



Compelling People

The Hidden Qualities That Make Us Influential

THE SUMMARY IN BRIEF

When people size you up, what do they see? We would all like people to appreciate us for our positive qualities, but most of us don't think we can muster the personal magnetism of a Bill Clinton or an Oprah Winfrey. In *Compelling People*, John Neffinger and Matthew Kohut reveal the basic framework we all use to judge each other, drawing on cutting-edge social science as well as their own work with Fortune 500 executives, members of Congress and Nobel Prize winners.

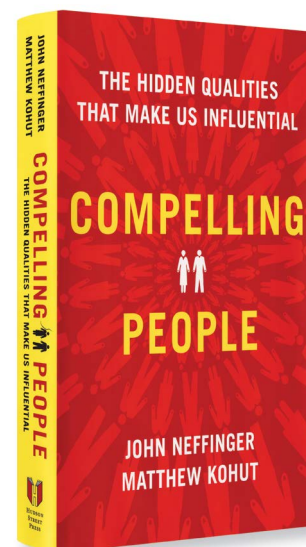
These character judgments revolve around two qualities: strength (the root of respect) and warmth (the root of affection). The ability to project both strength and warmth at once is rare — so rare, in fact, that we celebrate, elevate and envy those few people who manage it.

Compelling People demystifies this process, detailing all the subtle but critical signals that make some people irresistibly engaging and others forgettable. Just as they have with hundreds of clients and in regular lectures at Harvard and Columbia Business schools, Neffinger and Kohut show us not only how to appear both strong and warm but how to internalize the attitudes that will earn you both respect and affection.

Authoritative and entertaining, *Compelling People* will forever change the way you see people — and let you change the way people see you.

IN THIS SUMMARY, YOU WILL LEARN:

- The dynamics that make it tricky to project both strength and warmth at once.
- Which factors we have control over and which ones we don't.
- Nonverbal cues that broadcast strength or warmth.
- How to use language to connect and then to lead in conversation and writing.



by John Neffinger
and Matthew Kohut

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THE COMPLETE SUMMARY: COMPELLING PEOPLE

by John Neffinger and Matthew Kohut

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Compelling People by John Neffinger and Matthew Kohut. Copyright © 2013 by John Neffinger and Matthew Kohut. Summarized by permission of the publisher, Hudson Street Press, a member of Penguin Group (USA). 284 pages, \$25.95. ISBN: 978-1-59463-101-6. To purchase this book, go to www.amazon.com or www.bn.com.

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Preface

When we decide how we feel about someone, we are making not one judgment, but two. The criteria that count are what we call “strength” and “warmth.” Strength is a person’s capacity to make things happen with abilities and force of will. When people project strength, they command our respect. Warmth is the sense that a person shares our feelings, interests and view of the world. When people project warmth, we like and support them.

But understanding the signals you send is not the biggest challenge. The trickiest thing about strength and warmth is that it is very hard to project both at once. This is because strength and warmth are in direct tension with each other. Most of the things we do to project strength of character — wearing a serious facial expression, flexing our biceps or flexing our vocabulary — tend to make us seem less warm. Likewise, most signals of warmth — smiling often, speaking softly, doing people favors — can leave us seeming more submissive than strong. ●

The Big Idea

Strength

Strength gets things done. As a personal quality, strength is a measure of how much a person can impose their will on our world. Strength consists of two basic elements: the ability to affect the world and the gumption to take action. If having ability means you have the tools to make things happen, will is the strength of character it takes to act. People who project strength command our attention, in part because we

need to know if they are going to use their strength in ways that help us or in ways that harm us. Grudgingly or gladly, we respect people who project strength.

Leadership and strength are inextricably bound together. We look to strong people as leaders because they can protect us from threats to our group. Strength is essential to effective leadership, whether the organization is a submarine crew or a school clique.

