

This information is based on the book “Enchantment” by Guy Kawasaki (chief evangelist at Apple for a while). The book is an easy read. It is a little ‘fluffy’, but still has good information. I liked the quotes that were used throughout the book. I found that the ‘personal stories’ at the end of each chapter were a mix of good and marginal. I found a lot of the book’s ideas and concepts meshed with the old ‘HP way’ and culture.

The book is very much about selling and marketing. In this context, the concepts apply directly to causes, ideas, products, negotiations, and relationships (both professional and personal). And like all powerful concepts and tools – it can be used for good and evil. (So watch yourself! ☺ )

## Enchantment

---

The dictionary definition of enchantment is: the act of filling someone with great delight.

Guy states: “The process of enchantment is not about manipulating people. Enchantment transforms situations and relationships. It converts hostility into civility and civility into affinity. It changes skeptics and cynics into believers and the undecided into the loyal. The goal is not merely to get what you want but to bring about a voluntary, enduring, and delightful change in other people. By enlisting their own goals and desires, by being likable and trustworthy, and by framing a cause that others can embrace, you can change hearts, minds, and actions.”

When is enchantment something you need to engage in?

- Aspiring to lofty/idealist results/goals.
- Making difficult/infrequent decisions.
- Overcoming entrenched habits.
- Defying a crowd.
- Proceeding despite delayed or non-existent feedback.

To help make sure that enchantment will work, you’ve got to put yourself in the other person’s mindset:

- What does the ‘enchanter’ want of me?
- Is the change worth the effort for me?
- Can I (the ‘enchanted’) change?

Note that ‘enchantment’ should not be about just the ‘enchanter’ or their company’s benefit. To check this, think about the positive ethics of enchantment:

- Is the ‘enchanter’ asking people to do something you wouldn’t?
- Do the ‘enchanter’ and the ‘enchanted’ interests conflict?
- Does the ‘enchanter’ have hidden conflicts of interest?
- Is the ‘enchanter’ telling ‘noble’ lies?
- Is the ‘enchanter’ ‘enchanted’ gullible people?

## Likeability

---

A critical step in enchanting someone is for them to like you. Jerks rarely enchant others (duh!). (I wrote a short diatribe about politicians here with a point about delight versus fear, but I removed it. ☺ ) Key things to do to be liked:

- Smile (really smile – involving your mouth, eyes, and heart).

- Dress at the same level (not worse or better than the other person).
- Have a great handshake:
  - Eye contact throughout
  - Verbal greeting
  - Smile
  - Stand a moderate distance
  - Cool, dry, smooth hand.
  - Medium vigor of handshake.
  - Hold the handshake for 2-3 seconds.
- Use the right words
  - Simple words
  - Active voice
  - Keep it short
  - Common, unambiguous analogies
- Accept others
- Make opportunities to be in proximity
- Don't impose your values
- Expose passions and explore shared passions
- Create win/win situations
- Swear (Appropriately, Infrequently, Not harshly, Only when you align with the people)
- Have a 'yes' attitude

## Trustworthiness

---

Likeability is the first half of enchanting. The other half is trust because you can be liked, but not necessarily trusted.

There are several points Guy makes in the chapter, but the key point is the first – be a mensch. (I've always really liked this Yiddish term for, essentially, a good man. The key aspects of being a mensch are:

- Always act with honesty.
- Treat people who wronged you with civility.
- Fulfill your un-kept promises from the past.
- Help someone even if they can be of absolutely no use to you.
- Suspend blame when something goes wrong (and ask 'what can we learn').
- Hire people who are as smart or smarter than you and let/help them grow.
- Allow people their moment: don't interrupt, don't dismiss concerns, and don't change the subject.
- Do no harm.
- Don't be too quick to shoot down others' ideas.
- Share your knowledge, expertise, and best practices.
- Focus on goodwill – positive actions that make the world a better place.
- Give people the benefit of the doubt.

Some of the other points are:

- Disclose your interests. (Talk about alignment as well as conflict of interests.)
- Give for intrinsic reasons. (Because it helps someone, not reciprocity or for a future benefit.)
- Gain knowledge and competence.
- Show up. (Interact with people.)
- Bake a bigger pie. (Not win/lose mentality, but win/win.)
- Enchant people on their own terms. (Do enchantment in the way the person thinks/acts/wants.)
- Position yourself. (Who/what are you? Be short, clear, different, and humble.)

Guy closes the chapter with the idea that the goal is to be a hero:

- Maintain vigilance to watch if heroic action is needed.
- Endure controversy and stand firm for your principles.
- Imagine what might happen if you do or don't take action.
- Resist rationalizing inaction.
- Do not condone bad means for good ends.
- Trust that people will eventually recognize your actions.

## **Preparing and Launching**

---

The next real step is to figure what is the great thing, product, or relationship that you're going to pursue. The point is to make it great, whatever it is:

- Deep
- Intelligent
- Complete
- Empowering
- Elegant

Guy suggests doing a 'premortem' and identify possible problems up front, engage the full team, and be sensitive to warning signs as the enchantment proceeds.

