



Enchantment

The Art of Changing Hearts, Minds and Actions

THE SUMMARY IN BRIEF

Enchantment, as defined by best-selling business guru Guy Kawasaki, is not about manipulating people. It 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.

Enchantment can happen during a retail transaction, a high-level corporate negotiation or a Facebook update. And when done right, it's more powerful than traditional persuasion, influence or marketing techniques.

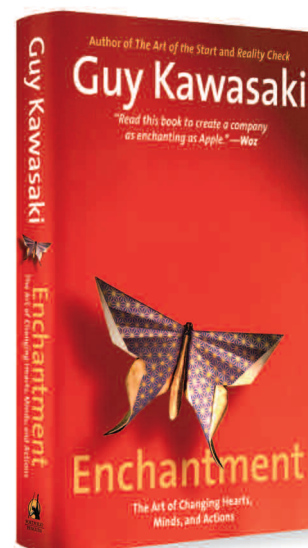
Kawasaki argues that in business and personal interactions, your goal is not merely to get what you want, but to bring about a voluntary, enduring and delightful change in other people. By enlisting their own goals and desires, by being likable and trustworthy, and by framing a cause that others can embrace, you can change hearts, minds and actions.

Enchantment explains all the tactics you need to prepare and launch an enchantment campaign; to get the most from both push and pull technologies; and to enchant your customers, your employees and even your boss.

Kawasaki's lessons are drawn from his tenure at one of the most enchanting organizations of all time, Apple, as well as his decades of experience as an entrepreneur and venture capitalist.

IN THIS SUMMARY, YOU WILL LEARN:

- How enchantment can turn difficult decisions your way at times when intangibles mean more than hard facts.
- How to overcome other people's entrenched habits.
- How to convince people to dream the same dream that you do.
- How enchantment is possible for all of us.



by Guy Kawasaki

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THE COMPLETE SUMMARY: ENCHANTMENT

by Guy Kawasaki

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For additional information on the author, go to www.summary.com or www.facebook.com/enchantment.

Introduction

I saw a Macintosh in the summer of 1983, six months before the rest of the world. Mike Boich showed it to me in the back of a one-story office building on Bandle Drive in Cupertino, Calif. At the time, Boich was the software evangelist for the Macintosh Division of Apple. I was a humble jeweler, schlepping gold and diamonds for a small jewelry manufacturer out of Los Angeles. Macintosh was a rumor. And the only reason I saw it so early was that Boich was my college roommate.

Back then, “personal computing” was an oxymoron because Fortune 500 companies, universities and governments owned most computers. If you were lucky, you owned an Apple IIe or an IBM PC. They displayed upper- and lower-case text, and you navigated around the screen with cursor keys. Most of the world used IBM Selectric typewriters, and the lucky people had access to the model with the lift-off correcting tape.

Seeing a Macintosh for the first time was the second most enchanting moment of my life (the first most enchanting moment was meeting my wife). My introduction to Macintosh removed the scales from my eyes, parted the clouds and made me hear angels singing.

Animated Graphics and Drawing Pictures

Let’s go back in time to see two features that made the Macintosh so cool. First, it could display animated graphics. Andy Hertzfeld, the Macintosh Division’s “software wizard,” created a program with bouncing Pepsi caps to show off this capability. Steve Jobs then used Hertzfeld’s program to convince John Sculley, CEO of Pepsi, to “stop selling sugared water” and join

Apple. This application seems simple now, but back then bouncing icons inside windows was magic.

Second, with a Macintosh program called MacPaint, people could draw pictures. When Boich showed me what MacPaint could do, my mind did somersaults. Back then, the most people could do on a personal computer was hack out crude pictures using letters and numbers. With a Macintosh, anyone could at least draw diagrams, if not create art.

A few minutes of Boich’s demo convinced me of two things: First, the Macintosh would make people more creative and productive than they’d ever dreamed; and second, I wanted to work for Apple. Boich got me a job in the Macintosh Division, and my mission was to convince developers to create Macintosh-compatible products. I used fervor and zeal to make them believe in the Macintosh as much as I did.

This job marked the beginning of a 25-year fascination with the art of *enchantment*. I define enchantment as the process of delighting people with a product, service, organization or idea. The outcome of enchantment is voluntary and long-lasting support that is mutually beneficial. ●

Why Enchantment?

