



HOWTOFASCINATE
DISCOVERED BY SALLY HOGSHEAD

TEAM DISCUSSION GUIDE

YOUR FIRST STEP TO CREATING A CULTURE OF ENGAGEMENT



BY SALLY HOGSHEAD

FINDING THE HIGHEST VALUE OF CO-WORKERS AND EMPLOYEES

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

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

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

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

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

HOW THE BEST TEAMS COMMUNICATE

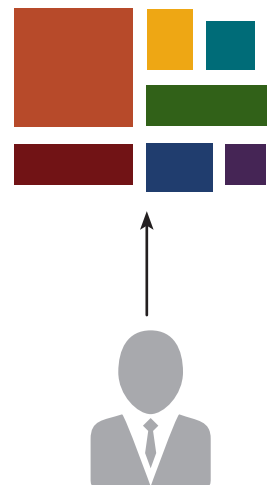
Diversity improves results more than similarities.

Imagine you're going camping in a rugged environment. You want to bring a variety of tools. You wouldn't want to bring just a fork, or just a magnifying glass, or just a pair of scissors.

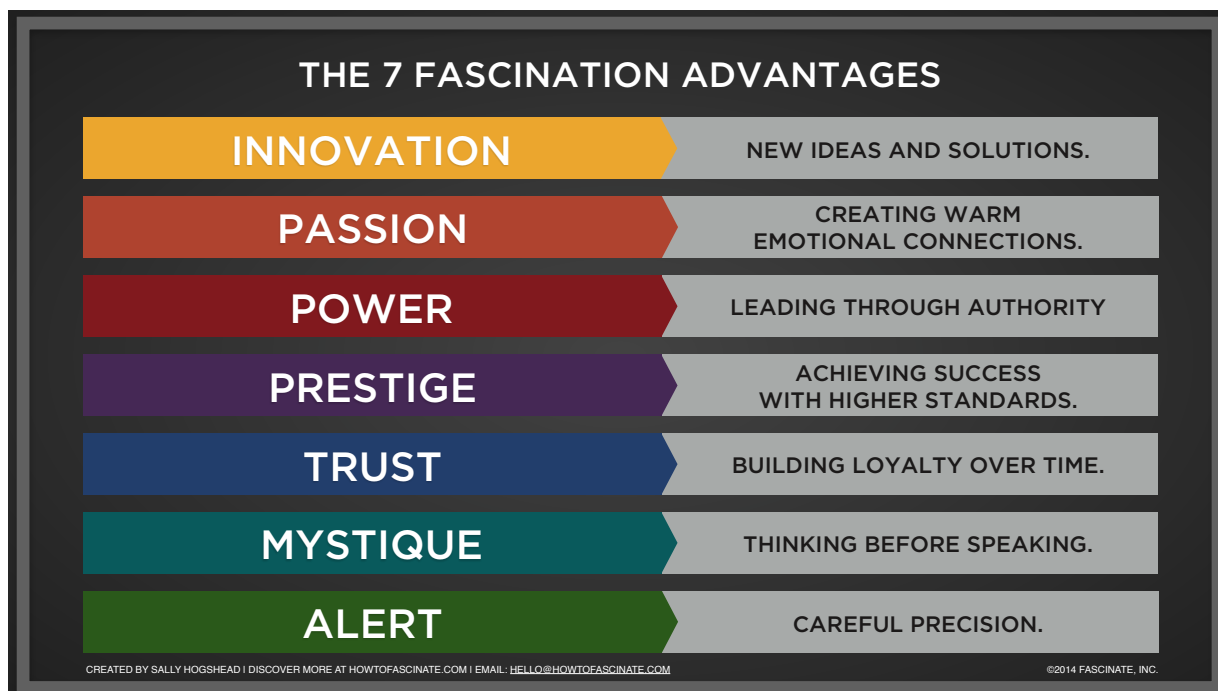
To overcome a range of challenges, you need a variety of tools. That's why teams need to know how to tap into each other's Advantages so that they can help each other excel and avoid their shared pitfalls.



