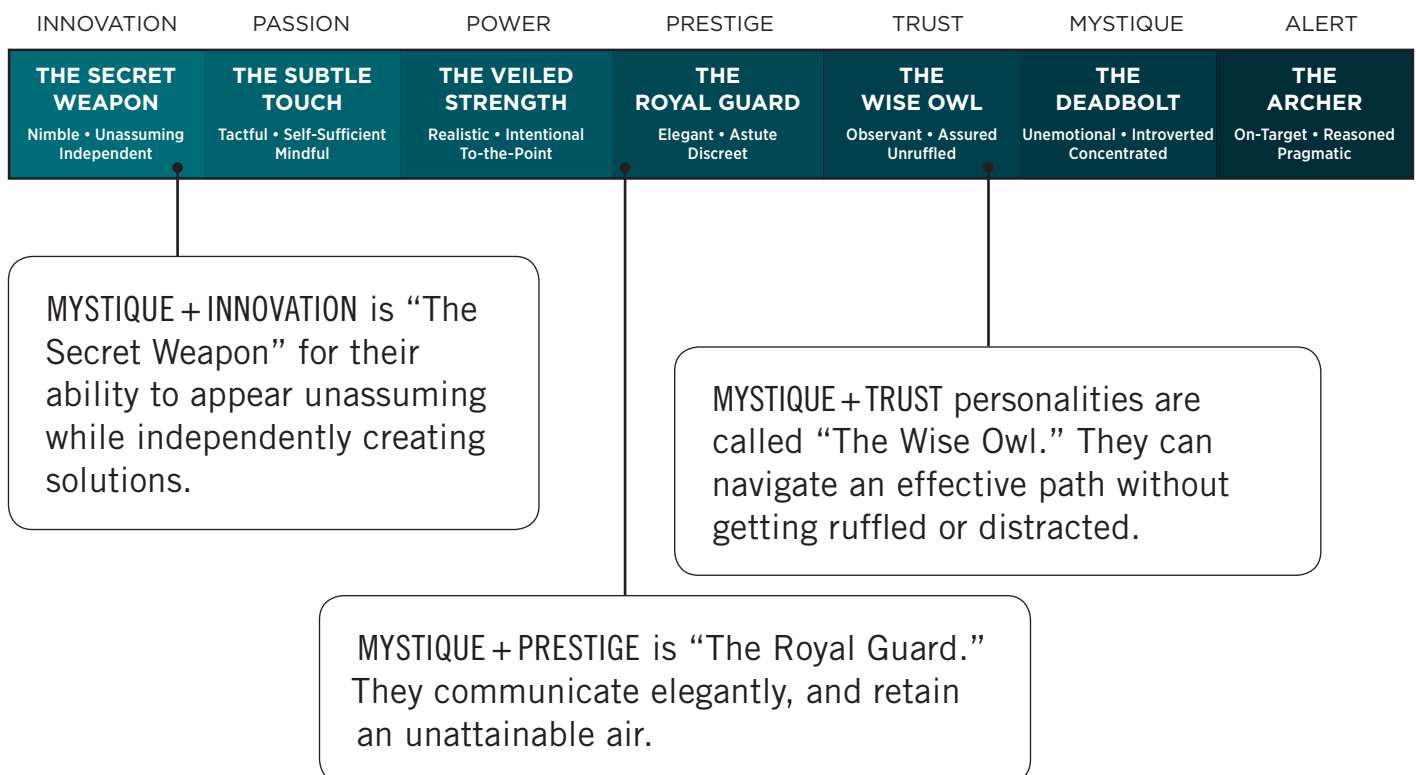
{ **Mystique** }

↑

*Thinking before speaking*

## MYSTIQUE AS A PRIMARY ADVANTAGE

### MYSTIQUE



# HOW MYSTIQUE PERSONALITIES FASCINATE OTHERS IN THE WORKPLACE



Rarely show strong emotion



Maintain a detached space



Remain calm in situations of pressure



Work independently without disclosing their process



Employ a minimalist approach, boiling everything down to its essence

## TOP 5 SPECIALTY ADJECTIVES FOR THE MYSTIQUE ADVANTAGE

### INDEPENDENT

They are comfortable with charting their own course. They aren't easily swayed by group-think. That's why they come up with new ideas while everyone else is stuck. They're not confined by following established methods.

### LOGICAL

They make their decisions by weighing pros and cons. You'll also find they may have a checklist of what to get done before they go away.

### OBSERVANT

They notice in your behavior when something is up. They spot obstacles that put projects at risk before everyone else notices it. Attentive and alert, they recognize subtle diversions from standard processes.

### ASSURED

They are confident in their ability to make the right decisions on behalf of the team. They don't act impulsively. Thoughtful and steadfast, they rely on experience and analytical skills to make the right decision.

### MINDFUL

They captivate audiences because they don't explain all the details. Everything they say is carefully considered because they're always attentive and aware of their surroundings.

## HOW MYSTIQUE PERSONALITIES LEAD

**MYSTIQUE** personalities lead by creating and maintaining an air of mystery around themselves. People might watch them to see what, if anything, they'll reveal.

**MYSTIQUE** does not tend to build immediate relationships with co-workers or customers, which is the reverse of a **PASSION** personality. Therefore, people are normally less likely to advocate for a **MYSTIQUE** personality or their cause. This can challenge a **MYSTIQUE** personality's leadership ability.



*Maintain an air of mystery*

### HOW MYSTIQUE PERSONALITIES MAKE DECISIONS

**MYSTIQUE** personalities typically make decisions more carefully than someone with an **INNOVATION** Advantage. Like those with the **ALERT** Advantage, they usually do not jump to conclusions but rather take time to research an answer or a solution.

True **MYSTIQUE** personalities enjoy immersing themselves in analysis and problem solving. They might have a difficult time accepting information that they consider unsubstantiated or overly qualitative. They differ from **PASSION** personalities in that they rarely make decisions based on gut instinct. They differ from **POWER** personalities in that they rarely aim to command attention or overtly force their point of view.

### HOW MYSTIQUE PERSONALITIES MANAGE THEIR TIME

Managing time is usually not difficult for **MYSTIQUE** personalities. They tend to be more focused than other types, spending less time with light socializing, and therefore avoid distractions. They typically get their work done efficiently and on time.





