How the World Sees You

Discover Your Highest Value Through the Science of Fascination

Sally Hogshead

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KEY CONCEPTS

In How the World Sees You, Sally Hogshead outlines her research with 500,000 participants to find the communication patterns of high performers. She explores how people can be categorized by seven different communication styles.

Once people understand how others perceive them at their best, they can consistently make positive impressions and influence their listeners.

Her book is structured around the following key concepts:

- All people have the inherent ability to be fascinating. Being boring is a learned trait that people use to protect themselves against negative outcomes, but it is often to their detriment.
- Professionals must take the time to discover their highest distinct values. These values are rooted in their perceptions of others.
- Fascinating people connect with listeners at an emotional level, creating more memorable connections. People who act more like their true selves can strengthen their ability to fascinate others.
- Fascination has seven advantages: power, passion, mystique, prestige, alert, innovation, and trust.
- Every Archetype has certain qualities that make it naturally appealing to others. By understanding their peers’ Archetypes, individuals can lead their teams to success.
- Everyone needs an Anthem. An Anthem is a “tagline” for one’s personality, a simple way of noting a person’s own unique value to others.
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SUMMARY

INTRODUCTION
In *How the World Sees You*, Sally Hogshead presents an empowering guide to discovering one's unique Archetype. Hogshead outlines 49 different Archetypes, each of which has a special skill set that can be used in the business world. People who embrace their unique differences (or Advantages, in Hogshead's view) are aware of both the intentional and unintentional differences they are sending out into the world. This level of self-awareness ensures success in both the professional and personal areas of life. By taking stock of one's own communication Advantages, it is possible to capitalize fully on client relationships, team member interactions, and executive training. Rather than focusing on being “better,” Hogshead advises savvy business professionals to try being “different” instead.

WHERE IT BEGINS: UNLEARN BORING
Every human is hardwired to fascinate others in some way; however, most people have carefully built up a layer of “boring” that gets in the way of their inherent powers of fascination. People construct this shell of boringness as a defense mechanism, believing that blending in can protect them against negativity. In fact, some people are downright afraid of being fascinating, often because of some previous incident when they tried to be fascinating to others and failed.

In business, particularly in advertising, messages that resonate most with people are those that are inherently fascinating. A fascinating message creates an irresistible feeling of engagement, almost akin to falling in love. Companies can leverage the power of fascination to create winning teams, and individuals can use that same power to secure relationships with colleagues or clients. Hogshead's system, the *Fascination Advantage*, differs from similar assessments like the Meyers-Briggs or DISC systems. Unlike those assessments, which focus on how people see the world, the Fascination Advantage helps people understand the conscious and unconscious cues they send out to others.

PART I: HOW DOES THE WORLD SEE YOU?
Why Discover Your Highest Distinct Value

Discovering their *highest distinct value* can help people improve their results at work. Self-examination from the outside in allows them to measure the effects they have on their listeners. To ensure that people are both heard and remembered, they must have a concrete understanding of how they are perceived by others. Audience members need to be convinced, through the power of fascinating communication, that speakers' messages are valuable. To keep the attention of their audiences, communicators must combat their “archenemies” of distraction, competition, and commoditization.

The term highest distinct value refers to the specialized ability to deliver above and beyond what is expected, an ability that is different from what others can offer. This value is at the pinnacle of a person's unique and exceptional qualities. Those who have unlocked this potential can rise above the “noise” of other people and companies.

To influence key decision makers, professionals must own their differences and embrace their Advantages. In this context, Advantages are the ways people are most likely to add distinct value. Rather than thinking in terms of what they do, it is important to reframe their self-perception in terms of who they are. People who are seen as their jobs are perceived as easier to replace than those who are perceived in terms of their unique skills and personalities.

Fascination is an instinctive form of connection. We all have this ability in some form. But over time, people can lose their innate ability to fascinate.
People who are adding value will find that they are the preferred option for dealing with clients or other employees, even if their services come with higher price tags. Those who add value also deliver more than the minimum expected and are generally admired for some noteworthy ability.

