



ADVERSARIES into ALLIES

Win People Over Without Manipulation or Coercion

Bob Burg – Coauthor of “*The Go-Giver*”
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Summary by Bob Littell, Chief NetWeaver
chiefnetweaver@gmail.com

Introduction

Who is mighty? Those who can control their own emotions and make of an enemy a friend.
-Talmud, Pirkel Avos (Wisdom of the Fathers)

Bob has really outdone himself with this book which is a wonderful writing achievement. Bob honored me by asking me to write a testimonial for the book when it was just being released and this is what I said:

“Frankly I was amazed at the sheer number of invaluable tips included in Bob’s book, Adversaries into Allies. I had never considered being a ‘Master Influencer’ as one of my strengths, but armed with this new arsenal of tools and practical advice, I know I can improve ten-fold. The clarity of Bob’s writing style and the short chapters make it such an easy read that it’s difficult to put down once you start.”

In his introduction Bob makes it clear that someone can possess every “**positive trait**” you can think of: “*be talented; of high character, ambitious; kind; charitable; hardworking, thrifty, and energetic; have a knack for numbers and a head for business;; be even-tempered, creative . . . and on and on*” but, “*Unless you are able to influence the way others think and act, your chances for success in any aspect of your life are limited.*”

He goes on to provide his definition of “**Ultimate Influence**” – the key to success – “*that with both **benevolent intent** and **ability** – you can consistently obtain both personal and business satisfaction*” . . . “*the ability to get the results you want from others while making them feel **genuinely** good about themselves, about the process, and about you.*”

What Bob plans to share in the book are **FIVE ‘actionable principles’** that you can learn as well as how to begin to possess this “**Ultimate Influence**”. And, while you’re at it, “*make your life more fun, less stressful, and a **lot** more profitable.*”

As the opening quotation and Bob confirms where the **Ultimate Influence** begins, “*only when you can subdue your own emotions are you in a position of true strength, of true influence. Indeed, you are then so powerful you can transform a potentially negative situation into a win for all involved.*”

Bob also clarifies his definition of an ‘**adversary**’ to distinguish it from an ‘**enemy**’, to simply mean those who, “*regardless of their intentions – stand in the way of our personal satisfaction.*”

He quotes the great Japanese home-run hitter Sadaharu Oh who viewed opposing pitchers as his “*partners in hitting home runs*” and Bob extends that same way to look at adversaries: “**Partners in growth and success – and as people we can turn into allies for mutual gain and success.**”

Bob says the range of ‘**partners**’ can range from “*family members to well-intentioned friends, and can include coworkers, employees, supervisors, employers, team members, committee members, salespeople, prospects, customers, clients, bureaucrats, customer service representatives, and many, many others.*”

Answering some questions about whether the book is really about ‘**negotiating**’ or is it about ‘**selling**’, Bob first suggests that it’s not directly about ‘negotiating’ although in a way, “*we negotiate ‘everything in life in one way or another’*”. And secondly it is about ‘**selling**’ **but**, “*only in the sense that if we understand that selling is about moving others to accept our ideas – whether we’re deciding which movie to see with a friend, selling our product to a new prospect, or trying to get better service from a difficult rep – we are selling on a constant basis.*”

Bob concedes that there are infrequent cases where ‘personal skills’ were lacking but where significant financial success has been achieved. But for many of those, their **personal** relationships were a ‘mess’. I can point to any number I’ve known in my financial services background where that was the case. Bob’s right:

“Most of us, on the other hand, need very powerful people skills to succeed not only in business but in all areas of life. . . I believe that success in life is based on 10 percent technical skills and 90 percent people skills.”

Bob says, “**technical skills**” and other ones I can think of, such as athletic ones, can “**get you into the game**”, but most often, without ‘**people skills**’, Bob reminds us; “*Some of the most talented people in the world accomplish very average results because they have not mastered the people skills and influence skills that elicit the necessary action, buy in, or commitment from others.*”

SECTION ONE

The Five Principles of Ultimate Influence

Understand These and You’ll Understand The Basics of All Human Action and Interaction

Bob begins this section by quoting leadership guru, Dr. John C. Maxwell who says, “**Influence is everything**”. Bob agrees with that bold statement and to support it, he defines ‘influence’ as “*the ability to move a person or persons to a desired action, usually within the context of a specific goal.*”

I really like this quote about the why the most successful people have ‘pull’, and I totally agree with it:

“Great influencers attract people, both to themselves and to their ideas.”

But Bob goes on to clarify this definition within the context of “**Ultimate Influence**” since the definition above might be accomplished by brute force or by coercion or manipulation.

Bob says:

*“The key to the kind of influence I’m talking about – what I call **Ultimate Influence** – encompasses not only the ability to move someone to action but **the manner in which you move them**. In other words, not just **what** you do, but **how** you do it.”*

Bob supports this further: “When you think about it, there are only two ways to move a person to change their thoughts or take the action you wish for them to take: by **force** or **persuasion**.” He reminds any of us who has ever had an intimidating boss or where they have been treated less than respectfully: “When that happens, they do the bare minimum, at best performing only well enough to keep their job”, and “they’ll find a way to sabotage the process completely - consciously or unconsciously.”

He contrasts force or coercion with ‘**persuasion**’:

“Persuasion on the other hand, is much more effective because, by definition, it requires that the person acts on their own volition. When you persuade someone, you don’t force them to comply with your wishes, but rather you help them see why their desired outcome and your desired outcome are the same.”

It’s All About Them

Burg’s definition of an ally is “. . . a partner, someone who shares your goals or has similar ones. Allies are not subordinate; they are equals who choose to align themselves with you because they know that doing so will benefit them in at least some way.”

Quoting Dale Carnegie from his classic, “**How to Win Friends and Influence People**”: “Ultimately people do things for **their** reasons, not **our** reasons.” Bob stresses that to become an Ultimate Influencer, you must “understand, embrace, and keep this law of human nature at the top of your mind.”

He adds a challenge which might come to mind for many of us: “What about charity and other forms of altruism?” And his answer:

“Even when giving charity (even when you donate a kidney!), you do this because it aligns with your personal value system, you believe it is the right thing to do, and it makes you feel good about yourself.”

Taking a little NetWeaving “poetic license”, I like to say that “**NetWeaving**” (i.e. connecting others with their needs in mind, and gratuitously offering your help, or that of others within your ‘trusted resource network’) is not done out of **pure altruism**, but rather out of “**Enlightened Self-Interest**”. Your goal is certainly to help the other person, but part of your

rationale is that you do believe in the law of reciprocity, and that, “*what goes around, does come back around.*”

It’s Human Nature. . .It’s Okay

Feeling that he needs to explain this element of ‘human nature’ further Burg adds:

“I understand that this concept challenges some long-assumed premises. And this by no means is meant to imply that every choice one makes is the easiest, most comfortable, or most convenient – only that one does it for their own reasons, either consciously or unconsciously, based on their own personal value system.”

“If your request is not mandatory. . . you must give the other individual a personal benefit for taking action.”

Burg ends this section with one of my favorite points:

*“**Important point:** everyone’s motivation is not necessarily money. The vast majority of time it is not. Feeling good about oneself is often the most powerful motivator of all! Difficult people, in particular, tend to have a poor self-image. So take a genuine, personal interest in them. Show more respect than they might typically receive. Find out what will press their emotional hot button and cause them to take the action you want them to take. Ask yourself, ‘**What’s in it for them?**’ If you nail that answer, chances are that they – or anyone else will bend over backward to make you happy. **That’s** Ultimate Influence!”*

The Law of Influence

Burg begins this section by referencing his previous book, “**The Go-Giver**” which he co-authored with John David Mann. In there they state, “*Your influence is determined by how abundantly you place other people’s interests first.*”

And to some he admits, that might sound a little too “*Pollyanna-ish*”, but he goes on to say, “. . .it’s really how most great leaders, top influencers, and highly profitable salespeople conduct their lives and run their businesses.”

