

one of the highest-rated restaurants in terms of the food. The *Zagat* description, however, clearly calls out its infamous reputation: "Makes the Soup Nazi look polite." A *Wall Street Journal* article by reporter Katy McLaughlin described its *omakase* tradition, which means "trust the chef," explaining that some consumers go because they think they're getting an authentic meal. But as the psychologist David Stewart explains in the article, "people value praise more when it comes from people who don't give it out easily." People go to these restaurants in search of both "modest risk" and "approbation," Stewart says, "perhaps in the form of an uni handroll."

When I lived in LA, one of my favorite restaurants was Sushi Sasabune. More a fluorescent-lit, dingy greasy spoon than a sushi mecca, it has yellowed handwritten signs on the walls that say threateningly, "No California roll. No bowl of rice." (These are typical favorites of sushi newbies.) Instead of having a name tag, every waiter's shirt simply says, "Trust me." This was an order, not a request. Chefs occasionally yell at customers for making poor choices, and they kick out a certain number of patrons each month to keep it interesting. This power play wouldn't work if the food couldn't live up to the hype, but this sushi is so fresh it almost bites back.

Can you persuade others to obey you? Yes, you can. And if you use domination as keenly as the Sushi Dictators do, you'll even be tipped extra for it.

What Is "Power"?

One of the hardest tasks of leadership is understanding that you are not what you are, but what you're perceived to be by others.

—EDWARD L. FLOM

Power takes the alpha stance. It strengthens, earns respect, motivates, and guides action. Used intelligently and selectively, Power strengthens your reputation as a leader and earns respect. Power

brands can serve as role models, even beacons within their category. With a strong point of view and a self-assured stride, these brands show us the way without pulling over to ask for directions.

POWER: THE LANGUAGE OF CONFIDENCE

Power leads the way with authority and confidence. Power always has a plan, moves with purpose, and reaches its goals.

The Top Traits of Power

Assertive. Goal oriented. Decisive. Purposeful. Opinionated. These are some of the adjectives that describe your brand when you speak the language of confidence. As you develop messages, make sure that these traits fit your tone and attitude. To learn more, turn to the next page.

How Power Fascinates

Power is the difference between thinking and knowing. Power brands lead the pack, setting the tone of the business discussion.

Under the influence of extreme Power, individuals have little choice. Their behavior is controlled by someone (or something) else. People obey because they must, as a matter of survival. Classic example: the iron-fisted hand of a Communist regime. You'll work hard, and you'll like it!