When Karin Muller, filmmaker and author, was in the Peace Corps from 1987 to 1989, she dug wells and built schools in a village in the Philippines. One night, 17 members of the New People’s Army (NPA), the armed wing of the Communist Party of the Philippines, came to her hut to interrogate her. Earlier that day, villagers had warned her that this was going to happen, so she



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collected two precious commodities: sugar and coffee.

When the NPA arrived, she exclaimed, “Thank God you’re here. I’ve been waiting all day. Please have some coffee. Leave your guns at the door.” Her reaction baffled the leader of the group, but he took off his gun and sat down for a cup of coffee. She avoided an interrogation or something worse because, according to Muller, “You can’t interrogate someone you’re having coffee with.”

Muller did not react with anger, indignation or panic (which is how I would have reacted). Instead, she touched an emotion in the leader of the group and transformed the situation from brute force and intimidation to conversation and communication. She delighted him with her unexpected hospitality and changed his heart, his mind and his actions.

In short, she enchanted him.

Enchantment can occur in villages, stores, dealerships, offices, boardrooms and on the Internet. It causes a voluntary change of hearts and minds and, therefore, actions. It is more than manipulating people to help you get your way. Enchantment transforms situations and relationships. It converts hostility into civility. It reshapes civility into affinity. It changes skeptics and cynics into believers.

There are many tried-and-true methods to make a buck, yuan, euro, yen, rupee, peso or drachma. Enchantment is on a different curve: When you enchant people, your goal is not to make money from them or to get them to do what you want, but to fill them with great delight.

Enchantment is not about getting your way solely for your own benefit. To the contrary, if you want enchantment to last, other people must benefit, too. You also need to draw a bright line between ethical and unethical activities. ●

How to Achieve Likability

Now that you understand the importance of enchantment, we can build a foundation to implement it. Step one is achieving likability, because jerks seldom enchant people.

Make Crow’s-Feet

Let’s start with the first impression that you make. Four factors create a good one: your smile, your dress, your handshake and your vocabulary. First, smile at people. What does it cost to smile? Nothing. What does it cost not to smile? Everything, if it prevents you from connecting with people.

While smiling sends a very clear message about your state of mind, not smiling creates an opening for many interpretations, including grumpiness, aloofness and anger — none of which helps you enchant people.

Dress for a Tie

The second factor is how you dress. This is the one time you want a tie (no pun intended), not a victory or a loss.

Overdressing says, “I’m richer, more powerful and more important than you.” Underdressing says, “I don’t respect you. I’ll dress any way that I please.” Equal dressing says, “We’re peers.” My recommendation is to park your ego. You don’t have to “make a statement” and try to show people you have money, power or great taste. The goal is likability — not superiority.

Perfect Your Handshake

The third factor in first impressions is your handshake:

- Make eye contact throughout.
- Utter an appropriate verbal greeting.
- Make a Duchenne (real) smile.
- Grip the person’s hand and give it a firm squeeze.
- Stand a moderate distance from the other person: not so close as to make him or her uncomfortable or so far away as to make him or her feel detached.
- Make sure your hand is cool, dry and smooth.
- Use a medium level of vigor.
- Hold the handshake for no longer than two to three seconds.

Use the Right Words

The fourth factor is your vocabulary. Words are the facial expressions of your mind: They communicate your attitude, personality and perspective. Wrong words give the wrong impression, so heed these recommendations:

- Use simple words.
- Use the active voice.
- Keep it short.
- Use common, unambiguous analogies.

Accept Others

For people to like you, they have to accept you. For people to accept you, you have to accept them.

Death is the great equalizer — we all die equal as a lump of tissue, bone and fluid. While we’re living, we need to get over ourselves and accept others if we want to enchant people. ●

How to Achieve Trustworthiness

Likability is half the battle of the enchanting new you. The other half is achieving trustworthiness. This is because people can like someone but not trust him or her enough for enchantment to occur.

Trust Others

If Tony Hsieh, the CEO of Zappos, had told me that he was starting a business that depended on women buying shoes without trying them on, I would have told him he was nuts. I mean, there was no way my wife would buy shoes this way. I was wrong, and there's a constant flow of Zappos boxes into our house as well as the houses of thousands of other women (and men).

Zappos is built on trust — two-way trust, actually. Women trust Zappos' money-back guarantee with free shipping in both directions and Zappos trusts women not to abuse this privilege by returning shoes they have used.