But it’s an important that he distinguishes between becoming a ‘**doormat**’ or ‘**martyr**’ . . .serving others in some “**self-sacrificial way**”. . . and being a true ‘**influencer**’: “*People who let other people take advantage of them are acting out of weakness, not out of strength, and can never be truly influential.*”

Don’t become as Adam Grant labels them in another of my book summaries - “*Give and Take*” – a “**Giver Doormat**”.

You’ve probably heard this axiom before, “*All things being equal, people will do business with, and refer business to, those people they know, like, and trust.*” Bob repeats this but then goes on to add an “**Ultimate Influencer**” addition:

*“All things being equal, people will do business with, refer business to, **and allow themselves to be influenced** by those people they know, like, and trust”.*

And add this one to Bob's group of great tips and wisdom:

"Most people don't commit to things, they commit to people. And they typically commit to people who they believe care about them."

In line with Dr. Maxwell's statement, "***Influence is everything***", Bob clarifies that by saying:

"This is not to say that influence – doing it and having it – is always a positive thing. For it to be positive, it must come from a place of benevolent (at best) or benign (at worst) intent, and it must also help the person who is being influenced. Otherwise, we're probably talking about manipulation."

CHAPTER 1

THE FIVE PRINCIPLES

The five key principles that define "Ultimate Influence" and which Burg stresses "occur on an ongoing basis", and "often all five" include:

1. Control your own emotions
2. Understand the clash of belief systems
3. Acknowledge their ego
4. Set the proper frame
5. Communicate with fact and empathy

1. Control Your Own Emotions

Bob begins this section with a little 'tough love' telling us one of things some of us have a hard time admitting:

"Human beings are emotional creatures. Most of us like to think of ourselves as logical - and to a certain degree we are – but, by and large, we act out of emotion." . . . "Yes, we make our decisions based mostly upon our emotions and then back up these decisions with those rational lies we tell ourselves."

He supports this with an example:

Rational lie: *"Even though I can't afford it, I really need that luxury car that costs me an extra few hundred dollars per month, is more expensive to insure, and is worse on gas. Why? Because my prospects need to see me as successful. In fact, just one additional sale per month will pay for it."*

The truth: *"I want everyone to think I'm financially successful and I feel better about myself when driving a cool car."*

Been there. Done that in my early career.

To further support this premise, he quotes Daniel Goleman from his class book, *“Emotional Intelligence”*:

“The emotional mind. . .takes its beliefs to be absolutely true, and so discounts any evidence to the contrary. That is why it is so hard to reason with someone who is emotionally upset: no matter the soundness of your argument from a logical point of view, it carries no weight if it is out of keeping with the emotional conviction of the moment.”

Goleman adds and Burg confirms it be one of the most important things to understand:

“Feelings are self-justifying, with a set of perceptions and ‘proofs’ all their own.”

So what’s needed is to *“embrace our emotions”*, but also stay in control of them. I especially like what Bob says, *“When you can both master your emotions and help others to work effectively within theirs, your level of influence will be sky high.”*

What Bob covers later on is how to **‘respond’** rather than to **‘react’**. . . *“how to handle verbal attacks”*. . . *“how to make calmness your default setting”*. . . *“detach from and defuse your anger”*. . . *“make silence your best friend”*. . . and more.

2. Understand the Clash of Belief Systems

In another of the summaries I’ve written (can’t remember which one), there was the best example I’ve ever read which illustrates this principle. This is about how it went:

A well-groomed, grey-suited business executive is seated in the airport lounge area awaiting his flight. He reaches into the bag of chocolate chip cookies on his right, and immediately afterwards, a woman, sitting next to him on the other side of the cookie bag – with her two children sitting to her right – reaches into the same bag. . .and without saying anything. . . pulls out a cookie and eats it. He is taken aback but keeps cool and says nothing. He reaches in to take out another one; after which the woman reaches in and takes out two cookies, giving one to each of her two children. Luckily they announce the plane is ready to board before he confronts her and decides to just let it go. As he is tucking his cell phone into his briefcase, he sees the *actual* bag of cookies he had purchased. . . still in his briefcase.

Which one of them was REALLY in control of their emotions?

As Bob points out:

“Each one of us sees the world in a unique way based on a combination of upbringing, environment, schooling, popular media, and the people with whom we associate. . . Your potential adversary doesn’t realize that he sees the world based on his belief system but believes that everyone else sees the world about the same way he does. He is totally unaware of this. So he interprets our words and actions in light of his belief system, not ours. And we do the exact same thing.”

So later, Bob helps us see that it isn’t as necessary for us to totally understand another person’s belief system as it is to simply accept that other’s belief system is very likely very different from our own. Then he shows how to *“ensure that you’re both on the same page, how*

to avoid unhelpful assumptions, how **not** to take things personally, and get additional insights into this important concept”.

3. Acknowledge Their Ego

Bob starts with a humorous story illustrating that we all have an ego to some greater or lesser extent. And he points out,

“We usually think of ego as a bad thing – a problem that self-involved, narcissistic people suffer from. But the ego is nothing more than one’s sense of self. Everyone has that, and if you bruise it by failing to acknowledge another person’s sense of self, you’ll have a hard time winning that person over.”

Great point Bob makes here:

“About 95 percent of the time, being able to move a person to your side of an issue comes down to how you make him (or help him) feel about himself.”

Later, Bob covers: *“how to control your ego and acknowledge and work with the conscious and unconscious effects of other people’s egos.”*

4. Set the Proper Frame

Bob sets the stage for understanding this principle by contrasting two approaches which a disgruntled customer could take. In the first example, the customer barks at the sales cashier:

“This is unacceptable! I demand to see the manager right now!” – The manager, already girded for battle, is ready to *“quote company policy”*.

Bob suggests we picture the same dissatisfied customer who takes a different approach, **“framing”** the conversation very differently:

Addressing the cashier, he says, *“I’m sorry to have to put you in this position. It might be better if I speak to the manager. What’s his or her name.”* The company policy might still be quoted but, *“With a warm smile and an outstretched hand, the customer says, ‘Hi Mr. Jones, I’m Pat Thomas. Thank you so much for coming out to speak with me. I know you’re very busy’.”*

Can you see how the manager is now going to be much more willing to bypass company policy and do whatever he can to please this customer. Bob calls one **“a frame of conflict”** versus **“a frame of helpfulness”**.

And so later Bob will show how to set the frame so you are in control – which often ‘determines the outcome of any transaction’. He’ll also tell *“why setting positive expectations works, and why you should sometimes let them see you sweat.”*

5. Communicate with Tact and Empathy

Bob begins this section by quoting his Dad – Mike Burg: “*Tact is the language of strength*”, or as Bob adds, “*The ability to use tact in every situation is key to becoming an Ultimate Influencer*”.

Burg defines tact this way:

“Tact is the ability to say something in a way that makes the other person feel less threatened or defensive and more open to you and your ideas”. . . “tact opens them up to very positively accepting your suggestion, and acting upon it.”

