



“Dig Your Well Before You’re Thirsty”

Harvey Mackay
(Currency - Doubleday - 1997)

Summary by Bob Littell, Chief NetWeaver

I’ve already had a couple people who have read this book say something along the lines of “*Bob, isn’t that book more about ‘networking’ than NetWeaving?*” I quickly respond as I did in my email,

*“NetWeaving **isn’t** an attack on more traditional networking which tends in a more immediate sense to be more self-centered. To be successful, you have to do both.”*

Where I get upset is when people mix up the two which I call ‘disguised’ NetWeaving, meaning that you make it seem as though you’re all about helping the other person, but you are looking, expecting, and asking that person to do something in return.

But also, just as there are all shades of altruism, the same can be said between the two extremes of “NetWeaving” and networking. And whereas on the altruism spectrum I like to position toward the pure altruism end – what I like to call ‘enlightened self-interest’, I would position Harvey’s book more toward the pure networking end.

I also have to add there are some parts of the book which in my opinion, ‘cross the line’ into territory with which I’m uncomfortable such as on page 17 talking about ‘intelligence gathering’ on your competition where it’s suggested one technique some companies use to hire a competitor’s disgruntled employees or schmooze with a supplier if they’re also a supplier for their competitor.

With all that said, let’s talk about the key parts of the book which I think are much of the ‘**blocking and tackling**’. The 83 chapters in this 300 page book are short and easy to read and as I do in all my summaries, I don’t summarize the entire book and actually try to ‘tease you’ with some questions with page references which would make you want to buy the book to refer to later on along with my summary.

This is a FIRST! When I started writing my summary for this book, as you can probably tell from the above, I actually sensed a personal semi-uncomfortableness – if there is such a word - with some of what I was reading in light of my “NetWeaving” and ‘servant leader’ philosophies and wasn’t sure if I had chosen a book that I really wanted to promote within the “**Don’t Need to Read The Book**” book club.

But I am now adding this section – the first time I have ever done so in the 16 books I have reviewed and summarized to date - because after finishing the summary, I have a completely different picture in my mind of this guy – Harvey Mackay - than I had at the beginning.

Maybe it was because I had pictured Harvey more as a ‘Donald Trump’ “Swim With The Sharks” (another one of his books) kind of guy who under the surface was really what I have always termed a “**disguised NetWeaver**” – someone who almost always ties strings to ‘favors’ provided and always ‘keeps score’ in a “**Now that I’ve scratched your back, when are you going to turn around and scratch mine?**” Sure. There’s a little of this. . .but not immediate score-keeping but simply remembering and keeping track of favors you’ve done for others. Now I have a picture of someone who genuinely cares for people and who has more chutzpah and bravado than I do and has translated those and other skills into an incredibly successful career.

Introduction – Happy Birthday, Ziggy (pp.s 1-4)

Harvey talks about his friend, Ziggy's 60th birthday party. Of most interest was the number and the variety of people in attendance – *young, old, various church affiliations, different ethnic backgrounds, bankers and social works, musicians and engineers, old friends, mentors.* Harvey observed about how this happened:

“So how do you do it? Building a network is really a lot like digging a well. First, there's a decision. ‘Guess what? I might be thirsty one day. I just might need a well to draw on. I think I'll work on that. Then there's the homework – getting prepared to dig.. .Then you have to actually get started. That's a hump a lot of people never get over. . . But the good news is, as far as networking goes, you've already started. You have friends, family, coworkers, teammates, neighbors, fellow church or synagogue members, and on and on. Now you have to expand and excavate from where you've started digging.

So here are the steps Harvey has outlined as I would interpret them:

- 1) Make the decision to start building your network
- 2) Do your homework – who and how will you connect with them?
- 3) Get started – “Just DO IT!”
- 4) Now that you've got a network, expand it
- 5) Maintenance with TLC – “*Staying in touch with contacts is as important as getting them in the first place.*”
- 6) Make some inevitable mistakes
- 7) Recruit some mentors/role models
- 8) After you've succeeded, it's time to give back and ‘pay it forward’.

STEP ONE – Jump In, The Water' Fine!

Chapter 1 - A Network Never Sleeps (pp.s 7-9)

Harvey recounts a story from a golf buddy who received a panic call at 2 am, from someone he had known, but from whom he hadn't heard for over 10 years, asking for \$20,000 needed to rescue him as a result of his business failure.

The golf friends got into a conversation about how many ‘friends’ each had who would take that 2 am phone call and immediately be willing to write a check. As they went around, the answers were pretty similar and the number was typically ‘a few’, when they got to Harvey, he said “**Fifty**”.