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

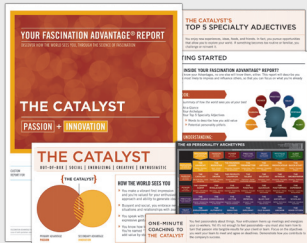


There are many ways to communicate and become more valuable. Understanding the full spectrum of differences helps each team member understand how they can make a difference.



BEFORE YOU GET STARTED...

Have each group member complete the Fascination Advantage® Assessment. (You will want to have participants do this BEFORE the group activity to keep the energy high.)



Need to purchase more assessments? Simply click the button below or visit howtofascinate.com/FAA

GET ASSESSMENTS NOW

ACTIVITY I. DIY HEAT MAP

You can map your organization's Archetypes in order to predict how you are most (and least) likely to solve problems, deal with conflict, and reach conclusions.

Your team's collective assessment results tell a story.

Here's a tool to help find the answers: A DIY Heat Map.

DIRECTIONS:

Have a team meeting in which everyone prints his report.

To print your report, log in to your account on HowToFascinate.com

You will want participants to complete the assessment and print their report BEFORE you meet as a group.

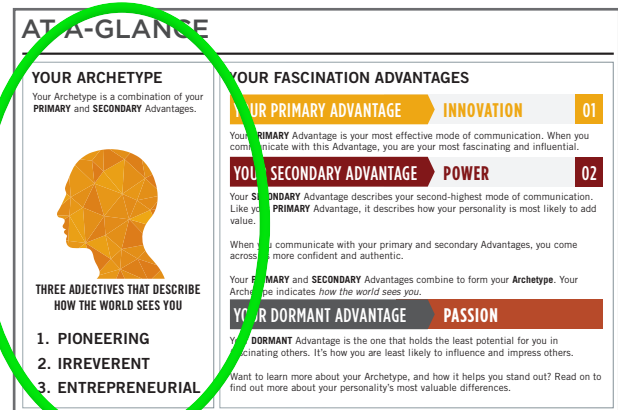
Pick a moderator to lead the discussion.

1. INTRODUCE YOURSELVES.

Go around the table, one by one, and have people introduce themselves according to their Archetype and top 3 adjectives.

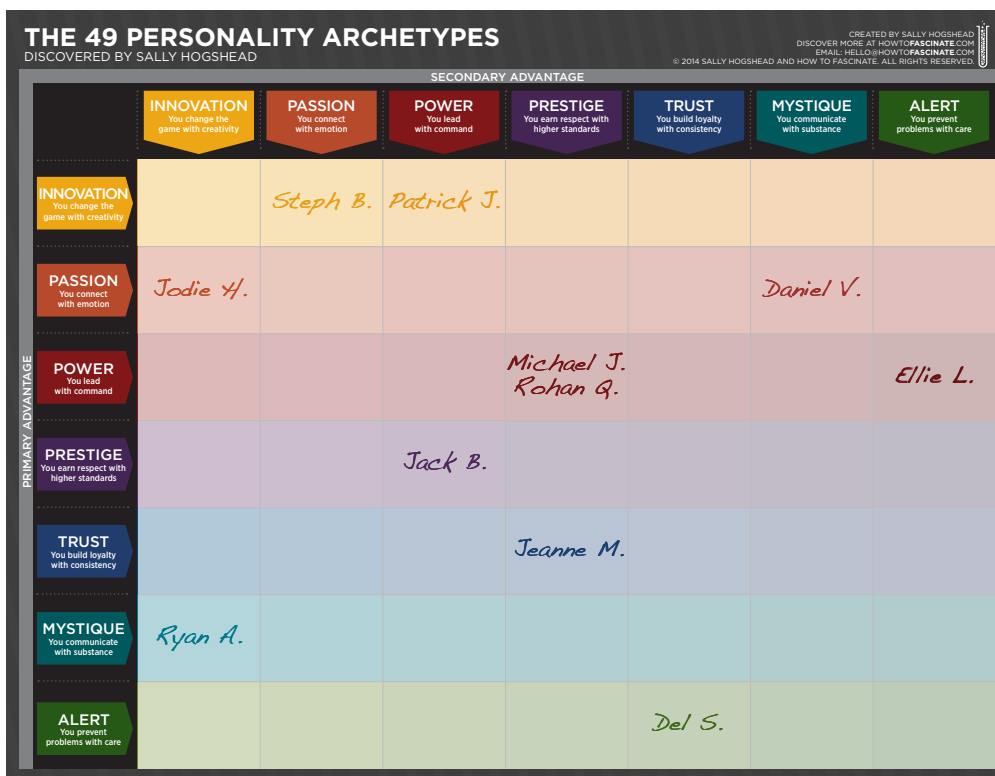
You can find this information on the At-A-Glance page in your report.

