CHARISMA
How To Develop Your Personal Magnetism

WORKBOOK
# Table of Contents

Quick Quiz: Your Charisma Quotient .................................................................Page 4

Emotions and Flexibility Assessment .................................................................Page 11

Assessment for Ability to Speak in Public .........................................................Page 13

Adaptability in Relationships Assessment .......................................................Page 16

Thirty Ways to Jump-Start Your Charisma .....................................................Page 19

Journal Entries ....................................................................................................Page 33

Charisma Audio Album .......................................................................................Page 39

About Dr. Tony Alessandra................................................................................Page 40
Dear charismatic individual:

Throughout the centuries charisma has been seen as a mysterious energy that some people have, a magnetism that draws people to them. It has been considered an intangible force, a gift that certain individuals are born with. In this series, Dr. Tony Alessandra dispels the mystery and introduces charisma as something that anyone can develop. Tony has spent many years studying charisma and has created practical tools with which you can develop your charisma. In this guidebook you will be given both diagnostic exercises and practical applications that will aid you in assessing and improving your personal charisma. Whether your interests are professional, personal or simply for interest's sake, the following questionnaires and exercises will take you on a journey of self-discovery and development that is both effective and enjoyable.

In the introduction, Tony Alessandra describes charisma as "the ability to influence others positively by connecting with them emotionally, intellectually, and perhaps even spiritually. In very few words, it's what makes people like you - even when they don't know much about you. It can exist at the level of mass movements, such as those led by politicians and evangelists - your can find it in the routine encounters of daily life." Tony likes to use the word personal magnetism interchangeably with charisma. He continues that "the attracting power of a magnet, doesn't become evident unless there's something to be attracted - and charisma too is a kind of energy-feedback loop. When you connect with people, energy passes both ways, if it's a powerful synergy. The energy builds and builds. And when that happens, both you and those around you feel exhilarated and truly alive." Do you believe that you have charisma or personal magnetism? Let's find out!

The first exercise is the Quick Quiz: Your Charisma Quotient. This is a fun exercise to enable you to get a more vivid picture of how much of your charisma you are currently employing. Remember that we all have potential to be very charismatic, although we may need to develop that potential further. Before beginning the quiz, rate yourself on what percentage of your charisma you believe you have developed. After completing the quiz, check what percentage you have been using based on the outcome. How accurate were you?

I believe I have developed ___% of my charisma potential. Now have fun with the quiz.

Quick Quiz: Your Charisma Quotient

I'm going to ask you to respond to a series of statements. Take your time. It's important that you be utterly honest. You're the only one who'll see the answers— and you're the one with the most to gain by assessing your strengths accurately.
Don’t try to guess the "right" response. There is no right answer, only your answer. Thinking about the response is as important as the response itself. Reply to each statement to the best of your ability, even if you’re not sure. Don’t worry about consistency among your responses; the pairs of statements aren’t necessarily mutually exclusive.

For each pair of statements below, distribute three points between the two alternatives (A and B), depending on how characteristic of you the statement is. Although some pairs of statements may seem equally true for you, assign more points to the alternative that is more representative of your behavior most of the time.

Examples:

- If A is very characteristic of you and B is very uncharacteristic, write "3" next to "A" and "0" next to "B".
- If A is more characteristic of you than B, write "2" next to A and "1" next to B.
- If B is very characteristic of you and A is very uncharacteristic, write "3" next to B and "0" next to A. ... and so on.

1. A: I am able to discuss my accomplishments and my shortcomings honestly as well as to give and receive compliments readily.

   B: I sometimes get a bit defensive about criticism and, being essentially modest, I am also sometimes uncomfortable even with compliments.

2. A: People comment that, for my age, I look pretty good. And they often comment on my smile too.

   B: People rarely comment on my appearance or smile.

3. A: When I ask a person with less authority (e.g., maid, child, employee, bank teller, grocery bagger) to do something, I almost always say "please" or am otherwise courteous to them.

   B: When I ask such a person to do something, I expect him or her to do the job, or fulfill the role, without much coaxing, just as I would do if I were in their shoes.
4. A: When I make a presentation, I often become more aware of the audience than I am of myself.

B: When I make a presentation, I'm almost always intently focused on my words and my message rather than the audience.

5. A: I research my audience as well as my topic before giving a presentation.

B: I consider myself a good talker who can often "wing" the subject matter and quickly adapt to almost any audience.

6. A: I know the one main idea I want to present.

B: My speeches are full of ideas, many of equal importance.

7. A: I’m pretty good at concentrating on speakers’ words and meaning.

B: I tend to argue with speakers mentally, or plan my reply, or jump ahead and try to figure out where they’re going with their remarks before they actually get there.

8. A: I make a determined effort not to judge people until I’ve heard all of what they have to say.

B: I’m a good judge of character and I can often get a good "read" on people before the conversation is over.

9. A: I avoid fidgeting, cracking knuckles, stretching, jingling keys, or other mannerisms while someone is talking.

B: I make the talker as comfortable as possible by trying to act naturally, which means adhering to my normal mannerisms.
10. A: I use a lot of metaphors, analogies, and anecdotes when I am trying to convince somebody of something.

B: I think people are persuaded by facts, not by my charm as a storyteller, so I tend to stick to logic and data when I’m trying to convince somebody.

11 A: I often repeat back to another person the gist of what they’ve just said so that I’m sure I understand the meaning.

B: Repeating back what’s just been said seems unnecessary and time-consuming.

12 A: I make it a point to remember others’ names and use them in conversation.

B: I can remember jokes, knots, recipes, and all manner of other minutiae, but I have trouble with names.

13 A: When I meet people in my office, I usually hold all calls, ignore E-mail, put paperwork aside, and devote my full attention to the visitor.

B: When I have visitors, especially routine ones, I often maximize my productivity by tending to some other easily handled matters at the same time.