That was the obviously the result of **digging his well, before he needed it**, and although he had never had to make the 2 am call for \$20,000, he had made other calls for help with different emergencies and each time, someone whom he had previously helped, came through for him.

“How deep is your well?” How many persons do you know who would be willing to write that check?

Chapter 2 – Six Conclusions To Begin (pp.s 10-11)

One of the things that really struck me is that this book was published back in 1997 and yet this chapter is all about people who lost jobs, or were most in danger of losing their jobs. Does this sentence sound familiar today? “***Among those people who have been laid off and have found new jobs, two-thirds are earning less.***”

These are Harvey’s observations concerning job seekers:

1. *Talent alone will not save you in today’s economy.*
2. *The traditional advice – more training and education – will not save you.*
3. *The government will not save you.*
4. *No matter how self-reliant, dedicated, loyal, competent, well-educated, and well-trained you are, you need more than that to save yourself.*
5. *You need a network. You need **your** network. Whether that’s for:*
 - a. *Finding a client*
 - b. *Making a sale*
 - c. *Seeking a job*
 - d. *Hiring the right employee*
 - e. *Personal stuff – locating a great doctor, buying a house, deciding on a nursery school for you kids*
6. *He decided to share what he had learned from a lifetime of networking.*

Chapter 3 – Maybe Networking Really IS Rocket Science (pp.s 12-13)

This is a very important chapter, especially for those who consider themselves to be more introverted; more highly technical and analytical. In a ***Harvard Business Review*** article by Robert Kelley and Judith Caplan, they wrote about Bell Lab engineers who were identified as the ‘stars’.

According to Mackay, the stars were the ones who are the superior because they:

- *Know where the grants and research money are available; know who controls the purse strings, so that they can get a fistful of the dough.*
- *Dial up the best people in their specialty to get an answer when they are stuck with a problem.*
- *Know how to get their patents and discoveries celebrated in the press to help them to become rich and famous.*
- *Are most likely to be confided in by their peers. . .and are therefore likeliest to become ‘hubs’ in their disciplines.*

Chapter 4 – Harvey’s Top-Ten List of the Most Important Things a Network Can Do (pp’s 14-30)

I’m not going to cover each of the reasons **why he says you should create a network** if you don’t already have one, or if you have one, **why you always need to be looking for ways to expand it**. If you don’t agree you need one or that you should consistently grow it, you shouldn’t care about reading my summary anyway.

Here are a few of my favorite points:

- You not only need a network, but one that is your own personal custom-made group. . .”*Join the group that has the experts you need.*”
- One of the other real benefits of your network is that they will tell you things that you are doing right, as well as what you’re doing wrong, or that is unclear or confusing. They’ll tell you what’s funny. . .and what’s not. . .especially if you think it’s cute or funny and they remind you why it’s in bad taste.
- Perhaps even more importantly, when you are able to somehow recruit a higher level mentor, especially if it’s somehow a family referral, they will take ownership in you and. . .they will *”have an investment in your future. Like contributors to a political campaign, people who donate help to you have a vested interest in seeing that you succeed. . .Your failure would reflect on them, on the quality of their advice, and on their continued relevance.”*
- There’s some excellent information on pages 20 and 21 if you want to also expand your network internationally.
- He provides one interesting example of doing a favor for someone but with conditions attached, and surprisingly, I don’t have a real problem with this. It involves making the condition for providing help, that the person make a contribution of X amount to XYZ charity.

STEP TWO – Time To Prime The Well!

Chapter 5 – Prepare To Win (pp’s 33-35)

Have you ever thought about doing this? Mackay’s sales background involved selling envelopes to corporations. Imagine you are Mackay who at the time was a fairly well-known CEO but primarily someone who, he claims, had primarily used networking in order to be asked to appear on a televised panel with 9 other CEO’s of much larger and more well-known companies. The meeting was sponsored by a magazine and their minute-by-minute planned agenda was different from Harvey’s.

The entire agenda allowed for only a 30 minute cocktail half-hour and so Harvey was ***prepared to prepare***. Chances are very likely that he was the only one who did so.

In his ‘homework’ research, he discovered that one of the attendees was born in the same town as his mother. During what might have been a ‘small talk’ conversation, he was able to name-drop a commonality that created instant credibility. In a second conversation, he had identified a CEO whose bio showed he had previously run in a Marine Marathon and so in their conversation, Harvey just happened to mention that he knew where the other CEO would be next Monday at 9 AM – Hopkinton, Massachusetts. - the 100th running of the Boston Marathon. Guess who else was also going to be there? – Harvey.

Harvey’s point –

“Before you meet new people, before you make that call, do your homework. Find that common ground. Determine where their needs and interests lie. Make that connection”.