Warmth

But strength alone can only take us so far. To move beyond respect to admiration, we also need to be liked. And to do that, we need to project warmth. For our purposes, warmth is what people feel when they recognize they share interests and concerns. It is the sense of being on the same team. If strength is about whether someone can carry out their intentions, warmth is about whether you will be happy with the result. When people project warmth, we like them. Warmth encompasses several related concepts:

Empathy. Displaying empathy means putting oneself in the shoes of others, but empathy is not just about feelings. There is also a cognitive dimension to it: The shared feeling is tied to a shared perception. This is captured in the expression “I get it,” meaning “I understand why you feel a certain way.”

Familiarity. When someone or something is unfamiliar, we are on guard — poised to react with strength (or fear) — until we determine that there is no threat. When we meet people who are similar to us, we gravitate toward them because they feel so familiar to us. Similarity essentially works like a social magnet.

Love. When we feel a whole lot of warmth for some-



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Published by Soundview Executive Book Summaries® (ISSN 0747-2196), 511 School House Road, Suite 300, Kennett Square, PA 19348 USA, a division of Concentrated Knowledge Corp. Published monthly. Subscriptions starting at \$99 per year. Copyright © 2014 by Soundview Executive Book Summaries®. **Available formats:** Summaries are available in several digital formats. To subscribe, call us at 1-800-SUMMARY (240-912-7513 outside the United States), or order online at www.summary.com. Multiple-subscription discounts and corporate site licenses are also available.

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one, we say we love them. Researchers have identified three different biological systems that get labeled “love,” each of which generates a different set of hormones that produces different kinds of feelings: one for romantic love, one for sexual attraction, and a third for general feelings of attachment. But it is this third feeling — basic affection and attachment — that best fits our idea of warmth.

Strength vs. Warmth

If you cannot project both strength and warmth, which one should you choose? In fact, strength and warmth are complementary, not mutually exclusive opposites, and there is a lot of interplay between them. When you project a whole lot of either strength or warmth, an interesting thing sometimes happens: You can start to project the other trait as well. You may have colleagues who want to be like you because you are known for being great at what you do — so your strength fosters warmth. On the flip side, if you are beloved by the people you work with, most of them will side with you if you get crosswise with someone — so your warmth also gives you strength. And if you are doing any job in which you have to be liked to be effective, your ability to project warmth is a key strength you bring to that role. ●

The Hand You Are Dealt

Quick and Dirty Judgment

Among the first things people learn about you are the physical basics: gender, body type, looks, ethnicity and age. As quick and superficial as this initial glimpse is, these attributes already convey the silhouette of a strength and warmth profile.

We humans have evolved a whole lot of neural circuitry for making split-second judgments based on basic physical factors. These rapid-fire calculations happen automatically, below our conscious awareness, with very little effort. Being thorough and precise are not the top priorities; making good enough assessments quickly do.

Jumping to conclusions about people makes us feel more confident and less uncertain about the world around us. But once we start to think we understand someone, we filter incoming information and tend to dismiss things that do not fit in our hastily drawn picture as meaningless aberrations. We become prisoners of our preconceptions. And so do the people we stereotype.

It is possible to resist being slotted into someone’s preconceived notion of “people like you” by doing things

that do not fit the stereotype. This is best done early on, both because first impressions formed tend to last, and because people often do not like it when you upset their expectations later. The technical term for this upsetting of expectations is a “stereotype violation.” When you show them something that makes them reconsider their comfortable worldview, you make their life a little bit harder, and that can leave you seeming less warm. And when people are emotionally invested in a particular view of the proper social order, if you show a lack of appreciation and respect for that social order, they lose respect for you, see you as less strong, and regard you with contempt.

Since strength and warmth perceptions are in the eye of the beholder, people’s judgments of you depend on where they sit in the social hierarchy. As a general rule, people in higher-status groups are seen as competent, while those in lower-status groups are assumed to be less competent. But the full story is more interesting than that, and there are plenty of stereotypes to go around. Everybody stereotypes, and everyone is stereotyped. It is just how our brains work.

