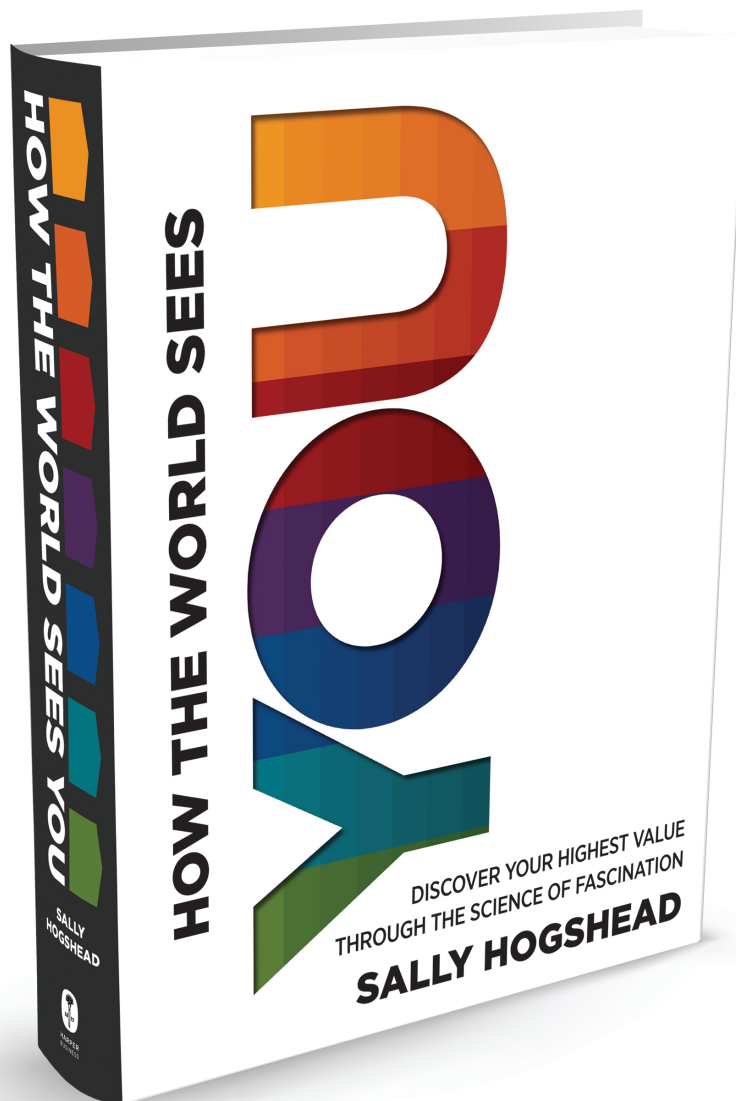


# HOW TO BE POWERFUL

COMPANION GUIDEBOOK TO **HOW THE WORLD SEES YOU**



BY SALLY HOGSHEAD

## GETTING STARTED: HOW TO BE POWERFUL

Imagine that you're about to start a big meeting.

The room is full of co-workers, sitting around the table. They wait expectantly for you to begin.

These people are not only *staring* at you, they are *looking* to you to lead them. In order for you to impress and influence them, they need to be convinced of your own confidence in what you're going to say.

When you communicate with confidence, you are perceived as a leader. Do you want to become *more* confident, powerful, and influential?

Yes? Let's begin.

When confidence matters, you will often succeed or fail based on your ability to communicate powerfully.

If you do communicate powerfully, your words will motivate and inspire action from others.

If you fail... well, your message will probably be ignored and forgotten.

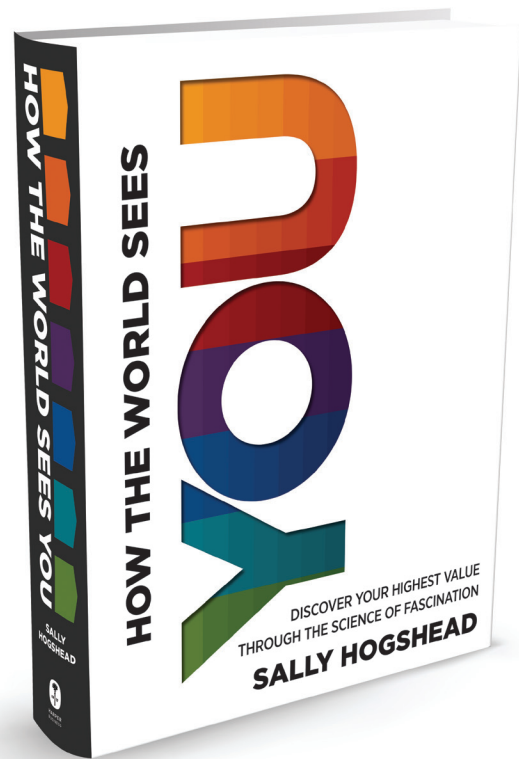
You can succeed. I'll show you how.



