



# ENCHANTMENT

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## EXECUTIVE BOOK SUMMARY BY JACQUELINE BOUCK

### INSIDE THIS ISSUE:

How to Achieve Likeability	2
How to Achieve Trustworthiness	3
How to Prepare	4
How to Launch	5
How to Overcome Resistance	6
How to Make Enchantment Endure	7
How to Use Push Technology	8
How to Use Pull Technology	9
How to Enchant Your Employees	10
How to Enchant Your Boss	10
How to Resist Enchantment	11
Summary	12

**E**nchantment is an applicable read for any business owner, entrepreneur, or any person who has the desire to make their environment a better place to be.

Kawasaki explains that enchantment is essential for growing a positive environment. Enchanting environments are built on the foundation of trusting and understanding relationships.

The first step is bringing someone to appreciate and want to be with you.

This book gives an outline for creating an environment of enchantment.

It is a personal philosophy that can help you build healthier relationships and make connections where you previously did not think it could be possible. (Billings, 2014)



## WHO IS GUY KAWASAKI?

**G**uy Kawasaki is the chief evangelist of Canva, a graphics-design online service, and an executive fellow at the Haas School of Business at U.C. Berkeley. Formerly, he was an advisor to the Motorola business unit of Google and chief evangelist of Apple. He is also the author of *APE*, *What the Plus!*, *Enchantment*, and nine other books. Kawasaki has a BA from Stanford University and an MBA from UCLA as well as an honorary doctorate from Babson College. (Kawasaki, 2014)



## HOW TO ACHIEVE LIKEABILITY

In order to achieve likeability, the following actions and mind sets need to occur:

### Make Crows Feet

Smiling sends a positive message, conversely, if you do not smile, people often assume you are grumpy, aloof, or angry. Smiling costs nothing, but the gains in which the person feels respected and inspired, is priceless.

### Dress for a Tie

Your dress should not conflict with what you stand for. You do not want to make a statement that you are better than everyone else.

### Perfect Your Handshake

Your handshake needs to include an appropriate verbal greeting; a firm squeeze of the hand; eye contact; and make it no longer than two to three seconds.

### Accept Others

Using the analogy that people are not binary; they are not ones or zeros; smart or dumb; everyone has strengths and weaknesses. Everyone is better than you at something, as well as people are more similar than different. When a per-

son is stressed and unorganized, they may in fact be dealing with a difficult situation. We need to be mindful that it is important to have compassion as opposed to frustration.

### Get Close

It is important to have close proximity and frequent contact with your team. Make it a priority to be visible and a part of their daily lives.

### Don't Impose your Values

The best enchanters savor the differences among people's values and use an inclusive model that embraces people's differences for the productivity of the greater good.

### Pursue and Project Your passions

Pursuing your passions makes you more interesting, and interesting people are enchanting.

### Find Shared Passions

It is a great way to develop relationships. Create ways to bring value to the relational part of the team by creating opportunities for people to gain insight to the personal side of people.

### Create Win-Win Situations

This step is about making

the situation to come out positive. Listen to the needs of each person and determine a solution that will honor everyone's needs.

### Swear

Swearing can arouse attention, demonstrate strength, convey informality, so it can in fact gain acceptance. In order to do this effectively, you need to swear infrequently, only in cases of forehead-smacking hypocrisy, and when the audience supports you. It is advisable to soften your profanity, but there is also a caution that swearing is not without risks.

### Default to Yes

To default to a yes implies you assume people are reasonable, honest and grateful. Saying yes buys you time, enables you to see more options and builds rapport.



*"Has anyone you disliked ever enchanted you? I doubt it. If he did, I doubt the feeling lasted long. This is why the first step of enchantment is to get people to like you. To accomplish this, you'll need to accept others and find something to like in them." (p. xx)*



## HOW TO ACHIEVE TRUSTWORTHINESS

**T**o achieve trustworthiness, strive for the following:

### Trust Others

When people trust each other, they stop playing games, they look beyond temporary problems and expose themselves with less hesitation.

### Be a Mensch

To be a mensch means you are honest, fair, kind, and transparent, no matter whom you are dealing with and who will ever know what you did.