He goes on to tie the relation between ‘tact’ and ‘empathy’: “*Empathy is related to tact but can be defined as the ability to identify with another’s feelings.*”

And he makes a point I’ve never considered before when he says that “***empathy is NOT exactly putting yourself in someone else’s shoes***”:

“Even if we have shared another person’s experience, our aforementioned individual belief systems, personalities, convictions, and the variety of our backgrounds makes each person’s reaction, even to common experiences, different.”

You merely need to communicate that “*they’re feeling something that is uncomfortable for them and that you are there to help them work through it.*”

Later Bob will cover “*how to open a conversation to get what you need; give the other person an out to say no without damaging a relationship, handle an interrupter with aplomb, and more aspects of tact and empathy.*”

The rest of the book covers these Five Principles in much more depth and as usual, I’ll cover some of the material in more detail, in hopes that you will also want to own **this ‘textbook’ for getting what you want, with the other person coming away feeling just as good as you do.**

CHAPTER 2

IT’S (MUCH) MORE THAN JUST ABOUT BEING NICE

Bob begins this chapter with an interesting question: “***Do nice people really finish last?***”

Not necessarily but they don’t necessarily finish FIRST either. Bob says, “*There’s a lot more to influence than simply being nice.*”. . . “*Having influence and obtaining success of any kind is a matter of doing the correct things in the correct way. Nice is indeed helpful. But it’s not enough.*”

And when people complain that they are so nice that they get taken advantage of, Bob puts the brunt of the blame on them: *“There is absolutely no natural correlation between being nice and being taken advantage of”. . . “People take advantage of you not because you are nice, but because you allow yourself to be taken advantage of.”*

“The key to Ultimate Influence is about getting what you want while making others feel good about themselves. In doing so, you persuade them to act in your favor”.

CHAPTER 3

PERSUASION VERSUS MANIPULATION

Bob begins by explaining that both ‘**persuasion**’ and ‘**manipulation**’ are *“based on certain principles of human action and interaction.”* That’s followed by one of the history lessons we have unfortunately learned:

“There is perhaps nothing more dangerous than a bad person with good people skills.” Best example: Hitler.

The Big Difference Is in the Intent

Burg clarifies the difference even better:

*“Manipulation aims at control, not cooperation. It results in a win/lose situation. It does not consider the **good** of the other party. Persuasion is just the opposite. In contrast to the manipulator, the persuader seeks to **enhance** the self-esteem of the other party. The result is that people respond better because they are treated as responsible, self-directing individuals.” . . . “Persuasion aims to serve; manipulation, to hurt.”*

The Telltale Signs of Manipulation

So how do you tell if YOU are being ‘**manipulated**’ rather than ‘**persuaded**’? Bob says there is something that a manipulator often does that a ‘**persuader**’ will never do, at least not intentionally:

“A manipulator will play on your negative emotions in order to elicit your compliance.”

He goes on to clarify:

“In other words, if you fail to comply with his request, a manipulator will try to make you feel bad, selfish, naïve, foolish, guilty, or whatever emotion will cause you to capitulate to their desire. He’ll try to push your buttons so that you’ll do anything to get relief from those negative feelings – including capitulating to his desires despite your best judgment.”

So what are the typical warnings signs Bob points out: 1) *You feel any of the negative emotions mentioned above;* 2) *You are being asked to do something that you simply would not do of your own choosing or free will.*

Persuader, Watch Thyself

Time to bring the mirror out and ask if you've been guilty of manipulation rather than persuasion. As Bob admits, *"We're only human, and as such we can rationalize even the most egregious manipulation as 'harmless' or 'for their own good.' When we want something badly enough, it's easy to rationalize. And sometimes it's difficult to notice those 'rational lies' we might tell ourselves."*

Sections Two to Six give details of becoming accomplished at the Five Principles and Section Seven concludes that in the end, it's the **'Character'** of Ultimate Influencers which defines 'persuasion'. I will cover **Section Two – "Control Your Own Emotions"** in detail, **Section Three – "Understand the Clash of Belief Systems"** in not as much detail, and then just give the headings with a few observations, with page references for the remaining three Principles and the last Section – **"The Character of Ultimate Influencers"** with some brief comments and page references for you to dig deeper, and hopefully own this extraordinary book to which you can refer to on numerous occasions.

SECTION TWO – PRINCIPLE 1

Control Your Own Emotions

*This Comes Before Everything Else
In the Process Every Time*

Self-Control is the very essence of character. To be able to look a man straight in the eye, Calmly and deliberately, without the slightest ruffle of temper under extreme provocation, gives a sense of power which nothing else can give. To feel that you are always, not sometimes, master of yourself, gives a dignity and strength to character, buttresses it, supports it on every side, as nothing else can. This is the culmination of thought mastery.

- Orison Swett Marden, *Peace, Power & Plenty* (1909)

Bob started this section with the above quote which sets the stage for a series of tools to use in controlling your own emotions which he also points out is *"the only part of the situation that is in your power to control yourself."*

CHAPTER 4

RESPONDING VERSUS REACTING

So what does it really mean to **'respond'** rather than **'react'**? According to Bob, *"When you **react**, you are being controlled by outside circumstances, whether it be a difficult situation or persons. When you **respond**, however, you are in control of yourself, of your emotions."*

The first step is to develop what Bob calls **"response consciousness"** and Bob lists 4 ways to practice. I cover my favorite two and you can read the other two on pages 32 and 33.

1. Write the words **"Respond vs. React"** on yellow sticky notes and put them in places where you'll constantly see them: your phone, your computer, your bathroom mirror, et cetera. [I would recommend adding. . .on the dashboard of your car. . .where I occasionally have **'reacted'** to some inconsiderate driver on more than one occasion].
2. Practice responding to normally difficult situations and people throughout the day, taking pleasure in your victories (victories over yourself!). Remember, each small success retrains your brain, allowing for continued success in future similar situations.

Bob concludes this chapter with an encouraging reminder, that just like any new habit you have successfully practiced over some period of time: *"You won't have to go through the visioning, sticky-note, and scoring process forever; only until you've reached a high enough level of proficiency. After that, only general awareness is required."*

CHAPTER 5

EFFECTIVELY HANDLE VERBAL ATTACKS

Sometime just while you're beginning to 'master' turning adversaries into allies, Bob says you may get blind-sided by a verbal attack that surprises you and throws you a curve.

Don't Be Surprised

Here are specific steps Bob suggests will *"diffuse the situation and bring it under control"*:

Step 1. *Be conscious that being verbally attacked will probably happen. I can't think of anyone it's not happened to.*

Step 2. *Mentally rehearse a situation in which, without any hint or warning, you are being verbally*

attacked. See yourself, in your mind's eye, responding (not reacting) with calmness, completely in control of your own emotions and thus in control of the situation.