**How to Discover Your Highest Distinct Value**

To discover their own highest distinct values, it is important for people to take note of moments when they are naturally entering a state of fascination, where it feels like their brains are “surging ahead” and working at peak efficiency. This state of mind feels both calm and euphoric, with no anxiety to distract them from communicating their messages.

However, they must not confuse their strengths with differences. *Strengths* can be copied, while *differences* are more valuable. People and companies that have identified their differences occupy a special place in the minds of their audiences, and those differences make people and products more valuable.

_Fascination_ refers to a person or force that is impossible to ignore. However, even a person who has tapped into his or her Advantages cannot be fascinating under every set of circumstances. Discovering and articulating people's points of difference helps others appreciate their unique talents. Understanding where their Advantages lie can also help people find challenges they are perfectly suited for and avoid situations where they would be merely adequate.

**Different is better than better. Different doesn’t try to turn you into something else. Different allows you to highlight the singular traits you already have within you.**

**Part II: The Fascination Advantage System**

**The Seven Fascination Advantages**

The Fascination Advantage system helps people identify their *primary* and *secondary* Advantages as well as their *dormant* Advantages (the areas that cause them to struggle or feel depleted). Each of the seven Fascination Advantages offers people a distinct way to add value to their communications. No one Advantage is inherently better than the others, although some Advantages make it easier to tackle certain goals or tasks. Those who can fully apply their natural Advantages under the right set of circumstances will find that they can gain the upper hand and connect with their listeners.

Each of the seven Advantages is linked to a unique communication strength. A person's primary Advantage is his or her main (and most natural) style of communication. Because it is effortless, it is usually the most persuasive and effective. The secondary Advantage describes how the primary Advantage is used. The combination of primary and secondary Advantages is what determines a person's Archetype. The seven fascination Advantages are:

1. **Power**: Excels at communicating through strong opinions and leading the way.
2. **Passion**: Excels at communicating through social and warm expressions.
3. **Mystique**: Excels at communicating through nuance and facts.
4. **Prestige**: Excels at communicating through assertive speech and high-quality attention to detail.
5. **Alert**: Excels at communicating in a risk-averse manner and avoiding mistakes.
6. **Innovation**: Excels at communicating through adventuresome and entrepreneurial methods.
7. **Trust**: Excels at communicating through consistent, trustworthy speech.
The Archetypes

There are 49 different Archetypes that are created by combining a person's primary Advantage (his or her main style of communication) and secondary Advantage (how the primary Advantage is used). Each Advantage can be described with a few key adjectives that outline the person's strengths.

The Power Advantage Archetypes include:


The Passion Advantage Archetypes include:


The Mystique Advantage Archetypes include:


The Prestige Advantage Archetypes include:


A company is composed of individual personalities, and those personalities are shaped by Advantages. By understanding your employees’ Advantages, you can better understand your company—and how it is perceived by others.
23. The Architect (Prestige + Mystique): Skillful, restrained, polished, sterling, and for insiders only.

The Alert Advantage Archetypes include:

27. The Ace (Alert + Power): Decisive, tireless, forthright, goal oriented, and shielded.
28. The Editor-in-Chief (Alert + Prestige): Detailed, productive, skilled, immersed, and results driven.

The Innovation Advantage Archetypes include:

33. The Trendsetter (Innovation + Prestige): Cutting edge, elite, imaginative, edgy, and progressive.
34. The Artisan (Innovation + Trust): Deliberate, thoughtful, flexible, resourceful, and composer-like.
35. The Provocateur (Innovation + Mystique): Clever, adept, contemporary, state-of-the-art, and surprising.
36. The Quick-Start (Innovation + Alert): Prolific, diligent, thorough, can-do, and reliable.

The Trust Advantage Archetypes include:

37. The Evolutionary (Trust + Innovation): Curious, open-minded, adaptable, incremental, and devoted.
38. The Authentic (Trust + Passion): Approachable, dependable, trustworthy, agreeable, and benevolent.

