



Fascinate to excel:  
Sally Hogshead

# Sally Hogshead

The world's foremost authority on the subject will explain how to employ 'fascination' to achieve greater success at IHRSA '14

By Jon Feld

**CBI: The title of your IHRSA 2014 presentation, "How to Fascinate: From First Impressions to Lasting Value," is definitely intriguing. What's up?**

**SALLY HOGSHEAD:** Well, as you might have guessed, the subject is fascination—in both the personal and business realms. You already know how you see the world, but do you know how your partners, coworkers, employees, club members, or competitors view you? Whether you know it or not, your distinct personality type embodies a unique advantage. The basic question is, How does your individual style of communicating affect your ability to capture someone's attention and influence decisions?

Once you understand the advantage you have, people will be more likely to listen to you, remember you, and admire you. And, in this hectic world with its infinite distractions, you have nine seconds—just nine seconds—to inspire this sort of intense focus.

**CBI: Well, you've got our attention.**

**SH:** My team and I have done in-depth market research about how and why people interact with and captivate one another. One of the interesting things we've learned is that people would rather be fascinating themselves than be fascinated by someone else; and yet, most people don't know how to do so.

At the convention, I'll explain how the members of the audience can add distinct value to their relationships by identifying and honing their communication patterns—capitalizing on what I call their "archetype."

Most other personality-assessment techniques measure how you view the world and your perceived strengths. The Fascination System is different. It looks at the cues and signals that you're sending to the world—either intentionally or unintentionally—and evaluates the pros and cons of each. My IHRSA presentation will offer a gateway to this system.

**CBI: With your books, lectures, consulting services, and company, Fascinate, Inc.—you've certainly carved out an interesting niche for yourself. How did you get started? What put you on this particular path?**

**SH:** Well, as you might guess, growing up with the last name of Hogshead gave me a rather unconventional point of view. After graduating from Duke University, I embarked on a career in advertising, and, in my second year, received some professional attention and a number of awards. Obviously, I'd chosen the right field, so, at the age of 27, I founded my own advertising agency.

During that period, I noted that some messages, and some individuals, grab people's attention, while others don't. That piqued my curiosity. I wanted to find out exactly why certain types of messages catch fire—why even ho-hum ideas sometimes go explosively viral, engaging the interest of millions of people, while, in other cases, brilliant ideas are sometimes ignored. →

## Highlights

- » "Fascinate" FAQs
- » Personality power
- » Archetypes, triggers
- » Relevance to clubs

After graduating from Duke University, in Durham, North Carolina, **Sally Hogshead** embarked on a career in advertising, and was soon winning more than her share of awards for her advertising writing. At age 27, she founded and ran her own advertising agency. For the past decade, she's studied why certain people and companies succeed, and has identified critical factors and devised a strategic concept, which are embodied in her Fascination System. Today, she shares her insights as an author, a lecturer, and the creative director of Fascinate, Inc., her consulting company. She's helped develop fresh ideas for both Fortune 500 companies and start-ups, and given keynote addresses for companies such as Starbucks and Microsoft, as well as innovation workshops. Her book, *Fascinate: Your 7 Triggers to Persuasion and Captivation*, has been translated into 14 languages. Her next book, *How the World Sees You: From First Impressions to Lasting Value*, will be published by HarperCollins. ←

**CBI: A critical question! What was your next step?**

**SH:** Conducting the research to find the answer. To date, my company has tested more than 200,000 people throughout the world. And we've developed the Fascination Advantage, the first personality test that measures what makes one person fascinating to others. Unlike Myers-Briggs or StrengthsFinder, this test isn't about how you view the world, but, rather, about how the world sees you. It shows people how to make use of their own distinctive qualities to better connect with those around them—including club members. I discuss all of this in my book *Fascinate: Your 7 Triggers to Persuasion and Captivation*, which details the research we've done in the areas of psychology, neurology, economics, and the history of fascination.

**CBI: So, if I'm following you, you've analyzed and codified people's ability to interact with others in a meaningful and productive way.**

**SH:** Exactly. We've developed the first research-based system that measures how the world perceives individuals and

in *Fascinate*, a text that's now utilized by teams and organizations around the world.

**CBI: You mentioned personality archetypes. Can you tell us a bit more about them, and explain their significance? What archetype do you represent?**

**SH:** We've identified a total of 49 of them, each of which has a different communication style. Your archetype helps define your strong suit. It's something that tends to make you fascinating, persuasive, and influential. You're able to influence and persuade people based on your brain's hard-wired patterns. This, in effect, is your core "you-ness."

Once you've ascertained your archetype, you can understand why you thrive in certain situations, but not in others; why you feel at ease in certain organizations, but struggle to add value in other corporate settings. You can also learn how to use your natural style of communication to grow your business.

To answer your question, I'm a catalyst. The catalyst archetype thrives in a creative environment. We're outgoing, out-of-the-box thinkers who

given personality type can add value. These triggers are power, passion, mystique, prestige, alarm, rebellion, and trust.

