

of play, poker is an intimate understanding of human nature, and the secrets of *Mystique*.

Limiting information can be a valuable tactic for any professional. For some, it's a full-time pursuit. Jeff "Happy" Shulman is an expert in *Mystique*—and a world-class poker player. To achieve his impressive winnings, he's spent much of his life mastering *Mystique*, and observing rather than telling.

A Million-Dollar Drop of Sweat

Under conditions of stress, the human body responds in predictable ways: increased heart rate, pupil dilation, perspiration, fine motor tremors, tics. In high-pressure situations, such as negotiating an employment package or being cross-examined under oath, our bodies give us away, no matter how much we might try to play it cool. We broadcast our emotional state, just as Marilyn Monroe's voice broadcast passion.

We each exhibit a consistent pattern of stress signals. For those who know how to read such cues, we're essentially handing over a dictionary of our body language. To an expert eye, it can be easy to predict our thoughts, fears, and actions.

Tournament poker is no longer a game of cards, but a game of interpretation, masking impulse, and self-control. In an interview, Happy says that memorizing and recognizing your opponent's nuances can be more decisive than luck or skill. Imperceptible gestures can reveal a million dollars' worth of information. Players call these gestures "tells."

With a tell, a player unintentionally exposes his thoughts and intentions to the rest of the table. The ability to hide one's tells—and, conversely, to read the other players' tells—offers a massive advantage.

Happy spent his career learning how to read these tells. "If you know what the other player is going to do, it's easier to defend against it," he says. Like others competing at his level, Happy

might prepare for a major tournament by spending hours reviewing tapes of his competitors' previous games in order to instantly translate their tells during live competition.

In other words, the more information you gain, and the less you reveal, the greater your control of the situation.

Poker players are fascinated by one another, obsessed even, in their quest for clues. Since they can't look at one another's cards, they have to hunt for any available information. At the same time, they're hiding information about themselves.

Away from the poker table, brands use *Mystique* the same way. They carefully watch (or rather, listen to) their customers. Unlike Passion brands, which can become chatty, *Mystique* brands will never be accused of overcommunicating. They selectively reveal strengths and rarely reveal weaknesses. As a result, their audiences search for information to answer their questions and predict their behavior, much like the way poker players compete to seek every morsel of information on their opponents.

The Invisibility Cloak

Mystique can act like a stealth tool, allowing you to selectively fly under the radar. It's like Harry Potter's invisibility cloak, allowing the wearer to move around without being noticed. You might use *Mystique* if you don't want the competition to be sorting through which patents you've filed, or what proprietary intellectual property you keep hidden in the vault. You might want to keep a low profile during a time of controversy, or while beta-testing a new system.

But more likely, you'll apply this form of witchcraft as a *visibility* cloak instead, wrapping your brand in fascination.

Finger-Lickin' Fascinating

Colonel Sanders, as you might recall from the company's advertising, uses "eleven secret herbs and spices" in KFC chicken. These