And just as astronauts go through simulations to prepare for unexpected real-life situations, Bob suggests: *"If you can do it in your mind, you can do it in real life."*

When It Actually Happens

Step 3. *Remind yourself to **respond**; remain calm, take a deep breath, and actually hear the other person out. Interrupting will only add fuel to the fire. Display interest in what she is saying, but show no negative emotions.*

Step 4. *When she finally pauses, simply use the words: "I . . . might possibly owe you an apology. Did I say or do something to offend you?"*

Bob says that if the outburst was most likely that the person was just in bad mood, this response will usually generate a response similar to: *"No, I'm sorry. I'm just in a bad mood. I had a bad day."* And if that's the case:

Step 5. *Now you can communicate empathy by saying, "I understand. I've had those myself. Is there anything I can do to help?"*

When That's Not Enough

But sometimes Bob points out that the other person really feels they have a "**legitimate gripe**" and their voice level remains high, it's important that you don't raise yours in response. In fact:

Step 6. *Lower your voice. . . .It's tempting and natural to think that if you just yell a little louder than the other person, you'll be heard and they will have to concede your point.*

Don't follow suit and Bob says instead:

- *Lower your voice*
- *Step back*
- *Control your emotions*
- *Speak softly*

The other person will quiet down and you can make your point. Bob refers to page 65 where he includes a series of '**clarifying questions**' and here's my favorite, *"What questions can I ask this person that will clarify my understanding of his version of the truth (his belief system)?"*

CHAPTER 6

MAKE CALM YOUR DEFAULT SETTING

Easier said than done but the first step Bob suggests is ask yourself what your ‘standard’ default setting is? Just like this summary is written using the Arial font type, which is my usual ‘default’ font setting, your emotional default setting is how you ordinarily **react** – *not respond*:

Bob asks is your reaction, “*Do you get uptight, panicky, angry, nervous, or hyper?*” I like what Bob suggests here:

“Your default setting to pressure situations is directly proportional to your ability to problem solve; to live in the solution, and to lead, whether a team, business, charity, family, etc.”

The All-Important System Override

According to Bob, “*People like, trust, respect, and are more likely to be influenced by those who have the ability to remain calm and thoughtful.*”

Here are the 6 steps Bob offers for setting your ‘default’ to ‘calm’:

1. *Decide you want to change and that from now on your default setting will be on calm.*
2. *Vividly imagine that the next time a potentially upsetting situation occurs, you become calm.*
3. *When the next such situation occurs, default to calm.*
4. *Forgive yourself if you slip up (we all do!)*
5. *When you do default to calm, take great pleasure in the fact that you did.*
6. *Know that since you did it once, you have the ability to do it every time.*

Working Within *Their* Default Settings

According to Bob, what is most important after understanding your own ‘default’ setting, is to be able to recognize other people’s default setting. In one example, Bob describes someone whose knee-jerk *default* is almost always ‘initially negative’. Rather than confronting him which will usually just make things worse, he’s learned that if he simply gives him some time (i.e. some ‘**breathing room**’), he’ll come back with a way to solve the problem.

A Different Way for a Different Person

As Bob observes, “Most people have a default setting, and they have a right to it, whether it serves them or not.” The next question is, can you change their default setting? He says ‘yes’ it IS possible, but only if THEY are willing to do it. He suggests you take them through the 6 step process. He also warns: “However, please know that you cannot do this during the time of conflict, when the default setting has been triggered. It must be done when they are not in an emotional state.”

CHAPTER 7

OVERCOME ANGER

Have you ever considered what Bob says about ‘anger’: “Nobody can **make** you angry. You must give them permission to do so.”

I can really identify with a quote from Bob on page 45 and occasionally struggle with this in traffic and totally inconsiderate drivers. That’s why I’m studying this section so closely:

“For many years I had a huge problem with anger. It was based on a combination of ego and lack of self-respect. Though I was a genuinely kind person, whenever I felt as though I’d been wronged, my ego took over and not only personalized it but focused intently on it. . . .My anger (along with my propensity to hold grudges) was a self-destroyer, and at a certain point I knew it had to end. Along with other areas in which I felt a particular character trait needed improvement, I began to work on my personal transformation.”

Bob also reminds us of the physical price we pay for anger:

“Keep in mind that because the cells that make up our body all take their signals from the mind, the physical effects of holding a grudge or any type of unnecessary anger are immense.”

Bob offers a quote attributed to Gandhi:

“Don’t hold a grudge. It allows a person to live in your head rent-free.”

On pages 46 and 47, Burg covers “**Seven Steps to Overcoming Anger**”. I will focus on my two favorites and you can read the details of the others in the book:

1. Become aware.
2. Desire
3. Imagine
4. **Play** – He suggests you play a mind game. Pretend you are in the midst of an outburst of anger. Then imagine that a seven-foot-tall, 450-pound ferocious-looking man wielding

a machine gun enters the room, looks at you and says, 'If you don't stop your anger right now, you're in trouble.' Would you be able to calm down and immediately end your angry outburst? I don't know about you, but I sure would, and fast!

5. Recognize
6. **Apply.** *Become conscious of the fact you're about to explode in anger. If you begin to rationalize that you can't stop yourself, put the 450 lb gun-totting guy into the room with you. Remind yourself you've successfully done this before.*
7. Build on your small successes.

Bob concludes this chapter by acknowledging and being aware that you'll occasionally slip back . . .

"But if you're like me, you'll so love the new feeling you have that it'll be worth the effort. You'll realize that anger is usually a choice, and not a productive one. And, without it as a constant force, your life is much lighter and far more productive."

CHAPTER 8

THE PERSUASIVE POWER OF POSITIVE DETACHMENT

Bob defines "**positive detachment**" to be that great state you're in. . .while you might prefer a certain result. . .you are not emotionally attached to it. In other words, yes, you care . . .but not that much. He stresses that the importance of this:

*". . .when you are detached from the outcome in a positive way, not only are you less bothered when you don't get what you want, the chances are better that you **will** get what you want" . . . WHY? . . . "Without the attachment, you are able to focus more clearly on your goal without the distraction of fear getting in the way (attachment is always accompanied by fear). Others, seeing your calm and confident manner, are more attracted to you and to your desired outcome, as well."*

Bob suggests that just repeating the words, "**Don't be attached, don't be attached, don't be attached**" won't magically make it happen but with practice and with confidence to know that you 'gave it your all', what was meant to be. . .will be:

"And to the degree that you are able to master emotional posture, or positive detachment, that's the degree to which your abilities to influence and persuade will continue to grow."

CHAPTER 9

THINK *BEFORE* YOU SPEAK

Bob recalls a number of times he has **'reacted'** to someone's words or actions with a *caustic, bitter, or even sarcastic remark*, then immediately wished he could take it back. He quotes Paul Myers, a friend of his: *"...an angry word is like a bullet – once fired, you can't take it back."*

He also cites the case most of us have had via reacting to some personal or professional affront by crafting a **'point-by-point'** email or letter rebuttal. If we're lucky, we have the wisdom to run it by someone who is totally detached from the situation who will typically suggest you delete it, tear it up, or not send it.

Here are three steps Bob suggests:

1. **Take the Abe Lincoln approach** – *"When the 16th U.S. President was angry at someone, he would write a scathing letter, seething with every negative invective that came to mind. He would then sign it, seal it, stamp it, and tear it up into so many tiny pieces there was no chance of it ever being seen by the culprit who elicited those feelings. Lincoln used this technique to flush his anger. He never intended to actually send the letter."*
2. **Wait before sending** - Bob says, *"I can't tell you how many times just waiting twenty-four hours before sending an email has saved me from hurting another person, causing huge (and perhaps irreparable) damage to a business or personal relationship, and embarrassment to myself."*
3. **Enlist help** - Bob suggests you run anything of a *'ticked-off'* nature past a trusted friend or advisor and ask for critique and help.

Quoting Daniel Goleman again Bob writes:

*"A key ability in impulse control is knowing the difference between **feelings** and **actions**, and learning to make better emotional decisions by first controlling the impulse to act, then identifying alternative actions and their consequences before acting."*

CHAPTER 10

AGREE TO DISAGREE

We all can recall situations where we, as well as the other party, feels so strongly about a certain point or idea that we find ourselves spinning our wheels. As Bob describes it: *"Your two*

beliefs are diametrically opposed. And it doesn't matter how well you've learned to utilize the principles and strategies in this book, they ain't gonna budge."