People who don't trust others have often had bad experiences that cause them to embrace a distrusting, kill-or-be-killed philosophy. However, if you want people to trust you, you have to trust them.

Consider what you have to look forward to: When people trust each other, they stop playing games, they look beyond temporary problems and they expose themselves with less hesitation. Good enchanters are likable, but great enchanters are likable and trustworthy.

Ways to Increase Your Ability to Enchant

Here are some ways to increase your own trustworthiness and, hence, your ability to enchant:

- **Be a mensch.** *Mensch* is a German word for "human being," but its Yiddish connotation far exceeds this definition. If you are a mensch, you are honest, fair, kind and transparent, no matter whom you're dealing with and who will ever know what you did.
- **Disclose your interests.** Immediate and complete disclosure of your interests is a key component of trustworthiness. People will always wonder what your motivation is, so you should get this out of the way.
- **Give for intrinsic reasons.** One form of reciprocity occurs when you do something for intrinsic reasons, such as helping others. This is the purest form of reciprocity, because recipients often cannot repay you. This form of reciprocity increases your trustworthiness the most and causes the most enchantment.
- **Gain knowledge and competence.** Competence means that you have progressed beyond knowing what to do to doing what you know.

Give for Intrinsic Reasons

According to Robert B. Cialdini, author of *Influence: The Psychology of Persuasion*, the government of Ethiopia sent money to Mexico after an earthquake struck the country in 1985. Ethiopia did this despite its own crushing economic hardships because Mexico had supported Ethiopia after an Italian invasion 50 years earlier.

Ethiopia's action is an example of reciprocity, the act of returning a favor, a gift or assistance.

- **Show up.** You can embody the qualities of *menschdom*, knowledge and competence, but they won't matter if you don't show up — that is, interact with people.
- **Bake a bigger pie.** There are two kinds of people and organizations in the world: eaters and bakers. Eaters want a bigger slice of an existing pie; bakers want to make a bigger pie. Eaters think that if they win, you lose and if you win, they lose. Bakers think that everyone can win with a bigger pie. ●

How to Prepare

Allen Kay is the founder of Korey Kay & Partners, a New York advertising agency, and a modern-day version of a character from the television show *Mad Men*. After 9/11, he wanted to help combat terrorism and, doing what ad men do, he came up with a slogan, "If you see something, say something."

Make It Short, Simple and Swallowable

His client was New York's Metropolitan Transportation Authority, so the slogan soon appeared in subways and on buses and trains. His slogan is a great example of communicating a cause in an "easy to swallow, easy to follow" manner. This kind of message enchants people because they can understand it and communicate it. Here are ways to make your cause easy to swallow and, therefore, easy to follow:

- **Use tricolons.** A tricolon is a sentence containing three parts of equal length, such as "Eye it, try it, buy it" (Chevrolet's slogan in the 1940s), "Be sincere, be brief, be seated" (Franklin Delano Roosevelt's advice to speakers) and "Location, location, location" (real-estate wisdom). The cadence of three words and phrases is powerful indeed.
- **Use metaphors.** Metaphors are figurative comparisons that convey the meaning of your cause. For example, Johnson & Johnson's ad for Band-Aids was "Say

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hello to your child's new bodyguard." The use of the word "bodyguard" conveyed that the product was strong and that your child was valuable.

- **Use similes.** Similes are comparisons of two things that are introduced with the word *like* or *as* but are not alike in most ways. For example, "Taking drugs is like playing with fire" or "Hockey is like war and ballet." These similes provide a familiar starting point to help people understand what you are communicating.

- **Keep it short.** Can you beat "Got milk?" or "Just do it" as slogans? Short phrases are memorable and repeatable.

- **Stay positive.** Scare tactics are hard to swallow and can backfire. For example, a warning that "Twenty-five million people are killing themselves by smoking" could convince folks that smoking is OK because 25 million people do it. Paint a realistic picture of future goodness instead of trying to scare people.

- **Show respect.** Actions that insult people's intelligence seldom enchant. Television commercials for miracle weight loss, everlasting beauty or instant wealth fit into this category. When you disrespect people, you get resentment, not action. Instead, make something great, communicate the facts and let people decide for themselves. ●

How to Launch

Once you've created a kick-butt cause, the next step is an epic, Hellenic (as in "a thousand ships") launch — not the usual boring, limp and anticlimactic spiel. Tell a great story and immerse your audience in your cause to get it off to a fast start.

