



“Go-Givers Sell More”

Bob Burg and John David Mann

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There are occasions when as an author, you pick up a book and it resonates so much, you say to yourself, “*Boy I wish I had written this book.*” That’s the way I felt as I read this wonderful book by Bob Burg and John David Mann- “**Go-Givers Sell More**”.

And in many ways, without mentioning the term “**NetWeaving**”, the authors do as good if not better a job than I have done explaining why NetWeaving is so powerful and effective. As you recall, NetWeaving involves learning how to be a better ‘**connector**’ of others, as well as a ‘**no-strings-attached resource**’ for others, doing both with their needs in mind, rather than your own. And you don’t necessarily do NetWeaving out of ‘**pure altruism**’. You so strongly believe in the saying, ‘*what goes around, does come back around*’ that you are confident that somewhere down the line, good things will happen as a result of your good deeds. And besides, doing it energizes you and makes you better at everything else you do. And the more you do, the more you want to do.

In their first book, “**The Go-Giver**”, Burg and Mann tell the story of Joe, an ambitious young man who is facing a quarterly production deadline and who is referred to Pindar – a wise and highly connected individual. Although Joe comes as if seeking his knowledge and wisdom, he is really looking to somehow benefit from Pindar’s connections to achieve his goal.

Pindar takes Joe on a journey which includes meeting a series of ‘Go-Givers’ including someone who started a hot-dog stand, a CEO, a financial advisor, a real estate broker, and the ‘connector’ who was the one who brought each of these individuals together.

At each stop, you learn one of the “**Five Laws of Stratospheric Success**”: 1) **The Law of Value** – “*Your true worth is determined by how much more you give in value than you take in payment*”; 2) **The Law of Compensation** – “*Your income is determined by how many people you serve and how well you serve them*”; 3) **The Law of Influence** – “*Your influence is determined by how abundantly you place other people’s interests first*”; 4) **The Law of Authenticity** – “*The most valuable gift you have to offer is yourself*”; 5) **The Law of Receptivity** – “*The key to effective giving is to stay open to receiving*”.

A wonderful story accompanies each of these Laws, and in order to learn each subsequent Law, Joe must first use the current one and put it into action.

You can read "**The Go-Giver**" in a few hours and I would recommend buying and reading it prior to coming to our book club meeting because it will just make the follow-on book I'm summarizing here "**Go-Givers Sell More**", even more special and more meaningful.

The opening paragraph in the book's introduction will make for a good 'discussion topic' at our book club meeting:

*"I'm no good at selling!" Have you ever heard someone say that, or perhaps said it yourself? We hear it all the time. Everyone who is not in sales thinks, 'I could never sell.' Truth is, most people who **are** in sales secretly think the same thing."*

The author's logic is that, "most people, whether in sales or not, look at sales **backward**":

*"We may see it as convincing people to do something they don't want to do. But it isn't; it's about learning what people **do** want to do and helping them do that. Or, we may think it's about taking advantage of others – while in fact, it's about giving other people **more** advantage."*

But the coup de grace statement and the one which sets up the rest of the book:

*"But the biggest inversion of all, the great upside-down misconception about sales, is that it is an effort to get something from others. The truth is that sales at its best – that is, at its most effective – is precisely the opposite: **it is about giving**". . . "Selling is giving: giving time, attention, counsel, education, empathy, and value. In fact, the word **sell** comes from the Old English word **sellan**, which means, you guessed it – **"to give."***

I have to confess that the way I was taught 'selling' fits with the diagram on page 4:

**"prospect-> qualify-> present-> overcome objections-> close". . .
"follow up-> provide customer service"**

The "**Go-Giver**" sales process goes like this:

"create value-> touch people's lives-> build networks-> be real-> stay open"

Now if you equate each of the FIVE Laws of Stratospheric Success with those steps, and which were first described in "**The Go-Giver**", that's the way the rest of this book is arranged (refer above again to the 5 Laws).

And just as I confess that most of the successful rules and laws relating to NetWeaving, have come from observing others who were applying "NetWeaving" skill sets and action steps way before I ever came up with a word for what they were doing, Burg and Mann make a similar confession:

*". . .what makes a great salesperson great at sales is that he or she is wholeheartedly interested in **the other person**."*

This says it all:

*“The truth about selling is that it’s not about your product, and it’s not about you – it’s about the other person. . . Genuinely great salespeople are not great because they have mastered ‘the close,’ or because they give a dazzling presentation, or because they could shoot holes in any customer objection from fifty paces. They are great because they create a vast and spreading sphere of goodwill wherever they go. They **enrich, enhance, and add value** to people’s lives. They make people happier.”*

The authors repeat this on page 8 in a slightly different way:

*“Regardless of what your particular product or service is, people are drawn to you [or not] because of how you make them feel. They don’t simply want to buy your product, they want to be **uplifted, encouraged, changed** in some way.”*

Now think of each of the chapters in each section as ‘**action steps**’ to apply the Laws. In the first section – “**The Law of Value**” the chapters include: 1) Create Value; 2) MacGuffin; 3) Giving; 4) Money; 5) The Paradox; 6) Your Economy.

After you finish each of the 5 Laws, see if you can look back just at each chapter title within the five sections and describe the key points in that chapter.

And as I do in all my book summaries, I won’t cover each of these chapters in detail but I will sometimes tease you with a question and a page reference to encourage you to actually own the book in addition to this summary. And in this case, I will encourage you to own both books- “**The Go-Giver**” and “**Go-Givers Sell More.**” They are books you will keep in a special place for quick reference.