I really like what Bob suggests:

*"Of course, even rational, respectful disagreement doesn't ensure persuasion. I believe the question then is not, should we talk about a certain topic, but when should we **stop** talking about that topic? . . . It's that "**crossroad**. . .where any further discussion cannot possibly help your relationship but might just hurt it. At that point it is best to respectfully agree to disagree. This honors the person's right to believe a certain way without you agreeing with that way."*

CHAPTER 11

CONSIDER THE SOURCE

If you listen to talk shows of any kind – political, sports, or any other – Bob's point should be clear. If a source of criticism or what Bob terms "**disturbing feedback**", is coming from someone who you know has a history of bringing up frivolous or nonsensical topics or arguments, you should discount them. . .that is unless as Bob points out. . ."they have a valid point or concern".

Bob adds, "*On the other hand, if you know the source to be rational and clear thinking, and if you've previously agreed with this person on other occasions, it might be productive to give their critique some thoughtful attention. Not that you have to agree, but looking from their viewpoint might turn out to be very helpful.*"

As I said earlier, from this point on, I will cover Section Three – the 2nd Principle in less detail and only give the outline and some key points for the other 3 Principles for becoming the *Ultimate Influencer*. Hopefully you can already see by the valuable content in Section Two, as you will in Section Three, as well as the rest of the book, why this book is a **MUST to have in your reference library and one to keep in an easy-to-read place. . .and refer to it often.**

SECTION THREE – PRINCIPLE 2

Understand Clash of Belief Systems

Avoiding Those Deadly Misunderstandings

According to Bob, a 'belief system' is simply how WE see our world. Repeating again, it's the combination of *upbringing, environment, and everything that has entered our minds since birth*

and as Bob reminds us, it's different for each of us. . .”*and it ‘colors our truth, providing us with our unique interpretation of the facts.’*”

Bob advises that once you recognize and accept this, it becomes possible for you to *“also learn how to work within it in order to establish yourself as a person of great wisdom and Ultimate Influence.”*

CHAPTER 12

BELIEF SYSTEMS – THE PROBLEM AND THE SOLUTION

Bob defines a **‘belief’** as *“the truth as one understands the truth to be. . .”* *“Truth itself is fact.”* How many centuries did it take for a ‘truth’ to be accepted that the earth is round and not flat, nor the center of the universe. How many people believe that the ‘truth’ is that we never actually ‘landed on the moon’ and that it was all staged?

As Bob states, *“Truth on its own is neutral, without feeling. It may be viewed as good or bad depending upon the context”* . . .the problems arise, especially in interpersonal situations, *“because our belief system is so subjective.”*

On pages 64-65, Bob stresses how few people are aware of how much their unique ‘belief system’ colors their behaviors and actions of all type. Bob terms them a *“virtual slave to a belief system”*.

On pages 65-66, Bob suggests you ask yourself four (4) **Clarifying Questions** when you’re in an interpersonal conflict or confrontation with someone. My favorite of the four is *“What question can I ask this person that will clarify my understanding of his version of the truth (his belief system)?”* Can you guess the other three?

CHAPTER 13

HOW WOULD YOU DEFINE. . .?

If I told you that I would love it if you would purchase this book **very soon** and become **proficient** in the principles, there are two different possibilities for us to be confused. How am I defining **‘very soon’** and secondly, what is MY definition of **‘becoming proficient’**?

Bob considers these to be two different dynamics – the first largely impacted by our own belief system. **“very soon”** to me might mean over the next several months or a year, whereas you think I’m suggesting you should have the book with you when you come to the book club

meeting. The second dynamic involves a potential difference in our different interpretation of the 'word' "proficient".

Bob suggests that we should be careful when hearing or seeing words or ideas that are '**subjective**'. . .*soon, often, later, nearby, long* – and make a habit of asking more, (Pages 67-68 for more).

CHAPTER 14

ACCEPT THE RESPONSIBILITY FOR COMMUNICATION

Quoting Stephen Covey from "*The Seven Habits of Highly Effective People*", Bob totally agrees, "**Seek first to understand, then to be understood**".

This chapter (pages 69-71) will help you understand that it is just as easy for someone to **GIVE** a 'mixed message' as it is for someone to **CONCLUDE** a 'mixed message' differently from what was intended. Bob gives an example of each and ends with this advice: ". . .*not only is it our responsibility to be certain **our** message is understood by the recipient, It's just as important to be sure we understand **their** message.*"

CHAPTER 15

THE IMPORTANCE OF CONSCIOUS AWARENESS

Short chapter – pages 72 & 73, but one question Bob suggests we ask ourselves which can help remind us of the fact that the other person has a different 'belief system' from our own, at least in some ways:

*"Are my feelings being filtered through **my** paradigm? Am I making a decision about that person based on limited information?"*

CHAPTER 16

PERSONAL OR NOT? HOW DO YOU KNOW?

You're driving along on a freeway and decide to move over one lane to the right. As a horn honks loudly at you, you realize that there was a car in your blind spot. You quickly hold your

hand up in way of apology. The car quickly passes you and the other driver makes a 'gesture' which you're not sure about. Was it a '*thanks for acknowledging*'. . .'*no problem*'. . .'*I shouldn't have been passing the right to begin with*'. . .OR was it a less friendly '**gesture**' involving less than the entire hand. . .largely because he thought he was repeating your gesture.

Bob suggests our assumption will in some ways be influenced by our 'belief system' and on pages 74 – 77, Bob gives some great advice on how to be positive and assume the former in my example, rather than the negative version.

On the bottom of page 76 is an important reminder from the previous chapter about '**framing questions**' with an '**I**' message rather than a '**YOU**', and it's so good I've got to include it. Which of these would you rather have someone say to you after they have said something **YOU** interpreted as '**hurtful**':

*"What you said made **me** feel bad. You really hurt **my** feelings, was that supposed to be a personal insult?"*

OR

"I felt really hurt by something that was said and, I've got to admit, I took it personally. Just for my own clarification, I'd like to ask you about it, if you wouldn't mind."

Bob reminds us that chances are good that the other person didn't mean it to be hurtful but that was simply how **we** filtered it through **our** belief system.

CHAPTER 17

LOVE LANGUAGES FROM LIBERTY THE CAT

You might wonder what a stray cat has to do with '**belief systems**' but if you've ever owned one, you may have been treated to a '**gift of gratitude**' for taking it in and feeding it. Bob describes the gift his stray would routinely deliver in the form of a mouse head (ughhhh). So did ours. Bob wrote a blog about this once and the responses were incredible both by number and the range of responses from: "*We should at least value the thought, if not the gift itself*". . .to . . ."*We should be careful to choose the gifts we give to others based on how **they** might value it.*" See the difference in belief systems at work?

Bob references a great book which I will be buying - by Gary Chapman, "**The Five Languages of Love**" in which he states that there are five ways we receive love: "*words of affirmation*". . . "*quality time*". . . "*receiving gifts*". . . "*acts of service*". . . "*physical touch*". Even without explanation, it makes sense how misinterpreting how you, a friend, your spouse, or other family member might prioritize those, and at least partially explain how some acts or gifts might not be valued the way YOU thought they should be accepted. (Pages 78 and 79)

CHAPTER 18

FIRST, KNOW THE ISSE, THEN, CHOOSE THE WORDS

Rather than worrying more about using the ‘**exact words**’ in order to become the Ultimate Influencer, Bob points out in this chapter that, ***“It’s really more important that you first understand the underlying cause of the other person’s position.”***

On pages 80 and 81, Bob provides two ways to do this: “*Discover why they feel this way*” and “*Honor their concerns*”. He goes into detail on how to do this respectfully. It’s all about ‘*first seeing it from their point of view*’.

