Leadership Series

Enchantment: The Art of Changing Hearts, Minds and Actions

Never mind old-school business tactics and hard-sell marketing techniques. They're largely obsolete, contends entrepreneur, venture capitalist, best-selling author and Steve Jobs protégé Guy Kawasaki. To stand out in today's business environment, find ways to change people's hearts, minds and actions, suggests Kawasaki.

Affecting that kind of profound change at the personal or business level in the era of social media, he says, is about developing and using the power of enchantment.

Kawasaki weaves his observations and insights about enchantment with some astute business tactics borrowed from his former boss, the late Steve Jobs, the mastermind behind Apple. Then he adds nitty-gritty social media-based business and marketing insights gained from his own first-hand experience on the technological vanguard, building a buzz for his books and business ventures. The result is a thoroughly unique yet practical and simple-to-implement vision for how executives and companies can bring about voluntary, enduring and positive change in people, both in the workplace and in the marketplace.

Kawasaki's vision synthesizes 21st century social psychology with 21st century social media. He unfurls that vision in three segments, starting with a psychology primer on how to enchant (borrowing from his new book, *Enchantment: the Art of Changing Hearts, Minds, and Actions*), then moving on to some of the key lessons imparted upon him by Jobs, under whom he served as Apple's "software evangelist," before showing how those high-level philosophies and practices can be applied using social media tools such as Facebook, Twitter and the new kid on the block, Google+.

Guy Kawasaki

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Enchantment: How To Be Like Branson, Zappos and Apple

The power to enchant, says Kawasaki, is built on three pillars: being **likable**, being **trustworthy** and providing **best-in-class products and/or services**.

Citing Dale Carnegie, author of *How to Win Friends and Influence People*, and Robert B. Cialdini, PhD, author of *Influence: the Psychology of Persuasion*, as role models who helped shape the concepts behind his 10th book, Kawasaki says today there are also role models who embody the three pillars of enchantment. For likability, it's high-flying über-entrepreneur **Richard Branson**, CEO of Virgin; for trust, it's **Zappos.com**, the online footwear company whose customer-friendly policies are a model of trust; and for quality products and services, it's his own former employer, **Apple Computer**.

Getting people to change their hearts, minds and actions is a matter of enchanting them. And according to Kawasaki, there is method behind the art of fostering enchantment in people. That method involves the following components:

1. Be likable. "Nobody is enchanted by someone who isn't likable," says Kawasaki, adding, "I don't think there's a more likable CEO in the world than Richard Branson."

It starts with having a great, genuine Bransonesque *smile*, not a forced, "Pan Am" smile.

Accepting others also builds likability, Kawasaki says. "If you're trying to be likable but you're trying to enforce your will, your perspective, your tastes, on other people, it's hard to be likable and do that."

To further foster likability, *default to a "yes" attitude*. "You're always thinking, 'How can I help the other person?'" not how that person can help you, Kawasaki says. That unselfish attitude engenders likability as well as trustworthiness, another vital element of enchantment.

2. *Achieve trustworthiness*. A person who's likable isn't necessarily trustworthy — Kawasaki uses celebrity lawbreaker Charlie Sheen as an example. "The key to trustworthiness is, you have to trust others before you can expect them to trust you," says Kawasaki.

In the business world, companies such as Amazon, Zappos and Nordstrom use outstanding trust-based customer service and return policies to foster trustworthiness. Amazon, for example, allows customers to return e-books, no questions asked, within a week of purchase, knowing full well such a return window provides ample opportunity to read the book, return it for a refund and end up paying nothing.

Embracing a "*Bake, Don't Eat"* philosophy also fosters trustworthiness. "An eater sees the world as a zero-sum game: what you eat, I cannot eat," Kawasaki explains. "This means you are always thinking about eating fast and eating as much as possible, because life is a zero-sum game. The pie is only a certain size, and if you eat it, I cannot eat it."