Talking Across the Divide

Imagine a block party on a summer afternoon in a city neighborhood that has a mix of black and white families. Neighbors who usually only pass each other briefly on the street are now meeting each other more formally for the first time. What do those conversations sound like?

When people of different races talk, each group is often concerned about addressing their stereotypical shortcomings. White people want to be viewed as likable and moral, while people of other ethnicities want respect. White people understand that their socially privileged position generally checks the box on strength, so to make a good impression they want to project warmth. Some also worry about appearing prejudiced, so they want to be seen as open. People who are not white want to project warmth too, but they also want to project strength to earn respect. The groups also prefer different conversation topics. White people tend to focus on commonalities among groups, hoping to foster good feelings that will enhance their likability. Black people, on the other hand, prefer to acknowledge and talk about power differences.

This played itself out recently at a block party in John’s rapidly gentrifying neighborhood in Washington, D.C. Young white residents admired the gardening skills of their black neighbors, and everyone played with each other’s kids and had a good time. In the conversations that ran long enough to get past the basic pleasantries, black residents would often steer the discussion to the impacts

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of rising property values and the dynamics between the police and the black teenagers who hung out in the park.

When white people miss these dynamics in interracial conversation — when they talk only about common ground and tiptoe around power dynamics — the outcome can be precisely the opposite of their goal: Instead of demonstrating warmth, the white folks demonstrate just how little they understand other people's experiences, creating frustration and disappointment on all sides. Real dialogue involves give-and-take, and that includes giving others the opportunity to put uncomfortable topics on the agenda. ●

Playing the Hand

The Choice Is Yours

The signals you send with your gender, ethnicity, looks and age are more or less fixed: Short of surgery, you cannot do much about them. But that is exactly why these physical attributes are far from the last word on how people judge your character. At the end of the day, character is a matter of who you choose to be, not the way you happen to be born. People judge your character by the way you act, and especially by the way you interact with them.

Even if a lot of behavior is unconscious, nearly all of it can be subject to conscious choice. You can *choose* not only to behave differently but also to learn how to behave differently: You can take steps that change the way you react unconsciously in the future. Some of these changes require a lot of practice, but others just take a little imagination.

Nonverbal Communication

How we *feel* is conveyed more by nonverbal behavior than by the words we choose. Nonverbal communication goes directly to the issue of trust. When all the signals — facial expressions, posture, gestures, vocal tone and the actual words — line up to tell a consistent story, then we can be confident those signals are an accurate expression of how that person feels. By contrast, when different signals are telling different stories at the same time, we suspect that a person is conflicted, uncomfortable, or maybe even trying to hide something.

Space

The way you use space in a room says a lot about how much strength you project. In general, strong people make themselves at home anywhere, occupy a lot of space, and move about freely rather than getting locked in one place. Above all, they exert control over space, making it clear

who is in charge. Closing distance is also what we typically do when projecting warmth. Conversely, keeping your distance from someone almost invariably comes off as a lack of warmth, even if it is done out of respect.

Good, upright posture projects strength. This also is about owning a lot of space, only vertically: Standing tall demonstrates confidence. If you are more concerned with projecting warmth than strength, tilting your head slightly to the side projects more warmth than keeping it straight up and down.

If posture is how you hold your body when you stand in one place, gait is how you hold it as you walk. A short, quick gait with the head angled down sends a very different message than a gait with the head level, the chest open and the stride long.

If we consciously force ourselves to adopt certain postures, our emotions change to align themselves with that posture. Anytime you are heading into a situation where you want your body and mind to feel powerful, adopting strength poses a few minutes in advance will help make that happen.

The key to projecting strength with gesture is not to flail around excitedly but to move deliberately, discreetly, gracefully. That presents poise. The aim is to demonstrate complete control of where your body is in space. As with music, the pauses between the gestures themselves are important: You gesture intentionally, and when you are done, you are still. That stillness demonstrates your physical control as much as the motion itself does.