I. The Law of Value – “*Your true worth is determined by how much more you give in value than you take in payment.*”

Chapter 1 – Create Value

According to the authors, rather than doing just enough to ‘*get paid*’, you seek ‘**excellence**’ – which they describe as, “*How much more value you can create than what you are paid for.*”

The second element and the way to create value is by being ‘**consistent**’: “*When people know they can always count on you to deliver the same quality of experience, no matter what, you become an oasis of stability within their personal sandstorm of change.*” The third element – ‘**attention**’ - is in some ways an extension of consistency in that ideally creating value is *consistently* **paying careful attention to details**. The fourth way the authors suggest you can create value is by “*putting yourself in the other person’s shoes*” – or ‘**empathy**’. There’s a great story of over-the-top service on page 17.

The final tactic aligned with adding value is ‘**appreciation**’. The authors list some examples of ones and each one means you ‘*notice the things someone does that makes a difference, no matter how small, and point them out.*’ These could be handwritten thank you notes, emails, etc.

I especially like their statement, “*When you appreciate people, **you appreciate.** You grow in other’s eyes*].

Chapter 2 – MacGuffin

Having spent my entire career in the insurance and financial services business, the author’s statement that when you’re selling insurance, or cars, or homes, etc., “*you’re not really in the business of selling any of those things*” certainly caught my attention.

A “**MacGuffin**” exemplifies a ‘**process**’ which is what you’re really selling and contrary to that as we’ve already seen: “*It’s about adding value to the other person’s life*”. Another important point made: “*Yet a person may never actually buy your product and still have his life changed by meeting you and getting to know you. And that person – even though he never actually becomes a ‘customer’ – will refer many others to you.*”

It’s great to be 100% sold on the quality of the product or service you offer, but to be most successful, Burg and Mann suggest: “*What you do need to fall in love with – head-over-heels, moonstruck, gaga in love – is the process of helping people get what they need and want. Of **creating value.***”

Incidentally, a “**MacGuffin**” has nothing to do with an “Egg McMuffin”. Alfred Hitchcock dubbed it in many of his stories and the authors give a good example from the movie “*Indiana Jones and the Raiders of the Lost Ark*”. What you thought was the object of the search – the Maltese Falcon – was really a fake: “*The characters themselves are devoted to their pursuit of the MacGuffin – but the value of the story lies not in the MacGuffin but in the process they go through.*”

Think of your own industry and business. What are the MacGuffin’s that might fool you into thinking they are the most important factors in adding customers when in fact, it’s really all about what you can do, as well as what your product or service can do to add value to their lives. In “**The Go-Giver**”, you’ll read a wonderful story about how Ernesto built a real estate empire by making his hot dog stand a value-added experience which people couldn’t resist and kept them coming back for more.

Chapter 3 – Giving

In a statement, which is slightly different from the more familiar quotation, “*The more you give, the more you will receive*”, the authors change the end of that statement slightly to make it more **immediate** in nature: “*The more you give, the more you **have.***”

This might seem a little confusing and in a way seems to conflict with classic logic, but it becomes clearer later in the chapter when you think about concepts like ‘**win-win**’, ‘you scratch my back, I’ll scratch yours’, and so on. Each of these incorporate what the authors describe as ‘**keeping score**’.

In “**The Go-Givers**” Sam’s message is ‘**stop keeping score**’. And a great personal example they cite is, “*Millions of marriages have broken up over scorecards that didn’t seem (to either party) to tally fairly.*”

In regular economics, “*spending money depletes what you have*”. As Burg and Mann explain, “*In the economics of human interaction, spending doesn’t deplete, it multiplies.*” Now you should be able to grasp their key point, “*The more you give, the more you **have***”. Stop keeping score, unless it helps you maximize what you are giving.

Chapter 4 – Money

So is “**adding value**”, the key to making a sale and thus more money? Sure, but as Ernesto points out in “**The Go-Giver**”: “*Does it make money? Is not a **bad** question. It’s a great question. It’s just a bad **first** question.*”

“Right now, your total job is to focus on one thing and one thing only: providing value to other people. If you do that well, sales – and money – will find you.”

Previously I said that “NetWeaving” is not done out of pure altruism, but out of ‘*enlightened self-interest*’. The authors do a superb job explaining this differently, but with the same ultimate message – “*Having a giving spirit does not mean having a spirit of self-sacrifice or martyrdom*”:

“There is an assumption, often unspoken, that there exists a fundamental contradiction between self-interest and altruism. That is, you may be acting for others’ benefit, or for your own – but not both at once. If you accept this treacherous dichotomy, then every time you pick up the phone or walk across a room to talk with a prospective customer, your subconscious has to conclude either:

- a) I am greedy, manipulative, and focused purely on my own personal gain at this person’s expense – or*
- b) I am big-hearted and generous, on a mission to serve this person, and therefore must deny my own interests and avoid any hint of a result that could actually benefit me.*

But this is a false dilemma. Not only are self-interest and altruism not in conflict, but in fact, they are two sides of the same coin.”

If you are one of those persons who have a hard time separating the two – **self-interest** and **altruism**, you really need to read this chapter carefully along with a couple stories in the chapter which provide perfect examples of the principle in action.

Chapter 5 – The Paradox

Making one more parallel with “NetWeaving”, I’m careful to point out that NetWeaving is not an attack on networking which when done incorrectly, is too self-centered. Besides, many

who were networking before I came up with the word, were actually NetWeaving without call it that.

Once again Burg and Mann do an even better job: “*Self-interest is an essential part of human nature; it’s hardwired.*” . . . “*We don’t need to erase all thoughts of personal gain to put the Five Laws of Stratospheric Success into effect. All we need to do is place these thoughts to the side for a moment, exercising what British networking expert Thomas Power calls “**the willing suspension of self-interest.**”*”

And as the authors eloquently point out at the end of the chapter, “*The point is not to act generously in order to create a strategic result; it is to act generously, period.*” . . . “*you’re doing it for the self-contained reward and satisfaction of knowing you were able to serve. You give because it’s **who you are** and therefore **what you do.**”*”

Chapter 6 – Your Economy

So here’s your situation. The economy is in the tank. You’re either out of work, or facing a potential layoff. How can you focus on ‘**giving**’ when ‘**survival**’ is your theme of the day?