## OPPOSITE PERSONALITIES

### THOSE WITH A **DORMANT MYSTIQUE** ADVANTAGE:



View the world in an emotional way



Easily dive into “chitchat” and witty banter



Take pleasure in seamlessly sharing and collaborating with strangers



Are successful at persuading people to do or buy something that first requires a sense of connection



Persuade using expression and body language to share how they're feeling



Make decisions based upon feelings rather than facts

### HOW MYSTIQUE PERSONALITIES RESOLVE CONFLICT



#### AVOIDANCE

MYSTIQUE types tend to steer clear of conflict. They usually have very little tolerance for drama and prefer to remove themselves from situations that are unnecessarily emotionally charged.

## HOW MYSTIQUE PERSONALITIES BRAINSTORM AND PLAN

» In brainstorming sessions, a MYSTIQUE personality will typically contribute, but selectively. As a result, their premeditated statements can be perceived to be higher caliber. Unlike an INNOVATION personality, who tends to speak voluminously and irreverently.

» MYSTIQUE types are often linear thinkers which helps them plan how to get ideas to execution.



## HOW MYSTIQUE PERSONALITIES COLLABORATE AND INTERACT WITH OTHERS

In a meeting setting, **MYSTIQUE** personalities do not dominate the conversation. They are not driven by ego nor do they feel the need to draw attention to themselves. Instead, they tend to sit and listen. When they do participate, they offer a very measured comment, thought or response.

On a team, the subtle **MYSTIQUE** individual needs to be careful to not be completely pushed aside by the more extroverted personalities.

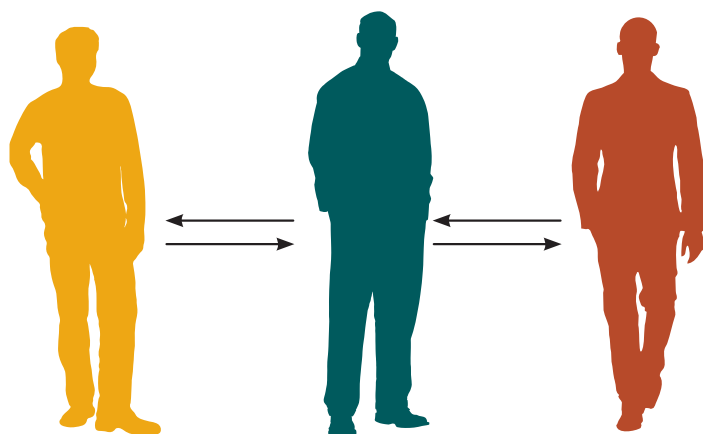


**MYSTIQUE**

Independent  
Logical  
Observant

▲ *The **MYSTIQUE** personality often feels more comfortable working alone than with a large team. They normally would rather isolate themselves and focus on the task they have to complete.*

◀ ***MYSTIQUE** personalities can balance out the more mercurial personalities of **INNOVATION** and **PASSION**.*



**INNOVATION**

Creative  
Visionary  
Entrepreneurial

**MYSTIQUE**

Independent  
Logical  
Observant

**PASSION**

Expressive  
Intuitive  
Engaging

## HOW MYSTIQUE PERSONALITIES SELL

- » **MYSTIQUE** personalities tend to present ideas in an objective, factual context. They communicate their point of view succinctly and are unlikely to ramble, overstate, or make claims that they cannot back up. As a result, customers and clients often develop faith in their opinions.
- » Making a strong first impression is not usually a strength for a **Mystique** personality. Because they do not typically have the extroverted warmth of a **PASSION** personality, for instance, they may be perceived as aloof or disinterested. When making connections is the goal, **MYSTIQUE** personalities must be cognizant of putting effort into building memorable and distinct interactions with others.



## HOW MYSTIQUE PERSONALITIES CLOSE THE DEAL



- » Whereas an **ALERT** personality may become anxious and high pressure, or a **PRESTIGE** personality may get into a battle for superiority a **MYSTIQUE** individual will usually remain calm and collected.
- » This personality does develop close relationships, yet this doesn't always come quickly or easily. In jobs that require cold-calling or in-person presentations, they should consciously work to articulate their message in an immediate captivating way.

## SALLY'S TAKE ON THE MYSTIQUE ADVANTAGE

Mystique is the most complex and subtle of all of the Advantages.

Mystique is more about what you don't say. People who have a primary Mystique personality tend to be understated. They think about the way that they communicate.

They don't give away a lot of emotion. They don't put a lot on the table. When they do speak, they take it seriously, because they know that they've already vetted what they're going to say.

Let's say that you and I were across the table from each other. I have a primary Passion personality. I speak the language of relationship and thus can bond with you very quickly.

If you had a primary Mystique Advantage I would have a very hard time reading what you're thinking. It would be difficult for me to discern what's going on inside of your head as we're talking.

If we were having a negotiation, you would be in a real position of advantage because you would be able to think things through. This is what the Mystique personality does. They have an ability to build concepts in their head before they articulate them.



**MYSTIQUE**

*Speaks the language  
of listening*

## HOW TO USE **MYSTIQUE**

THE LANGUAGE OF LISTENING

### DO YOU ADD VALUE THROUGH MYSTIQUE?

*If so, you are a solo-intellect behind the scenes.*

### WHO YOU ARE

Independent ■ Logical ■ Observant

### PRIMARY PERSONALITY DESCRIPTORS

- Intrigues others with understatement
- Communicates selectively and purposefully, with a minimalist approach
- Rarely shows inner emotions

### HOW YOU ADD VALUE

- You persuade others by selectively culling your words and actions.
- You make careful decisions, usually thinking before acting.
- When you do share an idea or opinion, it carries much more influence than it would for those who tend to “over-share.”

### COMBINE MYSTIQUE WITH

- **INNOVATION:** to spark questions
- **PASSION:** to pique desire
- **POWER:** to maintain solo domain
- **PRESTIGE:** to be respected and enigmatic
- **TRUST:** to retain a timeless aura of mystery
- **ALERT:** to drive action and curiosity

## THE ALERT ADVANTAGE

### AN OVERVIEW

Alert creates urgency with a threat of negative consequences. Applied positively, with constructive goals, most people respond quickly.