### Disclose Your Interests

It is important that people know what your motivation is so they are not questioning or making assumptions.

### Give for Intrinsic Reasons

When you give for intrinsic reasons you are doing something as an investment in the future – you are paying it forward.

### Gain Knowledge and Competence

Taking this step means going beyond doing what you know, to, knowing what to do. Educating yourself, reflecting for improvement and learning from conversations, all lead to a greater knowledge base and competency.

### Show Up

In simple terms, means to interact with people. Not only through the physical aspect of team, but also through the digital. Replying to emails,

tweets, voicemails are as equally important as face to face.

### Bake a Bigger Pie

It is a philosophy in which you think everyone can win.

### Enchant People on Their Own Terms

When people cannot meet the first goal, support them on the secondary goal.

### Position Yourself

There is significance in making our position clear, short, different, and humble.

### Be a Hero

Learn to endure controversy and stand firm for your principles; and imagine what might happen if you do or don't take action.



*“Has anyone you distrusted ever enchanted you? I doubt this, too. Achieving trustworthiness is the second step. People trust you when you are knowledgeable, competent, make bigger pies and create win-win situations – in short, when you do the right things the right way.” (p. xx)*

Example of James Garner -- given a bad script ...

*“I’ll tell you why: I trust you and trust Juanita and I trust David, and I know if you send me a script that isn’t quite up to what we’re used to doing, it’s because it’s the best you can do that week given pressures that are on you.” .....”So that’s the time that the acting department has to step up and really kick some ass.” (p. 155)*



## HOW TO PREPARE

**T**he qualities of a great cause, as well as the ground work, are necessary to create success.

### Do Something Great

The qualities of a great product that leads to greatness are:

**Deep:** Anticipate what your customers needs

**Intelligent:** Solve people's problems in smart ways

**Complete:** Include service, support, and a string of enchantments

**Empowering:** Enables to do old things better and to do new things you could not do at all

**Elegant:** Someone cared about the user interface and experience.

### Conduct a "Pre-mortem"

You need to prevent death rather than explain it after the fact. For this to happen identify the problems before they occur, heighten sensitivity to early warning signs, and ask team members to critique the ongoing project.

### Set Yourself Up for Success Create a Checklist

If you create smooth paths for people, your motives are pure, and you make it easy to do the right thing; people will not disappoint you.

### Make it Short, Simple, and Swallowable

These type of messages enchant people because they can understand what is being said therefore it lends to no misunderstanding or wrong interpretations.

### Remove the Fences

Expose the team to well-known products and services from well-known companies so they are able to adopt them into their practice.

### Provide a Default Option

When giving people options, default the option that is most beneficiary to them but also allow them to opt out.

### Establish Goals

People who are enchanting clearly explain their wishes.

This process helps people take action because there is a plan; it respects people's time; and it communicates that you know how to get things done. This motivates people because it enables them to see the progress they are making and feel a sense of accomplishment.



*"Great products, services, organizations, and ideas are enchanting. Crap is not. Preparing to enchant people requires creating something that is great, communicating it in short, simple and swallowable terms and working your butt off to get it to market before your competition." (p. xxi)*



## HOW TO LAUNCH

**L**aunching requires you to:

### Tell a Story

Facts do not create enchantment, whereas faith can move mountains. To create faith, it needs a story to bring meaning and inspire a belief that each person can carry out their own ideas.

### Immerse People

Allow your team to experience what you want through audio and/or video and get as close to the real experience as possible. You want to create a familiarity in which the person is only focused on the experience at that moment.

### Promote Trial

Enable hands-on trial that is easy, immediate, concrete, and reversible.

### Prime the Pump

Create an environment in which the person is drawn to act. For example, stores who play Christmas music creates a mood for shopping for presents.

### Plant Many Seeds

The theory behind this strategy is that if your cause pleases the person, they will influence others to adopt it as well.

### Ask People What They're Going To Do

The benefits of asking allows you to know where you stand so you can make any revisions necessary, and allows the person to commit to you so they live up to their word.

### Reduce the Number of Choices and Increase the Number of Choices

According to research, sometimes more choices lead to dissatisfaction because people start to second guess their choices. The art is determining what is best for your situation.

### Illustrate the Salient Point

Salient points take facts and incorporate them into the decision making process.

