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OFF THE SHELF

Easier Said Than Done: Getting People to Like You



By **PAUL B. BROWN**

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MAYBE Sally Field should head a Fortune 500 company.

When she received her second Academy Award in five years in 1985 - for her role in "Places in the Heart," after winning for "Norma Rae" in 1980 - Ms. Field famously observed in her acceptance speech: "You like me, right now, you like me!"

Countless comedians did riffs on the neediness suggested by that line, but it turns out - according to several books coming into the stores this month - that likability may be the easiest way to explain why chief executives earn as much as they do. (As critics of executive pay packages often say, performance doesn't always justify the big paycheck.)

In fact, Tim Sanders, a "leadership coach" at [Yahoo](#), writes in his new book, "The Likeability Factor" (Crown, \$23), having people want to be around you "is truly the secret of a charmed, happy and profitable life."

Mr. Sanders, who had a best seller three years ago with "Love Is the Killer App," defines likability as "an ability to create positive attitudes in other people through the delivery of emotional and physical benefits." Then, citing academic studies that seem to prove that likable people do better in life, Mr. Sanders outlines what he believes are the four aspects of likability:

Friendliness. "Expressing a liking for another person; communicating welcome," is the way he puts it.

Relevance. He defines it as the extent to which you connect to another's wants and needs.

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