This Advantage has a unique ability to urge people to do things they otherwise don't care to do, in order to avoid consequences. Tax forms are not considered widely fascinating. However, if you haven't completed them, they become positively riveting on April 14. How does the IRS convince you to willingly hand over a percentage of your income? It clearly defines the consequences. When you're driving along and you see blue lights in your rearview mirror, that immediately creates a strong response within you.

How can you apply the Alert Advantage? Define consequences and create deadlines. By more clearly defining consequences associated with your message, you can more specifically shape behavior around them.

Do customers drag their feet to sign your contracts? The greater the resistance to a task (e.g., paying taxes), the greater the consequences must be in order to compel us to do it (e.g., prison).

For a customer waffling about a decision, a message with Alert can tip him over to your side.

## THE ALERT ADVANTAGE

PROACTIVE ORGANIZED DETAILED

# ALERT

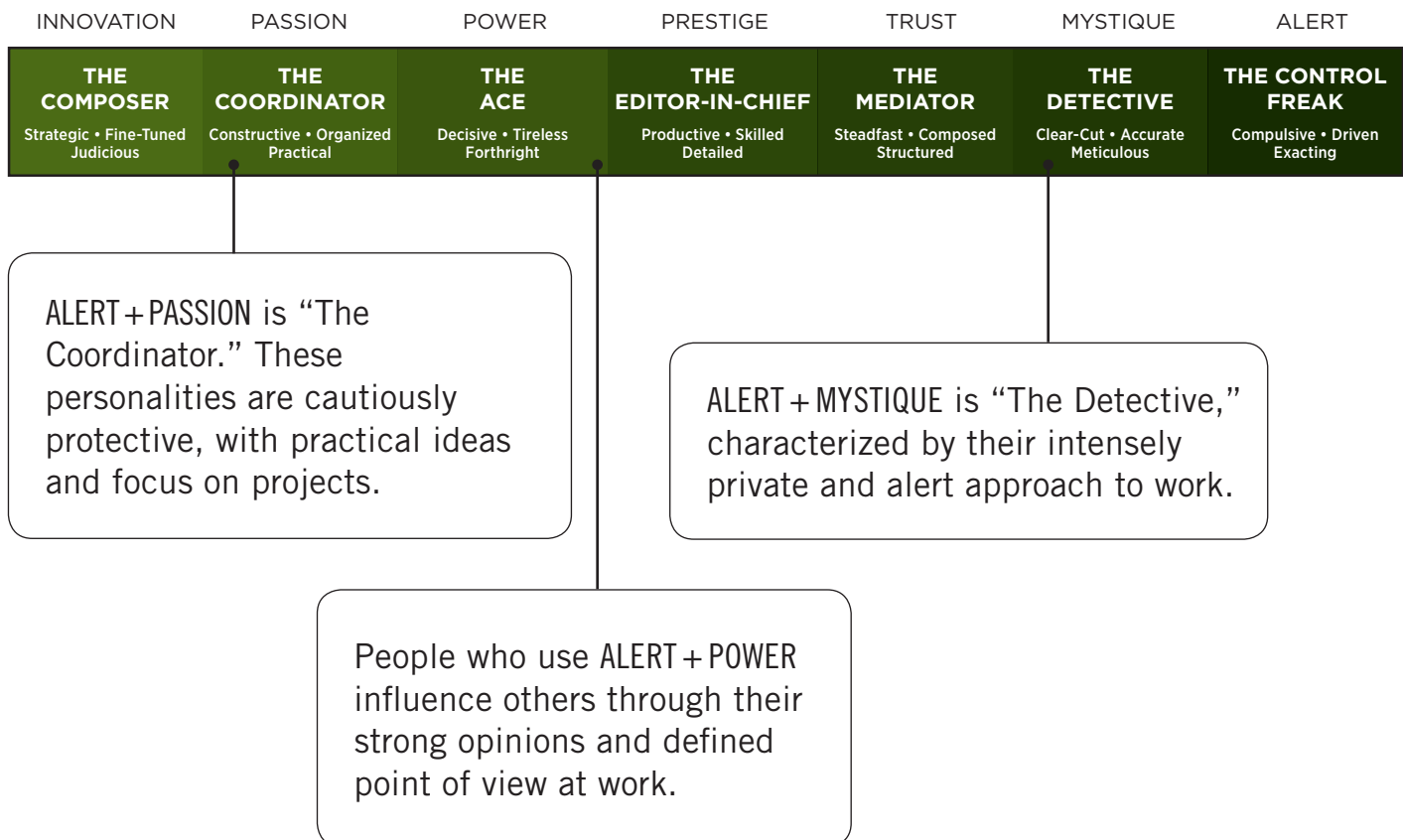
## ADVANTAGE OVERVIEW

Sensitive to the demands in their environment and expectations of others, **ALERT** personalities intensely watch details in order to deflect problems and avoid conflict.



## ALERT AS A PRIMARY ADVANTAGE

### ALERT



## HOW COMMUNICATION REALLY WORKS

# HOW ALERT PERSONALITIES FASCINATE OTHERS IN THE WORKPLACE



Set clear expectations



Establish consequences for poor results



Accelerate urgency



Use rational risks to drive action



Concentrate on details



Depend on deadlines



Heighten performance of individuals and groups

## TOP 5 SPECIALTY ADJECTIVES FOR THE ALERT ADVANTAGE

### PROACTIVE

They typically appreciate predictability and are known to form patterns in their daily lives, reducing the quantity of unknowns that they have to encounter.

### ORGANIZED

They are methodical workers. When packing their suitcase for a holiday, they do it in the same order each year. Someone may remark that their suitcase constantly looks like a spreadsheet.

### DETAILED

They make sure every detail is correct. They follow an ordered process to ensure the best quality.

### RATIONAL

They communicate their ideas with clarity and respond to problems with careful reasoning.

### STRUCTURED

They see all the moving parts that form the bigger picture and they keep them highly organized.



## HOW **ALERT** PERSONALITIES MANAGE THEIR TIME

**ALERT** personalities usually approach tasks in a linear and rational way, focusing on concrete deliverables such as schedule and budget.