Tell a Story

Here are four story lines from Lois Kelly, author of *Beyond Buzz*, to help you craft a story that does your cause justice:

- **Great aspirations.** Our heroes want to make the world a better place and know there must be a better way. Working nights and weekends, they create a better gizmo that people love more than their wildest dreams. Example: Steve Wozniak making it possible for more people to use computers.

- **David versus Goliath.** Goliath has a head start, incredible resources and a cast of thousands. But young David whips out his secret weapon and defeats Goliath despite conventional wisdom that there's no way that he, the underdog, can succeed. Example: Southwest Airlines taking on the big airlines.

- **Profiles in courage.** Injustice, pain and suffering are making our heroes' lives miserable. Despite these woes, they persevere and accomplish great things. When you learn what they have done, your reaction is, "There's no way I could have done that." Example: Oskar and Emilie Schindler, the couple who protected Jews during World War II.

- **Personal stories.** "Epic" is not always necessary. "Illustrative" is enough — for example, personal stories like "My father owned a Cadillac and he drove it 150,000 miles without major problems" is more effective than "This Caddy will last you a long time." Or, "I gave my teenage son an Android phone and he told me he liked it better than his iPhone" versus "Android phones are good."

Immerse People

The level beyond telling stories is immersing people in your cause. When you captivate people in this way, they lose track of time, suspend their cynicism and skepticism, and may also break into a sweat.

When you try to immerse people, ask yourself, "What would make me lose myself in the moment?" Think of an immersive experience as a good amusement park ride: You don't think about anything except the ride when you're on it. That's the test — a hard one, but achievable nonetheless. ●

How to Overcome Resistance

Once you find a way to agree, you are more likable, and when you're more likable, you're more likely to overcome resistance. After establishing a toehold, beach-head or common ground, you can build from there.

Find a Way to Agree

Sure, you'd like an immediate and resounding agreement and a full speed ahead for your cause, but this isn't how the world works. Here are five methods to find a way to agree:

- **Get personal.** Study the person's website, Flickr feed, Twitter feed and blog. You might find something you both love.

- **Get professional.** Use a business-networking site like LinkedIn to find out more about the person's professional background and people you both know.

- **Harmonize objections.** A good enchanter believes objections are a way of saying, "Not yet" or "Tell me more" as opposed to "No."

- **Ask "What if ... ?"** When you're making no progress with a person, ask, "What if we were to change

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this?” Asking a hypothetical question to see if he or she would agree if you made changes is a great way to overcome resistance.

- **Move the window.** The Overton window is a political theory that holds that there is a “window,” or range of policies, that people will accept. The range is: unthinkable-radical-acceptable-sensible-popular. The theory is that you can propose something less acceptable to move your idea into the acceptable window. For example, gun control advocates could propose an “unthinkable” ban on all guns to get Congress to accept a “radical” ban on automatic weapons.

The point of these methods is to find a way to agree on something — almost anything — that will give you a way to live another day and keep enchanting. ●

How to Make Enchantment Endure

In 1935, Lloyd Anderson couldn't find an ice axe he liked at a price he could afford. He ended up buying one from an Austrian store called Sporthaus Peterlong. Then he started helping his climbing buddies buy equipment from Europe. In 1938, Anderson and 21 friends took their buying to the next level by contributing \$1 each to form the Recreational Equipment Cooperative.

The firm is now called REI, and its 3.7 million customers shop at more than 100 stores. People go to REI not only to buy equipment but also to seek advice, socialize with folks who love the outdoors and fantasize about where they can hike, bike, ski and climb. REI has created an outdoors culture and its customers have internalized REI's values.

Strive for Internalization

The process of internalizing values involves three stages: conformity, identification and internalization. Here is an explanation of those stages:

- **Conformity.** People join because of peer pressure, coercion, trickery or a desire to belong to a group. Conformity isn't enchantment and won't last long without undue force unless you move to identification and internalization.
- **Identification.** When people identify with members of a group, they see commonality and shared interests. No one is forcing them to conform. At this stage, the attractiveness of the enchanter and others in the group is important because people want the enchanter's approval.
- **Internalization.** This is the highest level. It means

people have gone beyond identifying to believing. Their belief is not at odds with their feelings, there is no coercion and they are not trying to please anyone. This is enchantment. ●

How to Use Push Technology

This is a golden age of enchantment because reaching people around the world has never been easier, faster or cheaper. This section explains how to use push technology — presentations, e-mail and Twitter — to enchant people.