Chapter 6 – Network, Like Bass, Are Where You Find Them (pp’s 36-39)

To me of greatest interest in this chapter was an insight into Harvey’s upbringing and background, and the impact that his father’s career had had on him.

Jack Mackay was the Associated Press bureau chief in St. Paul, Minnesota. According to Harvey – *“First-place prize for dependency on networks goes to reporters. Their network of sources is their life support system.”*

Harvey’s father made one of his most important **daily** stops to be sitting in Chair 1 at Perlman’s Barber Shop to get a shave and a shine. And he didn’t ask for that chair; they always put him there.

I won’t relate the entire story about Charlie Ward who indirectly led Harvey to his ultimate ‘envelope-selling’ occupation and later his own company. You can read that yourself (page 37-39). It’s an interesting story. To tease you, Harvey’s Maxim to end the chapter – *“Everyone you know, even if that person who is wearing government-issued pinstripes [prison-issued], may qualify to be a part of your network.”*

Chapter 7 – The Four Best Places To Go Prospecting (pp’s 40-44)

I believe Harvey has picked the same top four places which I would, other than with one (1) addition, and possibly one (1) clarification.

Number 1 – Alumni Clubs. [Bob speaking]When the insurance company for which I had been Sr. VP of Marketing was acquired by a Virginia-based company, later acquired by GE, my wife and I decided not to make the move and to start a business of our own in Atlanta. That’s when I realized that my ENTIRE network up to that point had been ‘**internal**’. Other than neighbors on my street (i.e. wasn’t involved in any outside organizations or boards), I was starting from ‘scratch’.

And to make matters worse, having been a University of Colorado Buffalo (and I MEAN I WAS the buffalo mascot in 1967), I began to realize that if you hadn’t graduated from UGA, Georgia Tech, U. of Alabama or Auburn, or Florida or Florida State, your Alumni

network was like being an American in China in the 1970's wanting to make connections 'cold-turkey'.

But, in spite of this, it was “**NetWeaving**” which allowed me to create an extensive network over a 10 year period and living proof that it still can be done without necessarily having those tight alumni connections. But believe me, it's better to have some.

Number 2 – Industry Associations. Industry and legitimate company intelligence gathering; possible identification of great hiring possibilities, these meetings in your specialty or industry are ones in which you **HAVE** to be involved. And as Harvey adds: “*I know of several new businesses that have been started by two or three people from different companies who met at industry association meetings.*”

Number 3 – Social Clubs. Harvey brings out a very important point which I had never really considered: “*Fellow club members are familiar faces, and there's a natural tendency to feel comfortable with people you see regularly*”. . .”*The club is also invaluable as a place to entertain business associates or prospective customers.*” [Bob] As an active member of the Buckhead Club, I can wholeheartedly agree with this.

Number 4 – Hobbies. Since Harvey's background and corporate enterprise is all about 'envelopes', a hobby involving 'stamp-collecting' was a natural connection. What's your hobby? Have you translated that into a 'network'?

What Harvey doesn't include here, which I believe is very important, is that you should do everything possible with any of these four categories to be a **contributing** member of the group so that sooner or later, you will be asked to take on a leadership position within the organization.

The one additional group for 'best prospecting' would be among **a small group that YOU form**. I'll also mention this at the book club event and how to form a “NetWeaving cluster group”.

Chapter 8 – You Know WHO, But Does WHO Know You?

Another way of saying this is, “*It's not who YOU know, but WHO knows you*”.

One of Harvey's 'pearls of wisdom':

“But never forget how important it is to do your homework and find out if you have some common ground when you know you're going to meet someone new.”

This is another reason why you need to have presence online – whether that's LinkedIn, Plaxo, Facebook, Xing, etc. Make sure to accentuate your accomplishments and your areas of specialty. Today, it's so much easier to do this kind of homework than it was 5 or 10 years ago.

I slightly question Harvey's Maxim: “*It does matter **how** they remember you, but it's more important that they **do** remember you.*” I believe that it's just as important **how** they remember you, and you do that mainly by figuring some unique or unusual way to help

your ‘targeted’ individual as you’re attempting to make a connection with them. And I know Harvey is complete agreement with that.

Chapter 9 – The Most Important Networking Lesson I Ever Learned (pp’s 45-46)

Unless you’re a scratch golfer (or better), you might want to skip this chapter, except to remember that if you have a special skill set or talent – especially one which can open doors to key individuals within the groups with whom you’re trying to connect – you should cultivate it.

Chapter 10 – Doin’ What Comes Unnaturally (pp’s 50-54)

I think this is one of the most important chapters since it reinforces some of what was pointed out in Chapter 2:

“For most people, networking is a learned behavior, like learning to swim. It is a gradual – and often painful, even scary – process of trial and error, small incremental steps, and finally a few breakthroughs.”