14 A: If I’m late, I make it a point to explain why.

B: People are interested in results, not excuses. So I prefer just to get down to work.

15 A: If I visit another’s office or even a cubicle, I don’t walk in unannounced or uninvited.

B: If good working relationships are in place, there ought to be little concern about who is invited where.
16 A: I can listen to a radio talk show and strongly disagree with the host or a caller without getting upset or changing the station.

B: I get irritated at some of the wrong-headedness I hear on those shows and much prefer something more in line with my own values.

17 A: I frequently will step outside my comfort zone and take a risk—whether physical, social, moral, or financial.

B: I know myself pretty well, am comfortable with my likes and dislikes, and see little reason to take unnecessary chances.

18 A: If I meet a person who's fast-paced, say, compared to my more contemplative approach, I naturally speed up in order to try to bridge the gulf between us.

B: Faced with such a situation, I’d just continue to act as I always do and hope our approaches wouldn't become an obstacle.

19 A: I keep a written list of specific goals, which I update periodically.

B: I know what I’d like to accomplish, but I don’t feel I need to write it down.

20 A: I think I’m pretty good at prioritizing my tasks.

B: I sometimes get overwhelmed by the sheer number of tasks I’ve outlined for myself.

21 A: I know what my strengths are, and I strive principally to build upon those.

B: Mainly, I work to reduce or eliminate my weaknesses.
SCORING:

**Silent Messages/Image**
Please add point totals for questions 1-3 under "A" and enter here: __________
Please add point totals for questions 1-3 under "B" and enter here: __________

**Speaking With Authority**
Please add point totals for questions 4-6 under "A" and enter here: __________
Please add point totals for questions 4-6 under "B" and enter here: __________

**Listening Attentively**
Please add point totals for questions 7-9 under "A" and enter here: __________
Please add point totals for questions 7-9 under "B" and enter here: __________

**Persuasiveness**
Please add point totals for questions 10-12 under "A" and enter here: __________
Please add point totals for questions 10-12 under "B" and enter here: __________

**Flexibility**
Please add point totals for questions 13-18 under "A" and enter here: __________
Please add point totals for questions 13-18 under "B" and enter here: __________

**Vision**
Please add point totals for questions 19-21 under "A" and enter here: __________
Please add point totals for questions 19-21 under "B" and enter here: __________
Let's take a look at how you scored on each segment of Charisma. If your "A" score is significantly greater than your "B" score, (and if you were truly honest!), you are fairly strong in that aspect of charisma. The more lopsided your "A" score, the stronger your charisma is in that area. If your "A" score exceeds your "B" by, say, a 2-to-1 margin, your charisma "glass" is far fuller than most in that particular area.

Conversely, if your "B" score approximates your "A" score, you may have identified an improvement opportunity. And if the "B" score is higher than your "A," that's an indication that you need lots of work in that area.

Now add up the sum of all of your totals in category "A". The total potential charisma points are 63. Take 63 and divide it by your total and you will come up with the percentage of potential charisma that you are currently using.

63 divided by _______ = _________%

How accurate were you in your estimation of your overall charisma before doing this quiz. How do you feel after doing the quiz? Did you feel the results were accurate? Write your response to the results in the space provided.
The next exercise is another self-assessment tool. This exercise will give you a snapshot of where you are now in dealing with some important feelings and ideas. It is especially valuable for understanding your **Emotions and Flexibility**. Ten pairs of statements will be listed below. After reading each statement, decide which of the two statements most closely expresses your own feelings, thoughts and actions and circle the corresponding letter, A or B. Do not ponder each decision too long. Your intuitive and reflexive response is more accurate. Don't feel like you have to come up with the "right" answer. There is no "right", only your answer. Don't worry about consistency in your responses. Each pair of statements stands on its own and your responses aren’t mutually exclusive.

1. A: I usually have enormous physical energy and feel my regular program of physical fitness enhances what I do.

   B: Though I make efforts at keeping fit, I don’t always stick to the program and so sometimes feel tired or run-down.


   B: I sometimes find myself apologizing for things I wish I hadn’t said.

3. A: I almost always view a new situation as an exciting challenge.

   B: I sometimes face new circumstances with thoughts such as: "I could never..." Or, "I’m terrible at..."

4. A: I am able to discuss both my accomplishments and my shortcomings frankly and honestly.

   B: I may get a bit defensive about criticism, and sometimes I am also uncomfortable even with compliments.

5. A: When I ask someone to do something, I almost always say "please" and "thank you" to him or her.

   B: When I ask someone to do something, I expect him or her to complete the task without much coaxing, just as I would do if I were in his or her shoes.
6. A: I like the give-and-take of meeting people outside my normal range of experience – so I rarely feel out of place at a party of strangers.

B: I often have difficulty carrying on a conversation with people who have different interests from mine – so I’m often uncomfortable with strangers.

7. A: When I speak to someone who may have acted improperly, I tend to ask questions before stating my views.

B: When I speak to someone who may have acted improperly, I believe in being honest by first stating my view on the behavior.

8. A: I read at least one newspaper daily, subscribe to a news magazine, and otherwise try to keep abreast of current events.

B: My busy schedule precludes my keeping up with the news except on an irregular basis, usually via local TV.

9. A: People often comment that, for my age, I look pretty good – and they often comment on my smile too.

B: People rarely comment on my appearance or smile.

10. A: When others follow my instructions, it's because I helped them understand the benefits to them.

B: When others follow my instructions, it's because I made it clear that they would be evaluated accordingly.

Number of "A" statements circled: _______
Number of "B" statements circled: _______
Did you match much often with A's or B's? If you're a score is significantly greater than your "B" score, you have a good foundation for behaving with charisma. The more lopsided you're "A" score, the stronger and more positive your silent message tends to be. If your "A" score exceeds your "B" by a 2-to-1 margin, the image "glass" referred to in session one is far fuller than most. Conversely, if your number of "B" choices more or less matches you’re "A's", you should be able to identify some opportunities for improvement. If the "B" score is higher than your "A", that's an indication that you can benefit from significant work in the silent messages that you're putting out to the world.