"A baker, on the other hand, believes, 'I can bake more pies and I can bake bigger pies,'" he explains. "Generally speaking, bakers are trustworthier than eaters because bakers always see the world as not a zero-sum game. Everybody can succeed."

To be trustworthy, *find something to agree on*, even with people with whom you don't see eye to eye. A love of sports, a hatred of opera — that's the kind of common ground that strengthens trust.

3. *Perfect your product or service***.** "I've tried to enchant people with good stuff. I've tried to enchant people with crap," recounts Kawasaki, whose current endeavors include the venture capital firm Garage Technology Ventures and the online information portal Alltop.com. "It is much easier to enchant people with good stuff than crap."

The question then becomes, "How do you *not* create crap?" Kawasaki's solution: Do something DICEE, an acronym that's short for:

- *Deep* — The product comes with lots of features, lots of functionality.
- *Intelligent* — Deliver something that makes the buyer say, "Wow, this company understood my pain."
- *Complete* — Surround the product with an entire ecosystem to support it.
- *Empowering* — Give people a product that makes them more creative, more productive.
- *Elegant* — Aesthetics and design (the look and feel of the product) matter.

Creating a DICEE product means little unless you can also *discuss that DICEE-ness in "short, sweet, swallowable terms."* Forget clichés like "paradigm-shifting" and "easy-to-use," says Kawasaki. Create a catchy, engaging mantra around the product or service, not a boring, convoluted mission statement.

Conduct a "premortem" before launching a product or service. Get your team together beforehand, and pretend the product you are about to launch has failed. Make a list of the hypothetic reasons that caused the product to fail. Then go through the list and devise strategies to render moot as many of those hypothetical problems as possible. "A postmortem is not that useful," says Kawasaki. "For one thing, it's after [the product's] death. It's a little late."

4. *Launch*. When launch time rolls around, *tell a great story* about the product or service. Again, avoid clichés. Make the story compelling by making it personal.

Plant many seeds. There are two approaches to marketing a product or service, one outdated and one that fits in today's social media-driven environment. The outdated, Marketing 1.0 version is hierarchal and top-down. This approach involves identifying key players — analysts, press, bloggers — and in order to get the word out to the public, sucking up to them or hiring a publication relations firm to do the sucking up for you. "So the way it worked is, suck up to them, they tell the masses to use it, the masses are stupid, they use it, and — guess what? — you're successful."

The seed-planting comes into play in Marketing 2.0. "Marketing 2.0 is that these A-listers don't 'make' products anymore," Kawasaki explains. "They report on products that have been made already."

It's not the *Wall Street Journals* or *Washington Posts* of the world that make a product "tip" these days, Kawasaki says, but rather the relatively obscure "LonelyBoy15" types — lesser-known bloggers and Twitter users who collectively have the power to create enough buzz to "make" a product. "And when your product tips, guess what? The *Wall Street Journal* has to write about it, because if they don't they're seen as clueless."

So how to get to LonelyBoy15? "The answer is, you have to spread a lot of seeds and hope LonelyBoy15 embraces your product," he asserts. Some LonelyBoy15s might not offer an embrace, but if you spread enough seeds, some likely will.

As the success of Twitter demonstrates, "Nobodies are the new somebodies."

Another key at product launch time: *Use salient points* in positioning the product or service. Kawasaki uses examples involving a vehicle, a charitable donation and a digital music device to illustrate:

Salient	Not Salient
Yearly cost of operating a vehicle	The vehicle's miles per gallon
How many months of food a donation would provide	Dollars a potential donor should give
The number of songs a digital device can store	How many gigabytes that device has

5. *Overcome resistance*. As counterintuitive is it may seem, "The more innovative your product or service, the more resistance you have to overcome," says Kawasaki.

To overcome resistance, *provide social proof*. "Let your customers provide proof that your product is good and popular and is working," says Kawasaki. Case in point: the iPod's white earbuds. As more people noticed those distinct-looking earbuds, more people flocked to buy them. And the more people who had them, the more the earbuds got noticed. That created marketing momentum to help bring the iPod to critical mass.