Much of the chapter is about ‘Fred’ a schoolmate of Harvey’s who was “*a loner, a total introvert, painfully shy, with all the baggage that comes with it – the dead-fish handshake, the downcast eyes that never quite met yours, the halting, barely audible stabs at conversation.*”. . . “*Still, Fred was sincere, honest, hardworking, a thoroughly decent person.*”

Then something happened during college and by Fred’s last year, a transformation had taken place: “. . .*he was unrecognizable from the Fred of our high school years.*” . . . “*He had become popular and gregarious.*”

Here are the transformational steps Harvey recommends for those who can partially or completely identify with Fred:

1. **Practice “let’s pretend.”** – Harvey’s suggested game ‘**Let’s pretend**’ is very similar to standard ‘visualization’ exercises, but I like his wording and approach: “*What would the ideal networker do in this situation?*” Then “*Pretend you are that person. And do it.*”
2. **Adopt a role model.** To be able to mirror what an ‘ideal’ networker would do, it would help if you have adopted a role model as a mentor – ‘*helping you, advising you, guiding you, even lending you their network as you build your own.*’
3. **Take lessons.** Harvey touts one of the most important things that ANYONE who is serious about becoming a better networker should do – JOIN Toastmasters. As Harvey says, “*Toastmasters is not just about making speeches. It’s about doing your homework, self-confidence, appearance, and becoming an interesting person and a valuable resource to others.*”. . . same thing with “*NSA*” (National Speaker’s Association).

4. **Keep taking lessons.** Harvey just stresses the necessity of constant learning and growth.
5. **Join up.** With any group where you can feel you are continuing to achieve ‘*personal growth*’.
6. **Have a little faith.** Harvey quotes Dale Carnegie: “*You can make more friends in two months by becoming really interested in other people than you can in two years by trying to get other people interested in you.*”

STEP THREE – START DIGGING!

Chapter 11 – Lou Holtz’s NetWorking Story – How I Became a Coach (pp’s 33-35)

I really like the story of how Lou Holtz’s ‘networking’ ended up allowing him to be introduced to Woody Hayes, and landing his first coaching job, but what I like even better about the story is how it exactly ties in with the “**NetWeaver’s Quilt**”. I’ll explain this in person at our book club meeting.

Chapter 12 – What IS a Network? (pp’s 60-61)

Interesting start to the chapter. Have you ever considered that for 50 years, the word ‘**network**’ only referred to NBC, CBS, and ABC?

According to Harvey, “*A network provides a path, a way of getting from point A to point B in the shortest possible time over the least possible distance*”. Once again, great analogy to the “**NetWeaver’s Quilt**”.

But one of his most brilliant observations is that a network is **geodesic** in nature, rather than **pyramidal**: “*In a network, the interconnecting links can be lateral, vertical, or diagonal.*” I may have to convert the “**NetWeaver’s Quilt**” into a “**NetWeaver’s Ball of Yarn**”.

I also really like Harvey’s definition of a “**Network**”:

“A network is an organized collection of your personal contacts and your personal contacts’ own networks. Networking is finding fast whom you need to get what you need in any given situation and helping others do the same.”

Chapter 13 – What ISN’T A Network? (62-64)

In this chapter, Harvey inspired me to do something I haven’t done in 20 years – study the behavior of ‘**ants**’:

“An anthill is a marvelous example of teamwork. Each ant has a role to play, sometimes several roles. Some ants go out every morning and forage for leaves. Other ants digest the leaves and convert them into a kind of manna used to feed the entire colony. Others spend the day in the anthill, feeding and caring for the young or doing maintenance work. Still others

groom and care for the queen ant. In some ant societies, there is even a standing army that specializes in raiding other colonies. They bring back prisoners to serve as slaves and perform menial chores. (Hey, this is sounding a lot like human society).”

Harvey’s point here is that there’s a big difference between ‘networking’ and ‘teamwork’.

And without putting words into Harvey’s mouth, but I guess I am, forming a ‘**network**’ is very different from being part of a ‘**team**’. Each ant does only what it is called upon to do – nothing more – nothing less. Networking SHOULD add flexibility, ingenuity, and creativity which flows outside the standard lines of command and organizational structure.

Harvey gives some good examples of companies that: “. . .create cross-functional teams. They organize around serving customers instead of around serving themselves. They encourage individual initiative.”

A parting sentence is important: “Unfortunately, most people do not network. When it comes to shaping their own careers and their own lives, they are team members, not individuals. They cut their leaves, sweep their nests, punch their clocks, and duck their heads.”

[Bob] Many of them but, certainly not all, are the ones who are now finding themselves victims of this economic volcanic eruption we’re currently experiencing.