General Principles

Here is a list of general principles:

- **Engage fast.** When people contact you, respond fast. Fast, in 2011, means in less than a day.
- **Engage many.** Don't focus on the rich, famous and traditional influential people. Treat everyone equally and respond to as many as you can. You never know who will become your most valuable supporter and friend.
- **Engage often.** Don't expect to engage people only a few times and be able to enchant them. Enchantment is a process, not an event.
- **Use multiple media.** Generally, the more forms of media you use, the more enchanting you'll be. Text alone is so last century. Now there are pictures, video, live chats and audio — and who knows what the future will have brought by the time you read this?
- **Provide value.** The main types of value are: pointers to useful, aspiring or entertaining content; personal insights, observations or content; and advice and assistance.
- **Give credit.** Credit whoever helped you find the valuable information that you provide to others. Also, leave positive comments when you read something that you like. The more you shine a light on others, the more you get noticed yourself.
- **Give people the benefit of the doubt.** Assume people are honest, smart and decent — not dishonest, stupid and conflicted. Don't lose civility when you communicate digitally. Assume everything you do is public and permanent, so you are leaving fingerprints for anyone to see forever.
- **Accept diversity.** The broader and more flexible your outlook, the more enchanting your online presence.
- **Don't take any crap.** If you give people the benefit of the doubt and they violate you, don't tolerate it. If you don't take any crap, you will enchant the silent

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observers who like that you have the courage to push back. Just don't make your reaction personal; criticize the opinion, thinking or perspective, but not the person.

- **Limit promotion.** Limit the amount of promotion that you do. Contrary to what social media fascists believe, the limit is not "none." If no more than 5 percent of your tweets, posts and updates are promotional, you're doing OK.

- **Disclose your conflicts.** There are two reasons to do this: First, it's the honest thing to do. Second, if you have enchanted people, the causes you endorse will interest them. Therefore, disclosing your conflicts is good marketing. ●

How to Use Pull Technology

Push technology brings your story to people. *Pull* technology brings people to your story. The advantage of pull technology is that you can provide large quantities of information — compared to, for example, the 140 characters in a tweet. Now we look at how to pull people in and make the most of their attention when they visit your website and/or blog.

Websites and Blogs

For distributing large quantities of information, selling your product, and providing support and downloads, it's tough to beat websites and blogs. Here's what you can do to maximize their enchantment power:

- **Provide good content.** A website or blog without useful or entertaining content is not enchanting.

- **Refresh it often.** Enchanting websites and blogs are not brochures that tell a marketing story and seldom change. Good content that doesn't change isn't good for long.

- **Skip the flash (and Flash).** Let people get right in unless you want them to abort their visit or only visit once.

- **Make it fast.** People expect immediate access. There's no excuse for a website or blog that takes more than a few seconds to load.

- **Sprinkle graphics and pictures.** Graphics, pictures and videos make a website or blog more interesting and enchanting. ●

How to Enchant Your Employees

Counterintuitive as this may seem, money is often not the sole, or even primary, reason for loving a job. Motivating people is not as simple as feeding money into employees and getting out results as if they were

vending machines. Providing an opportunity for employees to achieve mastery, autonomy and purpose (MAP) is more important than money.

- **Mastery.** People want to improve their skills and competency — true, maybe to make more money, but also for the sake of getting better at something that interests them. Who wants to suck at something they do for eight hours a day?

- **Autonomy.** Autonomy means management isn't constantly telling people what to do and how to do it. When an organization enables people to work autonomously, this communicates management's belief that the employees are competent and trustworthy. So set the goals and get out of the way.

- **Purpose.** Purpose refers to the meaning an organization makes — in other words, how the organization is making the world a better place.

Providing meaning, autonomy and purpose, however, doesn't mean that you should underpay people. If you underpay them, you are communicating that "We don't value you very much," so pay people a fair amount and enable them to achieve MAP, and you'll enchant your employees.

Empower Them to Do the Right Thing

One easy way for you to enchant your employees is to empower them to do the right thing for the customer. This means you trust them to make responsible decisions (known as autonomy) and to enable your organization to fulfill its reason for existence (known as purpose).