It's also important to *use a data set* to overcome resistance. The data should be compelling, relevant and presented simply enough for the likes of LonelyBoy15 to understand.

Another way to break down resistance is by *enchanting the influencers*, Kawasaki says. "Want to break down resistance? Be sure you get them all."

6. *Find ways to endure*. The Grateful Dead has endured largely because it supports a form of piracy, allowing people in the crowd to record their concerts and share those recordings. "Is there any wonder there are thousands of Grateful Dead evangelists?" asks Kawasaki. "That's because they support these people spreading the word. That's what makes the Grateful Dead endure."

Endurance comes by *building an ecosystem* around a product or service. Encourage others to offer products and services that complement or strengthen yours, he says. "It's other people who fill in your product gaps, who do things for you that you are unwilling or unable to do to make your product better, who are pulling for you."

To endure, *invoke reciprocation*. Nurture people's desire to reciprocate — to help someone who has helped them. "If you are defaulting to yes, if you are a baker and not an eater, you will help people. And when you help people, they will thank you. The question is, what's the optimal response to someone when they thank you."

The optimal response isn't a mere, "You're welcome." It's, "I know you would do the same for me." That response essentially says, "You owe me" while being complimentary to the person you're addressing.

Now it's a matter of enabling them to pay you back — giving them opportunities to reciprocate the help you provided them.

Don't rely on money in the hope it will make your enchantment endure. "If money is the key to your enchantment," says Kawasaki, "something is amiss." Instead, use likeability, trustworthiness, greatness, etc.

7. Become a great presenter. "Great enchanters are great presenters," he says. To be a great presenter, customize the start of your presentation. "Show you understand where you are and that you understand the audience." Kawasaki takes photos of the area where he's speaking, then incorporates them into the opening segment of his presentations.

When delivering a presentation, *sell your dream*. "Tell a story that includes your dream," he suggests. Capture the audience's imagination.

Then there's Kawasaki's *10-20-30 rule* for PowerPoint presentations: 10 is the optimal number of slides; don't take more than 20 minutes to deliver a presentation; and always use at least 30-point type (font) in presentation slides. Avoid using text-heavy slides.

8. *Use technology to enchant people.* Social media, Kawasaki contends, is "the holy grail of [tech-based] marketing" because it's "fast, free and everywhere."

Whether it involves social media or not, when using technology to enchant people, be sure to *remove the speed bumps* that may impede people from using it. Make it is simple as possible for users to engage.

Provide value. Offer information (what just happened), insights (the meaning of what just happened) and assistance (how to make this thing happen, or not happen, to you).

Respond fast. To succeed with tech tools, respond promptly to requests, queries, etc., that people send you. "It's probably the single easiest way to be enchanting using digital technology," Kawasaki explains. *The world is flat*, so respond to everyone if you can. Don't respond selectively and according to status or renown.

Be consistent in providing information, insights and assistance, and in responding fast and broadly. "Social media is now core to success," he says. "It's not just something you do when everything else is done."

9. "Enchant up" to your workplace superiors. Drop everything you're doing to respond to a request from your boss. *Prototype fast.* Asked to do something, like a presentation, on quick turnaround? Show up a few hours later with a text-only draft of that presentation — "just to get something in front of him or her." This proves to your boss that you have dropped everything and ultimately leads to a better presentation.

Deliver bad news early to superiors, Kawasaki recommends, "because then at least there's time to fix things and perhaps avoid the bad news."

10. "Enchant down" to people who work for you. Provide a MAP: enable people to **m**aster new skills; allow them to do it **a**utonomously — you don't breathe down their neck; and, provide them with a higher **p**urpose to work toward.

According to Kawasaki, enchanting down means *empowering action* in the people who work for you: "To basically say to employees, 'I think you're smart. I think you're good. I think you're heart is in the right place. I empower you to make decisions to make our customers happy.'"