Chapter 14 – R.I.S.K. It – The Four Elements of Networking (pp’s 65-75)

Harvey and I. . . as well as NetWeaving . . . are all perfectly aligned in this chapter for how to make a network really successful. He has an acronym RISK for how to do this.

Reciprocity – “*You give; you get*”. I would add a little “**NetWeaving**” flavor to this and say that you ‘give FIRST. . .in order to receive’.

Harvey adds a list of some great ways that you can do this on pages 67 and 68 as well as some examples of ways which you destroy your credibility by “**Negative Networking**”.

Interdependency – This section reminded me of one of the greatest “*Wall St. Journal*” articles I’ve read recently and which I may have already sent all book club members called, “*The End of Management*”. Whereas Harvey is pointing out that too many ‘managers’ within companies have been acting like ‘ants’ – performing only what’s required of them and only their specifically assigned duties, the ‘survivors’ in this new world we are facing are the ones thinking outside the box and creatively taking new ‘**independent**’ directions. They are the new breed of Harvey calls the ‘**non-ants**’.

Sharing – this concept within companies is becoming more and more critical to companies. Harvey describes ‘**sharing**’ as a way to prevent disinformation and to break down layers of bureaucracy. He reminds us of the game where a group of people are in a circle – one person starts by whispering a story to the person next to him or her, who repeats it to the person next to them and by the last person, the story sounds nothing like it started:

“Sharing is the element of networking that is meant to avoid that kind of breakdown. It does that by slicing away layers of bureaucracy and time delays and getting the information around as quickly and clearly as possible so it can be acted on by people who know how to use it.”

Harvey says that in line with this, many companies have created a position of **Corporate Learning Officer**. I have also heard this described as **Chief Learning Officer** or **Chief Knowledge Officer**. And just as interesting is the evolution of “**Knowledge Management Systems**” which are meant to capture the knowledge and expertise within the company so as to make it available to all for ‘**knowledge-sharing**’. One of our book club members – the CIO of a global company – has actually developed a “**Knowledge Application System**” which not only captures the information but automatically distributes it to persons involved in certain projects or who are wrestling with identified problems.

Keeping at it – This final element of networking simply stresses the necessity of ‘**keeping on. . .keeping on**’. I see so many people, especially entrepreneurs, who quit right when they’re on the 1-foot line and just don’t realize it. And in line with this Harvey’s Maxim to end this chapter reads: *“The really big networking mistakes people make in their lives come from the risks they never take.”*

Chapter 15 - Sixteen Cornerstones For A Solid Network (pp’s 70 – 85)

In this chapter, Harvey lists the persons by occupation and field whom he believes make up the ‘cornerstone’ of an effective network. You can read the description of each of these on your own but here are the occupation categories:

Real estate Broker	Headhunter	Firefighters	Divorce lawyer
Source for hard-to-get tickets	Banker	Celebrity	Auto mechanic
Travel Agent	Elected local official	Veterinarians	Media contact
Religious/community leader	High-ranking cop	Insurance expert	Best friend

You may want to think of some who would be more applicable to your particular business.

Chapter 16 – Network As If Your Life Depended On It, Because It Does (pp’s 86 - 95)

In this chapter, Harvey adds some professionals he considers to be particular critical to be part of your network: doctor, lawyer, and accountant. And the most important point he makes is to shop around for the ‘**best**’.

Chapter 17 – Why Aim Low? (pp’s 96 - 97)

For those just entering a career, Harvey recommends a stint with a major company which will not only look good on a resume, but will give you a background of having dealt with the highest of the high – the best of the best. Whether as consultant, starting with McKinsey; technology with IBM, or marketing – Proctor & Gamble, it’s being a permanent ‘alum’ of that network. If you haven’t had that opportunity, he recommends to create your own ‘alumni’ group of persons who have engaged in “*any exceptional collaborative effort*”.

Chapter 18 – Networks R Us (pp's 98-99)

You can skip this chapter if you're in your 40's, 50's, or 60's since it's good advice for those just launching a career and this advice Harvey gives is similar to what one of my first mentors (a McKinsey & Co. consultant) told me: *"You learn in your twenties. You earn in your thirties."*

The four things to start a network: 1) Hit every trade group meeting you can find; 2) Go to the national trade shows and conventions; 3) Go back to school. Take classes. Improve your skills; 4) Pick an organization, any organization, and get active. JOIN SOMETHING.

Most of the rest of the book includes the action steps you can take: **"Sharpen Your Edge"** . . . **"Excavate Your Unique Skills"**. . . **"Dig Deeper"**. . . **"Don't Fall In"** . . . **"Minding the Well"** . . . **"All's Well, That Ends Well!"**

I will just highlight a couple points from each of the remaining chapters in each of these sections.

