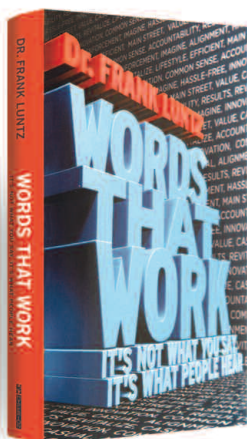


SOUNDVIEW  
**Executive Book Summaries®**



By Dr. Frank Luntz

**It's Not What You Say, It's What People Hear**

# WORDS THAT WORK

## THE SUMMARY IN BRIEF

*Why are some people better than others at talking their way into a job or out of trouble? What makes some advertising jingles cut through the clutter of our crowded memories? What's behind winning campaign slogans and career-ending political blunders? Why do some speeches resonate and endure while others are forgotten moments after they are given?*

*The answers lie in the way words are used to influence and motivate, the way they connect thought and emotion.*

*In this summary, language architect and public opinion guru Dr. Frank Luntz raises the curtain on the craft of effective language and offers priceless insight on how to find and use the right words to get what you want out of life.*

*Luntz draws much from his experience in the political arena, and he has played in a role in how we describe various current issues. For example, it was Luntz who turned the term "estate tax" into the more politically charged "death tax." He also reframed "drilling for oil" into "exploring for energy." In his book, Luntz explains how these subtle shifts in word usage can mean the difference between success and failure.*

*Whether your goal is to boost company sales, win political office, inspire your employees or get the raise you deserve, Luntz has something instructive to say about how language can help. Every day is a battle of perception, and in this book, Luntz demonstrates how to win by transforming mere words into an effective arsenal.*

*In this summary, you will learn:*

- ✓ *How the right words can give you the edge in any venture.*
- ✓ *How to avoid common mistakes in your messages.*
- ✓ *How we all submit to the power of language, whether we know it or not.*
- ✓ *How you can achieve better results by narrowing the gap between what you intend to convey and what your audiences actually interpret.*
- ✓ *How to go beyond your own understanding and look at the world from your listener's point of view.*

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# WORDS THAT WORK

By Dr. Frank Luntz

## — THE COMPLETE SUMMARY

### It's Not What You Say...

You can have the best message in the world, but the person on the receiving end will always understand it through the prism of his or her own emotions, preconceptions, prejudices and pre-existing beliefs. It's not enough to be correct, reasonable or even brilliant.

The key to successful communication is to take the imaginative leap of stuffing yourself right into your listener's shoes to know what he or she is thinking and feeling in the deepest recesses of his or her mind and heart. How that person perceives what you say is even more real, at least in a practical sense, than how you perceive yourself.

Just as a fictional work's meaning may transcend authorial intention, every message that you bring into the world is subject to the interpretations and emotions of the people who receive it. Once the words leave your lips, they no longer belong to you. The act of speaking is not a conquest, but a surrender. When we open our mouths, we are sharing with the world — and the world inevitably interprets, indeed sometimes shifts and distorts, our original meaning.

Examining the strategic and tactical use of language in politics, business and everyday life, this summary shows how you can achieve better results. The critical task is to go beyond your own understanding and to look at the world from your listener's point of view. In essence, their perceptions trump the "objective" reality of a given word or phrase. What matters isn't what you say, it's what people hear. ■

### The 10 Rules of Effective Language

The rules of language are especially important given the sheer amount of communication the average person has to contend with. We step out of our houses each morning into a nonstop sensory assault: advertising and entertainment, song lyrics and commercial jingles, clipped conversations and abbreviated e-mails. A good deal of noise also comes from inside our homes, from our televisions to our sound systems to our computers and iPods. How do you make people hear your words

amid all this chatter?

Here are the 10 rules of successful communication:

**Rule 1. Simplicity: Use Small Words.** Avoid words that might force someone to reach for the dictionary, because most Americans won't. The average American did not graduate from college and doesn't understand the difference between *effect* and *affect*.