How accurate were you in your estimation of the "emotional" element of your charisma before doing this quiz. How do you feel after doing the quiz? Did you feel the results were accurate? Write your response to the results in the space provided.

The next exercise is a quiz is a first step toward assessing your present levels of comfort and capability for Speaking in Public. As above, there are no "right" and "wrong" answers. Again use your instinct and make a quick response. As you read the ten pairs of statements each dealing with a specific aspect of speaking in public, decide whether sentence A or B seems most applicable to you.

1. A: When I make a presentation, I often become more aware of the audience than I am of myself.

   B: When I make a presentation, I’m almost always intently focused on my words and my message rather than the audience.
2. A: I am usually calm and collected before I give a talk.
   B: I commonly suffer stage fright before I give a talk and sometimes get a little annoyed with myself for being that way.

3. A: I research my audience as well as my topic before giving a presentation.
   B: I consider myself a good talker who can often "wing" the subject matter and quickly adapt to almost any audience.

4. A: People tell me my speeches are witty and enjoyable.
   B: People don't say a whole lot after my speeches, but I usually have the sense that my major points sank in.

5. A: I always emphasize at the end of a speech what I want the audience to know or do.
   B: I make my points clearly and concisely during the main body of my speech and pretty much let them stand for themselves.

6. A: I make visual aids an integral part of my speech, working hard to make sure they present in an interesting way the right amount of information.
   B: My words are what count; visual aids are kind of a crutch.

7. A: I rehearse my speech, but I don’t commit it to memory.
   B: I’m less nervous if I know every word by heart.

8. A: I know the one big idea I want to present.
   B: My speeches are full of ideas, many of equal importance.
9. A: I try to involve the audience in my speech – asking them questions, encouraging
group Exercises, having them fill out brief questionnaires, and otherwise urging
participation.

B: I avoid gimmickry and concentrate on the matter at hand, conveying my words
as clearly as possible.

10. A: I look at each speech as an opportunity to present my ideas and a chance to
improve my presentation skills.

B: I see giving a speech as a part of my job, a necessary evil.

Number of "A" statements circled: _______
Number of "B" statements circled: _______

How did you respond to these questions? If you chose A's significantly more frequently
than B's, you are fairly strong in this aspect of charisma. The more lopsided your "A"
score, the stronger you are a public speaker. If your B's were approximately equal to
you're A's, you may have identified an improvement opportunity. If the B's significantly
outnumbered the A's, that's an indication that you need lots of work in this area.

How accurate were you in your estimation of the "public speaking" aspect of your
charisma before doing this quiz. How do you feel after doing the quiz? Did you feel
the results were accurate? Write your response to the results in the space provided.
The next quiz is based on the flexibility dimension of charisma, giving you an indication of how well you adapt to different people and circumstances. Relationships, like money must be managed. With attention and practice, you can learn to handle relationships in a way that allows everyone to win. Like the previous questions, for each pair, choose either A or B as your first instinctive response. Don’t wait to think about the answer, just go with your gut feeling.

1. A: I often play a game – such as cards, croquet, or volleyball without much thought as to who wins.
   B: I rarely undertake any activity without trying to do my very best.

2. A: I can listen to a radio talk show and strongly disagree with the host or a caller without getting upset or changing the station.
   B: I get irritated at some of the wrong-headedness I hear on those shows and much prefer something more in line with my own values.

3. A: I frequently will step outside my comfort zone and take a risk – whether physical, social, moral or financial.
   B: I know myself pretty well, am comfortable with my like and dislikes, and see little reason to take unnecessary chances.

4. A: I often will admit to others that I made a mistake or that we are at odds on some point.
   B: Though I sometimes err and do disagree with others, I think it’s better to forge ahead rather than spending time and effort rehashing the past.

5. A: When I negotiate, I strive to understand all parties’ concerns and work to help others achieve their goals as well as to accomplish my own.
   B: When I negotiate, my first obligation is to assure the achievement of my own goals.
6. A: Given enough time to figure them out, I can get along with almost anyone.
   B: Sometimes two people are just like oil and water, unable to find compatibility no matter how hard each tries.

7. A: If I meet a person who’s fast-paced, say, compared to my more contemplative approach, I naturally speed up in order to try to bridge the gulf between us.
   B: Faced with such a situation, I’d just continue to act as I always do and hope our approaches wouldn’t become an obstacle.

8. A: Under the skin, we’re all essentially engaged in similar psychological and physical struggles.
   B: I’m a unique individual, with different needs and wants than others.

9. A: I work hard, and largely successfully, at getting along with everyone.
   B: Try as I might, there are certain people I just can’t stand.

10. A: I’m pretty flexible on any issue that doesn’t diminish my integrity.
    B: Sometimes when you know you’re right, you just have to hang in there, come hell or high water.

   Number of "A" statements circled: ______
   Number of "B" statements circled: ______
As you know from earlier exercises, a predominance of "A" responses indicates strong flexibility. If your "B" responses are about the same as your "A's", you may have identified an improvement opportunity. If the "B" total is higher than your "A", that's an indication that you need work in this area. This quiz result indicates your degree of willingness to change your perspective and/or your position, when it's appropriate.

There are five positive traits for flexibility that you will want to cultivate: confidence, tolerance, empathy, positiveness, and respect for others. These traits are discussed in detail in session 9 of the audio series.

How accurate were you in your estimation of the "relationships and flexibility" aspects of your charisma before doing this quiz? How do you feel after doing the quiz? Did you feel the results were accurate? Write your response to the results in the space provided.