They typically “check-in” frequently with others throughout the project duration to manage details. This makes them often well-suited for positions in project management.

When paired with **PASSION** and **INNOVATION** personalities, who often drift from the goal, **ALERT** types can keep them on track by using rational risks to drive action.



## HOW **ALERT** PERSONALITIES LEAD

Focusing on the consequences of completing or not completing a project or task, **ALERT** personalities lead by eliminating complacency.

They can sometimes urge people into action by centering on the ramifications of failure. Although this can incite movement, others who would prefer to focus on positive aspects of success (especially **PASSION** and **PRESTIGE** types) don't always appreciate it.



*Motivate others with urgency and deadlines*

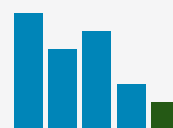
## OPPOSITE PERSONALITIES THOSE WITH A **DORMANT** **ALERT** ADVANTAGE:



Make friends easily



Focus on positive outcomes



Accept failure as part of life



Make decisions impulsively



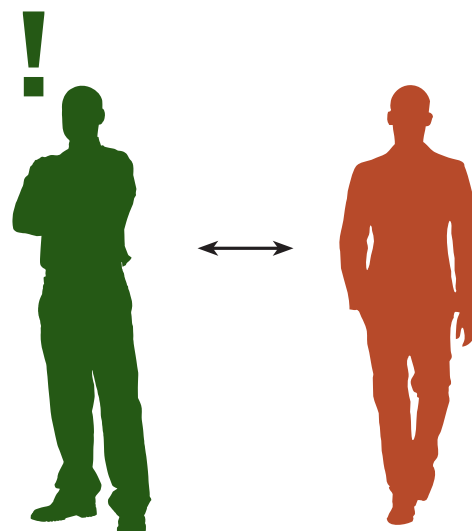
Enjoy variety and unpredictability



Look more at the big picture rather than the details

## HOW **ALERT** PERSONALITIES COLLABORATE AND INTERACT WITH OTHERS

**ALERT** personalities typically are not concerned with building relationships, but instead are worried about keeping work on budget, on time and on track. Others typically look to **ALERT** types with a slight amount of fear; therefore, for balance, it is good to pair them with **PASSION** personalities, who are more attuned to people and their needs.



**ALERT**

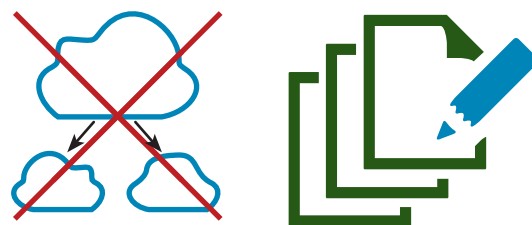
Proactive  
Organized  
Detailed

**PASSION**

Expressive  
Intuitive  
Engaging

## HOW **ALERT** PERSONALITIES BRAINSTORM AND PLAN

- » **ALERT** personalities are not typically comfortable in brainstorming situations because of the free-form design. They tend to find the lack of structure uncomfortable and unnerving.
- » Due to their typically detail-oriented nature, they are innately suited to building intricate plans and executing them.
- » Because they instinctively want to please others, they will put great energy into the overt and applied expectations for a project or task.

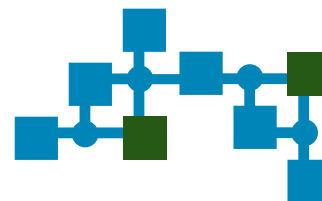


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## HOW **ALERT** PERSONALITIES MAKE DECISIONS

**ALERT** personalities often make decisions using logical reasoning, because it is typically safe and reduces risk.

They are not known for creativity or impulsivity like **PASSION** or **INNOVATION** personalities.



## HOW ALERT PERSONALITIES SELL

**ALERT** personalities typically sell by communicating the consequence of not buying the product, service or idea. (“If you don’t buy this you will...”)



### HOW ALERT PERSONALITIES CLOSE THE DEAL

They tend to impose deadlines on a sale in order to spur a close. (“Act in the next 24 hours or you will miss this opportunity.”)

Because they typically are committed to success and perfection, providing them with clear goals and incentives, as well as consequences, will keep them focused on closing the sale.



## HOW ALERT PERSONALITIES RESOLVE CONFLICT

- » **ALERT** personalities are likely the most conflict avoidant of the 7 personality types. They tend to organize their work and their life around pleasing others and achieving perfection to reduce the chance for disappointment or unfavorable consequences.
- » If faced with conflict, **ALERT** personalities often take it personally and feel set back, occasionally with long-lasting negative impact.



### SALLY'S TAKE ON THE **ALERT** ADVANTAGE

The Alert Advantage is the one that we feel immediately before something is due, as a deadline.

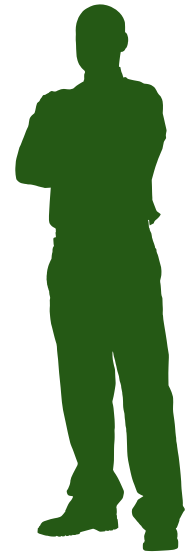
We become focused, we become alert, and we have a sense of urgency. One of the most effective things about the Alert Advantage is that it incites people to act quickly.

People who use the Alert Advantage tend to be very focused on the details. Through the interviews of tens of thousands of people with the Alert Advantage, we found that they continually are able to keep the groups safe. They watch out for what could potentially go wrong; they keep things on track. They tend to be more schedule and deadline oriented. They watch the budgets, or the time lines.

So if you have a complex project, it's absolutely essential that you have members of your team who have a primary or secondary Alert Advantage. They're the ones who are going to be able to take very complex mounds of data and make sure that they get organized and remain straightforward.

The Alert personalities in the workplace become the team organizers and the detail managers.

It's really important to make sure that you don't have a team filled with Power and Passion people, because even though they're strong, fun and can sometimes be much more charismatic, the Alert personality is the one that's going to be great with follow-through.