Example: “My name is John. My primary Advantage is Innovation, and my secondary Advantage is Power, which makes me The Maverick Leader. I am pioneering, irreverent, and entrepreneurial.



2. PLOT YOUR TEAM'S RESULTS ON THE DIY TEAM HEAT MAP

With each introduction, write the member's name in the appropriate box in the do-it-yourself Heat Map that corresponds to their primary and secondary Advantages. You can find the DIY Heat Map on the next page.



Here's an example of what the DIY Heat Map should look like when you're done.

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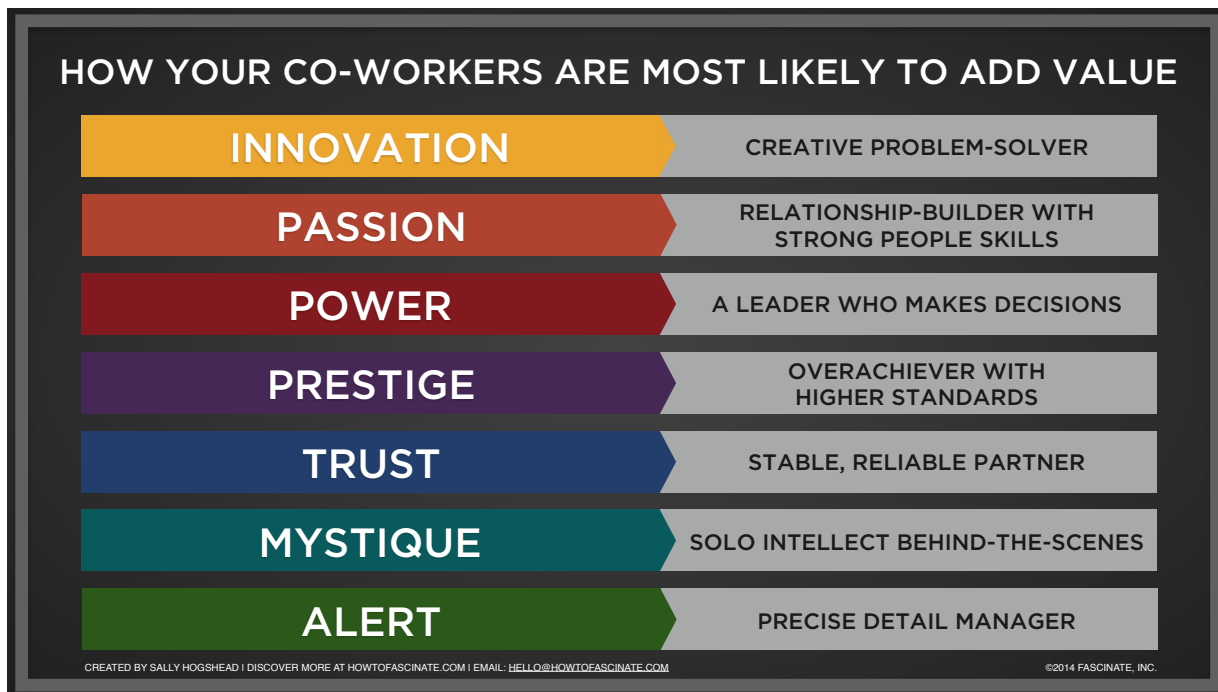
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3. ONCE EVERYONE HAS INTRODUCED THEMSELVES, ANSWER THESE QUESTIONS:

- What are your team's formulas of communication? What patterns do you see?
- Within your group, is there one dominant Advantage, or are you evenly balanced?
- Within your group, is there one Advantage that is dominant? How can your company use this Advantage to succeed?
- Do you have one Advantage that you are lacking? What are some pitfalls you may need to watch out for?