You have now completed the personal assessment section of this guide. You should now have a pretty good indication of where your strengths and challenges lie. The next section lists the Thirty Ways To Jump-Start Your Charisma. In this section, you are given a myriad of tools, active examples of how you can increase your charisma and empower your life. Enjoy the insights and make a conscious effort to read them on a regular basis, and employ the tools whenever and wherever possible.
Thirty Ways To Jump-Start Your Charisma

1. A winning image starts with a good self-image. A good self-image doesn't follow success—it precedes it, as Robert L. Shook says in his book Winning Images. Someone saddled with a poor self-image may fool some people some of the time, but eventually he'll fail, unless he comes to grips with his basic self-image.

Many of us carry around an image that doesn't really jibe with the facts. You could be holding a negative self-image that you subtly communicate to everyone you meet. If you feel that you're too tall, or overweight, or unattractive in some way, you'll lack confidence, and others will catch on.

Or it’s possible you could have an overly positive image of yourself. You may think you look terrific, when in fact you’re a sloppy dresser who’s twenty pounds overweight and badly in need of a haircut or a makeover.

In either case, analysis by yourself—and perhaps by those closest to you—is needed because, as I’ve sought to show in this chapter, your image is important, and you can do something about it! To find out how others see you, get some photographs or videotapes taken of yourself when you feel you're looking your best. Specify close-ups and then study them carefully. What do you see that you like, or don't like?

Then ask your best friends for their candid opinions on not only how you look, but how you carry yourself, how you come across verbally, and what your car or house or briefcase or other material goods say about you. Promise you won’t take offense—and don’t!—then ask them to tell you also about your image in terms of knowledge and enthusiasm as well as sincerity and integrity.

2. Make your wardrobe work for you. Often we acquire our clothes haphazardly—a sale item or an impulse buy here, a Christmas gift there—without much thought as to how they fit our image, or even if they match each other. In fact, you’ve probably seen folks who’ve expanded their wardrobe only to hobble themselves by wearing a plaid shirt with a striped tie, or to go overboard with jewelry that clatters and clangs when they walk.

In other words, unless you know how to put it all together, you can improve your wardrobe but still project a poor image. So make sure your colors, patterns, and accessories are complementary, not clashing.
Most of us have at least one or two outfits that make us feel especially good when we’re wearing them. We tend to save those for special occasions. But why not try to increase that number to three, four, or more such outfits and, thus, try to make a particularly good impression every day?

If you’re vague about what you look best in, consult a friend or co-worker whose taste you admire, or go to a wardrobe consultant. They often spot things that you’d look good in but probably wouldn’t consider trying on.

A wardrobe consultant may sound like a costly luxury. But many times their advice is free if you buy clothes from them, and some will even shop for you at an hourly rate, which can save a lot of time. Combine that time savings with greater selection and the likelihood of a superb fit, and it all may add up to a terrific value.

3. Seek winners, spurn losers. Attitudes are contagious! So nurture your emotional well-being by choosing friends who genuinely want you to succeed and who encourage you. Also, ask yourself about your surroundings: How’s my house or apartment decorated? What about my office? Is it drab, or energizing?

Read some inspirational and motivational books. Or listen to happy music. (Have you ever heard a mournful banjo tune?) Or make it a point to go to funny movies or watch a TV sitcom that makes you laugh.

Consciously reduce your exposure to the negative, whether it’s gossip from co-workers, violence in the media, or pessimism in your own thoughts.

4. Don’t just say it, do it! Words, while important, are cheap. Credibility is gained by backing up those words with action. Especially if you’re in a leadership position, be very aware that you set the style, both in appearance and integrity. Cultivate a do-as-I-do, not a do-as-I-say, philosophy.

You can show your sincerity by practicing what you preach on a daily basis. One manager, for instance, demanded his subordinates be pillars of strength when it came to refusing gifts from clients who might then expect special treatment.
A day of reckoning came when the manager, known for his insatiable sweet tooth, received a gift of two chocolate pies from a local pastry shop. It’s said there was a tear in his eye—and probably a pang in his stomach—as he had the pies returned with a gracious note. Everyone in the office had been watching—and he knew it—to see if he would be true to his own credo.

5. Make fitness a lifestyle, not a chore. You don’t need an expensive club membership or a cross-country ski machine to maintain a body that exudes vitality. Forget the spandex, stopwatches, and ankle warmers, for instance, and just:
   - Walk up and down the stairs to your high-rise office or apartment.
   - Ride a bike to the neighborhood convenience store to pick up that quart of nonfat milk.
   - Skip the cart and get some real exercise while golfing.
   - Take a nature hike instead of watching a nature film on television.
   - Got a friend you meet with regularly to shoot the breeze? Get in your chat while walking around the neighborhood instead of over a cup of coffee or a beer. You’ll both be better off.

6. Be brief. The best way to impress an audience is to finish early. “My father gave me this advice on speech making,” said James Roosevelt, son of FDR: “Be sincere ... be brief ... be seated.” Remember, in the electronic age, many people have the attention span of a flashcube. So be sure you know your Big Idea, hit it hard, hit it well, finish strong, and, for maximum impression, keep it short. The less opportunity you give your audience’s minds to wander, the more they’ll appreciate you and remember what you had to say.

7. Drum the purpose of your talk into your brain. Summarize the “why?”—the Big Idea—of your talk in one sentence, write it on a three-by-five card, and keep it in front of you as you prepare your speech. That’ll keep you on track as you write and practice.
8. Remember the pause that refreshes. The sweet sound of silence, the power of the pause, can be artfully used in any speech. Pauses are not really empty spaces. Instead, they’re opportunities for the audience to respond to your words with their own thoughts, images, and feelings.

Listeners react negatively when they feel as if they’re being verbally machine-gunned. But pauses give them time to consider and digest what’s being said—and give you the chance to call attention to your most interesting points.