### Present the Big, Then the Small Choice

If you can get people to agree to small favors now, they are more likely to grant you big favors later.

### Get Your First Follower

The first follower brings credibility to the leader and the ripple effect transfers to the others on the team.



*“Great enchanters ship. This is what Richard Branson and Steve Jobs do better than anyone else. Ever. Launching your cause involves immersing people in your cause, getting them to at least try it, and recruiting your first followers to help spread the word.” (p. xxi)*



## HOW TO OVERCOME RESISTANCE

Once the initial launch has transpired, there will be resistance, thus the following points explain how you will be able to get more people on board.

### Why People Are Reluctant

It is important to know what the sources of reluctance are. For some it is a case of inertia in which the ones who were at rest in the beginning, remained at rest; others it is the scare of having too many options or making a mistake; some may lack role models to copy; and last but not least, the new idea might just simply suck and reluctance is justified.

### Provide Social Proof

To keep people enchanted about the product, it is important to show people embracing your cause. When people see other people doing something then it must be okay.

### Create the Perception of Ubiquity

This concept occurs when the idea is so common among the group, it becomes the example used when asked to illustrate something. For example, when asked about white corded headphones, the common response was iPods. Thus iPod being the ubiquity.

### Create the Perception of Scarcity

Depending on the product, your strategy might be to emphasize the limited availability. People assign more value to something they think is scarce.

### Show People Your Magic

Showing people what you do creates an interest and people are more likely to buy your product or join your cause.

### Find One Example

To get people to move into action rather than tuning out, it is key to use images, numbers, and/or tell stories. When people have examples they are apt to buy in.

### Find a Way to Agree

When you find a way to agree, you are more likeable, thus the other person is more likely to be enchanted and not resist.

### Find a Bright Spot

Focusing on what is already going well lends to positive thoughts to either leave as is, or the desire to make it even better.

### Assign a Label

Let people know how you feel about them. It is known that labeling causes individuals to fulfill the prophecy applied to them.

### Use a Data Set to Change a Mind Set

Data is a powerful way to illustrate gains or losses to change people's minds.

### Incur a Debt

Once a person has helped you, they are more likely to help you again.

### Enchant All the Influencers

It is vital to expand enchantment to all the stakeholders that surround the person you are wishing to enchant. The work of the collective is always more powerful than any one person can ever be.

### Frame thy Competition

To attack the competition is counterproductive, therefore it is critical to determine areas in which the competition is superior. Embrace the differences and promote the strength of your product.

### Control the Haptic Sensations

Find ways to create comfort while people performing duties or engaging in conversations.

### Remember Charlie

When people's resistance is great, remember that despite the odds that the world has set in front of you, persistence and help from others can help your desires be carried out.



*"People often accept "good enough" products and services because they are busy or don't know better. You will encounter resistance to change in these situations. The way to overcome resistance is to provide social proof find a way to agree and enchant all the influencers." (p. xxi)*



## HOW TO MAKE ENCHANTMENT ENDURE

**I**n order to make enchantment endure, you need to realize it is not an event but rather a process that requires constant care and attention. Using the following guiding principles will help you keep the momentum going forward.

### Strive for Internalization

This means people do things within a company because they want to do it. They do are not doing it because they are being coerced or the desire to please anyone. Caution, it is the hardest level to achieve.

### Separate the Believers

In launching a new idea, companies often start new units to create an independent business. The separation of the believers from the non-believers contributes to the success of the product.

### Push Implementation Down

In order to make enchantment last, you should not only focus on the leaders but also the middles and the bottoms of the organization.

### Use Intrinsic Methods

Money is not nearly as good of a motivator as having a great cause.

### Invoke Reciprocity

When doing good for others, do not hesitate to ask for a favor in return. The person is relieved, as it is a way of taking away the pressure of repaying the debt.

### Catalyze Commitment and Consistency

Make it a priority to show how commitment creates another reason to honor them.

### Build an Ecosystem

Create a team in which people help each other because the success of them as an individual is intertwined with others.

### Diversify the Team

People with diverse backgrounds and perspectives keep the cause fresh and relevant. Each person has a strength that contributes to the good of the group.