In my new book, *How the World Sees You*, I describe how you can identify all seven of the Advantages. There is not one Advantage that is better than the others.

Yet in our research of companies and individuals, we have consistently seen the importance of utilizing the Power Advantage for building your career.

Not every leader has a primary or secondary Power Advantage. Yet almost everyone can benefit from understanding how to communicate confidently. (Remember, not everyone uses Power. This exercise is an example of how to go into one specific Advantage in depth.)



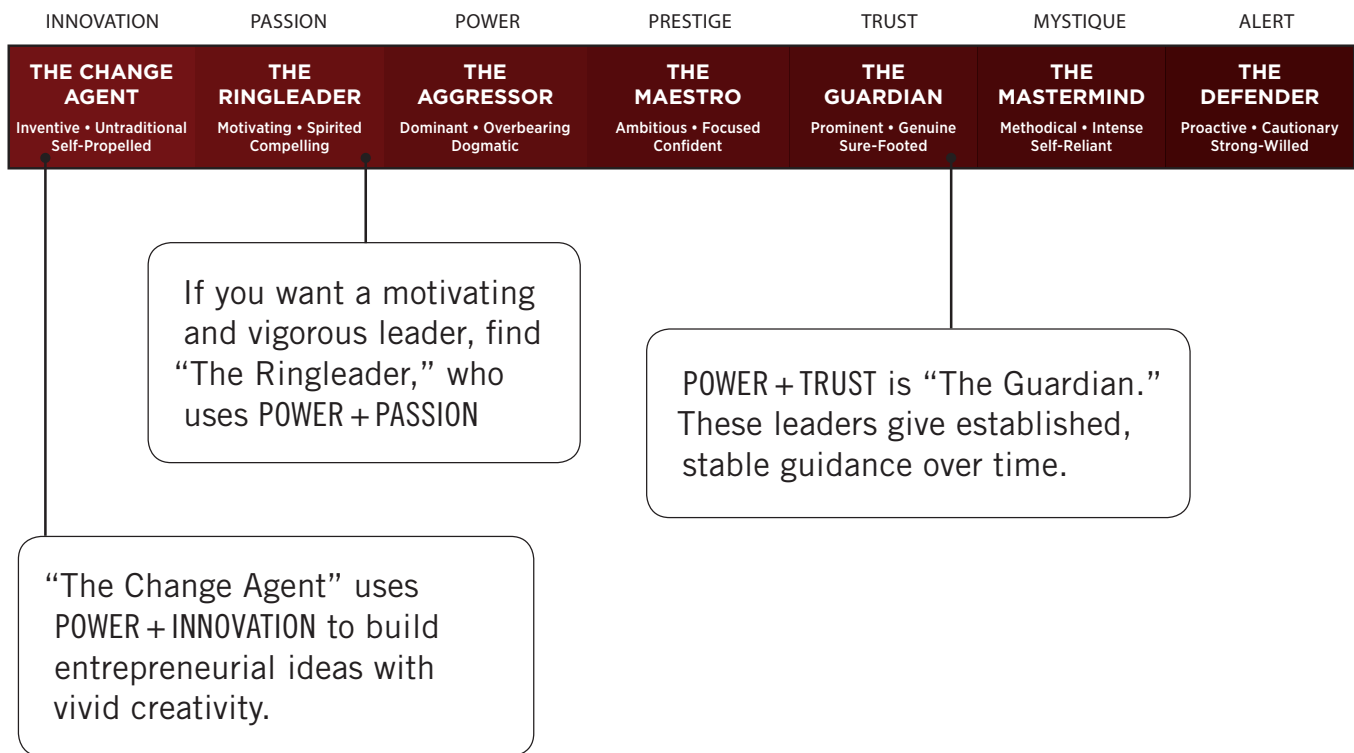
“ *Powerful people speak the language of confidence.* ”

They inspire others through bigger goals and stronger opinions. They often lead the discussion.