If you naturally tend toward a rapid pace, insert written reminders into your speech to Pause or Slow Down. "The right word may be effective," Mark Twain said, "but no word was ever as effective as a rightly timed pause."

9. Make light. In all but the most grave of talks (such as the threat of nuclear war or the spread of AIDS), humor is vital. It can underline points, reduce tension, relieve pressure, and enhance persuasion. It takes humor to make a presentation complete.

But there’s a wrong way and a right way to do it. Many speakers begin with a joke—and that may be reason alone not to do so. It may be better to save your humor until you’ve gotten the audience tuned in to who you are, what you sound like, and what you’ve got to say.

Some pointers about using humor:

- Keep your stories fresh and adjust details to fit the occasion and the audience. Susan RoAne, a keynote speaker and author of How to Work a Room, recommends the "AT&T" rule for choosing humor: Is it Appropriate? Is it Tasteful? And is it Timely?

- Select material that lends itself to telling. Leave out the "he said" or "she said." Instead, impersonate the characters talking to each other.

- Don’t go overboard laughing at your own material, but do signal the audience that entertaining material is on the way by enjoying the telling, having a sparkle in your eye and an air of suppressed glee about you as you speak.

- Rehearse ... and rehearse ... and rehearse!

10. Don’t dawdle at the finish line. Good speakers understand that the end is just as important—and maybe more so—as the beginning.
This is your chance to sum up your best thoughts, words, and images and imprint them indelibly on the audience's collective brain.

Don't miss that opportunity by running beyond your time limit, or fumbling your final message. Know what you want to say, say it, and then say good night.

11. Listen—really listen—to one person for one day. Choose one person you could relate to better. Commit to listening to them—not just hearing them—for one day. After each meeting, ask yourself: Did I use the CARESS techniques? Did I really make an effort to go beyond superficialities? Did I observe verbal, vocal, and visual clues? Did I note what was not being said as well as what was said?

Once you've gotten into this habit of nudging yourself to listen better, extend this exercise to successive days, then to other acquaintances as well. Listening well is a gift you can give to others. It'll cost you nothing, but it may be invaluable to them.

12. Create a receptive listening environment. Turn off the TV. Hold your calls. Put away your spreadsheets and silence your computer. When listening, forget about clipping your nails, crocheting, solving crossword puzzles, or snapping your chewing gum. Instead, try to provide a private, quiet, comfortable setting where you sit side by side with others without distractions. If that's not possible, perhaps suggest a later meeting in a more neutral, quieter environment.

The point is to make your partner feel like you're there for him or her. Don't be like the boss who put a desk-sized model of a parking meter on his desk, then required employees to feed the meter—10 cents for every 10 minutes of conversation. What a signal he was sending out!

13. Don't talk when I'm interrupting. If someone else is interrupting, avoid the temptation to reply in kind. It'll just raise the level of acrimony and widen the gulf between you. Instead, be the one who shows restraint by listening to them, then quietly, calmly, taking up where you left off.

"If you're talking, you aren't learning," President Lyndon Johnson used to say. And by showing more courtesy than your adversary, you will be quietly sending a message as to how you both ought to be acting.
14. Be sensitive to emotional deaf spots. Deaf spots are words that make your mind wander or go off on a mental tangent. They automatically produce a mental barrier that impedes listening. Everybody is affected that way by certain words.

For example, a speaker giving a talk to savings-and-loan personnel kept saying "bank." To members of that industry, banks and S&Ls are very different things and so each reference to them as "bankers" irritated the audience and aroused emotions that temporarily derailed their listening.

So be alert to what your own deaf spots are and make adjustments. And try to find out what raises the hackles of other people, then avoid those words so as to raise the likely level of listening.

15. Create and use an active-listening attitude. Learning to be an active listener is like learning to be an active jogger. It takes effort. You start little by little and work upward. It's as much a state of mind as a physical activity. Besides, as you work longer and get better, it pays ever-increasing benefits.

An active-listening attitude can help tremendously in breaking your poor listening habits. Exercising such an attitude means:

- Appreciating that listening is as powerful as speech. What someone says to you is just as critical as what you have to say to them.

- Realizing that listening saves time and effort. Those who listen create fewer mistakes, fewer misunderstandings, and fewer false starts.

- Understanding that listening to everybody is important and worthwhile. Look for that something you can learn from each and every person you meet.

16. Shift your focus to others. There's an old story of a young lady who was taken to dinner one evening by William Gladstone and then the following evening by Benjamin Disraeli, both eminent British statesmen in the late nineteenth century. "When I left the dining room after sitting next to Mr. Gladstone, I thought he was the cleverest man in England," she said. "But after sitting next to Mr. Disraeli, I thought I was the cleverest woman in England."

Disraeli obviously had a knack for making the other person the center of his universe, if only for the evening. This may sound manipulative, but if you practice attentiveness to others, you'll find it does wonders for both of you.
They’ll enjoy it; so will you. And together you’ll accomplish much more.

So make a conscious effort to think of others’ wants and needs before your own. Later we’ll talk in detail about what differing personalities specifically seek.

But meanwhile, start training your mind not to focus automatically on what separates you from the other person. Rather, figure out what unites you, and how you can build upon that base. Soon such empathy will become a habit. A very good habit.

17. Be quick to compliment. This is an ancient art fallen into disuse. A really good, honest compliment shows that you appreciate the person you admire. There is no shortage of critics. But there is a dearth of people who say nice things when they genuinely feel them.

"Feedback," says Ken Blanchard, co-author of The One-Minute Manager and other motivational books, "is the breakfast of champions." People want and need to know how they’re doing.

Be on the lookout for positive acts and attitudes worth noting. You’ll convince the other person that you care—and you’ll convince yourself as well.

18. Train yourself to remember other people’s names. The sweetest sound, it’s said, is that of your own name being spoken. And calling others by name is an important first step toward building rapport and, thus, persuasion.