To identify them, we looked beyond marketing, delving into the behavioral and social sciences, historical precedent, neurobiology, and evolutionary biology. We also conducted a large national study of consumers to discover the deeply rooted patterns that explain how and why people become fascinated by someone or something.

The objective, the goal, is to activate the right triggers. Because fascination plays a role in every type of decision we make—from the songs we remember, to the brands we buy, to the job applicants we hire, to the person we choose to marry.

**CBI: A little further explanation seems warranted. Could you provide a few examples to illustrate what we're talking about here?**

**SH:** Each personality archetype has a primary trigger, the one that makes them most captivating, and a secondary trigger, which represents their second-most-persuasive strength.

The person with a *power* trigger is a leader who makes decisions; the *passion* person is a relationship-builder with strong people skills; the *mystique* is a solo, behind-the-scenes intellect; *prestige* is an overachiever with high standards; *alarm* is a precise and careful detail manager; *rebellion* is an innovative problem-solver; and *trust* is a stable and reliable partner.

For example, an individual with a primary trigger of power and a secondary trigger of prestige is a maestro, a person with strong and ambitious goals—which, at times, can be daunting to others. Passion/alarm is an orchestrator, someone who possesses both the people skills of the passion trigger and the speed and conscientious attention to detail of the alarm trigger.

**CBI: How, exactly, does all of this—the concept of fascination, archetypes, triggers, etc.—relate to the health club business?**

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companies. Based on this work, we've developed a training system to show people how the world regards them, and how they can build upon the best of those perceptions to enhance their own value. We've worked closely with thousands of individuals and hundreds of companies, including GE, Cisco, AT&T, and Unilever. All of the research, findings, and methodology are detailed

communicate via innovation, and add value by developing new solutions. My primary trigger is passion, and my secondary trigger is rebellion.

**CBI: Okay—triggers? Now, what are they?**

**SH:** We've pinpointed seven universal triggers, seven different ways that a

**What does it have to do with the club programs, products, and services that will appeal strongly to members?**

**SH:** To break through, to succeed, in today's competitive, commoditized, and constantly distracted environment, you *have to* fascinate consumers; and you can do so only by understanding and capitalizing on the natural ways in which you add distinct value in your market.

How does the world view, think about, you and your club? How can you identify, understand, and leverage both your own and your club's unique advantages—the factors that, in part, determine whether or not others will want to listen to you, learn from you, or buy from you?

When you *engage* customers, they're more likely to trust and respect you; and when you *engage* employees, they become more productive. Studies have shown that fascinating brands can

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charge up to four times more than commodity brands.

**CBI: An example would again seem helpful here. How about one of your corporate clients? Do any of them have particularly dramatic before-and-after tales to tell?**

**SH:** Absolutely! Daina Middleton, the global CEO of Performics, a worldwide

provider of performance marketing services, based in Chicago, told us, “The Fascination System allowed our employees to be more productive by understanding each others' strengths, and enabled our sales team to personalize each sales meeting based on the customer's trigger. In fact, we literally signed more new business in the first month than in all of last year, and more sizable business than during the last four years.” →

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**CBI:** Other businesses that have managed to intrigue, snare the interest, and capture the attention of people—any other companies come to mind?

**SH:** A number of well-known companies and brands utilize different triggers to fascinate consumers. Brooks Brothers uses trust; thanks to their classic designs, a brand-new navy blazer feels as familiar, as comfortable, as if we'd

been wearing it for years. Harry Winston employs prestige—an intense focus on detail. Excising even the most minor imperfections from precious stones makes a Harry Winston diamond prestigious, and, it goes without saying, *fascinating*.

**CBI:** Many clubs are now exploring the Net Promoter Score (NPS) concept, which is designed to

**WANT TO BE FASCINATED?**

Sally Hogshead will speak on the topic of "How to Fascinate: From First Impressions to Lasting Value," 11:30 a.m.–12:45 p.m., on Wednesday, March 12, during IHRSA's 33rd Annual International Convention & Trade Show in San Diego, California. Her presentation is generously sponsored by SPRI. —




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**transform members into promoters—people who are so fascinated by and engaged in their club that they recommend it to others. Do you see a connection with the Fascination System?**

**SH:** Again, it's all about distinct value. If consumers feel that your club is delivering something special, or delivering more than they're paying for, they'll want to join, make use of, and remain members of your club. They'll want to do so even if your club is less conveniently located or more expensive than others. That sort of commitment represents a tremendous advantage.

**CBI:** Well, we're looking forward to hearing more from you in San Diego, but, until then, any parting words?

**SH:** How's this? It's not enough to be the best if nobody notices or cares. You need to fascinate a customer or employee to create an exciting connection. So you need to make a choice—you can either be comfortable, or you can be innovative and fascinate people; you can't do both. In the final analysis, you need to stand out. Otherwise, don't even bother. —

— Jon Feld, [jfeld@inc.com](mailto:jfeld@inc.com)