As Burg and Mann state, and as I reinforce in some ways to ‘job-seeker’ groups to whom I speak, “*Actually it’s especially when times are tough that Go-Giver principles shine.*”

How can this be? “*By sharpening your focus like a laser. Your focus on what? **On creating value.** By creating value for others, you make yourself so valuable to the market around you that the demand for you and your business rises even when demand everywhere else is falling.*”

The authors provide two great action steps:

*“First decide that regardless of what’s going on around you, your economic climate is excellent. We’re not suggesting you live in denial; hard times are hard times. But realize that the flux of human economies is to an extraordinary extent **a state of mind** . . . Adopt within yourself a sense of economic boom times, and let that sense show.” . . .*
.Secondly, decide you will only intensify your efforts to create value for others. .
.Providing more in value than you receive in payment is the trade secret of all exceptional businesses.”

In the second section – **The Law of Compensation** – the chapters include: 7) Touch Lives; 8) People; 9) Rapport; 10) Skills; 11) Curiosity; 12) Maturity.

II. The Law of Compensation - “Your income is determined by how many people you serve and how well you serve them”

Chapter 7 – Touch Lives

The authors describe the old model of success and limitless income as: *“First, aspire to a worthy goal; then work hard, and meanwhile be a good person.”*

The problem is that many people do all three of these – even accentuating each one over the top - and still don’t see the results they were expecting or just hoping for.

The author’s explanation: *“Your compensation is not a reflection of your goodness, worthiness, merit, or industriousness: **it is an echo of impact.**”* And although they point back to the First Law of *“creating more value than you take in as payment”* as, *“the bedrock of sales success”*, the second law stresses that in addition, *“you must touch as many lives as possible with that added value”* in order to have the impact which will result in increased sales and your corresponding increased income.

I found this particularly valuable as it relates to “NetWeaving” because I’ve always said that the *more you do, the more you want to do*. Connecting people and helping people with information and with the resources they need, is cumulative and the impact is also cumulative over time. And consequently, the more you do, the more lives you will touch.

Burg and Mann have no problem with the old sales ‘**funnel**’ or ‘**pipeline**’ approach – loading them up - but as they point out, it’s not the ‘**number**’. The real value is in knowing *“what the funnel is made out of? What is its substance? Its substance is **personal impact.**”*

Finally, if you’re in sales, you know as the authors stress, the ultimate determinant of success is not ‘**paid-for**’ advertisements or glossy brochures, *“it’s the quality of the word of mouth”* generated by these and other promotions you do. And they add this, concerning how effective is your advertising and marketing: *“they are – but only to the degree that they emulate or reinforce the effect of word of mouth: human beings communicating the impact that an experience has had on them.”*

Read the story on pages 49 and 50 about Annette and how her fledging one-on-one tutoring passion turned into a significant business through the quality of her ‘**funnel**’ and ‘**impact**’ from the ‘**word of mouth**’ created within her pipeline.

Chapter 8 – People

This chapter has a repetitive message that is critically important and why so many in sales just ‘**don’t get it**’. How many ‘**prospects**’ are in your pipeline? If you are asking that question, you don’t get it.

Burg and Mann say, *“There is no such thing as a ‘prospect’ in real life. . . **Making sales is a concept. Touching lives is a reality. Sales is not about concepts; it’s about people.**”*

Those who believe ‘**selling**’ is all about having a ‘**process**’ down should pay special attention to this from the authors:

*“You will only meet a lot of people if you genuinely want to. And the only way you will be successful at touching their lives is if you become comfortable being **with** them – not*

presenting to them or **sorting** and **qualifying** them, but simply **being with them**. . . The sales and referrals that result [from touching as many lives as possible] are simply a by-product: *the thunder to that lightning, the effect to that cause.*”

Chapter 9 – Rapport

So, **‘being with people’** and being **‘comfortable’** with them - does this make you uncomfortable just thinking about it? If you’re in sales and you find that you talk fast – are you convinced that getting all the features and benefits of your product or service is going to be what really makes the prospect [remember they’re a person] buy?

According to the authors,

*“But information is not what makes great sales; what makes great sales is the impact that occurs when you touch people’s lives. . . .What makes a great salesperson is his or her ability to create a bond with other people. A great conversation is one in which you find points of common interest, gracefully forge a bond through those interests, and allow the other person to shine. There is a word for that strong sense of harmonious accord: **rapport**.”*

In looking for **‘common ground’**, the authors describe a series of ways to do that on pages 56 to 60 which you can read on your own. These can be extremely beneficial, especially if you admit you sometimes have a hard time **‘shutting up’** and just listening. . .finding way to let the other person shine.

Chapter 10 – Skills

The authors remind us of another **‘sales technique’**, and one that I was taught early in my sales career - the **‘feel, felt, found’** approach: *“I know just how you feel; at one time I felt the same way myself, but after I _____, I discovered_____”*. That would typically lead to a **‘trial close’** as in the example they give: *“So if you were going to buy this, what color would you want it in?”*

The authors don’t denigrate the **‘skills’** or these **‘techniques’** when put into a more **‘human’** context. They just point out that when the skill only *“distracts your attention from where it needs to be: on the other person”*. . .it *“creates separation between you and the other person.”*

The solution Burg and Mann suggest is really quite simple: *“One way to keep such skills from becoming artificial is to make a habit of asking yourself: What is the truth, right here and now?”: “Do you really know how they feel?”. . . “Have you genuinely felt that same way yourself?”* And if you HAVEN’T felt that way, they point out it would be more **‘genuine and honest’** and probably a whole lot more effective to say, *“I don’t know if I can say I’ve ever felt exactly like that. So, what did you do?”*

If you were that person, doesn't it just feel so much better if someone treated you that way?

