The Turn-On

How the Powerful Make Us
Like Them—from Washington
to Wall Street to Hollywood

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CEO Likeability and Corporate Social Responsibility

FORBES "JUST 100" RANKING	COMPANY	CEO	GLASSDOOR RATING AND YEAR
#1	Microsoft	Satya Nadella	96% (2018)
#2	Intel	Robert H. Swan	(not yet rated)
#3	Alphabet (Google)	Sundar Pichai	96% (2017)
#4	Texas Instruments	Rich Templeton	93% (2017)
#5	IBM	Ginni Rometty	68% (2018)
#6	Nvidia	Jen-Hsun Huang	99% (2017)
#7	VMware	Pat Gelsinger	90% (2017)
#8	Procter & Gamble	David Taylor	90% (2017)
#9	Adobe Systems	Shantanu Narayen	96% (2017)
#10	Cisco Systems	Chuck Robbins	91% (2018)

Lifetime Box Office, Worldwide, for Actors in Leading Roles

RANKING	ACTOR	TOTAL BOX OFFICE	FILMS	MONEY PER FILM
#1	Robert Downey Jr.	$11,347,906,177	43	$263,904,795
#2	Scarlett Johansson	$10,786,869,239	28	$385,245,330
#3	Johnny Depp	$10,292,180,982	50	$205,843,620
#4	Tom Cruise	$10,013,446,441	42	$238,414,391
#5	Samuel L. Jackson	$9,908,090,427	59	$167,933,736
#6	Vin Diesel	$9,656,383,827	22	$438,926,538
#7	Tom Hanks	$9,498,831,861	49	$193,853,711
#8	Emma Watson	$9,093,129,400	15	$606,208,627
#9	Daniel Radcliffe	$8,233,524,904	20	$411,676,265
#10	Chris Hemsworth	$8,155,464,381	20	$407,773,219

Whom Americans Like Best

RANKING	PUBLIC FIGURE	PROFESSION	APPEAL SCORE
#1	Malala Yousafzai	Social justice activist	85.88
#2	Betty White	Television actor	85.03
#3	Tom Hanks	Film actor	84.12
#4	Sandra Bullock	Film actor	82.91
#5	Lupita Nyong'o	Film actor	82.82
#6	Dwayne Johnson	Film actor and pro wrestler	82.78
#7	Lauren Daigle	Christian music artist	82.76
#8	Emilia Clarke	*Game of Thrones* actor	82.68
#9	Denzel Washington	Film actor	82.52
#10	Chris Pratt	Television and film actor	82.33

Who Recovers? Tiger Woods Versus Lance Armstrong

	TIGER WOODS	LANCE ARMSTRONG
Pre-scandal appeal score	82.22	77.05
Pre-scandal appeal rank	#76	#409
Post-scandal appeal score	56.91	48.89
Post-scandal appeal rank	#1,498	#2,694
January 2019 appeal score	61.12	56.41
January 2019 appeal rank	#4,404	#4,563

No Chance at a Comeback:
Bill Cosby and Kevin Spacey

	BILL COSBY	KEVIN SPACEY
Pre-scandal appeal score	85.14	82.79
Pre-scandal appeal rank	#19	#41
Post-scandal appeal score	48.03	53.76
Post-scandal appeal rank	#4,228	#4,602
January 2019 appeal score	41.52	53.15
January 2019 appeal rank	#4,661	#4,605

When Journalists Breach Our Trust: Brian Williams and Matt Lauer

	BRIAN WILLIAMS	MATT LAUER
Pre-scandal trust score	72.59	67.20
Pre-scandal trust rank	#9	#55
Immediate aftermath trust score	51.29	38.39
Immediate aftermath trust rank	#3,256	#4,603
Early 2019 trust score	56.49	41.74
Early 2019 trust rank	#3,985	#4,621

The Jury's Still Out: Roseanne Barr and Mel Gibson

	ROSEANNE BARR	MEL GIBSON
Pre-scandal appeal score:	57.25	70.75
Pre-scandal appeal rank:	#1,732	#1,170
Immediate aftermath appeal score:	[Not in survey]	57.15
Immediate aftermath appeal rank:	[Not in survey]	#4,514
Early 2019 appeal score:	52.53	65.68
Early 2019 appeal rank:	#4,613	#4,166

The Teflon Man of Likeability:
Morgan Freeman

	MORGAN FREEMAN
Pre-scandal appeal score:	89.75
Pre-scandal appeal rank:	#1
Immediate aftermath appeal score:	78.51
Immediate aftermath appeal rank:	#295
Early 2019 appeal score:	82.22
Early 2019 appeal rank:	#29

The Turn-On: A Self-assessment
of Your Likeability

	FAIR	PROFICIENT	OUTSTANDING
CAPTIVATION (P. 67)			
Passion (p. 73)			
Presence (p. 76)			
Erudition (p. 80)			
HOPE (P. 83)			
Optimism (p. 86)			
Resilience (p. 87)			
Goal-Oriented Thinking (p. 91)			
AUTHENTICITY (P. 100)			
True to Origins (p. 109)			
Coolness and Self-possession (p. 110)			
Self-disclosure (p. 114)			
RELATABILITY (P. 117)			
Similarity (p. 120)			
Physical Proximity (p. 122)			
Vulnerability (p. 125)			
PROTECTIVENESS (P. 136)			
Toughness (p. 137)			
Courage (p. 139)			
Self-confidence (p. 141)			
RELIABILITY (P. 143)			
Trust (p. 145)			
Stability (p. 148)			
Accountability (p. 150)			
PERCEPTIVENESS (P. 160)			
Fluidity (p. 162)			
Curiosity (p. 165)			
Humility (p. 168)			
COMPASSION (P. 171)			
Sympathy (p. 177)			
Warmth (p. 178)			
Activism (p. 180)			