**ALERT**

*Speaks the language  
of details*

## HOW TO USE **ALERT**

THE LANGUAGE OF DETAILS

### DO YOU ADD VALUE THROUGH ALERT?

*If so, you are a precise detail manager.*

### WHO YOU ARE

Proactive ■ Organized ■ Detailed

### PRIMARY PERSONALITY DESCRIPTORS

- Aware of all facets of a situation
- Able to create swift action
- Works to avoid unwelcome surprises

### HOW YOU ADD VALUE

- You incite immediate action by keeping an eye on potential negative consequences.
- You are sensitive to the demands and expectations of others.
- You set high expectations and establish the structure for others to follow through.

### COMBINE ALERT WITH

- ▶ **INNOVATION:** to force an alternative path
- ▶ **PASSION:** to quicken attraction
- ▶ **POWER:** to incite instant movement
- ▶ **PRESTIGE:** to drive a buying frenzy
- ▶ **TRUST:** to share concerns with a group
- ▶ **MYSTIQUE:** to carefully reveal the real facts

## USING THE ADVANTAGES IN THE OFFICE

### USING THE **INNOVATION** ADVANTAGE



With the Innovation Advantage I might not meet in my conference room, but in a hot air balloon, a limo, or even fly to a third-party location.

I would take the rules and the boundaries of a traditional meeting, and tweak them to bring a fresh perspective.

I might have an interesting ethnic food served, or I might do something more experiential to get an idea across.

The idea is to surprise and delight them in some way to show them how we're definitively different than our competitors.

### USING THE **PASSION** ADVANTAGE

If I use the Passion Advantage, I would want to make sure the people I'm meeting with feel instantly at home.



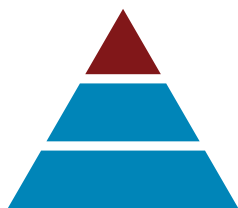
I would offer them coffee.

I would make sure there are flowers or other signals of personal expression.

The five senses would be part of how I plan out the meeting. I would walk to the door when they arrive. I would give them a warm handshake. I would make sure they understand that I am emotionally fully present.

## HOW COMMUNICATION REALLY WORKS

### USING THE **POWER** ADVANTAGE



If I want to start a meeting with Power, then I would stand up at the very beginning. I would begin with a strong point of opinion. I would want to be the authority. I would make sure that I'm dressed so that people instantly respect me. I want to present in a position of authority, so I'd sit at the front of the table. I could even manage aspects of the presentation by having my support staff sitting around in a way that lets everybody know that I am the expert in the room.

### USING THE **PRESTIGE** ADVANTAGE



Now, if I were to use the Prestige Advantage, it would all be about higher standards.

First of all, this conference room would have some of the awards that I'd won; there would be plaques on the wall. I'd be wearing an impeccable outfit and my communication with this prospect would focus on how I was going to help them achieve their goals, on how I will deliver higher standards than others in my field.

The meeting would not be about building rapport. The meeting would be about them walking out having respect for me and for the company.

### USING THE **TRUST** ADVANTAGE



Using the Trust Advantage, I would want to make sure that everything felt comfortable. I wouldn't have edgy art on the walls. I would address each one by name as we went around the table. I wouldn't have a zany PowerPoint presentation.



## HOW COMMUNICATION REALLY WORKS

The whole point would be: You know us, you love us, let's continue doing business.

As a side note I'll add that, from a competitive point of view when you're introducing yourself, the Trust Advantage oftentimes is too subtle. If we haven't done business before, it cannot earn attention over the Prestige or Power Advantages.

### USING THE MYSTIQUE ADVANTAGE



To use Mystique, we would perhaps not have a meeting at all. With Mystique, remember, it's about what you don't say.

Mystique Advantages tend to not over communicate. If I was a leader with Mystique, I would probably have someone else deliver the presentation, or I would do a presentation that was minimalist. Maybe I would only give the data. I wouldn't give away all the insider information. I wouldn't pitch hard, I wouldn't sell hard.

### USING THE ALERT ADVANTAGE



The Alert Advantage is about keeping things safe by keeping them on track with details.

I would come in and on my proposal I would outline:

- How much it's going to cost.
- When it's going to be done.
- Case studies proving information.
- References that I have.
- All the information you could possibly want.

The meeting would probably not be very intriguing, it would definitely end on time! That kind of a pitch can be really effective.

# HOW TO ADD VALUE IN YOUR BUSINESS

We've all had that situation when we're in a meeting with co-workers, the Board of Directors or prospects and it's your turn to speak.

When you speak, people are instantly going to perceive your personality in a certain way.

If you understand the way in which they perceive your personality, you'll be able to communicate your message in a way that feels fluid. This is because it's perfectly in line with how others see you.

If your personality is driven by Prestige, then the way that you should communicate your message has to do with elevating standards. People are naturally going to have respect for you.

Your communication should be in line with your archetype by making sure that you, in some way, are raising expectations, talking about improvement, delivering and overdelivering.

Whereas, if your primary Advantage is Alert, then you stay on track, focusing on deliverables, time lines, expectations, and keeping all the details tied up.

*When we don't know what to say, it can feel awkward for us and for the other person.*

When we have a clear idea, it becomes much easier for us to articulate what we want to say. Then, we are much more likely to connect and bond with the other person in the conversation.



## PRESTIGE

Ambitious  
Results-Oriented  
Respected



## ALERT

Proactive  
Organized  
Detailed

## HOW COMMUNICATION REALLY WORKS

**IF YOU DON'T KNOW EXACTLY HOW TO COMMUNICATE WHEN IT'S YOUR TURN TO SPEAK, GO BACK TO YOUR ARCHETYPE AND THINK OF HOW YOUR ARCHETYPE ADDS VALUE.**



So, if your archetype is the Authentic (Trust + Passion), you'll add value by being approachable, dependable and trustworthy.

Make sure that you create communication that's approachable, dependable and trustworthy. If you're the Authentic, you're going to be very uncomfortable approaching situations as if you were a Defender.

The Defender (Power + Alert), is proactive, cautionary and strong-willed. The Defender is great at coming in and saying, *"We need to make sure that we watch out for this, keep focused on that, stay on track."*

They're very comfortable in difficult situations because they have a lot of drive and focus in the way in which they communicate.

If you're the Gravitas (Trust + Power), you're dignified, stable and hardworking.