**Rule 2. Brevity: Use Short Sentences.** Be as brief as possible. Never use a sentence when a phrase will do and never use four words when three can say just as much.

**Rule 3. Credibility Is as Important as Philosophy.** People have to believe it to buy it. If your words lack sincerity or if they contradict accepted facts, circumstances or perceptions, they will lack impact.

**Rule 4. Consistency Matters.** Repetition. Repetition. Repetition. Good language is like the Energizer Bunny. It keeps going ... and going ... and going.

**Rule 5. Novelty: Offer Something New.** In plain English, words that work often involve a new definition of an old idea. At a time when cars and the promotion of them were expanding in size, Volkswagen took exactly the opposite approach in design and in message. It

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**The author:** Dr. Frank Luntz was named the "hottest pollster in America" by *The Boston Globe*, and "has a special expertise, one that happens to be in demand these days," according to *The New York Times*. His advice is sought by CEOs of Fortune 100 companies, political candidates, public advocacy groups and world leaders. Luntz has supervised more than 1,200 surveys and focus groups in 20 countries, and has engineered some of the most potent political and corporate campaigns of the last decade.

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The 10 Rules of Effective Language

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worked because it made people think about the product in a fresh way.

Rule 6. Sound and Texture Matter. The sounds and texture of language should be just as memorable as the words themselves.

Rule 7. Speak Aspirationally. Messages need to say what people want to hear. The key to successful aspirational language for products or politics is to personalize and humanize the message to trigger an emotional remembrance.

Rule 8. Visualize. Paint a vivid picture. From M&M's "Melts in your mouth, not in your hand" to Morton Salt's "When it rains it pours" to NBC's "Must See TV," the slogans we remember for a lifetime almost always have a strong visual component, something we can see and almost feel.

Rule 9. Ask a Question. "Got Milk?" may be the most memorable print ad campaign of the past decade. A statement, when put in the form of a rhetorical question, can have much greater impact than a plain assertion.

Rule 10. Provide Context and Explain Relevance. You have to give people the "why" of a message before you tell them the "therefore" and the "so that." Without context, you cannot establish a message's value, its impact or, most importantly, its relevance.

Preventing Message Mistakes

Few words — indeed, few messages of any kind — whether in politics or in the business world, are ingested in isolation. Their meanings are shaped and shaded by the regional biases, life experiences, education, assumptions and prejudices of those who receive them. Communicators too often forget this, or absentmindedly acknowledge it but then continue obliviously, making assumptions about where their audience is coming from, figuring that whomever they're pitching their product or policy to is just like they are. They learn too late that most Americans are not denizens of Capitol Hill or the executive suite.

Never lose sight of whom you are talking to — and who is listening. Remember that the meaning of your words is constantly in flux, rather than being fixed. How your words are understood is strongly influenced by the experiences and biases of the listener.

How You Define Determines How You Are Received

Positioning an idea linguistically so that it affirms and confirms an audience's context can often mean the dif-

ference between that idea's success and failure. The fact is, not all words with similar definitions prompt the same response.

In politics, for example, Americans will often come to diametrically opposite conclusions on policy questions, depending on how the questions are phrased — even if the actual result of the policies is exactly the same. In effect, positioning an idea doesn't merely "frame" it so that it carries a certain meaning; it actually defines the terms of the debate itself.

For example, by almost two-to-one, Americans say they are spending too much on welfare (42 percent) rather than too little (23 percent). Yet an overwhelming 68 percent of Americans think they are spending too little on assistance to the poor, versus a mere 7 percent who think they're spending too much. Think about it: What is assistance to the poor? Welfare! So while the underlying policy question may be the same, the definition — welfare versus assistance to the poor — and positioning make all the difference in public reaction.

Communicators need to put themselves in the mind-set of their audiences: what social status people occupy, what they've heard in the past, what their level of education is and what gender they are. All these things affect how people will receive a message.