Both posture and gait are to a large degree under your conscious control: You can force your muscles to do whatever you tell them in the moment, no matter how you are feeling. Gesture is significantly more subject to the dictates of your own anxiety level, and facial expression is more susceptible still.

Face

A flexed lower eyelid is the purest form of facial projection of strength. Colloquially, we speak of this expression as showing “steely” eyes to reflect the unyielding will beneath. Sometimes we say this look seems like the person is boring holes into you with their eyes.

In roles like Dirty Harry and in his Westerns, Clint Eastwood wore this expression with flexed eyebrows to convey intense disgust. But even in pictures of him smiling or not making any particular expression at all, his lower lids are always flexed, always signaling intensity.

The best place to begin decoding the visual elements of warmth is the face, and the number one way we project warmth is by smiling. Smiling is a fundamental means of

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nonverbal communication that is deeply rooted in human behavior around the world. We attribute all kinds of good things to people who smile at us, such as happiness, attractiveness, sociability, flirtatiousness and success, among others. Smiling can even create a halo effect, which causes us to make a wide range of positive associations with people who smile at us. Smiles are also contagious.

Smiling is a very good thing for many reasons, but all smiles are not created equal. We don't smile only to project warmth. We also smile to express joy, politeness, dominance, anger, ridicule, concern and a host of other emotions. Some of these project strength rather than warmth. Where warmth is concerned, think of smiles that demonstrate agreement, familiarity, empathy, concern and attraction. It's relatively easy to imagine a range of facial expressions that convey each of these emotions.

Voice

While visual signals are the most powerful means of communicating emotion, the voice also conveys a great range and depth of feeling. The basic elements of vocal delivery include pitch, volume, rate and tone. A metaphor for thinking about the different parts of the voice is a synthesizer keyboard, which allows you to manipulate each element in isolation and change the blend among them.

Pitch refers to how high or low a note someone's voice sounds. A low-pitch delivery conveys strength, while a high pitch can signal excitement ("We won!"), uncertainty or nervousness.

While strength corresponds with low pitch, we recognize warmth through variation in pitch. Imagine the melody to a lullaby; it goes up and down in pitch before resolving somewhere in the middle. At the other end of the spectrum, the vocal delivery that projects the least warmth is a monotone.

Volume is generally connected with strength, as we expect loud voices from traditionally strong figures, such as members of the military or police. Softness can signal either compassion or timidity. It can be soothing, which we perceive as warmth, or it can simply come across as a lack of strength.

Rate refers to how quickly a person speaks. It is more than simply a measure of raw words per second because it also includes the use of silence or pauses and fluency. Rate of speech by itself does not necessarily project strength or warmth. Together with using low pitch and good volume, however, adopting a slower rate to deliver a key point is very effective.

Tone is perhaps best understood as the musical quality of a voice. Think again of a synthesizer: It can make a

note sound brassy, muted, smooth, choppy or any number of different qualities. Is a speaker barking his words like a seal, or is he employing a breathy delivery that suggests a candlelight dinner for two?

While each of these elements contributes to the strength or warmth of our voices, there is more to it because most of the talking we do is in dialogue with others, not monologue. MIT researchers have identified distinctive patterns of vocal variation, such as influence, mimicry and consistency, that serve as social signals in a conversation.

Influence in this context can be thought of as control of the conversation. Who sets the pace and dictates the direction? Who asks the questions, and who gives the answers? How long does each person hold the floor?

Mimicry is copying the patterns of another person and will often include both vocal and visual cues, such as nodding. Mimicry is a means of establishing empathy by literally sounding similar to our conversational partner. This is a very practical warmth technique.

Consistency refers to how much a speaker sticks to a single pattern of tone, rate, pitch and volume variation throughout a conversation. Great consistency projects strength, whereas vocal variability signals openness to others' ideas — warmer and less strong.

There is no one ideal combination of vocal elements; the best approach depends on how much strength and warmth a particular situation calls for.