STEP FOUR – SHARPEN YOUR EDGE!

Chapter 19 – The Single Best Vantage Point From Which To Build (pp's 103-105)

- Harvey told the story of being on a Board where he reviewed potential candidates to be on the board, and before it was over, he knew more about these people than many people he'd known his entire life.
- Harvey stresses what I mentioned early. Not only join an organization. Get involved! *"Find an outfit to join that recognized you have something to offer, and find out what they can offer you: contacts, exposure, experience. It's all there – in exchange for a little effort."*

Chapter 20 – Muhammad Ali's Networking Story (pp's 106 – 111)

- You should read this wonderful story of generosity on the part of Muhammad Ali and his help in a most unexpected place.
- Back in 1975, a *New York Times* reporter asked Muhammad Ali why he had done the good deed you can read about. His response was: ***"Service to others is the rent I pay for my room here on earth"***. WOW!

Chapter 21 – When You Work ON Your Network, Your Network Works FOR You (pp's 112 – 119)

- This chapter is all about capturing information about those in your network so that when you meet with them, you will be prepared. Here are two quotes I like:

"If you can identify the top 20 percent of your customers, you always will have a great idea of how to prioritize your time."

"Your standing among your peers is probably the single most accurate indicator of the value of your network."

Chapter 22 – This Isn’t The Army – You Need More Than Name, Rank, and Serial Number (pp’s 120 – 124)

- Whether you use rolodex cards, or a software program, the information which Harvey recommends you capture includes: Date, Phone/Fax/Email/Internet, Title, Company, Address, Birthdate and Place, Connections – where you met, Family, Education, Affiliations, Special Interests – what makes them happy; Significant career history, Accomplishments. Things you remember that will make people say WOW!. . .how did he remember that?

Chapter 23 – If It Doesn’t Work For You, It Doesn’t Work (pp’s 125 – 128)

- *“Now you’re done with the grunt work. All you need at this point is a system for keeping it in good shape.”*
- This chapter is all about organizing your information so that you can use it and so that you can prioritize who you are going to contact this week.
- Whether it’s your Rolodex or your Contact Management System (CMS), this Mackay Maxim is true: *“Keeping a Rolodex [or CMS] is a lot like getting dressed in the morning. It doesn’t matter so much **how** you do it, it just matters that you do it.”*

Chapter 24 – Plugging Into Your Network (pp’s 129 – 130)

- This chapter simply says, know your boss’s core network.

Chapter 25 – You Show Me Yours. . .I’ll Show You Mine (pp’s 131 – 132)

- This chapter is about **trading** networks. Harvey wrote this book before Linked In and Plaxo, etc. really took off. Trading contacts is much of what Linked In allows you to do. But one of Harvey’s cautions applies to Linked In or any Social Networking – *“A word of warning. Remember to treat anyone’s contacts with the utmost respect. Like tightrope walking, this is a system based on balance and trust. A fall from grace, like a fall from the high wire, can be very hard to recover from.”*

Chapter 26 – Maximum Effort, Maximum Results (pp’s 133 – 136)

- Harvey relates the Ray Kroc story of how he created McDonald’s and the oft-quoted business philosophy stated by Calvin Coolidge:
“Press on. Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education alone will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent.”
- There’s also a great story about Dennis Kimbro who creatively found a way to seat himself next to Harvey on a flight from New York to Denver. Great story with a great moral to the story. *AMEN!*

STEP FIVE – EXCAVATE YOUR UNIQUE SKILLS!

Chapter 27 – There Is Nothing Worse Than Looking At A Deer Caught In Your Headlights (pp's 139 – 140)

- Harvey says it's ok to push yourself, but there's a limit: *“Don't push yourself to the point where all that people see – **and remember** – are a cold sweat and a frozen smile.”*

Chapter 28 – Butcher, Baker, Envelope Maker (p. 141)

- I think Harvey's recommendation for the way to answer the question, *“What do you do?”* is brilliant. He suggests answering it in a most interesting 'multiple choice' way:

“One, I sell envelopes. Two, I write self-help books. And three, I jog. I'm always looking for ideas for one and two, and always trying to figure out how to get paid for number three.”

Chapter 29 – Be A Differentiator And. . . (pp's 142 – 144)

- Interestingly Harvey acknowledges that many people now do many of the basic things which used to be unique. So in order to differentiate yourself, Harvey suggests: *1) Don't send another business Christmas Card; 2) Be polite – because we're all so time-stressed, just an act of kindness can really make you stand out; 3) Send a creative present – to their kids.*

For the rest of the summary, I'm going to mainly just pull out some additional words of wisdom which I believe are especially valuable. Harvey provides so many great stories and examples of ways to 'network' and "NetWeaving" which are VERY creative, you really should buy the book to have it in your library.