Old Words, New Meaning

The definitions of words change with the generations. Americans are constantly creating new words even as they give old words new meanings. To create words that work, you have to pay close attention to the vitality of the language.

You have to understand how people use words today and what those words have come to mean. The English language is general, and creating words that work in

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Keeping Up With the Language

Here are some examples of the way language has changed over the years:

Table with 2 columns: WAS and IS NOW. Rows include Used Car, Secretary, Housewife, Stewardess, Waiter/Waitress, Caretaker, and Garbage Removal.

### Old Words, New Meaning

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particular is a living, dynamic, shifting challenge; being aware is essential when it comes to effective communication.

#### Misuse of Words

One reason why the definitions of words have blurred or changed over time is simply because of their misuse. There are a growing number of examples where the incorrect meaning of relatively commonplace language has become more widespread than the original intention or definition.

A good example is the word *peruse*. Most people think that to peruse something means to “scan or skim it quickly, without paying much attention.” In fact, this is the exact opposite of what peruse really means: “to study or read something carefully, in detail.” But the word has been misused so often by so many people that this second sense of it — the exact opposite of what it actually means — has finally been accepted as a secondary definition, and as far as most people know, it’s the only definition.

It’s one thing to insist on proper usage in a piece of formal writing, but if you’re speaking or communicating informally — whether to your customers or your constituents — it’s really more important to be understood. This is not to say that you should knowingly misuse the language; instead, just find a simpler, more readily understandable way to convey what you have to say. ■

### How ‘Words That Work’ Are Created

While most researchers depend on focus groups to understand the *why* of a topic, Luntz writes that he prefers “Instant Response Dial Sessions” — also known as “People Meters” — because he believes they multiply the benefits of a traditional focus group.

The differences between dial sessions and traditional focus groups are significant. Dial sessions have more participants than a focus group, typically about 25 to 30 people. They’re conducted classroom style, and last longer — usually three hours. Dial sessions are much more expensive than focus groups. A typical dial session in 2006 ran from \$27,500 to \$40,000, while focus groups were as cheap as \$7,500 and rarely cost more than \$12,000.

In a well-constructed dial session, it is not uncommon to contact more than 1,500 people to fill the 30 slots. Luckily, e-mail is making it increasingly possible to reach and recruit the right people for an affordable cost.

What truly differentiates a dial session from a focus

### Effective Communication

Arriving at the best language isn’t enough in and of itself. The majority of human communication is nonverbal. It involves not only symbolism and imagery but also attitude and atmosphere.

Those character attributes that make up personality — that describe someone’s affiliations and sympathies — are a critical component of communication. When they clash with a listener’s expectations, the most precise, tailored and on-target language in the world won’t save you.

The most powerful messages will fall on deaf ears if they aren’t spoken by credible messengers. Effective language is more than just the words themselves. There is a style that goes hand-in-hand with the substance. Whether running for higher office or running for a closing elevator, how you speak determines how you are perceived and received. But credibility and authenticity don’t just happen. They are earned.

group is the dial technology itself. The dials are the research equivalent of an EKG that measures a combination of emotional and intellectual responses and gets inside each participant’s psyche, isolating his or her emotional reaction to every word, phrase and visual.

Participants hold small wireless devices that are about the size of a remote control. Each device has a computerized numerical display that ranges from 0 to 100 and a knob about the size of a quarter on the front that they turn up toward 100 (more positive) or turn down toward 0 (more negative).

They do this on a second-by-second basis based on their immediate, visceral, personal reactions to what they are seeing — a videotaped speech, commercials, snippets from a television show or movie, even a live presentation or conversation. Those reactions are collected in real time on a computer and are displayed as a line superimposed on the tested video. Every time the line spikes or plunges, something was said or shown that caused a significant reaction and deserves further group exploration.