If you're the Mastermind (Power + Mystique), you're methodical, intense and self-reliant.

This is how people see these Archetypes.

When you are writing an email to a prospect, or if you're making a cold call, simply go back to your archetype and create messages that fit with how that Archetype naturally communicates.

## HOW COMMUNICATION REALLY WORKS

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Write down your Personality Archetype below:

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What are the three adjectives that describe your Personality Archetype?

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How do you want people to see you when you communicate with them?

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In the space below, brainstorm an ideal situation where you have complete control of the room, using your Fascination Advantage.

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## USING THE 7 ADVANTAGES IN YOUR BUSINESS

In the spaces below, go through a situation in your business and write down how you can apply each of the 7 Advantages to connect with each personality type.

Situation:

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How would you use each Advantage for the above situation?

Innovation:

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Passion:

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Power:

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Prestige:

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# HOW COMMUNICATION REALLY WORKS

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Trust:

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Mystique:

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Alert:

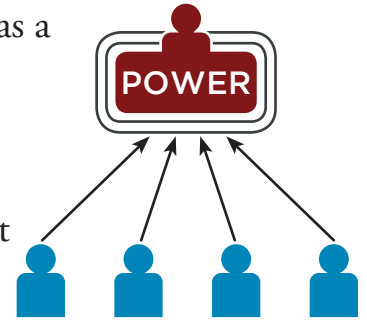
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## WHY EVERY LEADER NEEDS TO HAVE A LITTLE POWER

**Powerful people have a strong point of view.** If you want to increase your use of the Power Advantage, you must establish a reputation as a confident, knowledgeable expert with the experience to guide others.

**If you want to be powerful, you must be prepared to lead.** What will you say to inspire this leadership? What do you confidently know is true, based on your unique knowledge and experience?



**YOU CAN BECOME MORE POWERFUL. IN MANY SITUATIONS, IF YOU WANT TO GAIN INFLUENCE, YOU MUST BECOME MORE POWERFUL.**

**If you want to be powerful, you must be ready to make decisions.** How do you make your most powerful decisions? What are those decisions based upon?



**What if Power is not one of your main Advantages?** Can you grow your strength and influence? Yes, absolutely—if you create messages that gain control of your environment. This is easier than it seems. You will start by subtly applying your opinions of authority.

## YOUR OPINIONS OF AUTHORITY

You already have opinions. But you probably aren't articulating them to build your influence with the Power Advantage. Now we're going to find the opinions that you can stand behind confidently and emphatically to increase the perceived difference between you and others.

**YOUR OPINIONS OF AUTHORITY SHOULDN'T BE OBVIOUS; IN FACT, THE MORE COUNTERINTUITIVE, THE BETTER. WHAT DO YOU BELIEVE WITH SUCH CONVICTION THAT YOU CAN AUTHENTICALLY ADVISE YOUR CUSTOMER WITH FULL CONFIDENCE?**

The goal here is to stand apart—and above—your competition. And this starts by taking a stand.

**You won't stand apart from your competition if you don't first take a stand.**

*An “opinion of authority” is a strongly worded viewpoint. It is not a statement of fact, but rather, a firm belief that reflects your expertise. It must be rooted in your area of experience, and reflect a personal sentiment. It can also be contrarian, or counter intuitive. Remember, the Power Advantage isn't always about building consensus, but about increasing your personal influence.*



## EXERCISE: BUILDING YOUR OPINIONS OF AUTHORITY

### START THINKING ABOUT YOUR OPINIONS... YOUR MOST *OPINIONATED* OPINIONS.

Let's begin by jotting a list of your own personal opinions. You know you have them... and now it's time to clarify precisely what they are. (Look, don't be shy. Write them down. It's just us here.) Give yourself permission to exert your beliefs.

#### OPINION SET #1: THE STATE OF YOUR INDUSTRY.

A new employee asks you to lunch, to learn from you. They have less experience than you, and they want to understand the potential pitfalls of your industry. What warnings would you give about the way that business is usually handled in your industry?

#### FOR INSTANCE:

**The biggest problem in the industry right now is:**

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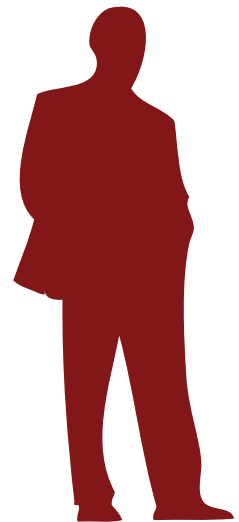
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**The way I would fix this problem is:**

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**POWER**

Confident  
Goal-Oriented  
Decisive

## HOW COMMUNICATION REALLY WORKS

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**Things used to be better when we used to:**

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**The best improvement we could possibly make as an industry would be to:**

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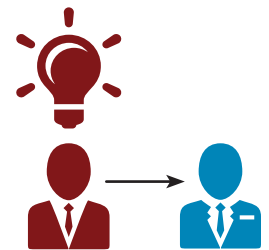
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### OPINION SET #2: ADVICE TO CUSTOMERS.

A new employee asks you to lunch, to learn from you. They have less experience than you, and they want to understand the potential pitfalls of your industry. What warnings would you give about the way that business is usually handled in your industry?



**Whatever you do, avoid doing this:**

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**If you only have \$1 to spend, spend it on:**

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## HOW COMMUNICATION REALLY WORKS

### OPINION SET #3: HOW YOUR PERSONAL OPINIONS IMPROVE YOUR RESULTS.

Imagine that you're in a meeting with a potential client. It's going well, and they're responding positively. The client wants to understand how working with you will be different than working with their other options. Let's find out what you'll tell them.



First, think about how you work: How you prioritize your time, why you're better at some things than others and what you've learned along the way, to get better results.

**I work differently than other people because I make a point to prioritize this one thing:**

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**Most people do my job a certain way. But I've found one area in which I can do it differently, and better. Here's what I do:**

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**If I could change one little detail about how my role is usually handled, it would be this:**

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## HOW COMMUNICATION REALLY WORKS

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### THERE. YOU DID IT. GOOD.

Now let's see how you can take a stronger stance, in order to be perceived as a confident expert who is knowledgeable and experienced.

