

**BRIAN TRACY
+ RON ARDEN**

MORE THAN
50,000
COPIES SOLD

**THE POWER
OF CHARM**

**How to win
anyone over in
any situation**

THE Power OF Charm

How to Win Anyone Over in Any Situation

Brian Tracy and Ron Arden

AMACOM

American Management Association

New York • Atlanta • Brussels • Chicago • Mexico City • San Francisco
Shanghai • Tokyo • Toronto • Washington, D. C.

Special discounts on bulk quantities of AMACOM books are available to corporations, professional associations, and other organizations. For details, contact Special Sales Department, AMACOM, a division of American Management Association, 1601 Broadway, New York, NY 10019.
Tel.: 212-903-8316. Fax: 212-903-8083.
Website: www.amacombooks.org

This publication is designed to provide accurate and authoritative information in regard to the subject matter covered. It is sold with the understanding that the publisher is not engaged in rendering legal, accounting, or other professional service. If legal advice or other expert assistance is required, the services of a competent professional person should be sought.

Library of Congress Cataloging-in-Publication Data

Tracy, Brian.

The power of charm : how to win anyone over in any situation / Brian Tracy and Ron Arden.—1st ed.

p. cm.

Includes index.

ISBN 0-8144-7357-1

1. Interpersonal relations—Handbooks, manuals, etc. 2. Interpersonal communication—Handbooks, manuals, etc. 3. Charm. I. Arden, Ron. II. Title.

HM1106.T73 2006

646.7'6—dc22

2005033866

© 2006 Brian Tracy and Ron Arden
All rights reserved.
Printed in the United States of America.

This publication may not be reproduced, stored in a retrieval system, or transmitted in whole or in part, in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior written permission of AMACOM, a division of American Management Association, 1601 Broadway, New York, NY 10019.

Printing number

10 9 8 7 6 5 4 3 2 1

We dedicate this book to our wonderful wives,
Nicky and Barbara, the two finest women
in the world, without whose patient
listening we could never have become so
successful at speaking. You are the
most charming women of all.

Contents

Introduction	1
CHAPTER 1 What Is Charm?	3
CHAPTER 2 Charm in Action	5
CHAPTER 3 What Charm Can Do	8
CHAPTER 4 How to Charm Anyone	11
CHAPTER 5 The Magic of Listening	16
CHAPTER 6 Charming a Woman	22
CHAPTER 7 Charming a Man	26
CHAPTER 8 Charming from the Inside Out and from the Outside In	30
CHAPTER 9 The Power of Attention	35
CHAPTER 10 The First Signal: Eye Contact	38
CHAPTER 11 The Second Signal: The Flick	41
CHAPTER 12 The Third Signal: Head Tilts	44
CHAPTER 13 The Fourth Signal: Head Nods	47
CHAPTER 14 The Fifth Signal: Whole Body Language	50
CHAPTER 15 The Sixth Signal: Body Language to Avoid	54
CHAPTER 16 The Seventh Signal: Vocal Reassurances	59
CHAPTER 17 The Eighth Signal: Verbal Reassurances	61
CHAPTER 18 Practice Being Charming with Friends	63

CHAPTER 19	Be Careful with Advice	67
CHAPTER 20	The Power of Patient Listening	70
CHAPTER 21	Be Quick to Smile and Laugh	72
CHAPTER 22	Be Quick to Praise	75
CHAPTER 23	Use the “Act as If” Principle	78
CHAPTER 24	What You Say and How You Say It	83
CHAPTER 25	The Look-Aside	86
CHAPTER 26	The Art of Speaking Slowly	88
CHAPTER 27	The Eloquence of Silence	92
CHAPTER 28	Excessive Fillers Are Charm Killers	95
CHAPTER 29	Charming People with Your Voice	97
CHAPTER 30	Be a Charming Conversationalist	101
CHAPTER 31	Steer the Conversation	104
CHAPTER 32	Do Your Homework	107
CHAPTER 33	Keep the Ball in Their Court	112
CHAPTER 34	Don’t “Kill the Ball”	115
CHAPTER 35	Get in Step with the Other Person	118
CHAPTER 36	Practice Makes Perfect	121
CHAPTER 37	Translate Skill into Art	123
CHAPTER 38	Now You Have to Do It!	125
CHAPTER 39	Roll Out the Charm	127
SPECIAL BONUS SECTION:		
	The Power of Charm on the Telephone	129
Index		135
About the Authors		137

Introduction

You must have this charm to reach the pinnacle. It is made of everything and of nothing, the striving will, the look, the walk, the proportions of the body, the sound of the voice, the ease of the gestures. It is not at all necessary to be handsome or to be pretty; all that is needful is charm.

—SARAH BERNHARDT

Fully 85 percent of your success in business and personal life will be determined by your ability to communicate effectively with others. “Social intelligence,” or the ability to interact, converse, negotiate with, and persuade others, is the most highly paid and respected form of intelligence you can have, and this intelligence can be developed.

You can learn to be a warm, friendly, likable, and *charming* individual just by practicing some of the communication methods and techniques used by the most influential and effective people in our world today.