Dial sessions provide deep insight into behavioral and emotional patterns that cannot be captured in telephone surveys. Many of the “words that work” most likely came from a dial session. ■

### Be the Message

The importance of authenticity cannot be overstated. Whether your arena is business or politics, you simply must be yourself. Few things in this world are more

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### Be the Message

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painful than a politician or a CEO trying to act cool. Employees and voters see right through such bad-faith attempts to connect and bond with them.

By all means, show, don't tell. Reveal your personality. Be the message rather than narrating it. But, above all, be *authentic*.

### The Corporate CEO as Messenger

The business world is particularly plagued by shoddy language. Employees and customers are inundated with jargon and “ad-speak,” clichés and windy phrases that signify nothing and are forgotten even before they are remembered. It's stunning how poor communication skills can be, even at the highest levels of corporate America.

The CEO is often the de facto messenger for the company he or she leads — the living, breathing embodiment of whatever product or service it sells; that's not always a good thing. Right now, there's a Fortune 20 CEO out there who is leading a crumbling manufacturing behemoth and doesn't realize that his own unintelligible public statements are contributing to its collapse, and he is certainly not the exception.

Two CEOs, one current and the other retired, stand head and shoulders above the rest in how their language embodies the companies they run, the management style they typify and the leaders they are.

Jack Welch, the venerable former CEO of General Electric, truly practiced what he preached. A tireless worker, Welch led the expansion of GE into the powerhouse corporation it is today.

Linguistically, Welch was a dedicated follower and communicator of two of the rules of effective messaging: repetition and relevance. The incredibly powerful and personal “GE, we bring good things to life” ad campaign was launched under his watch, and it perfectly matched his laser-like focus on success.

Steve Jobs, Apple's past and current CEO, is another winner because of his larger-than-life persona and his candid assessment and lasting impact on the human condition. The parallels between his life and the company he created are remarkable.

His twice-occurring rags-to-riches story is one that should be taught at every business school because it demonstrates the power of personal conviction — and that conviction has defined Apple as well. Responding to a critic who asked why he thought his overly ambitious development plans could be achieved, Jobs declared, “Because I'm the CEO and I think it can be done.” His unrelenting can-do language and spirit are a perfect reflection of Apple. ■

### The Most Recognized Slogans

In a recent national survey, the most recognized product and corporate taglines included:

- “You're in good hands.” Overtly visual, aspirational, and recognized as Allstate's slogan by 87 percent of the American public.
- “Like a Good Neighbor.” Recognized as State Farm's tagline by 70 percent, this slogan is aspirational, as well as memorable with a jingle written by Barry Manilow.
- “Always Low Prices. Always.” Extremely repetitive and unquestionably credible, Wal-Mart's tagline is identified by 67 percent.
- “Obey Your Thirst.” A relatively new tagline for Sprite, recognized by 35 percent of the population because of its novelty, twist of language and visualization.
- “Think Outside the Bun.” Taco Bell's tagline is recognized by 34 percent, for reasons similar to Sprite's.
- “I'm lovin' it.” The latest and greatest for McDonald's, is already at 33 percent despite being only a year old, because it hits more than half of the rules: simplicity, brevity, credibility, aspiration and relevance.
- “What's in your wallet?” This rhetorical question from Capital One earns a 27 percent recognition level.

### Words We Remember

Words we remember are not the common words of common people. They are the political, corporate and cultural words that have been burned into our brains. Some are serious, others frivolous. They are words that will always be with us. Forever.

Much advertising saturation — and our subsequent ability to recall it — is involuntary. That's one of the definitions of words that work: We remember them even when we're not trying. The Doyle Dane Bernbach agency's 1959 campaign for Volkswagen, titled “Think Small,” was named by *Advertising Age* as the top ad campaign ever. Just two words, brief and simple, but the contextual surprise signaled a new sophistication of American advertising, marking a subtle but influential shift in the way products would be sold from then on.

### Accessible Language

Accessible language rules. The best advertising taglines abide by the 10 Rules of Effective Communication and are therefore easily remembered.