Chapter 30 - . . .And They'll Never Forget You (pp's 145 – 146)

- Great little example of Armand Buccini used to differentiate himself – so people would remember him. **Harvey's maxim:** *“If people keep saying 'Tell me your name again,' either a) you mumble or b) you aren't doing enough to make an impression.”*

Chapter 31 – The Return Of The One-Armed Man (pp's 147 – 149)

- Another great example of someone who differentiated himself by coming up with very unique approaches to make him an in-demand person.

Chapter 32 – It Doesn't Matter Where You Start, It's Where You Finish (pp's 150 – 152)

- Great story of someone who came up the ranks from bottom to top - Harvey's maxim: *“It doesn't matter how far down the food chain you are when you start out; networking can pay off big time.”* I love this Harvey Maxim: *“There*

are no dead-end jobs. There are only dead-end people. If you build a network, you will have a bridge to wherever you want to go.”

Chapter 33 – Take My Network. . . PLEASE (pp’s 153 – 157)

- You need to read this one about how Harvey met Larry King and eventually ended up being on *Larry King Live* 6 times. He had something – knowledge-wise – Larry wanted. Harvey’s Maxim – *“In networking, you’re only as good as what you give away.”*

Chapter 34 – Let The Games Begin (pp’s 158 – 159)

- Harvey describes here two of the world’s greatest networkers – Billy Graham and Norman Vincent Peale. They talk with people in a way that made that person feel like the most important person in the room. [Bob] I might add a personal meeting I had one time with General Colin Powell. Same thing. Here’s a great point Harvey makes *“Most have never figured out that it’s better to spend time with fewer people at a one-hour cocktail party and have a meaningful dialogue, than practice the wandering-eye routine and lose the respect of most of the people they meet.”*

Chapter 35 – Q: How Do You Open The Door? A: Know The Gaterkeeper (pp’s 160 – 161)

- Harvey’s simple and short point is *“When I’m talking with the assistant, I’m talking with the person I want to talk to. If the Big Kahuna has enough faith in that person to appoint him or her to that position, that’s good enough for me.”*

Chapter 36 – You Are What You Read (pp’s 162 – 163)

- Another simple concept and message – Read a number of different publications and get a diversity of information so you will be interesting.

Chapter 37 – The Two-Minute Drill (pp’s 164 – 165)

- Harvey’s two-minute drill is his version and term for what we might call, “Speed Networking”. Great point – *“Never, never pass up an opportunity to meet new people. Your antennae should be up your whole life.”*

Chapter 38 – The Shark That Got Away (pp’s 166 – 167)

- Harvey tells a confessional story about how his choice to be too busy to respond to the woman sitting next to him in First Class – prevented him from connecting with someone who turned out to be Diane Sawyer.

STEP SIX – DIG DEEPER

Chapter 39 – A League Of Her Own (pp’s 171 – 173)

- Great story about how Erma Bombeck became one of the most beloved syndicated columnists in America. It’s a story that reminds us males that often we just don’t get it. Harvey’s Maxim – *“It takes years to become an overnight success.”*

Chapter 40 – Bring Something To The Party (pp’s 174 – 175)

- Another great story here was about Lou Holtz and how as a kid in high school – weighing 130 pounds with coke-sized glasses – a 4th stringer – expanded his roles

and positions so that he could be used in **every** different position – increased his chances of being used by ‘eleven-fold’. Harvey’s Maxim – *“It’s great to be liked. You’ll have a network you can always use. One. It’s even greater to be needed. You’ll have a network you can always use. Period.”*

Chapter 41 – Diversify (page 177)

- Important point here: *“Don’t build a network that looks just like you.”* I love Harvey’s Maxim: *“If everyone in your network is the same as you, it isn’t a network, it’s an anthill.”*

Chapter 42 – Love, Honor, And Obey Your Spouse’s Network (pp’s 178 – 180)

- Harvey points out what I discovered very early with NetWeaving – Women network AND NetWeave differently. They also tend to multi-task better from a communication standpoint. Harvey correctly points out: *“Men’s networking is less ‘friendship based’ and more business oriented. . . If you have a spouse or partner with a different style from yours, good for you. Open up your eyes and ears; you’re bound to learn something.”*

Chapter 43 – The Best Place To Find A Helping Hand Is At The End Of Your Arm (pp’s 181 – 182)

- This is old ‘acres of diamonds are often in your own backyard’. You probably have many, many organizations and affinity groups that crisscross each other. And remember to mix ‘organizations’ and ‘interests’ (i.e. hobbies, music, etc.).