### Promote Spreadability

Encourage buyers to spread it regardless of the method.

*Next Time,  
Try.....*

*Replacing  
“You are  
welcome,” with,  
“I know you  
would do the  
same for me.”*

*Not only does  
it exhibit value  
towards the  
other person  
but it also  
builds your  
relationship.*



*“Enchantment is a process, not an event. You want your efforts to endure, and this requires that people internalize your cause, reciprocate, and fulfill their commitments. It also helps to build an ecosystem of resellers, consultants, developers, and user groups around your cause.” (p. xxi)*



## HOW TO USE PUSH TECHNOLOGY

**U**sing technology through presentations, emails, and twitter, can be extremely effective for enchanting people. No matter what the means of communication is, there are a few general principles that can create the climate you are seeking.

### Engage fast

When people contact you, respond within a day.

### Engage many

Treat everyone as equal. You never know, the nobodies of the world are the new somebodies.

### Engage often

Remember enchantment is a process, keep engaging others even it seems there is little value in doing so.

### Use multiple media

Text is the basic means, so up your message by incorporating pictures, video, live chats and audio.

### Provide value

Pass along content that is useful in inspiring, has per-

sonal insight, and/or offers advice and assistance.

### Give credit

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; and assume everything you do is public and permanent.

### Accept diversity

Keep your outlook broad and flexible; and agree to disagree.

### Don't take any crap

If you think someone is an asshole, most people who are silently observing think so too.

### Limit promotion

Use the guideline that no more than five percent of your tweets, posts and updates are promotional.

### Disclose your conflicts

It is the honest thing to do and it will endorse the causes that interest your

team.

**W**hen using specific means of communication, the following are pointers to consider:

### Presentations

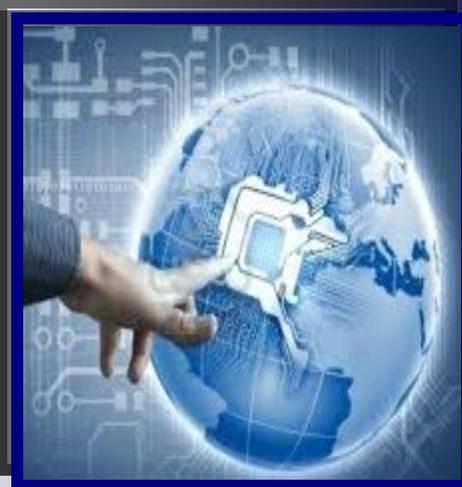
Customize the introduction; sell your dreams, not your product; dramatize; practice your presentation; and speak to many groups.

### Emails

Start by getting an email address that incorporates your organization; personalize the subject line; keep it to six sentences; minimize attachments; and ask for something concrete.

### Twitter

Twitter is one of most powerful enchantment tools. To improve your twitter, spruce up your photo; provide a descriptive profile; repeat your tweets; engage people manually; promote your cause; and make it personal.



*“Have you ever wondered how to use PowerPoint, Twitter, and email to push out information? These products can enable you to bring your story to the people you want to enchant. This chapter explains how to do this using the latest technology.” (p. xxi)*



## HOW TO USE PULL TECHNOLOGY

**P**ull technology refers to how to pull people in through technology means such as your website, blog, Facebook, LinkedIn or Youtube pages. Some points that you will want to keep in the forefront to enchant others are:

### Provide good content

Make your content appeal to the people who you are trying to enchant.

### Refresh it often

Ideally you should refresh it every two to three days.

### Skip the flash

Let the people get right in to your content on your website.

### Make it fast

There is no excuse not to have your web site or blog to load in a few seconds.

### Sprinkle graphics and pictures

Graphics and pictures make your website interesting.

### Provide a FAQ

It saves your visitors the hassle of searching for the information.

### Craft an About page

Visitors should never have to wonder what your organization does and why you do what you do.

### Help visitors navigate

Using a site map helps people understand the layout of your website.

### Introduce the team

People want to know the faces of the organization, not just the product.

### Optimize visits for various devices

Create various versions so people can access your site from a laptop, desktop or mobile phone.

### Provide multiple methods of access

Use multiple methods such as website, blog, email lists, Facebook pages, and Twitter feeds to engage people.