Style

Style is a reflection of more than your tastes — it is a reflection of your attitude. Done right, your style complements the signals you send with your gender, ethnicity, age and looks, allowing you to adjust the strength and warmth profile that comes as your birthright.

Pay attention to the way clothes make you feel when you wear them, because that will affect how you carry yourself and project strength and warmth nonverbally. No matter what you look like, those nonverbal impressions are still the most powerful piece of the overall impression you make.

Words

Just as your nonverbal cues signal warmth or strength, so do your words. Verbal strength is something that we know when we hear it (or read it). Direct, active verbs add force, clarity, immediacy and vigor to speech. We also equate a rich vocabulary with verbal strength, though too much of a good thing with SAT words can cost some warmth points.

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The absence of verbal strength has a different recognizable sound. For instance, hesitations or phrases like “kind of,” “sort of,” “like” or “you know” lead us to doubt the competence of a speaker. Qualifiers such as “I think” and “I believe” also diminish certainty and credibility, as do various kinds of vagueness.

Complex sentence structure does not necessarily translate as strength. For reasons having to do with cognitive ease, we do better understanding simpler sentences than complex ones and positive constructions rather than negative ones. Occasional use of rhetorical devices such as metaphor, analogy, repetition, wordplay and famous quotations are very effective ways of bolstering verbal strength.

Verbal Warmth: The Circle

When we work with our clients, one of the first concepts we introduce is something we call “the circle.” Imagine your audience as a person you are trying to persuade to support you in something. Not having much by way of art skills, we usually just draw a stick figure to help visualize this person. Next we draw a big circle around our little stick figure. This divides the world in two. People who understand the world the way your audience does belong inside the circle, next to the stick figure.

It is a simple picture that reminds you what you have to do to communicate effectively with any audience: Your first job is to get into the circle. You can talk all day long, but if your audience does not see you as belonging in that circle with them, they will not listen.

What your audience is looking for is to know that you are on the same emotional page as they are. The key to getting in the circle, then, is simple: Show your audience that you feel the same way they do. Validate their feelings. If your audience is frustrated about an issue and you are too, show your frustration. If your audience is happy about something and so are you, share your happiness.

When you do not agree with an audience or even necessarily feel the same way they do, then getting in the circle is even more important, but definitely not so easy. First and foremost, you need to empathize. You have to identify something that your audience is feeling that you can feel, too, and then show them you feel it, too. If you want people to take your point of view seriously, you first have to be willing to take their point of view seriously. That is the deal, and it is totally, brutally fair.

Don't tell other people how they feel. Show them how you both feel, and tell them about the common ground you share.

Create “Yes Momentum”

If you want to appear to be a reasonable person, the kind of person who usually gets things right, you are going to help your cause if the first sentiment you express (the only sentiment your audience has ever heard you express) is one your audience recognizes as being reasonable.

When you start by saying something that makes your audience respond mentally with a yes, you create what you might call “yes momentum”—the natural inclination for one yes to lead to another and another and another.

Unlike in the nonverbal realm, where projecting more warmth undermines your perceived strength, projecting warmth verbally by getting in the circle opens the door to projecting strength verbally by compellingly presenting new ideas. In addition to nonverbal signals, skillful use of techniques such as sound combinations, names, storytelling and humor are some of the ways you can dial strength and warmth up and down. ●

Strength and Warmth in the World

A friend of ours once had meetings with senior executives at two Fortune 500 companies — a bank and a media conglomerate — in the same week. For her bank meeting, she presented herself very conservatively: dark suit, hair up, plenty of poise in her demeanor and grace in her movements. Not surprisingly, this fit their culture and expectations, and her meeting went well. Later that week she went to the media company, and she showed up dressed and carrying herself the same way. It took her a few minutes to realize something was not right. Initially she thought it was great how friendly everyone was to her. But it slowly dawned on her that they were also very skeptical of her steely demeanor. She found herself tap-dancing quickly to convince the people at the media company that she was a good fit with their culture, which placed a premium on openness, creative expression and collaboration.