Chapter 11 – Curiosity

This is one of my favorite chapters and it's only 4 pages long (pages 67-70). All I'll suggest is that you complete this statement from page 68 in this chapter: *"The single greatest skill in sales is _____ people."* We'll fill in the blanks at the book club meeting.

I love this analogy they give: ***"Your attention is like a flashlight: it shines wherever you point it."*** Are you pointing it with questions that are really more of the 'WIFMe' variety, or are you shining it on questions focused on getting to know more about the other person?

In this chapter, the authors bring out a couple important points about our '**conscious mind**'. I had heard this before but the authors reminded me that: *"Your unconscious and autonomic nervous systems can process billions of data bits and run millions of physiological processes simultaneously, - but your conscious mind has trouble remembering the ten digits of a phone number you heard thirty seconds ago. **And it cannot hold two different thoughts at the same time.**"*

Speaking of phone numbers try this as a better way to remember phone numbers. If the phone number you're trying to remember is 404/288-1201, always start with the four numbers at the end but instead of thinking: 1,2,0,1, break it down into just two numbers 12, 01. Then go to the 3 numbers – 288, and finally since you probably can easiest remember an 'area code', focus on that last. Try this and let me know if it works for you.

Now you might say, why is Littell interjecting this into a book summary of someone else's book? It's simply applying some of Bob and John David's principles of **bringing value to others**. I'll bet you someone out there will find this to be very helpful.

Chapter 12 – Maturity

The authors start the chapter reminding us of Daniel Goleman's concept of *emotional intelligence* which they point out really boils down to '**maturity**'. They define '**emotional maturity**' as, *"the ability to keep your focus on others' feelings even as you acknowledge and honor your own."* As they stress, people can lead us to have certain emotions such as anger, frustration, etc., but *"What we and do is up to us."*

They make an important distinction between '**reacting**' and '**responding**'. *"When you react, you are letting external circumstances call the shots". . . "When you respond, you are choosing your actions and feelings. Being mindful of this distinction allows us to live in life's solutions as opposed to its problems."*

Another very important point they make here is that: *"And interestingly, it helps the other person to do the same: when you act with emotional maturity, it also tends to raise the emotional maturity level of all the conversations and exchanges in which you participate."*

But what if you don't feel like acting this way? Do it anyways! As they stress: *"The truth is, actions often precede feelings. You'll be amazed how often, when you act in a caring way despite the fact that you don't feel especially caring at the moment, you will soon find yourself having those caring feelings after all."*

In the third section – **The Law of Influence** – the chapters include: 13) Build Networks; 14) Fuzzy Influence; 15) The Perfect "Pitch"; 16) Great Questions; 17) Follow-Through; 18) Your Serve; 19) Posture; 20) Competition.

III. **The Law of Influence** - *"Your influence is determined by how abundantly you place other people's interests first."*

Chapter 13 – Build Networks

It might seem strange at first to comprehend what the authors mean when they say:

*"The secret to developing a vast and thriving sales business is the impact you have on people you have **not yet met** – people whose lives you touch, at least in some measure, before you ever lay eyes on them or have a conversation with them."*

That becomes clearer when they explain, *"The **strength** and **reach** of your influence determines how many of those people you'll reach and the quality of that reach."*

And as they're careful to point out, **influence** isn't the ability to get people to do what you want them to do, ". . . genuine influence accrues to those who become known as the sort of person who is committed to helping other people get what **they want**."

And genuine influence begins and ends with your reputation and as they are quick to point out, *"When you set out to create a career in sales, your single most important task is the building of reputation."* Just think what a difference it would make if every sales career was launched with that concept in mind, but also with the author's caution warning about a reputation – being just like a ". . . house that, once burned down, is difficult to rebuild."

Burg and Mann make a distinction between **structural authority** and **moral authority** and equate them to the difference between 'push' and 'pull'. They point out that most salespeople are '**pushing**' – trying to get **you** to do what **they** want, whereas the **Go-Giver** style is to find out what **they** want. Adding the analogy of a '**rope**' and how fruitless is to try '**pushing**' a rope, *"But ask them about themselves, find out that **their** interests are, put **their** interests ahead of your own, and you can '**pull**' people from vast distances."*

The chapter is concluded with a great paragraph which sums up the secret to '**networks**' and '**influence**' and how one begets the other.

"Great salespeople grow great networks because they focus their actions on looking out for the other person's interests and serving their needs. They prefer to give the credit

away than to seek it for themselves. Rather than aspire to be **kings**, they seek to be **kingmakers**. They are constantly on the lookout for ways they can help to elevate other people's lives – and in the process they become enormously influential themselves.”

Are you striving to be a '**king**' or a '**kingmaker**'?

Chapter 14 – Fuzzy Influence

You've probably heard before what the authors call, "**The Golden Rule of Business**: All things being equal, people will do business with and refer business to those people they know, like, and trust.”

Go to page 84 to learn about "**The Law of 250**", coined by Joe Girard, hailed by *The Guinness Book of World Records* as the greatest salesman in the world.

You hear over and over again the statement Burg and Mann repeat: "*It's not **what** you know; it's **who** you know.*" But they also carry that to another level which you've probably also heard: "*It's not **who you** know, it's **who** knows you*". But they add on one more important layer I'd never heard before, but which makes great sense. It's not just "*who knows you*", but also "*who knows **about** you.*"

Now here's a real shocker but in my own sales career this has proven to be completely true:

*"So where will your best customers come from? The classic view is that there are two places to look: your **warm market** and **cold market**, that is, people you know and those you don't. But the chances are good that the majority of your **best** customers will come from neither of those but from the **fuzzy** area in between the two – that neither hot nor cold domain that you might call your **fuzzy market**."*

Now if you're in a job search mode or expect to be anytime soon, you'll especially want to buy this book and carefully read **page 86** and then the story which reinforces this on pages 87 and 88. You'll learn about '**weak ties**' and how they are most often the source and secret to landing a job.