The power of poignant language is immense, but the destructive power of an ill-thought sound bite is unending and unforgiving. Successful, effective messages — words and language that have been presented in the

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### Words We Remember

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proper context — all have something in common. They stick in our brains and never leave, like riding a bicycle or tying our shoelaces. Not only do they communicate, educate and allow us to share ideas — they also move people to action.

Words that work are catalysts. They spur us to get up off the couch, to leave the house, *to do something*. When communicators pay attention to what people hear rather than what they are trying to say, they manage not merely to catch people's attention, but to hold it. ■

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### Corporate Case Studies

Words that work in business don't merely inject themselves into memory and compel you to act; at times they actually mean the difference between millions of dollars and billions of dollars.

The one component that virtually all successful corporate communication efforts have in common is the decision to take a proactive approach. In today's anti-corporate, distrustful and highly politicized environment, there's a simple linguistic equation: Silence = Guilt.

#### *Wal-Mart and Vons*

For years, Wal-Mart did not respond to an increasingly serious set of public, community, legal and governmental challenges, and now finds itself on the defensive in neighborhoods where it wishes to locate or expand, and at open war with public interest groups that once hailed the company for low prices and job opportunities.

Vons, the Southern California division of supermarket giant Safeway, consciously made the decision to encourage its store directors *not* to talk to employees or customers about labor issues in the run-up to the terribly destructive strike in 2004, and it paid the price in employee agitation and an angry consumer marketplace during and even after the strike.

#### *A Clear and Immediate Response*

Regardless of the facts, even if it's unfair to do so, it's only human nature for audiences to regard silence as a tacit admission of wrongdoing. Every attack that is not met with a clear and immediate response will be assumed to be true.

Whether in the midst of an employee strike, corporate scandal or just a bad quarterly financial report, a company's communication with the public must be proactive, consistent and ongoing. Whether a difficult event is about to take place — or a crisis has just landed in your lap — the rules are the same. The key word is *more*: more conversation with the affected community rather

than less, more information rather than less and more details rather than fewer. If the words are right, there is no such thing as overkill.

One of the best examples of an industry tackling its greatest image weakness and turning it into its most beneficial strength just by changing a single solitary word (two letters, really) is the *gaming* industry — formerly known as the *gambling* industry. ■

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### Political Case Studies

Back in 1993, when Rudy Giuliani was in his first successful campaign for mayor of New York City, he was pressed by his advisers to talk about *public safety* rather than *crime* and *criminals*. Polling with the voters of New York showed that the public placed a higher priority on *personal and public safety* than on *fighting crime* or even *getting tough on criminals*.

There is an important distinction. *Fighting crime* is procedural and *getting tough on criminals* is punitive — and that's certainly important. But *safety*, although somewhat abstract, is definitely personal, and most of all aspirational — the ultimate value and the desired result of an effort to fight crime. And so Rudy Giuliani adopted not just an anti-crime message but a pro-public safety agenda — and his success in New York City led to the reframing of the way Americans think about crime, criminals and a safe, civil society.

Words that work don't just happen. They are uncovered and utilized only in cases where someone cares enough to apply the principles of effective communication to an issue or cause. ■

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### Myths and Realities About Language and People

Here are five great myths about Americans and the realities behind them:

**Myth: Americans Are Educated.** False. Fewer than half of Americans have graduated from college. Only 29 percent of adults in the United States over the age of 45 have a bachelor's degree or higher, and only 27 percent of adults over the age of 25 are college educated.

**Myth: Americans Read.** False. Polls, dial sessions and focus groups show again and again that nobody reads. In 1985, 67 percent of households subscribed to one or more newspapers. By 2001, only 43 percent of households received a newspaper. In 2005, only one in four Americans said they read a magazine recently, versus one in three in 1994.