1. TAKE A LOOK AT THIS LIST YOU'VE MADE.
2. PICK THE OPINIONS ABOUT WHICH YOU FEEL THE STRONGEST.
3. PUSH YOUR WORDING TO BE EVEN MORE EMPHATIC AND DEFINITIVE.

For instance, on the exercise above, let's say you wrote the following: **"If I could change one little detail about how my role is usually handled, it would be: to give more ongoing sales training to new employees."** That sounds like a good point, so let's turn that into an Opinion of Authority. Take that opinion and push it further.

Rephrase that same point, with more emphasis:

**"In our sales, ongoing training is critical for success."**

Take that same idea, and push it another step:

**"Without ongoing training, new employees can't reach their potential."**

What if you took it a step further, and really took a stand? Here's how that might look:

**"Improve or fail."**

That might be too far for you. That's fine. Find your comfort level. Applying the Power Advantage isn't about dominating—it's about using your natural personality Advantages to lead and inspire action.

## NEXT STEPS FOR YOUR OPINIONS OF AUTHORITY

What if you made a piece of marketing about your opinions of authority; like a short YouTube video, or blog post about your opinion?

What if you put one succinct observation on the back of your business cards—perhaps you collect a dozen observations, with one on the back of each card? That would be worth talking about.



**HAVING AN OPINION OF AUTHORITY DIFFERENTIATES YOU FROM YOUR COMPETITION. PUSH YOURSELF FAR ENOUGH WHEN THINKING ABOUT WHAT YOUR OPINION OF AUTHORITY IS, AND YOU'LL FINALLY STOP TRYING TO JUST BE BETTER THAN YOUR COMPETITORS.**

Recently, I wrote a blog post about this topic and explained that [being better is temporary](#); flimsy even. Striving to be better keeps you chained to the same way of working and living as your competition—and that's no way to live.

## HOW PERSUASIVE ARE YOU?

Do you have the ability to influence the ideas and actions of others? Do you build strong emotional connections? You will, if you use your natural Fascination Advantages.

When you use your fascination Advantages, you win more than attention. You win:

- More respect
- Better conversations
- Higher quality focus
- Greater loyalty
- Bigger profits (and a higher price!)

## SO WHAT EXACTLY MAKES A LEADER FASCINATING? THE ANSWER GOES FAR DEEPER THAN CHARISMA OR SKILL.

Fascination is an intense, intellectual attraction. It lives deep within the human brain, and has the power to overrule any distraction. In a state of fascination, your listener is completely gripped by you and your message. It is in these moments that you can truly influence behavior.

So what's the problem?

### **Distraction.**

- In a distracted environment, it's not enough to be smart, hard-working, or even talented. You must also be able to persuade and captivate. And you can do this, using your natural Fascination Advantages.

## DO YOU STRUGGLE TO SEE WHAT'S SO "FASCINATING" ABOUT YOUR PERSONALITY?

Even if you avoid the limelight or work hard to NOT attract attention to yourself, you'll have the ability to FASCINATE.

Avoiding emotional extremes, as well as positions of power, won't make you less fascinating. Your stability and consistency makes up for that and creates fascination in others. People are comfortable around you because of your uncompromising integrity. For everyone who stands at the podium in the spotlight, there are many more in supporting roles and those roles are critical to the success of organizations, friendships and relationships.

***So what's wrong with having an "unfascinating" personality? Where's the liability? Not everyone wants to be the center of attention, right?***

An uninteresting personality isn't a problem unless you want to:

*Shape decisions*

*Attract clients*

*Win an argument*

*Convince your boss*

*Inspire employees*

*Convert people to your viewpoint*

*Connect as closely as possible with friends*

*Recruit people to join your cause*

*Shape your childrens' beliefs*

*Control the course of your own career*

## HOW COMMUNICATION REALLY WORKS

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In these cases, you're relying not just on rational evidence to make your proof, but also your skills of persuasion. Unless you're in a completely uncompetitive environment, you cannot effectively compete without persuasion and influence.

### **FOR ANYONE WITH A PRODUCT TO SELL AND A MESSAGE TO COMMUNICATE OR A RELATIONSHIP TO ENRICH, **STANDING OUT** IS KEY.**

While you can connect without using your Fascination Advantage, you can't do it to your fullest potential. A timid personality will easily get lost in the crowd.

The timid rarely command a great deal of influence.

The timid typically shy away from the **Power, Alert** and **Innovation** Advantages, feeling less comfortable with control or controversy.

**A common objection:** *"I don't need to be fascinating."*

**I hear this frequently:** *"I don't need to be fascinating. I'm great at my job."*

There are other variations, too:

*"I don't need to be fascinating, because I've got a great product to sell."*

*"I don't need to be fascinating, because I work for a great company."*

It's good and important to believe in yourself, your product and company. **BUT that's not enough.**

Here's why:

We like to think that goodness triumphs for its own virtue, that we'll be recognized for our achievements, that our best efforts will be fairly rewarded.



## HOW COMMUNICATION REALLY WORKS

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We grew up being told, “*Build a better mousetrap, and the world will beat a path to your door.*” In reality, things can be a bit different.

### **IT’S NOT ENOUGH TO HAVE A BETTER PRODUCT, OR BETTER PERFORMANCE IF NOBODY NOTICES OR CARES.**

Before you can close any type of sale, you must first get through the door. In today’s environment, it takes a distinctive personality to open that door. Once you’re inside, then your product can do the talking.

Beyond sales, this is true for any situation where you’re competing with other conflicting messages.

### **TEAR THIS OUT AND PUT IT SOMEWHERE YOU’LL SEE IT ALL THE TIME:**

**THE MORE COMPETITIVE YOUR ENVIRONMENT,  
THE MORE ESSENTIAL IT IS FOR YOU TO BE  
ABLE TO PERSUADE AND CAPTIVATE THE PEOPLE  
AROUND YOU.**

Today, clients, bosses, employees and kids are distracted. *You’re* competing for attention as surely as your product(s) compete for a slice of attention.