Finally, to enchant employees, "*suck it up*." Do whatever it takes, says Kawasaki. "You should be a boss who is willing to do the dirty job…and never ask people to do something that you yourself would not do. That makes an enchanting boss."

Kawasaki then shared what he learned from former Apple CEO Steve Jobs.

Learning on the Jobs

Working for Steve Jobs was a "really great experience," says Kawasaki, who served two stints under him at Apple, first in the mid-1980s then a decade later, in the mid-1990s. "It will be a long time before there's another one like him."

Here are some of the key lessons he learned inside Jobs' "reality distortion field":

1. The so-called experts, especially the people who label themselves experts, are pretty much clueless. Don't listen to the critics and naysayers who tell you an idea you think is good won't work. They're probably wrong. "You should do what your gut tells you to do, not listen to them."

2. Customers have a very difficult time telling you what they need. Customers are likely to tell you they want "better, faster, cheaper, sameness." But enchanting them requires much more than that.

3. True innovation occurs not by listening to what customers tell you about how to slightly evolve a product or service but how to jump to the next curve — before anyone else recognizes that curve. Jobs "didn't stay on the status quo to duke it out by making [a product] 10 or 15 percent better," notes Kawasaki. "He got people to the next curve." For an example of curve jumping, Kawasaki points to the ice production business, which jumped curves twice, first from ice harvested outdoors to ice produced in a factory, then to ice made at home in a refrigerator.

4. The biggest challenges produce the best work. Apple wouldn't be where it is today, says Kawasaki, had Jobs not challenged his employees to compete with IBM back in the 1980s.

5. People appreciate great design. Even people who don't necessarily care about design specifically, at least notice it. Jobs would agonize over things as minor as Apple's trashcan icon.

6. With presentation slides, use big graphics and big fonts.

7. Changing your mind is a sign of intelligence. Jobs "would make these total changes in direction. It wouldn't faze him at all. It would be totally natural." The lesson: people stick to the wrong thing too long. Jobs recognized when change was necessary, even if changing meant contradicting his own previous position. For example, Jobs first resisted supporting non-Apple apps for the

iPhone. Within a year, he reversed field, wholeheartedly embracing outside-produced apps for the iPhone. What's more, observes Kawasaki, "nobody noticed the 180-degree turnaround."

8. Value is not the same as price. "No one has ever bought a piece of Apple equipment based on it having the lowest price," he says. The true measure of product service is the dollars divided by ease of use, ease of training, ease of implementation and coolness. "In the end, it is a better value."

9. 'A' players should hire 'A' or 'A+' players. Hire people that are equal to or better than you. Hire lesser players and "pretty soon you're surrounded by Z players," explains Kawasaki. "This is what is called the Bozo Explosion. You need to fight the Bozo Explosion."

10. Real CEOs can do demos. They don't delegate those duties. "It's a good sign for a company," says Kawasaki, "when the CEO knows the product enough and the market enough to do their own demo."

11. The best entrepreneurial companies have the capability to ship their products.

12. Marketing is about creating a unique value, then communicating that unique value.

13. Some things need to be believed to be seen, not the other way around. "Of all the lessons [Jobs] taught me, I believe this is the most important, because as an entrepreneur, you really have to believe in something before you'll see it," explains Kawasaki. "If you go through life thinking that if you see something then you can believe, you'll never be a [successful] entrepreneur."

Kawasaki concluded his presentation with a social media demonstration.

Social Studies: Kawasaki Shares His Go-To Social Media Strategies

Shrewd businesspeople today recognize that social media isn't merely a tool for socializing, says Kawasaki. Rather, Twitter Facebook, Google+ and similar tools are means to an end. Tools like these represent the marketing Holy Grail because they provide the ability to reach people "fast, free and all over the world."

To exploit social media's value as a means to end, says Kawasaki, seek more followers, more friends, etc. And to get the most impact from social media, make your interactions in those forums informative, insightful and helpful.