CHAPTER 19

THE ANSWER? BASED ON WHAT INFORMATION?

Pretend you have now ascended the ‘mount’. You have mastered all FIVE principles are now recognized as the *Ultimate Influencer*. Someone comes to you ‘Obi Wan Kanobi’ seeking your advice about a personal or business dilemma looking for your instant solution.

Bob warns, “*Ultimate Influencers don’t do that.*” Why not? Pages 82 and 83 tells why but you should be able to conclude that it’s a combination of too little information to really be completely relevant, and as Bob wisely suggests:

*“. . . we tend to base our response on how **we** view the world (our own assumptions caused by and based on our own belief systems). So not only are we ‘providing an answer that would serve us based on **our** values and beliefs, we are very likely filling in the blanks with additional information not offered, which – according to our paradigm or world model – completes the story as we would understand it. Both are very dangerous.”*

CHAPTER 20

PERCEPTUAL REALITIES EQUAL DIFFERENT CONCLUSIONS

Bob begins this chapter (pages 84 & 85) quoting a nineteenth century English poet, John Godfrey retelling a story about 6 **blind** East Indians each describing what an elephant was like

touching different parts of it – from the one touching the skin, describing the elephant to be like a **wall**; to the one touching the tusk saying it's like a **spear**, to the one touching the trunk describing the elephant to be like a **snake**. Then quoting Roy Williams from "**Magical Worlds of the Wizard of Ads**", "*Most efforts at human persuasion are little more than one blind man urging another blind man to 'see' the elephant as he does.*"

Perception is reality in the eyes of the person perceiving and Bob admonishes us to "*Constantly practice 'seeing the elephant' from the other's point of view.*"

CHAPTER 21

CHANGE YOUR NON-SERVING BELIEFS TO BE MORE PRODUCTIVE

Concluding this section, Bob reiterates: ". . .once you are consciously aware that your belief system drives your reactions or responses, you will be in a position to change that system in a way that will serve you much better." And "*Then utilizing the information in this book, work within **their** belief system in order to influence them in a way that benefits all concerned.*"

SECTION FOUR – PRINCIPLE 3

Acknowledge Their Ego

Working Effectively Within the Ultimate Human Motivator

I believe that the biggest problem that humanity faces is an ego sensitivity to finding out whether one is right or wrong and identifying what one's strengths and weakness are.

Ray Dalio, American businessman

Pages 87 – 89 – a good point Bob makes – to be the Ultimate Influencer, you not only need to control you own ego (in a good way), but "*the onus is on you, the Ultimate Influencer, to work within their ego. They're not thinking of theirs, they're not thinking of yours. And chances are, even if they were aware of your ego, it wouldn't trump their own.*"

CHAPTER 22

DON'T SHAME OR EMBARRASS

Pages 91 – 94 – Almost speaks for itself but a great reminder: When you embarrass someone, Bob says, *“Not only is it an unkind thing to do, but if you want any chance of positively influencing a person, shaming them will totally sabotage it.”*

In the section **“Don’t Be Right at Someone Else’s Expense”**, Bob suggests that it’s only appropriate to correct someone when it’s VERY important. You might even pull them aside afterwards and mention it one-on-one. That shows you didn’t want to embarrass them in front of anyone else, and still only do so if it’s a fairly major point. I had a neighbor one time who was consistently correcting people and now I understand why I wasn’t very fond of him.

In the last section, **“If You Have to Say ‘Just Kidding,’ It Probably Wasn’t Funny”**, I love the quote Bob provides of **Benjamin Franklin** from *“Poor Richard’s Almanac”*, **“Thou canst not joke an Enemy into a Friend, but thou may’st a Friend into an Enemy.”**

CHAPTER 23

BE A JUDGE, NOT A LAWYER

Pages 95 – 96 – Our ego’s make us always want to win, and so Bob wisely reminds us *“that a judge needs to listen to BOTH sides of an issue and be as impartial as possible.”*

CHAPTER 24

THE PRINCIPLE OF AGREEMENT

Pages 97 - 99 – In this chapter you can learn why when you have an argument with someone, even when you win, you lose. Bob also shows how to use a couple great phrases like *“I’m wondering if”* and *“Here’s what I’m thinking”*. He calls those **“buffers”**. Bob concludes the chapter with a great story example of how to get into your hotel room ‘earlier than check-in time’, partly by leaving the desk clerk an **‘out’** as a way to actual move her to your side.

CHAPTER 25

EGO REPAIR

Pages 100 - 103 – Bob tells a fascinating true story in this chapter of how one ‘professional speaker’ had recently come through the Toronto Immigration and badly bruised the ego of a

female Immigration Officer who was poised to take out her anger and frustration from her previous encounter, on Bob. NOT SO FAST!! Bob pulled out his “Ultimate Influencer” toolbox and you can read for yourself how another speaker might have been detained at the Immigration Office (possibly might have been me before I read this book). . .but which ended up with this parting phrase from her: “**Mr. Burg, I appreciate your patience and how honest you’ve been with me. Have a great stay in Toronto.**” An Ultimate Influencer at work.

CHAPTER 26

THE POWER OF HANDWRITTEN NOTES

Pages 104 - 105 – You know it. I know it. This is going to be the year I go back to sending out handwritten notes. Bob already has this figured out. He also gives a secret of how you can win someone over by not sending the note to him or her but to her or his boss. And he suggests this one should be typed.

CHAPTER 27

EDIFICATION – A POWERFUL KEY TO INFLUENCE

Pages 106 – 107 – The definition of ‘edification’ is ‘**to build**’ so when you edify someone, you build them up, which Bob reminds us not only reflects positively back on the ‘edifier’, but improves their own self-image. Learn here why Bob calls this, “**Reverse Gossip**”.

CHAPTER 28

DO YOU LOOK FOR DISAGREEMENT?

Pages 108 – 110 – Can you think of a few people you know whose ‘knee-jerk’ response to almost anything people say is some form of ‘disagreement’. I can. In this chapter Bob offers four suggestions for ways to do it respectfully and the occasions you should. Here’s number four which I especially like:

*“**Do a final check.** Before hitting ‘send’ or asking the question, ask yourself, am I motivated by a genuine desire to add value or am I disagreeing simply as a way to get attention, begin an argument, or feel better about myself? This is the ultimate question in order to determine whether your comment is ego based, and if so, whether you are in control of your ego or your ego is in control of you.”*

CHAPTER 29

COMPLIMENT THE UNCOMPLIMENTED

Pages 111 - 112 – Want to get special service in a restaurant, or help in just about any way you can think of, just make a habit of complimenting people, especially those who are not usually complimented. Bob also reminds us that it's a *"nice way to live your life"*. . .and there are many surprises which often come from it. . . sometimes directly and sometimes 'indirectly' as Bob describes can happen in a possible job search situation.

CHAPTER 30

CAUGHT IN THE ACT!. . .OF DOING SOMETHING RIGHT

Pages 113 – 114 – Bob quotes from two classics – *"The One Minute Manager"* and *"Fred 2.0"* which both extol the virtues of *'catching someone in the act of doing something right'* and he reminds us the reason why it's so powerful, and how to do so most effectively.