The “secrets” of great communicators are not secrets at

all. They are simply proven methods of interacting with others in a way that makes them open to you and receptive to your message. As a result, they are more willing to be influenced by you, to buy from you, to enter into business and personal relationships with you, and to think of you in positive terms.

Your ability to be charming, to be a genuinely likable and pleasant person, will likely open more doors for you than any other quality. The more people like you and think of you warmly, the more they will want to see you, listen to you, be in your presence, and invite you into theirs.

In the hundreds of speeches we've given and to the thousands of people we've trained, we have repeatedly said, "The most valuable commodity in the world isn't gold or diamonds—it's charm." Your reputation, how people think and talk about you when you are not there, is your most valuable personal and professional asset. It is the sum total of the impression you make on others when they spend time in your presence.

By learning the simple truths about charm and practicing the techniques that follow, you can dramatically improve the effectiveness and enjoyment of your interactions with all others, starting with your family and extending to everyone you meet.

You will be more successful, earn more money, get promoted faster, make more sales, prevail in more negotiations, and be more persuasive and influential with everyone you meet.

What Is Charm?

*When John F. Kennedy flashed his smile,
he could charm a bird off a tree.*

—SEYMOUR ST. JOHN

Listen to the description of charm by someone who did not expect it and may have been resistant to its effect before succumbing:

... [H]e projected a totally 'in the moment' focus on each person he met.... [H]e exuded warmth; he seemed a man genuinely interested in liking you, and not concerned with whether or not you liked him. How much of that was genetic and how much developed I can only speculate. All I know is that I was, in that brief moment of meeting, totally charmed by a person I neither agreed with nor even expected to like.

These remarks are by professional speaker Mark Sanborn, commenting on meeting President Bill Clinton.

When we refer to charm, we're not talking about table manners, good looks, or being a snappy dresser; we're talking about something much more profound. True charm is something that goes beyond mere appearance. It's that ability some people have to create extraordinary rapport that makes others in their presence feel exceptional. Charm has an engaging quality to which we respond powerfully and emotionally, almost instinctively.

Nature or Nurture?

You might be saying to yourself, "But you have to be born with charm, and if you're not, you're out of luck!" We used to believe that too, but in all the many years that we have researched, experimented with, and taught the art and craft of person-to-person communication, we have found much evidence to the contrary.

There's no question that some people are naturally charming, which gives them an advantage. But charm is not some mystical ingredient that is found in our genes. Charm is the result of using specific skills that most of us know little or nothing about. This means charm can be learned.

In the pages ahead, you will learn how to become a completely charismatic person, exerting a magnetic attraction and influence on the people you meet.

Your Tools for Charming Others

From now on, think about charm as a personality quality and skill you can develop by doing the things that charming people do and being the kind of person that charming people are.

Charm in Action

*Charm: A quality that exerts an irresistible
power to please and attract.*

—THE DICTIONARY

Ron Arden relates this personal story as a testament to the power of charm:

It was back in the seventies that my awareness of the power of charm really took root. A friend of ours in Los Angeles phoned to invite my wife Nicky and me to a reception for Ivan Berold and his wife Maryanne. They had recently arrived here from South Africa. Ivan, a handsome devil and a good actor and friend, is someone I had known during my theater days in South Africa.

We arrived at their home that Saturday afternoon and

joined the crowd in the garden. People were milling around the bar and, of course, Ivan and Maryanne. We greeted each other warmly and then the four of us proceeded to “fill up” at the inviting buffet tables.

Later that afternoon I saw Nicky and Ivan talking to each other, and I noticed that my dear, normally level-headed wife seemed entranced by him. I thought, “What on earth is going on? She’s behaving like a teenybopper.” An irrational pang of jealousy shot through me and I hurried over to join them.

The Power of Fascination

Soon after, I said to Nicky, “What is so fascinating about Ivan that you looked mesmerized by him?”

She thought for a moment and said, “When he speaks to you, it’s as though you’re in a cocoon with him. No one exists in the world for him but you. And when he listens, he listens as though every word you say is important and needs his undivided attention.”

When I thought about it, I realized she was absolutely right. Ever since I’ve known him, he has displayed that same quality when he’s with anyone. He radiates charm continuously. That’s why Ivan is very much a lady’s man and very much a man’s man, too.

A Lifelong Interest Leads to These Simple Rules

Though this event happened more than twenty years ago, I remember it like it was yesterday. As my dear wife reminds me, my first deep interest in charm seemed to happen about then.

And my interest grew. I set about studying and identifying the behaviors that all people of charm use. I questioned many of these individuals to get an idea of how they feel about their impact on others. One of the fascinating things I discovered was that those who charm get great pleasure in giving others pleasure.

I set about reducing what I had learned into identifiable and manageable lessons, each lesson having its own set of simple rules and techniques that are easy to understand and just as easy to learn and to do.

Brian Tracy and I have successfully trained many others to use these skills, whether for professional or social reasons, and now you, too, can learn how to control the dynamics of your own impact on people. Once you discover how to wield the power of charm, you'll have at your disposal one of the most valuable elements for success—how to make people feel like a million.