They're comfortable in leadership positions, and motivate others to rise to their best. Decisive and self-assured, they don't mind being the one who makes a difficult decision. They know they need to take considered risks to achieve ambitious company targets. (Sometimes they use a carrot, other times, a stick.)

» Powerful communication is perceived by others as confident, goal-oriented, and decisive.

# POWER



How comfortable are you with using the Power Advantage? When do you speak in absolute terms to stamp your authority on a situation? When do you step forward to take control?

You might use Power as one of your top Advantages. You might not. That’s okay. It’s still important to understand how others around you are communicating, and how you can selectively dial up your use of an Advantage.

For instance, imagine that you have a dormant Power Advantage. Rather than applying a strong use of Power, instead, you use the Mystique Advantage.

*Mystique is the language of listening. These personalities are observant, analytical, and prefer to think before speaking. They avoid dominating conversations, and dislike brash or aggressive behavior.*

If Mystique is your primary language, it feels awkward for you to shout and bang your fists on the table during a meeting. That's not how your personality conveys opinions. You're more likely to listen, think, and then respond. However, you can still communicate with confidence and well-considered perspectives.

Anyone can systematically refine and apply their use of the Power Advantage, to build influence.

» Powerful people can lead in a variety of ways, from quiet intensity to fiery motivation

## HOW TO STRATEGICALLY APPLY THE POWER ADVANTAGE

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. You must be prepared to lead. What will you say to inspire this leadership?

In many situations, if you want to gain influence, you must be perceived as a decision-maker. The more clearly you can define your core beliefs, the more others will see you as a confident leader.

» The use of the Power Advantage increases with rank within an organization. The higher the rank, the greater the use of Power.

If Power is not one of your main Advantages—can you grow your strength and influence? Yes, if you develop your Opinions of Authority.

**OPINION OF AUTHORITY:**

**A STRONGLY WORDED VIEWPOINT THAT IS NOT A STATEMENT OF FACT, BUT RATHER A FIRM BELIEF THAT REFLECTS YOUR EXPERTISE. IT MUST BE ROOTED IN YOUR AREA OF EXPERTISE, AND REFLECT A CORE BELIEF.**

I'll show you how to develop your own opinions of authority, in a few pages. This guidebook will help you identify and articulate your natural areas of thought-leadership.

Even if you don't have a strong use of the Power Advantage, you can still become more influential and confident within your company or community.

Together, we'll recognize and articulate your own distinct leadership style. What do you confidently know is true, based on your unique knowledge and experience?

A clear point of view is a very effective way to differentiate yourself from others in your market, so that your message will fascinate and inspire.

» If you score low on Power, you should understand how others around you (and above you) are using it, so that you can build rapport.

## EXAMPLES OF APPLYING YOUR OPINIONS OF AUTHORITY IN MARKETING

If you're a small business owner or a salesperson, you have an especially strong incentive to develop compelling Opinions of Authority, because they immediately distinguish your value. You can apply your Opinions of Authority very easily and inexpensively.

What if you made a piece of marketing about them? Perhaps a short YouTube video, or blog post about your opinion?

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

What if you made your own "Ten Commandments" for great customer service? Or for winning a trial? Or for a happier staff? At that point, you can stop trying to be better than your competitors, and instead, use your natural points of difference.

## EXAMPLES OF APPLYING YOUR OPINIONS OF AUTHORITY IN INTERVIEWING

If you're interviewing for a leadership role, your Opinions of Authority can become a convincing set of personal beliefs that demonstrate your values. When I was interviewing to open a new division of a company, I made a succinct but provocative list of my beliefs on creativity, management, the state of the industry, opening a new division, and new business. Later, I learned that this list was the pivotal moment in their decision to hire me.

If I'd been talking to a conservative agency, my list of opinions wouldn't have reflected my natural alignment with that company's values.

Of course, you will want to avoid merely tossing out random opinion firebombs, or else you might polarize the very people you want to attract. Opinions of Authority are best when carefully considered and refined. Consider your core areas of strategic alignment.

The more clearly differentiated you are, the more valuable you become . . . for the right audience.

It's not enough to just *look* powerful, or even *feel* powerful. Show us who you are, at your best.

Remember, you don't need to *change* who you are. You need to become *more* of who you are. I'll show you how to become more of who you are as a leader: more confident, more articulate, and more fascinating.

The world needs you. Help us understand why you're the one to lead us.

