

Do they trust you, or *just comply?*

> *"Warmth is the conduit of influence. Cuddy, Kohut & Neffinger, HBR*

We're sold to constantly: a product, a service, an ideology. So we keep our walls up.

Warmth gets judged before competence, often in the first few seconds, before a word is spoken.

Research on snap judgments shows people pick up on warmth faster than competence, almost instinctively. Together, these two traits explain over 90% of how we judge each other.

Lead with competence first, and people may comply outwardly, but they won't adopt your vision as their own. Compliance isn't commitment.

The research found something sharper still. Competent but cold people often draw envy, which is respect tangled up with resentment. Warm but incompetent people draw pity, and get quietly sidelined.

Across 51,836 leaders studied, a strongly disliked leader had about a 1-in-2,000 chance of still being rated a top performer (Zenger & Folkman).

Empathy opens the door. Competence, integrity, and authenticity are what keep you in the room.

At Boaz Strategic, we develop leaders who build the trust that makes their competence count.