Yet names of strangers tend to flit through most of our heads with lightning-like speed. Roger Dawson, in his book 13 Secrets of Power Persuasion, gives numerous techniques for overcoming this problem. One of the best: When you shake hands with a new person, note the color of his or her eyes. That forces you to make eye contact and, after a while, will also send a signal to your brain to store that person’s name in your short-term memory. Use the name soon afterwards, and you’ll have a lock on it. Try it!

19. Hone your sense of humor. While being wheeled into the operating room after being shot by a would-be assassin, the ever-persuasive President Ronald Reagan got a chuckle when he wisecracked, "I hope the doctor is a Republican." We may not all be so cool in a crisis, but we can all profit by not taking ourselves too seriously.
Humor is an infinitely variable commodity, on the part of both the sender and the receiver. Witness the range of comics from, say, The Three Stooges to Mort Sahl or audiences as disparate as Shriners and anthropologists.

My suggestions for improving your sense of humor: First, find out what your strong suit is, humor-wise. Ask a friend who’ll be honest with you. Second, research your audience. Find out who they are, what’s made them laugh previously. Third, work on your timing. Try out your best lines on your family, friends, and associates. Fourth, if humor hasn’t previously been in your repertoire, proceed slowly. It’s better to use humor sparingly than to be remembered as a buffoon or insensitive.

Fifth, sprinkle your humor throughout your talk, not just at the beginning or end. Sixth, make it relevant to the subject, not just a funny line you paste onto your speech for laughs. And, last, remember that some of the best stories are those you tell on yourself. A little mild self-deprecation can go a long way toward making your audience feel at ease with you.

Such conversational first aid not only makes the other person or group more persuadable, it helps you both keep your perspective. Humor not only can be an ice-breaker, but if the going is tough, to those in the trenches it can also be an affirmation of dignity, a declaration of your collective faith in the ultimate triumph.

20. Practice being a better questioner. Most of us get sloppy when asking questions. Perhaps an acquaintance has just told us of a bizarre or difficult occurrence, and we reply rote ly, "Isn’t that something?"

Yes, it obviously was something—and something important, too, or this person wouldn’t have told us about it. It’d be better to take his lead and follow up by asking, "How does that make you feel?" or "Have you ever experienced anything else like that?" or "How could that be handled differently in the future?" or "I wonder what lessons we can take from that?"

Then you’d have the basis for building conversation and rapport, making him or her—and probably yourself—feel better.

21. Reach out and touch someone. Think of a "difficult" person with whom you’d like to communicate better. Which of the four styles best describes that person? (He or she probably has a different personality style from yours.) But think for a moment: What motivates that person? For a Dominant Director, it’s control; for an
Interacting Socializer, recognition; for a Steady Relater, camaraderie; and for a Cautious Thinker, analysis.

In each case, there's something in their background that propelled them in that direction. Don't condemn—understand! And then ask yourself: What can I do that will reinforce what this person needs most?

22. Don't be too quick to judge. Being able to recognize the styles is important, but adapting to them is even more vital. So be careful about judging someone's style too quickly—"Oh, he's a Cautious Thinker, and I don't get along with Cautious Thinkers, so I won't waste my time with him"—and making irrevocable decisions based on your perceived compatibility. Your knowledge of the styles should expand your relationships, not limit them. So don't use The Platinum Rule to stereotype or pigeonhole others.

23. Use self-knowledge as an insight, not an excuse. Knowing your style is a wonderful way to improve yourself. For perhaps the first time, you'll see your strengths and weaknesses as others do. But don't use this as a crutch to justify unacceptable behavior, thinking thoughts like, "I'm a Dominant Director. So I'm naturally impatient and domineering." Or "It's okay if I don't follow up because I'm an Interacting Socializer."

24. Improve your family ties. "You can pick your friends," the old saying goes, "but you can't pick your relatives." That's true, and it's likely there's somebody in your family who's difficult for you to deal with.

Let's briefly examine what to expect from each of the four styles, family-wise, and then suggest how differing styles can become more compatible.

Dominant Directors: These types often run into difficulty in family situations because they consider themselves results specialists—but families are often more about controlling damage than achieving results. Directors are usually flops as emotional backstops, and their tendency to make every decision a negotiation can wear on other family members.

Directors are also likely to have lots of firm ideas about how other family members can perform better. If others get upset at such constructive criticism, the Director will probably withdraw rather than have to wrestle with the emotional fallout.
If you’re a Director, you can better adapt to your family by:

- Not always taking charge. Let someone else make some of the choices.
- Learning to laugh at family foibles. It’s just a home, after all, not a contest for cumulative points.
- Keeping silent sometimes. Let others see if they can figure out the answers, which, of course, you may already know.
- Verbalizing and enjoying positive emotions. Make an effort to give praise and maybe offer rewards—say, taking the family out for dinner or to a play or a ball game—if the kids get good grades or do well in sports. This will make you more human and more approachable.

Interacting Socializers: They like laughing, joking, and acting silly together and want to be accepted by the family for being dynamic and fun loving. But they prefer relaxing and not having to deal with conflicts. They want to feel that their family is close-knit and can solve most of its problems by verbalizing its feelings.

The Socializer household is sometimes chaotic. That’s because Socializers so often operate spontaneously, without much thought as to final outcomes. One house-hunting Socializer, for example, fell in love more with each home he saw until, finally, he realized he’d made offers and given deposits simultaneously on five different pieces of property. It took some fancy legal footwork—and considerable family debate—to get out of that one!