On the other hand, if you don't enable your employees to please your customers, you create disenchantment. It means they cannot feel good about themselves and you are putting them in the position of getting hammered by irate customers.

Bottom line: Let your employees do the right thing, and you'll enchant them. Then they will enchant your customers. ●

How to Enchant Your Boss

Whether you like your boss or not, he or she controls what you get out of your job. I'm not referring to money — there's also satisfaction, advancement, visibility and perks.

Make Your Boss Look Good

The best way to enchant your boss is to make him or her look good. That's right: Make your boss look good. Sure, changing the world, delighting customers and increasing shareholder value are all part of the big pic-

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ture, but making your boss look good is your day-to-day job.

You should do this within the boundaries of ethics and morality, but the reality is that when your boss looks good, you look good. When your boss advances, you advance. And when your boss implodes, you implode.

Forget the fantasies of outshining your boss, and replacing or rising above him or her. I've never seen a case where a boss's boss says, "We need to promote that person above her manager."

It takes most people years to understand the wisdom of making your boss look good — often by learning it the hard way. If you can internalize and implement this concept, you're 90 percent of the way to enchanting your boss. ●

How to Resist Enchantment

Many people have embraced the techniques of enchantment, influence and persuasion. Unfortunately, they are not all good folks with great causes who have your best interests at heart. For this reason, I'm including a section that explains how to resist their kind of enchantment. And here's a bonus: If you understand how to resist enchantment, you will be a better enchanter.

- **Avoid tempting situations.** Not everyone is an ethical enchanter, and even ethical enchanters can convince you to do something that's not in your best interest. Plus, there's the "third-person effect" — the observation that people exposed to mass-media persuasion believe that others are more affected by it than they are. In other words, you could be in over your head.

Avoiding tempting situations (store sales), events (auctions), locations (outlet malls) and times (shopping with girlfriends) is the simplest technique to resist enchantment. If you're not exposed to temptation, you're less likely to make a bad decision.

- **Look far into the future.** Consider the impact your current actions will make in a year or more. A negative or even neutral outcome wastes your time and resources and leads to disenchantment. If the far-future benefits look good, then allow the enchantment to take place.

- **Know your limitations.** Becoming aware of your limitations, the limitations of knowledge in general and the outside perspective of a personal devil's advocate will lead you to make sound, informed decisions.

- **Beware of pseudo salience, data and experts.**

Salient points are good things. For example, the number of songs a music player can hold versus its capacity in gigabytes is useful. Pseudo salience, however, is deceptive. If a phone carrier says its phone is free, you might think that's a great deal, until you discover that it requires a two-year subscription with a large early-termination penalty.

Experts are helpful except when they're wrong. You should exercise the most caution when expert advice is groundbreaking, is too good to be true, attracts a great deal of popular attention, comes from a source with impressive credentials in an impressive journal or receives the support of an entity that stands to gain from people believing the advice.

- **Don't fall for the example of one.** A great picture, concrete imagery or a personal story doesn't necessarily mean a cause is true, good, important or relevant.

- **Defy the crowd.** The power of social acceptance should make you skeptical (though not necessarily cynical) about the wisdom of the crowd. Sometimes the outcome of a decision isn't important enough to sweat the validity of the crowd.

- **Track Previous Decisions.** When making a decision, ask yourself, "What happened when I did something like this before?" If the answer is something bad or less than optimal, then this question should jar you into not repeating a mistake. This doesn't mean you should not try something again, but at least you should reap the benefit of knowledge gained from past failures. ●

Conclusion

Now your task is to apply this knowledge, reject what doesn't work and enhance what does.

One last thought: Enchantment is a powerful skill, and with power comes responsibility. It's your duty to use these skills in a manner that benefits all the parties involved, if not the world. Please keep this thought in mind as you go forth. ●

RECOMMENDED READING LIST

If you liked *Enchantment*, you'll also like:

1. **Reality Check by Guy Kawasaki.** This book is Kawasaki's all-in-one guide for starting and operating great organizations — ones that stand the test of time and survive any economy.
2. **The Art of the Start by Guy Kawasaki.** Kawasaki provides entrepreneurs with an all-inclusive guide to everything from finding venture capital to getting a business up and running.
3. **In Search of the Obvious by Jack Trout.** Trout states that instead of focusing on segmentation, customer retention or search engine optimization, marketers should be searching for that simple, obvious differentiating idea.