The Launch chapter is very oriented to product launch aspects. The main points are:

- Tell a story to embody your launch.
- Immerse people in a great demonstration.
- Promote a trial to engage people.
- Plant your seeds broadly (go beyond the influencers).
- Ask people directly what they are going to do in response.
- Reduce (or increase) the number of choices (which depends on situation and cost and the 'enchanted').
- Talk in terms of salient points (not just data, but factors that impact the decision).
- Cultivate the first 'enchanted' follower(s).

## **Overcoming Resistance**

---

To deal with resistance you've got to figure out why people are reluctant. Some reasons are:

- Inertia
- Hesitation to reduce options
- Fear of making a mistake
- Lack of role models
- Your 'enchantment' sucks (be ready to see this)

Some (I did not include all of them) ways around this are:

- Provide social proof.
- Create the perception of ubiquity (i.e. everybody has been 'enchanted').
- Create the perception of scarcity (i.e. only a few can be 'enchanted').
- Make the 'enchantment' visible in some way that people can see.
- Find something that you and the person (or people) can agree on.
- Incur a debt of the person you are trying to enchant.
- Don't just focus on the person (or people) you're trying to enchant, include their influencers.

- Frame the competition (what both can do, what you can do, what you can't do).

## **Making Enchantment Endure**

---

Enchantment, properly intended and executed, should be long lasting. It's not a single transaction, sale, or one-night-stand. 😊

Some aspects of making it endure are:

- Getting the 'enchanted' to internalize the change.
- Convergence of people who have been 'enchanted' into the new/different way of thinking.
- Work on the lower and middle levels for buy-in – not at or not just the top of an organization.
- Don't use money as a motivator – use intrinsic methods.
- Get commitment and follow up with consistency in honoring the commitment.
- Build an ecosystem (groups, websites, blogs, consultants, etc.)
- Get people to join the ecosystem (champions, meaningful aspects, welcome discussion and criticism, reward system, publicize)
- Diversify the team (advocate, skeptic, visionary, adult, evangelist, rainmaker (closer)).
- Promote spread-ability (scalability).

## **Push and Pull Technology**

---

The current push (proactive) technologies for enchantment are:

- Presentations
- Email
- Twitter

The general principles for push technologies (drawn from Dale Carnegie):

- Engage fast
- Engage many
- Engage often
- Use multiple media
- Provide value
- Give credit
- Give benefit of the doubt
- Accept diversity
- Don't take any crap in response

The corresponding pull (reactive) technologies are:

- Websites
- Blogs
- Facebook
- LinkedIn
- YouTube

A nice section in the pull technologies chapter talked about 'thinking Japanese' about how to design your push and pull technologies:

- Kanso – eliminating clutter
- Kukinsei – asymmetry/irregularity to achieve balance

- Shibui – understating and not elaborating
- Shizen – naturalness – absence of artificiality or pretense
- Yugen – subtleness over obviousness
- Datsuzoku – transcend habit/formula/conventionality
- Seijaku – tranquility
- Wa – harmony and balance
- Ma – emptiness to provide focal point
- Yohaku-no-bi – appreciate the beauty of what is implied/unstated/unexpressed

## **Enchanting Employees and Bosses**

---

The section on enchanting employees felt very ‘old HP’:

- Enable employees to achieve Mastery, Autonomy, Purpose (over money).
- Empower employees to do the right thing.
- Judge your results and employees’ intentions (judge yourself more harshly than employees).
- Address your shortcomings first before your employees’ shortcomings.
- Suck it (deal with adversity without complaining to or taking it out on employees).
- Don’t ask employees to do something you wouldn’t.
- Celebrate success (fun and cool, not extravagant and awesome).
- Find a devil’s advocate.
- Tell employees explicitly what you want.
- Enchant volunteers.

Some of the suggestions for enchanting your boss:

- Make your boss look good.
- Drop everything and do what your boss asks for (although I’d personally passively verify priority).
- Under-promise and over-deliver (i.e. do a Star Trek Scottie).
- Prototype your work (i.e. give a sample for feedback).
- Show and broadcast progress.
- Form broad and team friendships.
- Ask for mentoring.
- Deliver bad news early. (And bring suggestions for solutions.)

Admittedly, some of these boss items are sort of ‘suck-up’ in nature, but that doesn’t make them wrong or stupid.

## **Resisting Enchantment**

---

Not every enchanter is good or on the side of good. So it’s worthwhile having some tools for resisting ‘enchantment’:

- Avoid tempting situations (often crowd sorts of things that might suck you in).
- Look far into the future (think about the ‘enchantment’ not only in the now, but a year down the road).
- Know your limitations (of knowledge, awareness, etc.)
- Beware of pseudo science, salience, data, and experts.
- Don’t fall for the example of one. (The plural of ‘anecdote’ is not data.)
- Defy the crowd (because they are not necessarily wise).
- Track previous decisions.
- Let yourself be enchanted in small ways (small ones with limited risk rather than big ones).

- Create a checklist for critical factors.