Here's an example of how each team member adds distinct value.



KNOW YOUR TEAM'S ADVANTAGES

AND HOW TO TELL WHEN THEY'RE UNBALANCED

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

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

ACTIVITY II: APPLYING ADVANTAGES WITHIN YOUR GROUP

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

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

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

INNOVATION *the language of creativity*

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

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

PASSION *the language of relationship*

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

Group Question: *In daily life around the office, how does your team build emotional connections with each other and with clients?*

POWER *the language of confidence*

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

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

PRESTIGE *the language of excellence*

When you apply the Prestige Advantage, you are earning respect with higher goals. Prestige is ambitious and focused on improving the outcome.

Group Question: *What are the highest shared goals of your group? In other words, what are the most ambitious goals you have set for yourselves to achieve?*

TRUST *the language of stability*

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

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

MYSTIQUE *the language of listening*

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

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

ALERT *the language of details*

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

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

NEXT STEP: GET YOUR ENTIRE ORGANIZATION INVOLVED

YOUR FASCINATION ADVANTAGE® REPORT
DISCOVER HOW THE WORLD SEES YOU, THROUGH THE SCIENCE OF FASCINATION

THE MAESTRO

POWER + PRESTIGE

THE MAESTRO'S TOP 5 SPECIALTY ADJECTIVES

Their constant drive to improve keeps the bar high for themselves (and others!). In a job interview you'll find they have their career planned out. They know exactly what they want to achieve in five years' time.

As soon as a Maestro hones in on a goal, he pursues it with vigor and is unlikely to just give up.

GETTING STARTED

FIRST LOOK:

A quick summary of how the world sees you at your best

- Welcome Letter
- At-a-Glance
- Meet Your Archetype
- Your Top 5 Specialty Adjectives: words to describe how you add value
- Archetype Matrix

DEEPER UNDERSTANDING:

Increase your perceived value by understanding how you communicate most confidently and authentically

Your Advantages: When you communicate using your natural Advantages, you're more authentic and confident, and that helps you make a positive impression. Find out your most valuable traits, so you can be rewarded for what you're already doing right.

THE 49 PERSONALITY ARCHETYPES

PRIMARY FASCINATION ADVANTAGE		SECONDARY FASCINATION ADVANTAGE	
INNOVATION	PASSION	POWER	PRESTIGE
THE ANARCHY	THE ROCKSTAR	THE MAVERICK LEADER	THE TRENDSETTER
THE CATALYST	THE DRAMA	THE PEOPLE'S CHAMPION	THE TALENT
THE CHANGE AGENT	THE RINGLEADER	THE AGGRESSOR	THE MAESTRO
THE AVANT-GARDE CONNOISSEUR	THE VICTOR	THE IMPERIAL	THE BLUE CHIP
THE ARCHITECT	THE SCHOLAR		

HOW THE WORLD SEES YOU

- You're a natural leader
- You make decisions easily

ONE-MINUTE COACHING TO THE MAESTRO

You are naturally independent. You tend to believe (often rightly so) that you can simply do things better yourself. Sound familiar? If so, you might find yourself stepping in to take over.

Take note: This approach can slow your goals if others feel they can't contribute enough. Coach your team members to improve their own performance. Allow them to learn by making their own mistakes. You'll progress further if you can help your team to develop their skills.

YOUR TEAM IS MORE ENGAGED AND PRODUCTIVE WHEN YOU UNDERSTAND THE VALUE EACH PERSON BRINGS TO THE TABLE.

When you share the Fascination Advantage Assessment with your entire organization, you'll be able to:

- + Discover the advantages of every person on your team
- + Empower employees to be more productive doing what they already do best
- + Build a high-performing team that interacts more confidently with customers and each other

GET ASSESSMENTS

Questions? Hello@HowToFascinate.com

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