Looking at our friend's experience through the lens of strength and warmth, we see a few different dynamics in play. While both companies place a premium on strong market performance, the bank's culture is colder, and the media company's culture is warmer. Our friend showed up at both places looking and acting all business, which projects strength. At the bank, that helped earn their respect, and it also helped show that she shared their sensibilities. At the media company, her appearance and demeanor suggested that she was out of sync with their culture. Her hosts likely saw her as strong but not warm.

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There are some organizations that see themselves as all business, with no time for warmth. But many organizations see some form of warmth as key to their effectiveness, whether it is good client service, appealing marketing and branding, or attracting top talent by keeping employees happy.

Communicating Up, Across and Out

Nearly all of us have a complicated set of relationships to navigate at the office. The first is communicating up, or managing direct and indirect bosses and senior influencers.

With Bosses. There are obvious limits to how much strength you can bring to this task, and every boss is different. An insecure boss may interpret a show of strength as a threat. At the other extreme, a friend in middle management at a global technology company has been told repeatedly by his very aggressive boss that he is not forceful enough when making his case in their conversations.

One of the tried-and-true techniques for projecting warmth with just about any personality type is appealing to concerns that will help your boss either look good or stay out of trouble. If, for instance, you are able to pass along useful intelligence because you have an ally in an office higher up the food chain, your boss can prepare for incoming fire before it reaches her desk through formal channels. The “no surprises” rule is another golden oldie; most bosses appreciate advance notice about developments that may wind up on their desks. This projects warmth by demonstrating your loyalty to the team.

If your boss gives you a fair amount of free rein, proactive engagement can be a good way of shaping your own agenda and demonstrating your competence as a self-starter. With micromanagers, many respond well to a steady flow of information about your activities. Micromanagers are typically high in two aspects of strength: assertiveness and competence. Regular reminders that you also value competence can be a good way to set your micromanager’s mind at ease. Whether your organization talks in terms of shareholder value, key performance indicators, project milestones, or team goals and objectives, the micromanager will appreciate hearing that you care about hitting those same targets.

With Subordinates. When communicating with people at lower levels in the organization, keep in mind that they see you differently than you see yourself. If you are an unknown quantity, it can be important to establish a basis for respect. This can be achieved through a combination of the words you choose and nonverbal cues, including posture and dress. In other cases, your position may confer status that gives you a halo, or it may make

you the source of envy or even resentment. This is common in organizations where there is a clear line between “the suits,” or management, and “the field.” One potential way to inoculate against this is to acknowledge it in a lighthearted way at the outset. By demonstrating that you know how they feel about you, you can disarm skeptics and help establish warmth that can serve as a basis for a solid working relationship.

The Big Pitch

In high-stakes situations like a big pitch, whether for a venture capital investment, a hefty contract from a client or a partnership, you are being evaluated on a number of dimensions that correspond to strength and warmth. Your would-be partner wants to know you have something of significant value to offer, that you have a strong sense of the relevant business dynamics, and that you can deliver — all strength factors. They also want to know your interests are aligned and that there is a good personal fit for a long-term relationship.

To close the sale, your story will have to include both a compelling way of establishing a shared interest as well as the business case for the proposal. The rest — a character judgment — will depend on earning the confidence of the other party and demonstrating that you are their kind of person.

Depending on what kind of people they are, this may not call for high-wattage gregariousness — it may be about making clear your commitment to providing return on investment to shareholders, or some other serious concern that determines personal fit from their perspective. The warmth challenge in a big pitch is first and foremost about getting in the circle.

Leadership

When we consider how organizations select leaders, there is often an imbalance between strength and warmth. Not only are the people involved in the selection process typically most concerned about choosing someone who can get things done; they are likely to have seen only the sunniest side of the subordinates they are considering promoting. In a hierarchy, everyone is taught to kiss up to those above them, but not everyone is so nice to those below. So warmth often gets shortchanged or is undervalued.