### Consider Facebook

The membership is large and the platform has the capacity for commenting, posting photos/videos, and sharing functionality.

### Consider LinkedIn

Facebook is intended for socializing, whereas LinkedIn is intended for making business connections.

### Consider YouTube

Youtube provides three powerful ways to make people share your videos through embedding on other websites; sharing links on Facebook and Twitter; and by emailing the links.



*“In addition to push technology, there’s pull technology. In this case, you bring people to your story instead of bringing your story to people. This chapter focuses on using websites, blogs, Facebook, Linked-in and YouTube to enchant people and encourage them to come to you.” (p. xxii)*



## HOW TO ENCHANT YOUR EMPLOYEES

**T**he following are ways in which you can enchant people who work for you so they can, enchant others.

### **Provide a MAP** (Mastery-Autonomy-Purpose)

People want to improve their skills, have management believe they are competent and know what they are doing is making a difference.

### **Empower Them to Do the Right Thing**

Trust your employees to make responsible decisions that delight your customers.

### **Judge Your Results and Others' Intentions**

As you work with your team, you want to be harsher on yourself and embrace the good intentions of others even if they did not reach what they intended.

### **Address Your Shortcomings**

Take the time to find out what employees consider your shortcomings as they might be impeding their work. Not only does this provide an opportunity for growth but it also sets an example for others.

### **Suck It Up**

Realize that you cannot be perfect, and people generally do not intentionally make two mistakes in row.

### **Don't Ask Employees to Do What You Wouldn't Do**

This is an effective way to increase your credibility and loyalty.

### **Celebrate Success**

Celebrating success is a powerful to overcome losses. Be cautious not to waste money; be fun and cool,; not extravagant and

awesome.

### **Find a Devil's Advocate**

This priority sends the message that management is not only open to contrary ideas and perspectives; but they also want to hear the voice of the disenchanted employees so they can make necessary steps to improve.

### **Listen to Brother Bob**

Embrace the 12 characteristics from Bob Sutton as a leader that highlight the beliefs of good bosses.

### **Tell Them You Want Them**

Make sure the employees know they are valuable and appreciated so there is no doubt they want to return every day.

*"Enchantment is not only an outbound activity, buy one that you should direct at your employees, too. If you provide them with the opportunity to master the skill, the autonomy to work independently and the chance to realize a positive purpose, you can enchant your employees." (p. xxii)*

*"Imagine working for someone you've enchanted. The benefits include freedom, flexibility, money and mentoring. Enchanting your boss requires reprioritizing your efforts to make her successful – but the outcome is worth it." (p.xxii)*

## HOW TO ENCHANT YOUR BOSS

**T**he following are recommendations as to how you need to make these points a priority to enchant your boss.

### **Make Your Boss Look Good**

In the boundaries of ethics and morality, when your boss looks good, you look good.

### **Drop Everything and Do What Your Boss Asks**

You may think see the big picture, but you do not see the boss' big picture.

### **Underpromise, Overdeliver**

For example, when the sign

states it will be a 20 minute wait and you get on in ten minutes, you are very happy.

### **Prototype Your Work**

Construct a quick outline, show your boss to catalyze a discussion of options.

### **Show and Broadcast Progress**

Show progress without antagonizing other people by showing facts, crediting everyone involved, letting other people announce, and remembering to make

your wins your boss'.

### **Form Friendships**

Positive results happen for people who have friends in the workplace.

### **Ask for Mentoring**

You will get the benefit of the help from your boss and you will also flatter him or her by asking.

### **Delivery Bad News Early**

In delivering bad news, do not blame anyone, and show up with ideas to fix the problem.



## HOW TO RESIST ENCHANTMENT

**T**he better you understand how to resist enchantment, the better the enchanter you will be. The steps that need to be taken are:

### Avoid Tempting Situations

Keep in mind the “Dopeler effect” which is defined as the tendency of stupid ideas to seem smarter when come at you rapidly. Avoid situations that may tempt you into doing something that is not in your best interest.

### Look Far Into the Future

Consider the impact of the current action will make a year or more from now. If the benefits look good, then proceed.

### Know Your Limitations

Become aware of your limitations of knowledge and exercise the perspective of your devil’s advocate to lead you to make sound and informed decisions.