## **SHOW US HOW YOU'LL ADD VALUE AS OUR LEADER.**

How can you do this?

I'll show you.

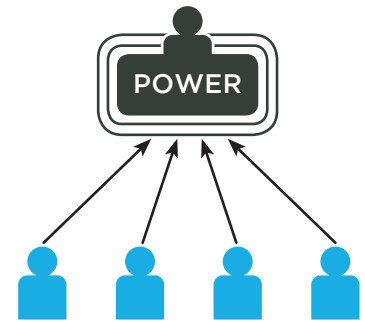
See you over in the guidebook now.



## YES, YOU CAN BE MORE POWERFUL, RIGHT NOW.

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?

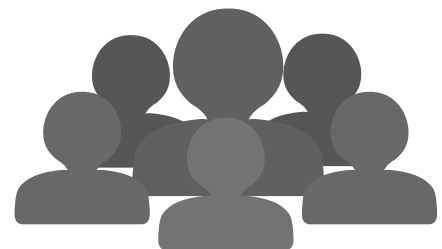


**In many situations, if you want to gain influence, you must become more powerful.**

**AS LEADERS, THESE PERSONALITIES ARE OFTEN LOOKED TO FOR ANSWERS AND ASSISTANCE, WHICH USUALLY PROVIDES THEM THE OPPORTUNITY TO GUIDE CO-WORKERS AND CUSTOMERS.**

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 top 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 counter intuitive, 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 don'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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**And, the way I would fix this problem is:**

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

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

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## EXERCISE: BUILDING YOUR OPINIONS OF AUTHORITY

### Opinion Set #2: ADVICE TO CUSTOMERS.

Let's say a long-time customer calls for your advice on a make-it-or-break-it opportunity. They only have a few minutes to make a decision. What advice might you give? Fill in the following blanks. And remember, you're giving opinions, not facts.

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

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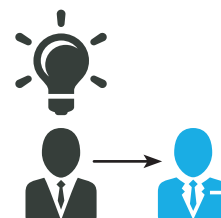
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**If you only have a small budget, spend it on:**

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### 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 the other people they could potentially do business with. 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. 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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## EXERCISE: BUILDING YOUR OPINIONS OF AUTHORITY

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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There. You Did It. Good.

Now let's see how you can take a stronger stand, in order to elevate your perception as a confident expert who is knowledgeable and experienced.

1. Take a look at the lists you've made.
2. Pick the ones about which you feel most strongly.
3. Push your wording to be even more emphatic and definitive.



**“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.”**

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## EXERCISE: BUILDING YOUR OPINIONS OF AUTHORITY

**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 personality Advantages to lead and inspire action.

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## 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?

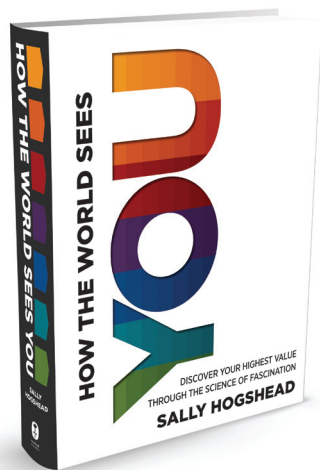


That would be worth talking about.

What types of situations give YOU a natural advantage?

You don't have to communicate with Power. Not at all. Find your own authentic strong suit. For you, that might be creativity, or details, or listening. The point is not to force-fit yourself into a role, but to find the type of role that allows you to naturally succeed.

In *How the World Sees You*, I'll show you how your personality is naturally primed to have an advantage. I show how to turn your entire team into a valuable collection of high-performers, by helping everyone do more of what they naturally do best. Here's my favorite part of the book: You'll write "the tagline for your personality." I'll even give you the 2 or 3 words that describe how the world sees you, at your best.



If you can make it easy for people to understand how you add value, they're more likely to hire you, buy from you, and believe in you.

The greatest value you can add is to become more of yourself.

That's the ultimate power.

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## DISCOVER YOUR VALUE

**The greatest value you can add is to become more of yourself.**

**If you don't know your own value, don't expect anyone else to.**

**To become more successful, don't change who you are.  
Become more of who you are.**

**Every time you communicate, you're either adding value or taking up space."**

**Instead of focusing on strengths, highlight your differences.**

**You don't learn how to be fascinating. You unlearn boring.**

**The world is not changed by people who sort of care.**

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