In "**The Go-Giver**", Pindar the 'wise one' says, "*How do you find your greatest customers? You don't. **They find you.***"

Chapter 15 – The Perfect Pitch

When you hear the word 'pitch' – assuming you're not talking about baseball, the hair probably rises on the back of your neck. And that's probably whether you are the one '**pitching**' (the raised hair is fear), or if you are the one '**being pitched**' (digging in to thwart the pitch).

Well, you are about to learn the PERFECT sales pitch from Burg and Mann.

So as the authors paint the picture of walking into the Chamber meeting or a social party, etc. I like to imagine it this way: Our hero has sharpened his/her '**elevator statement**'

and ‘**sales pitch**’ sword to a ‘razor-sharp edge’. So at the first twitch of interest, they draw their sword and stab the closest ‘**prospect**’ they can find, only then to realize it’s hard to sell someone who’s bleeding to death.

Burg and Mann make an even better analogy. Most salespeople go into a ‘**networking**’ or social event as if they are. . . “*cruis[ing] the event like a pickup artist wannabe at a singles bar.*”

So what’s the secret? “*Go in with only two goals in mind: 1) meeting new people; 2) making a few new friends – not so you can cleverly turn them into prospects. Just into friends.*”

As a personal aside here, I like to also suggest that in addition to these two missions, you also go in with the attitude of being on a ‘**research mission**’ – to meet interesting people who are in a business or industry you know little about. Not only will you elevate your own image by peppering them with questions about their industry, their company, and what they do in that field or profession, but it will often give you information which will make you more interesting at the next cocktail party you attend.

But here is the author’s punch-line for “*The Perfect Pitch – **There is no pitch.***”

Here’s a quote of theirs which is hard to stomach but which is so true: “*When you first meet this person, there are three words you need to remember when it comes to your business: **they don’t care.***”

That brought to my mind the classic scene in the movie – “*The Fugitive*”. As Harrison Ford – the physician and wrongly-accused murderer of his wife, has been dead-ended at the mouth of the dam’s water release tunnel and with the only escape possibility – a dive from hundreds of feet into the water below, Ford has a gun pointed at Tommy Lee Jones who has caught up with him to arrest him, Ford proclaims, “***I didn’t kill my wife!***”. . . Jones – with hands raised – responds “***I don’t care!***”

So, the next time you meet someone for the first time and you have your ‘**prospecting gun**’ pointed right at them, ready to fire your sales pitch about your MacGuffin, just pretend you’re looking at Tommy Lee Jones’ face and what he would be saying.

Rather than be poised to draw your sword to attack, or to come out with your cleverly worded ‘elevator statement’ – “*I turn rocks into money*”, the authors suggest you first follow the Hippocratic oath – “*First, do no harm*”.

So in summary, go into events and parties, etc. of all kinds armed with the Burg and Mann’s advice: “*Your aim is to have fun and make friends. Go for quality, not quantity. And don’t pitch.*”

Chapter 16 – Great Questions

For those who are somewhat familiar with the NetWeaving concept, one of our key suggestions is for YOU to be the one to ‘**elevate a conversation**’ from ‘**small talk**’ (the weather, traffic, sports) to what we like to call ‘*meaningful dialogue*’ where there is mutual

learning and growth. We've developed a series of questions which can be used to do just that – especially in a group setting, but I actually like the ones Burg and Mann suggest even better. Here are a few of them:

- *“How did you get started in the (fill in the blank) business?”*
- *“What do you enjoy most about what you do?”* (and they suggest not to set a negative tone by reversing the question about what they least enjoy).
- *“What do you see most unique or special about your company or business?”*
- *“What advice would you give someone just starting out in the (fill in the blank) business?”*
- *“What’s the strangest or funniest things you’ve seen happen in your business?”*
- *“What significant changes have you seen in your profession in say the past ten years?”*
- *“What do you see as the coming trends in the (fill in the blank) business?”*

These last two are very much in line with a concept we call: **Global, Local, Personal (GLP)**. Start with:

Global - *“If you had to name the two or three greatest challenges your entire “Widget” industry is facing these days, what would they be?”*

Local - *“Are those the same challenges which your company is struggling with or have you found some ways to overcome them or at least some ways to offset them?”*

Personal - *“And in your own job, are you involved directly or indirectly on working towards solutions to those challenges?”*

I'll also add one more of the questions we've used which Burg and Mann would call a, **“Feel-Good Question”**:

“What’s the most interesting vacation trip you’ve ever taken; where did you go, and were there some secret places you discovered on your own that you could share?” We threw that question out once at a Harvard Business Club meeting and I've never seen more people taking notes than that time.

But of all the questions which Burg and Mann suggest, the one which I like the best and which I'm going to steal and start using immediately is,

“Name, how can I know if someone I'm talking to is a good prospect for you?”

The authors finish the chapter with some great advice to remember:

“In order for your sales business to thrive, someone needs to say yes to your MacGuffin. But it doesn’t need to be this person. So relax, enjoy the conversation – and walk out of there with a new friend.”

Chapter 17 – Follow-Through

The authors begin this chapter with some important words of wisdom:

“The most important questions prospects ask are the very ones most salespeople miss – because people never ask them out loud. They may not even be thinking them consciously themselves. But they’re asking them, all right, and the answers will make or break their trust in you. These questions include:

Can I trust you?

Will you do what you said you’d do?

Do I really matter to you?”