Each Archetype adds value in a different way, making it uniquely persuasive. Your Archetype defines how you intentionally or unintentionally express yourself and your ideas.

40. The Diplomat (Trust + Prestige): Levelheaded, subtle, capable, impeccable, and prudent.
41. The Anchor (Trust + Mystique): Protective, purposeful, analytical, steady, and calm.
42. The Good Citizen (Trust + Alert): Prepared, principled, conscientious, modest, and detail oriented.

When individuals focus too strongly on one mode of communication, their advantage turns into a disadvantage. Rather than being seen in a positive light, they turn people off. These individuals are considered Double Trouble Archetypes. This can be a natural state of being, or it may be the result of stress or fear. Double Trouble Archetypes can be powerfully fascinating, but their single-minded focus can mean additional complications down the road. The Double Trouble Archetypes include:

43. The Aggressor (Power + Power): A natural authority, but prone to being overly forceful. May crush creativity in others.
44. The Drama (Passion + Passion): Attuned to the feelings of others, but prone to overly vulnerable behavior.
45. **The Deadbolt** (Mystique + Mystique): Able to be trusted with a secret, but sometimes so secretive as to seem untrustworthy.

46. **The Imperial** (Prestige + Prestige): Comfortable with success and being in front of the public, but can come off as perfectionistic and pretentious.

47. **The Control Freak** (Alert + Alert): A helpful devil’s advocate, but often a hurdle for innovators.

48. **The Anarchy** (Innovation + Innovation): Full of creative energy, but prone to troublemaking and insubordination.

49. **The Old Guard** (Trust + Trust): Loyal and consistent, but with a tendency toward predictability.

**Part III: Your Anthem: The Tagline for Your Personality**

The **Fascination Laboratory** is a self-examination tool that urges readers to experiment with new ways of describing themselves. The ultimate goal is for them to have a breakthrough moment of discovering their highest distinct values. Embracing these values will improve their careers, further cultivate their values, and enhance both new and existing relationships. The highest distinct value is the .1 percent of a person's personality that makes him or her unique.

By focusing their energy on improving and embracing that .1 percent, people can “feed” the most extraordinary parts of themselves rather than agonizing over trying to “fix” the rest of their personalities. It also allows them to uncover the most valuable versions of themselves. Those that can do this are able to maximize the golden window: the 9 seconds at the beginning of a conversation where it is possible to fascinate fully and completely capture the attention of a listener.

To encapsulate the results of the Fascination Laboratory, people should create **taglines** that describe themselves. Taglines are not mere job descriptions; they are overt or subtle sentences that explain unique value propositions and tell listeners why their time and money should be invested with a given person/company.

In addition to devising their taglines, people must also consider their **Anthems**. In this context, Anthems are fascinating statements of credibility. There are three steps to building an Anthem:

1. Choose an adjective (i.e., a personal difference from the rest of the marketplace).
2. Choose a noun (i.e., what a person does better than anyone else).
3. Join the words together.

**Discover Your Differences**

Anthems should build off the adjectives most often associated with people's primary Archetypes. These **specialty adjectives** reflect their areas of greatest expertise.

To begin, people should consider the adjectives listed in the definitions of the Archetypes and pick three Archetypes that resonate most with them. They should then consider how the adjectives that describe the Archetypes also describe their distinct values. If this exercise is difficult, they should start with the dormant Advantage first, or the one that is least like their primary Advantages.

*When you look back on your career successes, see them not as isolated and arbitrary events but as markers pointing to your greatest gifts.*
These adjectives outline clearly how they are different from other employees or candidates. Adjectives should work well when used in sentences that describe them, particularly in sentences such as, “People can always count on me to be _____,” and “I am better suited to serve my customers because I deliver solutions that are _____.”

The Anthem Method

People’s Anthems help them express their distinct values to the world. The adjectives they choose reflect how they are different from others who hold the same jobs or positions, while the nouns express what they do best. Entire Anthems are rarely longer than three words and should easily fill in the following blank: “I can solve your problem better than anyone else because I provide _____.” A good example of an Anthem might be “results-oriented action.”