CHAPTER 31

"I APPRECIATE YA"

Pages 115 – The 'icing' on top of the cake. Try it and watch the surprise looks you'll get.

SECTION FIVE – PRINCIPLE 4

Set the Proper Frame

*Do This Correctly and You Are
80 Percent of the Way to the Win/Win
Outcome You Desire*

The peak efficiency of knowledge and strategy is make conflict altogether unnecessary.

- Thomas Clear, from the Translator's Introduction to the
Classic, *The Art of War*, by Sun Tzu

Pages 117 - 119 – Bob makes a great point about the fact that in any interpersonal transaction or situation, a ‘frame’ will be set and since most people are not aware of this, “the chances of a positive transaction are greatly enhanced if you are the one who sets the frame. If ‘framing’ a situation is still a little cloudy, refer back to the story Bob relates on Page 7.

CHAPTER 32

POSITIVE EXPECTATION WORKS, BUT NOT WHY YOU *THINK* IT DOES

Pages 121 - 124 – Bob swears it’s not hocus-pocus, “*Expecting someone to be helpful doesn’t change them, it changes you. And this is what changes them.*” This chapter offers some great tips on not only why **smiles** work in setting a positive frame, but also some ways to practice smiling more.

CHAPTER 33

FRAMING YOUR INFLUENCE IN YOUR FIRST CONVERSATION

Pages 125 - 127 – You probably already know Bob’s secret to being a ‘hit’ in any initial conversation: “*Be genuinely interested the other person*” . . . “*that will make it more likely they will want to get to know you*”. Bob offers several great questions to open any conversation that will endear the other person to you. I’ll give you one which I like, maybe since it has a little “NetWeaving” flavor – “*How can I know if someone I’m speaking with would be a good prospect for you?*”

CHAPTER 34

SOMETIMES, IT’S GOOD TO LET ‘EM SEE YOU SWEAT

Pages 128 – 129 – Bob reminds us here that admitting fear, trepidation, or other signs of what might be termed weakness, actually can make us more ‘**human**’ in others’ eyes which in turn makes us more attractive to them. He quotes one my favorite authors – Adam Grant in his book “*Give and Take*” where he terms this admission of vulnerability – “**Powerless Communication**” when in fact, Bob suggests: “. . .*this powerless communication is actually ultimate power-full communication.*”

CHAPTER 35

THE RANSBURGER PIVOT

Pages 130 - 132 – Created by Ray Ransberger and Marshall Fritz, Bob adds his “BURG” to the ‘pivot’. This technique, which you should read about in detail, involves first re-framing an opposing statement made by the other person, by first **rephrasing** the subject in a way that would be acceptable to him, creating agreement. . . allowing the other person to let down his defenses and to be open to another way of thinking. Bob reminds us of his ‘**buffer**’ approach by prefacing the pivot by “*I appreciate your thoughts*”, or “*Like you, I want. . .*” or “*I agree with you. . .*”

CHAPTER 36

THE VALUE OF THE CORRECT PHRASE

Pages 133 - 134 – Here Bob reminds us of how slight changes to wording can make a huge difference as to how it is perceived by others. So whenever in doubt Bob suggests you always remember these 7 words, “*It’s not about you. It’s about them.*”

CHAPTER 37

WIN BY MAKING THE OTHER’S CASE FIRST

Pages 137 – 139 – Bob begins this chapter by reminding us of what a master Abe Lincoln was at ‘framing’ his case presentations in court by first “*summing up the other side’s case*” – pointing out positive aspects of their position: “*By doing this, Mr. Lincoln was establishing his credibility with the judge and the Jury, and demonstrating that both sides had a legitimate view and that he was seeking the truth.*” Bob suggests we should all practice this approach with an adversary (remember the definition of an adversary from the beginning).

CHAPTER 39

HELP THEM TO LIVE IN THE SOLUTION

Pages 140 – 141 – So what happens if you just can’t seem to be making any headway in your efforts to frame things ‘nicely’. Bob suggests you “. . .*help the other person live in the solution instead of the problem*”. He references an example John Maxwell told about ordering a double cheeseburger in a restaurant and was told they don’t have those on the menu. Instead he

ordered two cheese-burgers requesting that they hold the bread on the second one.”
Response: “*Sure. No problem*”. That story made me want to re-live the “**Chicken Salad Sandwich**” episode from the movie classic with Jack Nicholson – “*Five Easy Pieces*” which if you ‘google’ it, you can see.

CHAPTER 40

AVOID NEGATIVE FRAMING

Pages 142 – 143 – Bob gives an example from a friend of his who, being stopped by a policeman took issue with why he was pulled over: “*That’s not the law in Massachusetts*” Bob’s friend told the officer. Bob offers three possible reactions and responses which he suggested the officer might have made with the 3rd being, “*This isn’t Massachusetts*”, followed by writing up the ticket. Now that you’re becoming an Ultimate Influencer, what would YOU have said?

CHAPTER 41

DON’T FALL VICTIM TO THE EITHER/OR

Pages 144 – 145 – Bob’s admonition here is that although there are times when there are only two choices, “*Life is a series of choices. Just be sure you are not **framed** into making a choice that does not serve you.*”

CHAPTER 42

PERSUASION SECRETS OF A TEN-YEAR OLD

Pages 146 – 148 – Bob uses a story about a ten-year old and how using a 5-step approach Bob suggests (she did it naturally), she convinced her Grandmother why she should go with her and her Grandfather to Europe.

CHAPTER 43

CHANGE YOUR FRAME, CHANGE YOUR LIFE

Pages 149 – 151 – In this chapter, Bob suggests that we’ve spent most of our time up until now “*setting the frame for others*” and in this chapter Bob provides some ways for us to re-frame situations that we might take personally, and *use them to serve us instead*. Here’s one: “*This is a terrific opportunity to practice my patience with people.*”

You can read the details now in Section Six and Seven on your own with only a few parting additions from me with some of my favorites

SECTION SIX – PRINCIPLE 5

Communicate with Tact and Empathy

The Big Difference That Makes The Big Difference

Tact is the ability to tell a man he has an open mind when he has a hole in his head.

- A. Nonymous

Pages 153 – 156 – a wonderful ‘tactful letter’ Lincoln wrote Major General Hooker as he was putting him in charge of the Army of the Potomac. I do love this point Bob makes: “*While tact is mainly a skill, it is also an attitude.*” . . . “*While empathy is mainly an attitude, it is also a skill.*”

CHAPTER 44

TACT- THE LANGUAGE OF STRENGTH

Pages 157 – 160 – Bob reminds us of the wisdom his father passed on to him about ‘tact’ being the most powerful word in the English Language in that it truly is the “**language of strength**”.

CHAPTER 45

THE BEAUTY OF EMPATHY

Pages 161 – 163 – Bob: “*It’s not enough to just ‘understand’ how someone feels, ‘communicate’ that you know how they feel*”. Read here where Bob references how Zig Ziglar distinguishes between Empathy and Sympathy. It’s really helpful.

CHAPTER 46

LEAD-IN PHRASES PAVE THE WAY

Pages 164 – 165 – Bob provides ‘lead-in’ phrases both to “Open THEIR minds”, as well as ways to open YOUR mind”. One of my favorites: “*Joe, you know more about this than I do, I’m wondering if. . .*”

CHAPTER 47 DEFLECTION VIA THE PARRY

Pages 166 – 168 – Bob explains the concept of ‘**deflection**’ which I agree is an important element of ‘tact’. Think of ‘parry’ the way a boxer can deflect a powerful punch by only using a light touch to redirect it. Bob’s two-step ‘parry’ is excellent: 1) *Acknowledge the source positively*; 2) *Acknowledge the critique – “That’s a good question”*. Some great points in this chapter.