### Beware of Pseudo Salience, Data and Experts

The problem is, people tend to believe experts even if they are wrong. Exercise caution when groundbreak-

ing too good to be true attractions come your way.

### Don’t Fall for the Example of One

Make sure when you are making decisions, do your research. Do not rely on the resource of one.

### Defy the Crowd

The power of social acceptance can be valid if it meets the criteria of diversity, everyone’s opinion is considered; and incentives are given to those people with insights to participate. Keep in mind, the wisdom of the crowd is not always what it is cracked up to be.

### Track Previous Decisions

When making similar decisions as before, reflect what happened to prevent repeated mistakes.

### Let Yourself Be Enchanted in Small Ways

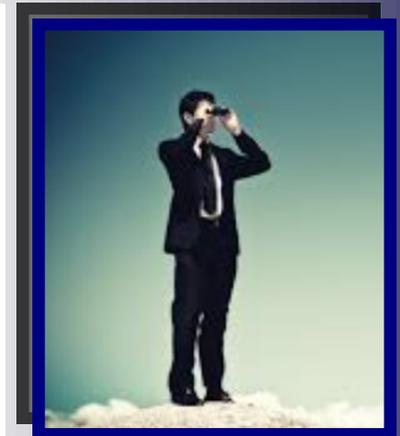
By allowing your guard to be down on small things, you are able to save your energy for the big battles. The objective is to be able to distinguish between the two.

### Create a Checklist

When faced with an en-

chanting proposition, here are some critical factors to consider:

- If I wait an week or a year, will this still be a good decision?
- Have I done the research on the reviews?
- I am fully aware of the total cost of the decision?
- Is the decision free from harm to people or the environment?
- Is the decision unethical or sets a bad example for my children?
- If no one could see what I was doing, would I still be doing it?
- If everyone could see what I was doing, would I still be doing it?



*“Not every enchanting person has your best interests at heart. Resisting enchantment, therefore, is a valuable skill that requires avoiding tempting situations, looking far into the future and finding a devil’s advocate. After reading this chapter, you may even be able to resist Apple’s products.” (p. xxii)*





# How to Achieve Enchantment

The Art of Changing Hearts, Minds and Actions

## How to Achieve Likability

- Make crow's-feet
- Dress for a tie
- Perfect your handshake
- Default to "yes"



## How to Achieve Trustworthiness

- Trust others
- Disclose your interests
- Give for intrinsic reasons
- Bake a bigger pie

## How to Prepare

- Do something great
- Conduct a "premortem"
- Make it short, simple, and swallowable
- Remove the fences



## How to Launch

- Tell a story
- Promote trial
- Plant many seeds
- Illustrate the salient point



## How to Overcome Resistance

- Provide social proof
- Show people your magic
- Find a bright spot
- Enchant all the influencers



## How to Make Enchantment Endure

- Strive for internalization
- Push implementation down
- Invoke reciprocity
- Build an ecosystem



## How to Enchant Your Employees

- Provide mastery, autonomy and purpose
- Empower them to do the right thing
- Judge your results and others' intentions
- Suck it up



## How to Enchant Your Boss

- Make your boss look good
- Drop everything and do what your boss asks
- Underpromise, overdeliver
- Prototype your work



## How to Use Technology

- Remove the speed bumps
- Provide value: information, insights and assistance
- Engage fast, many and often
- Use 10 slides in 20 minutes with a 30-point font



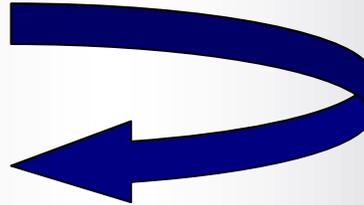
## How to Resist Enchantment

- Avoid tempting situations
- Look far into the future
- Create a checklist
- Let yourself be enchanted in small ways



## Edsall-Kerwin's (2014)

## Visual Summary



### Questions:

1. How will you apply the knowledge from this book to your organization?
2. What component of the book do you need to make a concentrated effort in attaining? Who and what supports will you need to achieve the goal?
3. Draw up an action plan including timeline, support, and an evaluation to incorporate the foundational points of this book.

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