**Myth: American Women All Respond to Messages Like ... Women.** False. It is true that there are real dif-

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### Myths and Realities About Language and People

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ferences in men's and women's policy priorities, and one great ideological divide: Women typically put more faith in the government than men, so they are less hostile toward Capitol Hill. Once you get beyond this one generalization, though, it's a profound mistake to treat women as a single, monolithic bloc.

**Myth: Americans Divide Neatly and Accurately Into Urban, Suburban and Rural Populations.** False. Over the past five years or so, Americans have seen the emergence of a fourth, new category: affluent homeowners with growing bank accounts, growing families, larger big-screen televisions and a bigger outlook on life. They are moving far away from the country's urban areas, and even from the conveniences of the suburbs. Welcome to exurbia, a marketer's dream.

**Myth: American Consumers Respond Well to Patriotic Messages.** Wrong, sort of. There is an essential perceptual difference between "American patriotism" and "American pride." To some, patriotism connotes arrogant, obnoxious, xenophobic, red-white-and-blue, America-can-do-no-wrong jingoism. American pride, on the other hand, has a far more universal appeal. ■

### What We REALLY Care About

Words not only can determine how we feel, they can also determine what we achieve. And what we hear often defines exactly what we want.

Words that work are powerful because they connect ideas, emotions, hopes and (unfortunately) fears. There are dozens of priorities, principles and preferences that matter to all of us, no matter what our political leanings. Taken together, these elements comprise the semantic terrain we all share, and their importance extends well beyond politics. No matter what communicators are selling, those who establish the correct tone by presenting their ideas in terms of these three keys to American thought and behavior will arrive at the right words.

One word that bridges the partisan divide is *opportunity*. It is unifying, alienates fewer people, and gives out a practical impression. ■

### Personal Language for Personal Scenarios

In most situations in life, the immediate reaction is the only reaction that matters. When we meet someone new,

whether at work or in a social situation, we begin making judgments instantaneously, based on dress, mannerisms, body language, demeanor and dozens of other small details.

This process of reasoning and judgment is subtle and often subconscious, but it never stops: It is the basis of words that work. The meaning of words and actions resides in a kind of flux, their appropriateness never fixed, forever contingent upon individual, unique circumstance. And those circumstances are set by what may be the most important aspect of communication: context. ■

For additional information on Americans and principles, go to: <http://my.summary.com>

### 21 Words and Phrases for the 21st Century

The words that follow are not superficial, timely or contingent on the ephemeral circumstances of the moment. These words cut to the heart of Americans' most fundamental beliefs and right to the core values that do not change.

**1. Imagine.** This word evokes something different to each person who hears it. No matter what your company's product or service, the word "imagine" has the potential to create and personalize an appeal that is individualized based on the dreams and desires of the person who hears or reads it.

**2. Hassle-free.** When it comes to how we interact with products, services and people, "hassle-free" is a top priority.

**3. Lifestyle.** This word is incredibly powerful because it is at the same time self-defined and aspirational — everyone defines and aspires to his or her own unique lifestyle.

**4. Accountability.** Americans universally want corporations held "accountable" for their actions as well as their products and how they treat their customers, their employees and their shareholders.

**5. Results and the Can-do spirit.** When we buy something, we want to know that it's going to provide a tangible benefit — something that we can see, hear, feel or otherwise quantify. And if results are the goal, the "can-do spirit" is the effort.

**6. Innovation.** This word immediately calls to mind pictures of the future. It leads to products that are smaller or lighter or faster or cheaper ... or bigger, more resilient, stronger and longer lasting.

**7. Renew, Revitalize, Rejuvenate, Restore, Rekindle, Reinvent.** These are the so-called "re" words, (continued on page 8)

### 21 Words and Phrases for the 21st Century (continued from page 7)

and they are incredibly powerful because they take the best elements or ideas from the past and apply them to the present and the future.

**8. Efficient and Efficiency.** In the bargain-hungry environment in which we live, efficiency is a significant product advantage.