If you’re a Socializer, you can help guard against some of your own excesses by:

- Watching your tendency to jump to conclusions. When there’s a family crisis—say, a bad report card—find out all the facts before making a statement or a decision you’ll regret.
- Firmly disciplining the children if the facts point to misbehavior. Avoid succumbing to your natural fear that the kids may not like you if you punish them.
- Getting into the habit of writing down significant dates and events—and then keeping the list with you. Maybe you can keep a master schedule at work, home, and perhaps even in the car so you can stay on track!
- Organizing more efficiently the family activities (or getting someone else to do it, or help you with it).
Steady Relaters: Naturally group-oriented, Relaters enjoy sharing family feelings and reminiscences. And for them, almost everything is a family affair. They like to get everyone involved in making family decisions about things like vacations and major purchases. Many Relaters want home life to be a peaceful retreat where stresses seldom occur, so they often make sacrifices and act as peacemakers.

If you’re a Relater, here’s what you might do to improve family relations:

- Speak up when you’re upset about something. Because you do that so infrequently, you’ll definitely get your family’s attention.
- Don’t be so wedded to the status quo that the family routine becomes numbing. Show some spontaneity!
- Recognize that disagreements and unsettling events will occur. Such is life! Experience it, don’t recoil from it.
- Be more decisive. Take the initiative, when appropriate, rather than always assembling a family parliament to discuss whether everyone is pleased with everything.

Cautious Thinkers: Family life is often hard, too, for Thinkers, because there’s so much about it that’s illogical. Thinkers want family members to be cautious, disciplined, and interested in quality. When they’re not, Thinkers can seem emotionally hard to reach, even by their loved ones. They’re more comfortable thinking about their feelings than expressing them to others. And they may even gravitate toward hobbies and interests—say, computers or novels—that are essentially solitary activities.

If you’re a Thinker, you can adapt better to your family by:

- Accepting the fact that no one is right all the time—not even you.
- Taking care to voice your feedback or criticism in a caring way.
- Easing up by not taking so many events or conditions around the home so seriously.
- Talking more about your feelings, or what you think of your feelings. (“My sense is that the camping trip wasn’t as much fun as usual. I know I was a bit disappointed. Did others feel that way, too?”)

25. Remember that your children have personality styles, too. The principles of The Platinum Rule are universal and apply in any country or culture—and to people of any age or size.
Using **The Platinum Rule** can help parents see how children often aren’t trying to be devilish or ornery. Instead, they’re acting, just as adults do, in ways intended to meet their personality needs. You can adapt to your child’s behavior by using the same methods we’ve outlined for dealing with adults.

**Dominant Director Kids:** If yours is a Director child, he or she will probably be a handful: "headstrong," "difficult," or "demanding" are terms you’ve probably uttered or heard. That’s because young Directors show early signs that they’re self-contained and interested less in socializing than in results—running the fastest, singing the loudest, drawing the best, or otherwise proving themselves superior.

Another sure sign of a young Director is the quickness with which they shed shyness and seek out what they need. They’ll quickly learn to go to a security guard, teacher, clerk, or other adult if they want help in locating something, whether it be a "missing" parent, an elusive fact, or a hard-to-find toy in the store.

But rather than just labeling a Director child, the parent needs to affirm the child’s natural need for control over his or her environment. Such understanding can produce surprising benefits. Allowing the young Director to have authority over pets, toys, or his or her own room, for example, may help channel this need in a positive way.

**Interacting Socializer Kids:** Young Socializers may get reprimanded at school for talking. But for them, talking about any experience, good or bad, is as natural as breathing and almost as hard to curtail. Of the four types, Socializer children respond the most positively to treats and rewards if they’ve performed well. And, speaking of performance, anything that smacks of potential stardom—plays, recitals, pageants, sports, even cracking jokes—attracts them irresistibly because it fulfills their need for special attention.

As a parent, you can best help your Socializer children by gently reminding them that no one can realistically please everybody all the time and that popularity, while fun and desirable, is not the sole measure of worth.

**Steady Relater Kids:** You’re probably the proud parent of a Relater if you’ve ever said, "That kid has never given me a moment of trouble." They say "thank you" without being prodded, take a nap when they’re supposed to, and may even do their homework without being threatened.

Of course, there are trade-offs. They’re not overachievers by nature. So you may need to coax them to make friends, for instance, when you move to a new neighborhood.
And you’ll likely be forced to lean on them a bit to get them to try out for cheerleader or give a speech at school. To stretch, they’re probably going to need a nudge from you and plenty of praise.

Cautious Thinker Kids: These children often seem more serious than their peers and more addicted to organization. Like the Relaters, they enjoy watching and observing. But Thinker kids usually keep their emotions to themselves. They often do well in school because they’re naturally compliant and therefore not as likely to question openly the teacher or the rules. In fact, of all the types, these are the kids who wouldn’t want to be embarrassed by not meeting commonly accepted standards, let alone failing to meet their own high expectations.

You can help your Thinker children by recognizing their sensitive nature and making a point not to crowd them. You also can spur their growth by ensuring an especially comforting environment—heavy on love and assurance, light on contention—so that they’ll be encouraged to emerge further from their shell.

26. Focus on your strengths. You may have heard the adage "Don’t try to teach a pig to sing—it wastes your time and annoys the pig." Too often we try to force ourselves to become detail people when we’re not, or to climb the management ranks when what we enjoy and excel at is the rank-and-file work.

Ask yourself: What am I really good at? What do I most enjoy? And think about a mission and goals related to those answers.

27. Identify and manage your weaknesses. While concentrating on your strengths, do all you can to keep your weaknesses from dragging you down, either in terms of performance or just in the sense of taking up a lot of your time with fretting.

If you’re great at sales but terrible at filling out reports, for example, maybe you ought to hire a part-time administrative assistant or swap duties with another employee so you’ll have the time to sell and formulate your ideas about better ways to sell.
28. Write a mission statement. Answer the question, in writing: What is it that I would really, really like to do that would utilize my strengths and make a difference? Don’t worry at first about the logic or how this mission might be accomplished. It’s not a plan. It’s an expression of values.