The authors are completely in line with the use of the term ‘**follow-through**’ as we teach it in NetWeaving. They likewise make an interesting distinction between “*follow-up*” and “*follow-through*”. They describe ‘**follow-up**’ as “*continuing or repeating something that has already been done*” whereas they like follow-through better because “*it means completing a process or action and taking it to its fullest conclusion.*”

We actually go one-step farther in saying that **most ‘follow-up’** is not only incomplete, but for most salespeople, it’s **totally ineffective**. They go to an event and meet some people with whom they might have built a great relationship over time. They collect his or her business card; maybe even send an email acknowledging the meeting, but do nothing to move the relationship to the next level.

I totally agree with the authors that “**follow-through**” means that you are taking some ‘**action**’ to move that relationship to the next level and guess what the authors suggest as two great ways to do that:

“One of the greatest ways of creating value for people is by connecting them to other people and suggesting ways they can do business with each other or benefit in some other way from the relationship.”

They also suggest:

“You might send them information they may find interesting or valuable – not about your product or service but about something they’re personally interested in.”

They’ve just honed in on the two primary skill sets of NetWeaving, and the only thing I would add is that the best forms of **follow-through** are the ones which **amaze, astound,**

surprise, and **knock their socks off**, making the person you have just met say, “*Wow, no one has ever done THAT for me before.*” I consider the best follow-through that which maximizes the **quality** and the **creativity** which you add to this new introduction.

Another great point that Burg and Mann stress – and it took me a while to realize this with NetWeaving – *you can overdo your follow-through* and go from being seen as ‘**helpful**’ to ‘**annoying**’. I have also found that when you are planning to connect two people, it’s good to actually have them exchange bio’s to make sure they would truly value the connection you’re planning to make. Some-times, it’s just that the ‘**timing**’ of such a connection isn’t right and when you ask each party if they would like you to make such a connection, you are showing genuine consideration for their time.

Chapter 18 – Your Serve

In this chapter Burg and Mann explain how to approach the point where in ‘**tennis**’ terms, it’s finally your turn to ‘serve’ – *to tell what you do*. Assuming you’re playing a **friendly** game rather than a very competitive one, in tennis you’re serving so the other person can return it. As the authors say, “*In other words, you want to explain what it is you do, clearly and succinctly, in such a way that the other person **gets engaged in the game.***”

And when you’re only focusing on the ‘**features**’ of your product or service, according to Burg and Mann, that’s a **MacGuffin**.

When you’re talking ‘**benefits**’, you’re focusing on the needs of the other person: “*A pitch is **me**-focused. A serve is **them**-focused.*” Another way they differentiate the two: “*Features are answers to the question ‘**What?**’ . . . “Benefits are answers to the question ‘**Why?**’ . . . **Why** conversations drive to the question of what genuinely matters. **Why** conversations are where real connections are made.*”

Pages 108 – 109 give some great examples of the right way to ‘**serve**’ instead of ‘**pitch**’. They end the chapter: “*Remember that you cannot make a sale. Only they can do that. What you can do is **create value**. . . It’s your serve.*”

Chapter 19 – Posture

This chapter gets a little deep and I think the best way to approach it is by explaining the author’s term “**emotional clarity**”:

*“ . . .there is a difference between your **economic** need (which is real) and your **emotional** need for this person to be the solution to that economic need. Emotional discipline is your ability to hold onto that clarity and consistently **choose** your responses to each, rather than **reacting** impulsively.”*

Burg and Mann explain:

“By posture we mean shaking off doubts and insecurities and stepping into the truth of who you are and the value of what you have to offer, without emotional attachment to any specific outcome.”

That’s easier said than done especially if the wolves are at your doorstep but what the authors suggest is the best approach:

“It’s helpful here to remember that the conscious mind can hold only one thought at a time. The only way you can succumb to the sense of feeling needy is when your focus is on yourself. So let’s ask ourselves a different question. The question before you is not whether you need this person to be interested in your MacGuffin; the question is, do they need your MacGuffin?”

If you’re just starting out in applying Burg and Mann’s 5 Laws, this may still be tough, but if:

*“. . .you’ve been putting the first three Laws of Stratospheric Success into practice, your reputation is growing and your influence is spread: People you’ve never met or heard of are hearing about you, right at this very minute. Your business will touch the lives of many, many people – but you don’t need **this particular person** to be one of them.”*

So think of ‘**posture**’ as your ability to ‘**respond**’ with the other person’s needs in mind—acting with emotional clarity - rather than ‘**reacting**’ and being focused only on your own needs. But also understand, you will grow into the 5 Laws of Stratospheric Success. You won’t wake up one morning and they’re all there. But today is the day to start if you have the heart and will to do so, or to continue the journey if you’ve already recognized the true value and are committed to continue growing.

From this point on in the summary, I’m only going to highlight some key phrases and quotes from each of the remaining chapters and hopefully inspire you to want to read the entire book and dig in and completely absorb the material.

20 – The Competition

“Good competition keeps you on your toes, raising the bar for what a business like yours can do. Good competition pushes and stretches the limits of what’s possible.” (Page 117)

“Whenever you’re speaking to a prospect and they bring up your competitor, go out of your way to say something nice about him or her. . . .when you compliment your competitor, you are also demonstrating respect – and respect earns respect.” (Page 118)

On pages 118 and 119, some great tips about Confidence, being Successful, and my favorite,

Safety: *“If you speak that highly of your competition, then this person knows they’ll never have to worry about what you say about **them** behind their back.”*

In the fourth section – **The Law of Authenticity** – the chapters include: 21) Be Real; 22) Present; 23) Undersell; 24) Listen; 25) Objections; 26) The ‘Close’; 27) Silence; 20) Competition.