Yet when we look at the skills good leaders need, it is clear that warmth and strength both count. Harvard political scientist Joseph Nye created a taxonomy of five principal leadership skills: emotional intelligence, communications, vision, organizational skills, Machiavellian political skills and contextual intelligence.

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Emotional intelligence enables leaders to understand themselves and others in a way that allows them to move people to action. Self-mastery projects strength. Outreach to others, on the other hand, is about warmth. The ability to get in the circle, for instance, requires the emotional intelligence to read your audience before making an appeal to shared concerns or interests.

Communications can project both strength and warmth. The skill of being an effective communicator is an aspect of a leader's strength, while the ability to connect with stakeholders is an exercise in warmth.

Vision is a leader's way of describing the present and articulating an idea for how to arrive at a (presumably better) future state. The ability to create a compelling vision is a powerful way to establish a sense of shared interests that we equate with warmth.

Machiavellian political skills are perhaps the most easily identifiable manifestation of strength. It is the ability to size up others for wheeling and dealing in what Nye calls "hard power" situations that require either incentives or coercion, carrots or sticks. People who prioritize this skill at the expense of others are viewed as cold and bloodless.

Contextual intelligence is the ability to read a situation and determine an appropriate approach to the leadership challenge that it poses. This requires aptitude in dealing with organizational culture (warmth), power politics (strength), the needs of people within an organization (warmth) and information flows (strength).

Leading people ultimately demands satisfying two primary needs for the group: projecting enough strength to protect it from threats and keep it on track and projecting enough warmth to recruit and retain others who will help realize the group's vision. Leadership resides in the ongoing balancing act between strength and warmth, and leaders need to project both actively in the presence of people who work for them. The most admired leaders are the ones who project consistently high levels of strength and warmth and have the contextual intelligence to know how to use it.

In Public Speaking

Of all the moments of judgment we face in our lives, few feel as momentous as standing in front of a large group of your fellow human beings, seeing all their faces and speaking to them. Whether it is a logistical announcement, a wedding toast or a persuasive speech, most of us are not accustomed to facing the glare of that much attention all at once. Even if you are just communicating rote infor-

mation, you know that at some level, the way you express yourself leads everyone in that audience to make some sort of character judgment about you. On top of that, when a lot of people are asked to pay attention, usually the topic is important, and occasionally big outcomes ride on whether you do a good job or not.

We divide the challenge of speaking well into two buckets: first, managing your nerves, and second, everything else.

When you are at the front of the room, whatever emotions you project into that room strongly influence how everyone in your audience feels. If you are uncomfortable being at the front of the room, your audience will be uncomfortable watching you. Whether they like you or not, if they are sitting there, they want you to own the room, so they know that their experience will at least be a comfortable one. The heart of projecting strength is projecting confidence — and nowhere is this more true than at the front of the room. ●

Epilogue

In the end, strength and warmth are not just character traits in tension. They are energies, basic life forces, and they work together, too. Strength gives us a sense of mastery, and warmth gives us a sense of belonging. Both strength and warmth have their individual benefits, but it is when they happen together that life gets good.

This is the last step, where everything comes together. It is more than not being afraid of your own shadow, more than learning the moves. It is actually emotionally engaging in the moment, understanding and feeling your own actions as expressions of your strength and warmth. In those moments, you feel powerful and deeply connected to people. That makes you compelling to others, because it makes you compelling to yourself. ●

RECOMMENDED READING LIST

If you liked *Compelling People*, you'll also like:

1. ***360 Degrees of Influence by Harrison Monarth***. Monarth provides advice on how to gain the trust and respect of those around you and how to expand your influence well beyond your immediate environment.
2. ***Just Listen*** by Mark Goulston. A veteran psychiatrist and business coach, Goulston reveals the secret of how to get through to anyone, even when productive communication seems impossible.
3. ***The 360 Leader*** by John C. Maxwell. According to Maxwell, you can learn to develop your influence from wherever you are in the organization by becoming a 360-degree leader.