CHAPTER 48 KIND WORDS REGARDING YOUR COMPETITORS

Pages 169 – 170 - Bob explains three reasons why ‘**complimenting**’ your competitor not only makes sense, but why it reflects positively back on you.

CHAPTER 49 TACT DOES NOT EQUAL COMPROMISE

Pages 171 – Bob agrees you should “*stand by your decisions when it’s an important issue and when it’s appropriate*” but, “***You can still disagree without becoming disagreeable.***”

CHAPTER 50 GIVE THEM A BACK DOOR

Pages 172 – 176 – Using “Liberty”, the stray cat Bob adopted, as an example, Bob slowly gained its confidence; first by moving the food bowl closer and then closer to the house; then inside, BUT with the door open, until finally, the door could be closed because ‘trust’ had been established and because Liberty knew by then that she COULD leave. Bob offers a number of ways to ‘give two-legged’ creatures a ‘back door’ like, “*Is this a good time to speak, or have I caught you at a really awful time?*”

CHAPTER 51 HOW TO SAY NO GRACIOUSLY AND EFFECTIVELY

Pages 177 – 179 – Bob says to first thank them for asking you to do something: “*I’m honored*” . . . “*While it’s something I’d like to do*” . . . but “*say ‘no’ with kindness and gratitude*”. **Don’t make an excuse for saying ‘no’**. That’s great advice.

CHAPTER 52

DON'T TREAD ON ME

Pages 180 – 181 – Bob suggests three ways to deal with 'disrespectful' or 'possibly less-than forthright people'. He also gives a good way to communicate 'distrust'.

CHAPTER 53

TURNING DOWN AN OFFER, WHILE LEAVING ROOM FOR ANOTHER

Pages 182 – 183 – Bob explains how to turn down an offer, while eliciting a counter-offer.

CHAPTER 54

DEALING WITH AN INTERRUPTER

Pages 184 – 186 – Bob offers several 'tactful' but clear ways to deal with that person who just continually keeps interrupting you. My favorite: "*Would you like me to finish my first thought or answer the question you just asked?*". . .then with pause and a smile, "*Actually I'm not smart enough to keep all this information in my head. I can only answer one question at a time.*" He also reminds us NOT to be the guilty party, which has some ring of familiarity for me.

CHAPTER 55

THE BEN FRANKLIN METHOD FOR WINNING PEOPLE OVER

Pages 187 – 188 – Bob tells how 'gentle Ben' won favor by **the opposite** of first DOING a favor for someone with whom he was trying to build a relationship which started out strained. Instead he ASKED for a favor (loan of a book the other person considered of value). ". . .*determining what will most effectively help another person adjust their attitude, thoughts, and feelings?*", is the starting point Bob suggests.

CHAPTER 56

DR. FRANKLIN AND ANOTHER GREAT LESSON IN COMMUNICATION

Pages 189 – 191 – Bob again quotes Franklin who was a master of humility and tact – words that Franklin says "*that give the air of positiveness to an opinion.*" Bob concludes with a warning that when you say, "*The Fact of the Matter is. . .*"you're forgetting three things: "*It's just your opinion*" plus a couple other good points.

CHAPTER 57

TIMING RULES!

Pages 192 – 195 – Bob reminds us that in almost any dealing, you need to make sure you're "saying the right thing" . . . "to the right person", but here he makes it clear, that also 'timing is critical, and you can do the first two correctly, but if the 'timing' is wrong, it won't matter. He offers several tactful ways to deal with this especially when someone is rushing to talk right there and then, when you know it will take more time to get your point across.

I REALIZED THAT THIS IS THE LONGEST SUMMARY I HAVE WRITTEN TO DATE. THE REASON IS THAT I JUST KEEP FINDING GREAT NEW PEARLS OF WISDOM AND PRACTICAL ADVICE THAT BOB OFFERS. HERE ARE THE REMAINING CHAPTERS WITH TITLE AND PAGE REFERENCES. I HOPE I'VE CONVINCED YOU THAT THIS BOOK NEEDS TO BE AN IMPORTANT PART IN YOUR LIBRARY AND SOMEWHERE THAT YOU CAN ACCESS ON NUMEROUS OCCASIONS.

CHAPTER 58 MAKE PEOPLE COMFORTABLE WITH YOU

Pages 196 – 197

CHAPTER 59 COLLECTING MONEY OWED YOU IN A WINNING WAY

Pages 198 – 200 – B

CHAPTER 60 THE PLEASURE OF "MY PLEASURE"

Pages 201 – 202

CHAPTER 61 DELIVER THE RIGHT MESSAGE FOR YOUR AUDIENCE

Pages 203 – 204

CHAPTER 63 SEEKING FORGIVENESS

Pages 205 – 206

**CHAPTER 63
“ACKNOWLEDGE ME!”**

Pages 207 – 209

**CHAPTER 64
JUST LISTEN**

Pages 210 – 211

**CHAPTER 65
REMEMBER TO SCRATCH THE HOGS**

Pages 212 – 213 – I couldn't let this one go by without comment since this story Bob tells has such a great moral. A young man working his way through college selling 'books' is trying to sell them to a crusty old 'hog' farmer who quickly tells him to get on his way. Not thinking, the young man simply picks up a shingle and starts scratching the backs of some hogs the farmer is feeding. The farmer changes his mind and buys the books. Bob reminds us the moral of the story: *“People tend to intuitively trust those who are like them.”*

**CHAPTER 66
THE PRE-APOLOGY APPROACH**

Pages 214 – 216

**CHAPTER 67
INFLUENCING IN STYLE: A READER SUCCESS STORY**

Pages 217 – 219

SECTION SEVEN

The Character of Ultimate Influencers

*Even More Important Than What You Say and What You Do
Is Who You are*

Character may almost be called the most effective means of persuasion.

- Aristotle

Pages 221 – 222

**CHAPTER 68
STAND FIRM ON PRINCIPLE**

Pages 223

CHAPTER 69
THE MASTER OF “GOODSPEAK” . . .AND INFLUENCE

Pages 225 – 227

CHAPTER 70
FOCUS ON YOUR STRENGTHS
BUT DON'T IGNORE YOUR WEAKNESSES

Pages 228 – 229

CHAPTER 71
IGNORE PROBLEMS AT YOUR PERIL

Pages 230 – 231

CHAPTER 72
WHY TOP INFLUENCERS BUILD STRONG TEAMS

Pages 232-233

CHAPTER 73
CONSISTENCY – A PRIME INGREDIENT OF TRUST

Pages 234-235

CHAPTER 74
GROWING FROM YOUR MISTAKES

Pages 236

CHAPTER 75
SELF-CORRECTION – WHEN YOUR
REPLAY SHOWS YOU FUMBLED

Pages 237 – 238

CHAPTER 76
WANT TO BE AN ULTIMATE INFLUENCER?
SAY LITTLE AND DO MUCH

Pages 217 – 219 – Bob concludes his masterpiece with a final admonition if you want to be or become an Ultimate Influencer: *“Develop a reputation as a person who, rather than **talking** a good game, actually **plays** a good game. One who, instead of **talking** about being honest, **is** honest. Instead of **talking** about thinking of others, **thinks** of others.”*

So I hope you have derived as much value from this book as I have and now the challenge is take parts of it at a time and APPLY them in your daily life. That’s what I’m going to do.