IV. The Law of Authenticity – *“The most valuable gift you have to offer is yourself.”*

Chapter 21 – Be Real

*“. . . to touch people’s lives, you do not need to be what is often called a ‘**people person**’ that is, the bubbly effervescent sort of personality who naturally and effortlessly connects, chats, and coffee-katches with anyone and everyone. . . anyone can learn what it means to be a good friend.” (Page 125)*

*“Rather than try to leave your comfort zone, perhaps you can just be where you are – only **change** your zone by stretching it a bit. Grow it, enlarge it, make it big enough to include the other person. Instead of stepping **out** of who you are, step **into** who you truly are.” (Page 126)*

“. . . authentic is not something you become; it’s something you already are. Authenticity is not something you seek or take on, it’s something you simply embrace.” (Page 127)

*“Closely related to authenticity is the term **integrity**. Integrity means being **whole**, that is, not being divided. . . Being whole means your words and actions are not separate things.” (Page 127)*

And if you want to end this chapter about integrity and being authentic with a good belly laugh, go to pages 127 and 128 to read the story, rather true or not, about Ghandi and the woman who brought her child to him to try and break him from eating sugar.

Chapter 22 – Present

*“Giving people information doesn’t give people value, it simply steals their time. Because of this, presenting is no longer about giving information (if it ever really was). It’s about giving **meaning**.” (Page 129)*

*“Stories don’t necessarily sell. What they do is **connect**.” (Page 130)*

If you’re a presenter (and most people are or will be at some point in their career), read the stories on pages 130 – 132 to see how NOT to start a presentation, and then how to do it right.

[referring to presenting a talk] *“What you will be graded on is the quality of the interaction. Bring yourself to each conversation with these questions: Who is this person? What do they want? What are they searching for? What is the single most valuable thing I could possibly offer them?”* (Page 132-133)

“Authenticity doesn’t mean you can’t use preplanned words. It just means that when you do, you have to make them your own, in both your head and your heart.” (Page 133)

Chapter 23 – Undersell

“Believe me. . .Trust me. . .Take it from me. . .If you want my opinion. . .” *“If you notice these phrases appearing in your language, we recommend you ferret them out and eliminate them. None of them is effective at conveying genuine value.”* (Page 135)

*“There is a wonderful expression in sales: **‘It’s better to under-promise and over-deliver than the other way around’.**”* (Page 136)

“Hype and overselling almost invariably achieve the opposite of their intended goal. They make people want to back away, turn around, and run.” (Page 137)

“Confidence and genuine enthusiasm are not missiles that work only when they are launched at others; they are lights that glow from within.” (Page 137)

Chapter 24 – Listen

“The real secret of great communicators is not their talk but their empathy; before they open their mouths, they have a clear grasp of their audience’s experience.” . . . “And there is only one sure way to arrive at that clear grasp: listening.” (Page 139)

*“Great salespeople don’t listen **in order to** anything. They simply listen. They listen because they are interested in the other person; they are curious. They want to know the person. They listen to learn.”* (Page 140)

“One of the powerful things about listening is that it is often the only way to really get to the heart of the matter. People often don’t voice their real thoughts and concerns right away. In fact, people often don’t know what their real thoughts and concerns are, at least not at first.” (Page 141)

“That is the ultimate benefit of genuine listening: you honor the other person. You let them know that they are important and that you value them. And that is the bedrock of a great relationship.” (Page 144)

Chapter 25 – Objections

“As we unwrap this process [dealing with objections], we’ll discover something wonderful: this is often the very moment that offers the greatest opportunity to create value for the other person.” (Page 145)

*“The truth about objections is that most of the time, they **aren’t really objections.**”*
(Page 146)

*“The Go-Giver’s approach to another person’s objection is empathy: instead of facing off and staking out a debate position, step over to where the person is standing, stand next to them and look at their objection **with them.**” . . . “We sometimes describe this as *turning in the direction of the skid.*” [if you’ve driven in ice or snow, you know this technique which doesn’t exactly make perfect sense, but it works]. (Page 147)*

This entire chapter is a must-read for anyone in sales since it explains so eloquently why most people who are trained by memorizing clever answers to objections eventually fail. (Pages 145-151)

Chapter 26 – The “Close”

This chapter starts out with a list of all the ‘funny-named’ closes – 26 in all if I’m counting correctly. I’d like to know how the **“Golden Gate Bridge Close”** is supposed to work. The only one which I know DOES really work, but only with puppies, is the **“Puppy Dog Close”** – *“Here just take ‘Goldie’ home over the weekend, and if you don’t like her, you can bring her back on Monday”*.

“Classic sales training teaches us all sorts of approaches to this moment, creating scenarios that we run over and over in our heads. But these can end up feeling like exactly what they are: techniques. People can sense they’re being ‘closed’, and it doesn’t feel good.” (Page 154)

*“If we instead keep our focus on the other person, then our question comes from a place of authentic asking. Is this what the other person wants? Would this be of genuine value to them? The simplest way to ask is the simplest way to ask: ‘**Jack, are you at point where you’d like to go ahead and purchase?**’ or ‘**Jack, would you like to buy one of these MacGuffins?**’”* (Page 154-155)

*“But that approach [traditional sales approach] is aimed at **making the sale**, while our goal is always to **create value**. We want to create a process that includes the other person, not one that confronts the other person. So rather than focus here on closing, we like to focus on opening.”* (Page 155)

“Instead of trying to close the prospect, open the dialogue to more possibilities.” (Page 156)

This chapter (Pages 153-158) is another must-read for those in sales to comprehend that this process in many ways may reverse much if not everything you have learned about sales, especially about answering objections and closing the sale. But, if you have embraced the **Go-Giver Laws** up to this point, you can’t revert now to the more ‘*what’s in it for me*’ approaches because they will move you quickly away from being ‘genuine’ and ‘authentic’ and your credibility immediately will go out the window.