Once an Anthem has been established, it must become the thrust of every communication. It should guide a person’s day-to-day interactions, from introductions to new people to planning for the future. A person’s Anthem might be displayed in an email signature or LinkedIn profile or written on a business card or résumé. An Anthem should also dictate how presentations and speeches are outlined and constructed. Even the décor of an office or cubical should harken back to a person’s Anthem.

When all team members have personal Anthems and they understand the unique values of their coworkers, their organizations will become much more efficient. A team as a whole can also have its own unique Anthem apart from the Anthems of each individual team member.

Teams, Advantages, and Anthems

After identifying people’s Advantages, the next step is to use that knowledge to enhance their teams and create roadmaps for their organizations. Advantages that make up a team need to make sense for the organization as a whole. A start-up may lack Advantages such as “Alert” and “Trust” since the company as a whole is trying to break the mold and find fresh solutions. As the start-up grows, it will become more important to hire candidates who are rooted in these two Advantages, as they may be more able to focus on day-to-day tasks than current team members who are mostly focused on “Innovation.”

Employees are a living, breathing representation of a company’s branding. As a company changes and grows, the makeup of teams will likely reflect those changes, and the Anthem of a whole team may get tweaked or refined.

When people finally understand their own unique values and are able to express their Advantages clearly to others, they will begin to blossom. By tapping into their natural strengths, they will continue on to become confident, persuasive, and influential.

Features of the Book

Estimated Reading Time: 6–7 hours, 448 pages

In How the World Sees You, Sally Hogshead presents a comprehensive guidebook to unlocking the potential of one’s personality. As it is both a reference manual and an inspirational guide, readers will likely find themselves thumbing through specific sections after reading the book from beginning to end. Special features include a chart that outlines the differences between the 49 Archetypes, as well as diagrams, a glossary, a “workbook” section, and visual aids. This book will be of interest to team leaders, executives, entrepreneurs, and professionals who want to advance their careers.
Each copy of the book also contains a private code that can be used to explore additional professional self-discovery at www.howtofascinate.com/YOU. When prompted for the access code, readers can enter in the code ADVANTAGE. This will allow them to take the Fascination Advantage® Assessment to measure their personal brands.

Hogshead's previous book, *Fascinate: Your 7 Triggers to Persuasion and Captivation*, may also be of interest to readers. A newly updated version is set to be released in April 2016.

**CONTENTS**

*Where It Begins: Unlearn Boring*

*How to Read This Book*

**Part I: How Does the World See You?**

1. Why Discover Your Highest Distinct Value
2. How to Discover Your Highest Distinct Value

**Part II: The Fascination Advantage System**

3. The Seven Fascination Advantages
4. The Archetypes

**Part III: Your Anthem: The Tagline for Your Personality**

5. The Fascination Laboratory
6. Discover Your Differences
7. The Anthem Method
8. Teams, Advantages, and Anthems

*Afterword*

*Acknowledgments*

*Glossary*

*Appendix A: How I Developed the Fascination Advantage System*

*Appendix B: Inside the Research: How We Develop Our Fascinating Findings*

*Appendix C: The 49 Archetypes*

*Appendix D: Twelve Inspirations for Your Fascination Advantages*

*FAQ—Fascinatingly Asked Questions*

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**ABOUT THE AUTHOR**

Sally Hogshead rose to the top of the advertising profession in her early 20s, writing ads that fascinated millions of consumers. Her internationally acclaimed book *Fascinate: Your 7 Triggers to Persuasion and Captivation* has been translated into over a dozen languages, and a newly updated version of the book is set to be released in April 2016. The science of fascination is based on Hogshead’s decade of research with 250,000 initial participants, including dozens of Fortune 500 teams, hundreds of small businesses, and over a thousand C-level executives. She frequently appears in national media, including NBC’s *Today* show and the *New York Times*. Hogshead was recently inducted into the Speaker Hall of Fame, her industry’s highest award for professional excellence.