Once you’ve got it, you may want to modify it over the years as your priorities and beliefs change. But, in any event, get the mission down on paper. Then you can figure out how best to achieve it.

29. Stay in the here and now. One of life’s hardest lessons is that you can only affect the future by staying in the present. If you let your mind wander into the past and what might have been, or into the future and what problems could await you there, you’ll likely lose your way.

Avoiding these extremes is what athletes call "the zone." They’re not obsessing about last week’s defeat or thinking ahead to how powerful next week’s team is. Instead, they’re fully engrossed in the process of doing the best they can, right now.

30. Do it! "The best way to predict your future," says management guru Peter F. Drucker, "is to create it." Once you know your mission and goals, that’s the time to get down to doing it.

It’s so in every field of endeavor. Writers must sit down and write; salespeople must sell; managers must manage; and painters must paint. Too often, though, people are locked into habits that prevent them from moving ahead. They relive yesterdays, they invent excuses, they procrastinate, they doodle in the margins of life’s tablet instead of seeking to write their signature boldly. So don’t give up on your dreams but, instead, pursue them with passion!

Best of luck,

[Signature]
On the following blank pages, keep a journal of how your journey to developing your charisma potential is doing. Be sure to note the exercises that are working for you and tracking your progress. Write down any indications of changes you have made, no matter how small they may seem. This is a progressive journey and every small step taken will lead you to greater rewards!
Tony Alessandra’s Audio and Video Learning Resources

Audio Tapesets

New Relationship STRATEGIES
http://www.alessandra.com/relationshipaudio.html
Dynamics of Effective Listening
http://www.alessandra.com/effectlistenaudio.html
10 Qualities of Charismatic People
http://www.alessandra.com/10charismaticaudio.html

Video Tapes

The Platinum Rule
http://www.alessandra.com/platrulevideo.html
Charisma
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Customer-Driven Service
http://www.alessandra.com/custdrivenvideo.html
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Video Training Programs

The Platinum Rule Video Training
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Power of Listening Video Training
http://www.alessandra.com/powerlistentrain.html

Web Specials
http://www.alessandra.com/specials.html

Tony Alessandra’s eLearning Resources

Platinum Rule email series:
http://www.alessandra.com/eplatruleseries.html
Sales Skills email series:
http://www.alessandra.com/esalesseries.html
PeopleSmart eBook
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Dr. Tony Alessandra helps companies build customers, relationships, and the bottom-line. Audiences learn how to outmarket, outsell, and outservice the competition by applying Dr. Alessandra’s marketing, sales, service, and relationship-building skills.

Tony has a street-wise, college-smart perspective on business, achieving success as a graduate professor of marketing, entrepreneur, author, and consultant. He earned his PhD in marketing from Georgia State University and was inducted into the Speakers Hall of Fame in 1985.

Dr. Alessandra is the co-founder of MentorU.com, an online e-learning company providing training and coaching utilizing the latest Internet technologies.

Dr. Alessandra is a widely published author with 14 books translated into 14 foreign languages including The Platinum Rule and The Art of Managing People. He is featured in over 50 audio/video programs and films, including The Dynamics of Effective Listening and Non-Manipulative Selling.

Tony Alessandra reaches people - from the Board of Directors to the front-line employees. He delivers practical ideas and profitable bottom-line results “with a lot of snap” - so people can grasp it, remember it, and use it. Recognized by Meetings & Conventions Magazine as “one of America’s most electrifying speakers,” Tony’s polished style, powerful message, and proven ability as a consummate business strategist consistently earns rave reviews.

Tony Alessandra, PhD, CSP, CPAE
Building Customers, Relationships, and the Bottom-Line

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Everyone knows the Golden Rule: ‘Do unto others as you would have done unto you.’ But this habit can turn off those who have different needs, wants and hopes than we do. Instead, the real key is to apply the Platinum Rule: ‘Do unto others as THEY would like done unto them!’ The Platinum Rule is Dr. Tony Alessandra’s most requested topic— often described as “a college lecture delivered in the Comedy Store.”

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Rave Reviews

3M – You were wonderful! You surpassed our highest expectations. And a standing ovation – the audience was unanimous in its raves!

AT & T – It is always a pleasure to work with topnotch professionals – simple to arrange, powerful talk and very thorough follow-up.

Bell Atlantic – People were talking about your presentation hours after it was over and all day on Friday. Truly an outstanding presentation.

Bridal Marketing Assn. Of America – Tony was terrific! My staff swears he’s the best ever!

Caterpillar – [I’ve] become an “apostle” of Tony.

Digital Equipment Corp. – Outstanding! We expected you to deliver a sales presentation and to create enthusiasm. You over-achieved in both.

Federal Express – Everyone and when I say everyone, I mean every person who was present had nothing but positive-very positive remarks about your message and for that crowd, that is excellent!

IBM – Your presentation was rated the number “1” session out of 109 electives.

International Foodservice Distrib. Assn. – Your talk was the highlight of the convention.

Johnson & Johnson – The raves over your presentation...went on for the entire week. I cannot count how many times people told me you were the best speaker they’d ever heard.

McGraw-Hill – CIG – Actionable, quick, stimulating and fun. Nobody has combined content and delivery to so excite our folks as you.

Merrill Lynch – We all loved your message and it was perfect for the mission ahead of us all.

Million Dollar Round Table – Outstanding!

Parke-Davis – We needed someone to deliver on a closing motivational speech and Tony exceeded our expectations to a standing ovation.

Snelling & Snelling – You left us with a message that can be immediately translated to added dollars to the bottom line.

Toshiba – Your presentation was a “Home Run.” You truly “exceeded expectations.”

Union Bank of California – Tony had the audience in the palm of his hand during the entire presentation. He used humor and his engaging personal style to keep them with him, absorbing his message throughout.

USA Today - ...you were a smash!