Chapter 27 – Silence

“In conversation, often the most powerful moments are not when you are speaking but when you pause and make room for the other person. Sometimes we rush to fill in those empty moments, perhaps out of fear that the silence will feel awkward. But it’s better to let the silences be there: silences in a conversation have a wonderful way of coaxing deeper thoughts to the surface.” (Page 160)

*“What you have most to offer others, you have to offer least of all through what you say, in greater part through what you do, but in greatest part through who you **are**.”* (Page 161)

In the fifth section – **The Law of Receptivity** – the chapters include: 28) Stay Open; 29) Left Field; 30) Crisis;

V. The Law of Receptivity – *“The key to effective giving is to stay open to receiving”*

I probably got as much out of this chapter as any in the book because I really can identify with what the authors began the chapter with:

*“Many readers have told us that the Law of Receptivity was the hardest of the Five Laws for them to accept and put into practice personally. This is important to note, because while the first four laws are not about the sale itself (they are all about giving), the fifth law is about the sale. This is the part where you actually **receive**.”* (Page 165)

Even though we’ve always said that “NetWeaving” isn’t done out of pure altruism. It’s done with ‘enlightened self-interest’ as its foundation and based upon a genuine confidence in **‘the law of reciprocity’** – ***“What goes around, does come back around.”***

Nevertheless, there’s still been a part of me that when persons offer to help, or especially after I’ve helped them in some way, I haven’t been comfortable in allowing them to return the favor. What this chapter helped me realize is what Joe eventually realizes in ***The Go-Giver***: *“If you don’t let yourself receive, you’re refusing the gifts of others – and you shut down the flow.”*

The analogy the authors use to clarify this - **‘nature’**: *“. . .it [nature] expresses itself through the exchange of oxygen and carbon dioxide; in the world of sales, it expresses itself through the exchange of products, services, value, and money. But it’s the same flow in either case. It is breathing; it is life.”*

A preferable way to look at the saying, *“It’s **better** to give than to **receive**”* is how Pindar states it in ***The Go-Giver***: *“It’s not **better** to give than to receive. It’s **insane** to try to give and **not** receive!”*

*“To be genuinely successful, we need to allow ourselves to receive.”. . .”One way to develop this inclination is to practice **appreciation**. All religions and traditional schools*

of thought counsel the wisdom of vigilant appreciation, sometimes popularly referred to as an **attitude of gratitude**. ‘Count your blessings,’ we were told as children.” (Page 170).

Chapter 29 – Left Field

The opening sentence in this chapter says exactly what I believe so strongly and why “**Left Field**” is where most of your Home Run Balls will be hit:

*“What is so interesting about **giving** is not only that it pays, but that it pays [**back** (word I added)] in such unexpected ways. When you live with generosity, blessings come to you from corners and avenues you never would have expected.” (Page 173)*

I would consider the following paragraph to be the most important one in the entire book for explaining why the “**Go-Giver**” philosophy, mindset, and why the “**Five Laws of Stratospheric Success**” work in the real world to achieve higher sales goals than through any of the age-old traditional sales tactics and techniques:

*“There is the world that we see: the people, events and circumstances we’re paying attention to, the things we aware of and can trace logically. And then there is a whole other, vastly larger area of the universe, an area we’ll call **left field**, which includes the 99.9 percent that we’re not paying attention to or noticing at all, the realm of events and circumstances that we cannot possibly trace and that transcend our capacity to comprehend cause and effect. This uncharted realm, this unknown territory, is the source of genuine abundance, and while it is impossible for any one of us to predict its precise pathways of operation, we can tap into it.” (Page 173)*

Here I am reminded of one of my favorite quotations from a classic book, “**How to Attract Good Luck**” by AHZ Carr.

As Carr states,

*“The first step in attracting good luck is to recognize that **most** of our good luck [which he defines as “the beneficial effect of **chance** upon our lives”], comes to us through **other people**.”*

But here is my favorite line: “*Between ourselves and those who cross our path, **CHANCE** spins an invisible ‘**thread of awareness**’ and he calls this a “**Luck Line**”.*

*To expose ourselves to luck, then, means in essence to come into **healthy human relationships with more people**..*

***The more Luck Lines you throw out, the more Luck you’re going to find.**”*

Chapter 30 – Crisis

As the authors conclude their masterful work, they remind us that ‘**crisis**’ often creates the greatest ‘**opportunities**’ and thus the Chinese symbol for crisis symbolizing BOTH.

Here are a couple of my favorite concluding quotes:

“When you live a life of generosity, the world will bring you moments of shining good fortune – and they will often be decked out in tattered, oil-stained overalls.” . . . “This is why we often miss our greatest opportunities: we turn a deaf ear to the whispers of our intuition and fail to see through the work-clothes disguise. It’s important to have a plan – but if we are too narrowly wedded to our own carefully blueprinted footpaths, we are more likely to miss the broader avenues that appear unexpectedly around the next bend in the trail. . . . Receptivity also means staying open to learning and to new ideas – and this takes courage.” (Page180)

*“Having the courage to embrace an unexpected path also means embracing the risk that this path may (and sometimes **will**) lead nowhere – or nowhere good.” . . . “Perhaps this is the most challenging thing about being **receptive**: it means allowing yourself to be vulnerable.”*

I sincerely hope that this summary will have the kind of impact on **you** that it’s had on me. It’s actually taken ME much deeper into the concept which I created. . . . “NetWeaving” and has challenged me personally, regarding some of my own *authenticity* and *genuineness* – NOT of the concept – but in some of the ways in which I had been applying it.

If you have received this summary, part of your REQUIREMENT for having received this ‘gift’ summary is to respond to me (I will also pass on to Bob Burg and John David Mann) not only the ways that this has impacted your life, but any questions that come to mind as you apply the Laws in your own business and practice.