Your Tools for Charming Others

Think of the most charming person you know. Observe the person's behavior. Try to identify what he does when being charming. Watch the effect it has on others and use what you observe and learn as motivation to become, in your own way, just like your model—charming, persuasive, and admirable.

What Charm Can Do

Charm is captivating. Just as the petals of a flower unfold and open to the warmth and light of the sun, so do we unfold and open to the enchantment of charm. Charm acts as the Great Attractor, drawing us toward its magnetic source.

—THOKOZA, A 20TH CENTURY WISE WOMAN

Those who have charm usually get listened to and often get extra chances. They are given opportunities others may never get. They can be forgiven for things others would be crucified for. They will be told things that others may never hear. People make excuses for them, go out of their way for them, and always give them the benefit of the doubt. Let's face it, you probably know someone who

has reached you in a very compelling and profound fashion. If so, you've been on the receiving end of someone's charm offensive.

Feeling Like a Million

At some time or another, we've all met someone who has the talent to sweep you away with their charm. They seemed to truly like you. They valued your opinion. They devoted all of their attention to you and nobody else. When they were with you, no one but you existed for them, no matter who else was around. They made you feel as though you were the most fascinating and important person they'd ever met. You totally suspended critical judgment for the pleasure of their company. Do you remember how wonderful you felt? I bet you felt like a million.

Think what *power* there is in being able to make somebody feel wonderful about himself. It's unlimited! Great political leaders nurture it, successful businesspeople cultivate it, and famous entertainers exploit it. Nearly everyone who deals with people can benefit from charm, and anyone wanting to climb the ladder to success should develop it.

Anytime? Anywhere?

What if you were able to create that special feeling for others anytime, anywhere? How valuable do you think that gift might be in your personal life and your business world? Absolutely priceless, believe me. When you have the power to make people feel special, the rewards are usually close behind.

Your Tools for Charming Others

Decide today that you are going to develop the power of charm and practice it in your relationships with others. This decision will open you to all the things you can do to make other people feel wonderful about themselves.

Measure your current “charm quotient.” Give yourself a grade from one to ten on how charming you believe you are already, with ten being “excellent.” Then ask someone you know to grade you as well. Whatever number that person assigns to you is the *true* measure.

Now you are ready to begin transforming yourself into a genuinely and powerfully charming person.

How to Charm Anyone

*They don't care how much you know until
they know how much you care.*

—LOU HOLTZ

P sychologists tell us that the core of personality is self-esteem. This has best been defined as “*how much you like yourself.*” Your self-esteem is the sum total of how important and valuable you feel you are at any moment.

Human beings are intensely emotional. They make decisions emotionally and then justify them logically. People are powerfully affected by their emotional environment, especially the behavior of other people toward them.

From infancy, you are conditioned to be hypersensitive to the actions and reactions of your parents toward you. Often, the dynamics of these early exchanges set you up for life in your relationships with others.

Almost everything you do involving others is either to bolster your self-esteem, your inner sense of well-being, or to protect it from being diminished by other people or circumstances.

The Secret of Charm

The deepest craving of human nature is the need to feel valued and valuable. The secret of charm is therefore simple: *make others feel important.*

Five Ways to Be Charming

The more important you make people feel in your presence, the more charming they will perceive you to be. Fortunately, we know how to make people feel wonderful about themselves. These key behaviors can be summarized in the five As: acceptance, appreciation, approval, admiration, and attention.

1. *Acceptance.* The greatest gift that you can give other people is the attitude of “unconditional positive regard.” That is, you accept them in their entirety, without limitation. You never criticize or find fault. You are totally accepting of everything about them, as if they were a miracle of nature. This is the starting point of being charming.

And how do you express complete acceptance? It is simple. You smile! When you smile with happiness at seeing people, their self-esteem jumps automatically. They feel

happy about themselves. They feel important and valuable. And they like the person who is making them feel this way. They find you to be charming, even before you open your mouth.

2. *Appreciation.* Whenever you express appreciation to others for something they have done, small or large, their self-esteem increases. They feel more valuable and important. They feel more competent and capable. Their self-image improves and their self-respect soars.

And how do you trigger this wonderful feeling in others? It is simple. You say “thank you” on every occasion, for any large or small reason. You make a habit of thanking everyone in your world for everything they do. Thank your secretary for her work. Thank your spouse for his help. Thank your children for anything they do that you appreciate.

Here is the double payoff: Whenever you smile or say thank you to another person, not only does that person’s self-esteem and feeling of importance jump, but so does *yours*. You actually like yourself more every time you do or say anything that causes other people to like themselves more.

And the more you like yourself, the more you will genuinely like and care about others. The more you like yourself, the less concerned you will be about whether you are making a good impression, and the more naturally charming you will become.

3. *Approval.* It is said that “babies cry for it, men die for it.” Throughout life, all humans have a deep subconscious need for approval of their actions and accomplishments. No amount of approval ever satisfies for long. The need is ongoing, like the need for food and rest. People who con-