## RAPID SELF-ASSESSMENT QUIZ

**Do you feel confident in your business strategy, but less confident about getting people to actually buy into your ideas?**

Yes  No

If yes, describe:

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**Do people multitask while you speak (either literally reaching for their smartphone, or appearing distracted by other thoughts)?**

Yes  No

If yes, describe:

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**Do you sometimes get the sense that your communication is not being heard in the way you intended?**

Yes  No

If yes, describe:

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## HOW COMMUNICATION REALLY WORKS

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**When you have meetings, do people seem to understand what you've said, yet sometimes fail to take action?**

Yes  No

If yes, describe:

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**Do you use the same communication approach to talk with your potential customers and current customers as you do your employees?**

Yes  No

If yes, describe:

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**Do you feel as though people don't always "get" you, unless they've known you for a very long time?**

Yes  No

If yes, describe:

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## HOW COMMUNICATION REALLY WORKS

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**Do you have trouble explaining to prospects exactly how you personally add value to a transaction?**

Yes  No

If yes, describe:

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**If you're able to influence your current customers, do you doubt your ability to influence potential customers?**

Yes  No

If yes, describe:

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**In conversations or meetings, when emotions rise, do people sometimes talk over you?**

Yes  No

If yes, describe:

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## HOW COMMUNICATION REALLY WORKS

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**Do you sometimes struggle to communicate your points quickly and succinctly?**

Yes  No

If yes, describe:

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If you answered “yes” to 3 or more of the above, you’re not accessing your full powers of persuasion. People aren’t as focused on you as they are on their own message.

**TO MAKE MATTERS WORSE, THEY AREN’T PREPARING TO TAKE ACTION ON YOUR WORDS. YOU CAN CHANGE THIS.**

Tally your score. If your score is 15 or below, you’re probably not yet tapping into your natural fascination Advantages. (Not to worry, we can work on your force of influence.)

The reality is, you already have natural talents of persuasion. Our research with 100,000 participants has revealed: You already have the strengths you need to create this intense emotional focus with customers, employees, and family. We can prove it.

Once you’ve successfully fascinated someone, then—and only then—can you effectively sell to them. It’s not just your customers: it’s also your employees, partners, family, friends, and even your significant other.

Once you start to become more aware of your main personality strengths, your thoughts and actions will change.

As you engage in conversations with employees and customers, you’ll

## HOW COMMUNICATION REALLY WORKS

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begin to notice how others respond to your words and actions. You can create more opportunities to use your primary and secondary Advantages in meetings, in emails, in conversations, and in life.

The goal is not to change your leadership style. Not at all. In fact, the goal is to harness your natural leadership style. The goal is to answer each of the questions in this quiz with a resounding “NO.”

It doesn't matter how good your performance is, how good your product is, if nobody notices or cares. Getting—and holding—people's attention doesn't just take work. It takes all of your natural fascination talents.

**HOW CAN YOU FASCINATE DIFFERENTLY, AND BETTER, THAN ANYONE ELSE?**



## HARNESS THE FIRST 9 SECONDS AND GET NOTICED

There are specific things you can do or say to dramatically increase your chance of success and get that door to swing open.

### 1. PICK ONE “BUMPY” DETAIL.

The human mind will remember one ultra specific detail long before it will recall a general concept. Details allow people to visualize more clearly.

For example:

- » What kind of slipper did Cinderella wear to the ball?
- » In the O.J. Simpson trial, what clothing item did his defense attorney, Johnny Cochran infamously hold up for the jury to inspect, saying that if it “doesn’t fit, you must acquit?”

■ Bumpy details are easier for our brains to hold and remember. They fascinate us.

### Exactly.

Never introduce yourself with generalities such as “I can handle all your digital marketing needs.” Instead, introduce yourself with specific, tangible, vivid details. For instance, “I’ve taken three clients to the first page of Google results from 3 or 4 pages deep.”

■ Use 1 or 2 bumpy details in your message to make it more fascinating—and memorable.

### 2. GIVE A HINT OF A STORY.

Let your audience know you’re about to tell them something big, but you’re not giving it away quite yet. Use the MYSTIQUE Advantage to pique their curiosity. When Martin Luther King, Jr. announced, “I have a dream,” his audience leaned forward to find out what exactly the dream was. Give a hint, but not the whole story.

## HOW COMMUNICATION REALLY WORKS

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### 3. FIND YOUR “FENCE-TIPPER”

A “fence-tipper” is a detail that—all things being equal—will swing things your way. It can be a tiny benefit, even seemingly insignificant. You might be just a tiny bit faster, or more credible. Yet in your prospect’s mind, if your company is locked in a tie against your competitor, this detail will sway their vote. Find your fence-tippers ... and if you can’t find them, create them. Pronto!

### 4. ASK A QUESTION.

Don’t feel like you always need to have the answers. Instead, start with some carefully chosen questions that will demonstrate your knowledge and your desire to establish a connection.

For example, “What’s the biggest, newest problem facing your team right now?” Instead of shoving your business card into their hand, get their attention with a probing question designed to start an instantly authentic conversation.

■ A provocative question can make your message more engaging. Instead of shouting or talking about yourself, you encourage participation.

### 5. LET THEM IN ON A SECRET.

We all love to find out a secret! Is there something that you can reveal, bit by bit, that your prospect wants to know? Are there any generally accepted practices (used by your competitors) that you can use as a headline or advertisement to tempt your target into reading?

For example, “I really shouldn’t be telling you this, but in some circles, it’s becoming standard practice to build a few percentage points of profit into each contract.”

### 6. POLARIZE.

Most people are too lazy, or too fearful, to do anything other than what everyone else is already doing. You’re not like most people.

So why introduce yourself in a way that’s designed to appeal to everyone?



## HOW COMMUNICATION REALLY WORKS

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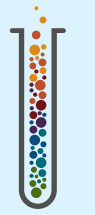
Why would you choose a generic introduction, a watered-down job title, or the same old website design?

Instead of trying to please everyone, do what you believe in strongly. You won't attract all the prospects, but you'll attract the ones who will reward you just as strongly.

### **7. GIVE AN “OPINION OF AUTHORITY.”**

This one is so important that we're going to fully explore it in an upcoming e-book. Stay tuned, because your authority is central to your leadership (and your income).

■ Want to be an influential leader? You must be able to exert opinions that cause others to think and act differently.



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