**9. The right to ...** Americans have always been committed to the concept of rights.

**10. Patient-centered.** This concept describes what most people want out of their health care. It is the most effective umbrella term for anything related to medicine involving human beings.

**11. Investment.** “Spending” suggests waste. “Investment” suggests the responsible handling of resources.

**12. Casual elegance.** This expression best defines what Americans want when they travel, more than any other attribute.

**13. Independent.** This word means having no constricting ties, no conflicts of interest, nothing to hide.

**14. Peace of mind.** This term is a kinder, gentler, softer expression of “security” that is less politicized, more embracing and all-encompassing.

**15. Certified.** We want and need ironclad agreements that what we buy won’t fail us months or even days after our purchase.

**16. All-American.** America is all about progress and innovation, two ways in which the third largest distributor of semiconductors and a top-10 supplier of electronic components, All American, has used its patriotic image to outgrow the competition and become an industry leader.

**17. Prosperity.** This word encompasses the idea of more jobs, better careers, employment security, more take-home pay, a stronger economy and expanded opportunity.

**18. Spirituality.** When appealing to a broad audience, evocations of “spirituality” are more inclusive and therefore more politically effective than are generic references to “religion,” specific denominations, or even “faith.”

**19. Financial security.** Sadly, financial freedom is more than most of us are hoping for at the moment. Financial security is still attainable.

**20. Balanced approach.** Just as professing your independence from partisanship and ideology will win you credibility points with the public, so too will arguing for a balanced approach to our nation’s problems.

**21. A culture of ...** By defining an issue or a cluster

of issues as part of a metaphorical culture, you can lend it new weight and seriousness. Social issues have been supplanted by cultural issues, which sound less threatening and judgmental.

In the end, how these words are used and delivered is almost as important as the words themselves. Style is almost as important as substance. ■

### ... It’s What You Hear

For most people, language is functional rather than being an end in itself. It’s the people that are the end; language is just a tool to reach them, a means to an end.

But it’s not enough to simply stand there and marvel at the tool’s beauty. You must realize it’s like fire, and the outcome depends on how it is used — to light the way, or to destroy.

The real problem with our language today is that it’s been so coarsened. Words and expressions once considered vulgar have become a part of the common speech, their original meanings all but forgotten.

The issue is that our language has become so unimportant and disposable that we feel we can say anything we want whenever we want to, and after it is spoken it disappears into the ether.

Beyond the vulgarity of such talk, there’s a harshness to it — a disturbing discourtesy, even viciousness, that’s relatively new in American life. We seek out words to divide, demean and putdown. Negativity feels more pervasive than ever before. Surrounded by such meanness and abrasiveness, there is much to be gained by being upbeat and optimistic. Accentuate the positive and eliminate the negative. Negativity can work, but a solid positive message will triumph.

To be successful with the words that work of the 21st century, you will have to become comfortable with them. You have to live the words; they have to become you. As Roger Ailes, the greatest media guru of the 20th century, so accurately put it: “You are the message.” ■



If you liked *Words That Work*, you’ll also like:

1. ***Made to Stick*** by Chip Heath and Dan Heath. The Heath brothers provide a practical guide to effective communication and explain how great ideas stick around.
2. ***Naked Conversations*** by Robert Scoble and Shel Israel. Blogging is the latest frontier for businesses to embrace in an effort to further connect with customers.
3. ***What Got You Here Won’t Get You There*** by Marshall Goldsmith with Mark Reiter. The corporate world is full of intelligent executives, but few will ever reach the top and, according to Goldsmith, subtle nuances make the difference.
4. ***Success Built to Last*** by Jerry Porras, Stewart Emery and Mark Thompson. Through interviews with 300 successful individuals, the authors uncover the secrets of their accomplishments.
5. ***The Power of You!*** by Scott Martineau. Martineau shows that fulfillment doesn’t come from success at work or happiness at home; it comes from both.

For additional information on the concept of imagination within companies, go to: <http://my.summary.com>