Here's how Kawasaki strategically approaches the three social media platforms he uses most:

TWITTER. The first priority is gaining more followers, of which he has in excess of 422,000. "What I try to do is always Tweet interesting stuff to them," largely via links. That means finding sources for those interesting links. Kawasaki likes sites such as **smartbrief.com**. "You can glom onto their efforts," he says.

Grab the link, Tweet it out to followers and hope the link's compelling enough that they in turn re-Tweet it to their followers, who then may decide to follow the original source of the link. That's how larger followings are built.

Another go-to source is **Alltop.com,** an online magazine rack (and Kawasaki venture), on a huge range of topics. Restaurants, for example, can find engaging food-related material there to Tweet to followers.

Since Twitter users tend to appreciate good photos, also consider Tweeting links to images, found at sites such as **In Focus** (from *The Atlantic*) and **The Big Picture** (from *Boston.com*). "People really re-Tweet this a lot."

Like CNN frequently repeating its news headlines, Kawasaki repeats his Tweets periodically, knowing the redundancy likely will bother some followers. Instead of Tweeting it once and getting 600 clicks, he Tweets it four times and gets 2,400 clicks. "I just have to take the heat" when people inevitably get upset about the volume of his tweets.

"If you're not pissing somebody off on Twitter," says Kawasaki, "you're not doing it right."

Pissing people off comes with the territory, so don't be deterred and don't overreact to negative response, he says. "You just can't make everybody happy in social media."

FACEBOOK. A Facebook fan page can serve as a de facto website for a product or service, says Kawasaki, using the fan page for his book, *Enchantment*, as an example. He equips that page with interactive elements like contests and quizzes, plus other content and info on how to order the product.

One lesson from Kawasaki about Facebook fan pages: Don't assume they'll reach everyone in your target market. "I made that assumption and I was completely wrong," he says.

The fact that four times as many people accessed a quiz he posted on a stand-alone website as accessed the same quiz via his Facebook fan page suggests it can be wise to consider creating both instead of one or the other.

GOOGLE+: A newcomer in the social media arena, Google+ in many respects is "better than Twitter" and in some respects, superior to Facebook, says Kawasaki. Much of it comes down to the people on the network and their degree of engagement, he observes. "People on Google+ are more interested and more interesting."

One strength of Google+, he says, is it enables you to post images that are much bigger than those accommodated by Facebook (Twitter doesn't accommodate images). Just be sure to use images lawfully. To give credit to the source of his posts, he'll point his followers to that source for more information.

Each day, Kawasaki also numbers his posts on Google+ in case his followers — people who have "circled" him in Google+ terms — want to go back to previous posts from that day.

Google+ is also easy to manage. Kawasaki likes its ability to remove undesirable comments, such as those with profanity.

While similar in some respects to Facebook, Google+ fosters more interaction than does Facebook, he observes. "I think if you want more interaction, you go to Google+."

That interactiveness underscores a fundamental difference that Kawasaki sees between the two: "Facebook is for people," he says. "Google+ is for passions."

With its community of 800 million, Facebook is for relatives, friends, classmates — people you already know. On the other hand, the 40 million who are using Google+ are there largely because of their passion for a particular subject, whether it's hockey, food or photography. It allows people who share a common passion to connect about that passion. "If you want to meet new people whose link to you is similar interests, then Google+ is the place," Kawasaki explains. "If you want to interact with the same people, then Facebook is for you."

Another Google+ advantage: whenever someone mentions you on Google+, you get a Gmail notice alerting you to that mention, so you can click, view and respond directly to that mention.

All in all, Google+ is worth investigating, says Kawasaki. "When I post the same thing to Facebook, Twitter and Google+, Google+ gets about 10 to 20 times more comments, more favorites more plus-ones, more everything." (A plus-one is a Google+ term that amounts to giving somebody a $1 tip or, on Twitter, a re-Tweet. Meanwhile, a "share" on Google+ amounts to a $20 tip.)

"Google+ just enchants me," concludes Kawasaki. And that's high praise coming from a person who knows a thing or two about enchantment.