Chapter 44 – The Network Right In Your Own Backyard (pp/s 183 – 185)

- Same message as above but talking about the ‘network’ right in your own backyard is really your own neighborhood. Harvey relates an interesting story about how he and his wife did ‘door-knocking’ in the neighborhood where they were considering living. It had a two-fold advantage.

Chapter 45 – Come On In. No Shark Sightings Today! (186 – 187)

- Great story about a meeting at Corning, the multi-billion glassware company where Harvey was to be the keynote speaker and how Corning had their best customers in attendance grade their performance on the spot. Very gutsy.

Chapter 46 – Marilyn Nelson’s Networking Story – How We Got The Super Bowl (pp’s 188 – 190)

- Harvey tells a great story which you can read about how a ‘**networking**’ genius – Marilyn Nelson - assembled her network and successfully landed the Super Bowl in Minneapolis.

Chapter 47 – Don’t Forget The Ones You’ve Left Behind (pp’s 191 – 192)

- Harvey Mackay’s Maxim – *“Out of sight doesn’t have to mean out of mind. People drop out of sight for reasons, usually the wrong reasons – job loss, illness, divorce. Don’t let them get too far away.”*

Chapter 48 – Teach Your Subordinates The Power of Networking (pp’s 193 – 195)

- Harvey Mackay’s Maxim – *“Teaching subordinates to network is one of the best investments in the future you’ll ever make. And by the way: Is your boss doing the same for you”?*

Chapter 49 – Networks For Sale (pp's 196 – 198)

- Harvey Mackay's Maxim – *“You can't always be an expert. You can't always know an expert. But you can always hire an expert.”*

STEP SEVEN – DON'T FALL IN

Chapter 50 – Harvey's Top-Ten List of the Biggest Networking Mistakes (pp's 201 – 208)

- You do need to read all 10 of these. Here are the first three (3): 1) ***“Don't assume the credentials are the power. Every outfit is different. No organizational chart can tell you who the real decision-maker is.”***; 2) ***“Don't confuse visibility with credibility. Don't join any organization, particularly a religious organization, solely to advance your own interests. Your motives will be as painfully obvious as a deathbed conversion.”*** 3) ***“Don't be schnorrer. That's Yiddish for people who constantly take a little bit more than they're entitled to.”***

Chapter 51 – Norman Ornstein's Networking Story – What Not to Do to Win Friends and Influence People (pp's 209 – 211)

- Mackay's Maxim (this is one I also live by) – *“Never assume that a junior person is a meaningless person; he or she may be or may end up being more important than the big name. Treating everybody with dignity and courtesy is not only good manners, it is good policy.”*

Chapter 52 – Don't Make A Move Without Out It (pp's 212 – 213)

- Mackay Maxim – *“In a world where information, jobs, and even whole companies are transient, only your network is permanent. Safeguard it.”*

Chapter 53 – Spin To Win (pp's 214 – 215)

- I have another way of describing this tidbit of wisdom is, **“He who controls the 'spin' . . . wins”**

Chapter 54 – Network Alert (pp's 216 – 217)

- Don't take your network for granted, especially your key reference sources. As Harvey says, *“Stay in touch. Turn your network proactive.”*

Chapter 55 – Network Intelligence (page 218)

- Be a 'networker' not a gossip spreader: *“Once you develop the reputation as a gossip, you'll never shake it, and whatever useful and truthful information you have will be mightily discounted.”*

Chapter 56 – Networking Poster Child (page 219)

- Don't be the wrong kind of Poster Child – Bob Packwood fell as his 'network' of sexual harassment victims started talking to one another.

Chapter 57 – All Networks Are Not Created Equal (pp's 220 – 221)

- Your **'business'** network and your **'social'** network are not equal. They should be handled differently. According to Harvey, one is your **“money”** network and the other is your **“experience”** network.

Chapter 58 – Ask And You Shall Receive – Maybe (page 222)

- Harvey makes a great point which anyone in fund-raising should understand: “*When asking for what you want (especially money) – take into account what the person can give. Overplay your hand and you’re likely to come up empty-handed*”

STEP EIGHT – MINDING THE WELL!

Chapter 59 – Harvey’s Top-Ten List of the Best Ways to Stay in Touch with Your Network (pp’s 225 – 230)

- I’ll list his top 10 but you should read the full description to really take advantage of them: 1) **Use the calendar creatively**; 2) **Watch for important community events**; 3) **Observe organizational/personal/company changes**; 4) **Get wired**; 5) **Clip and ship**; 6) **Use your pit stops constructively** – this deserves recognition. You’re going to be in a strange city where someone you know is from and you call up asking for a recommendation (i.e. restaurant, hotel, etc.). Afterwards you write a note thanking for the advice and include a copy of the other person’s old hometown newspaper you brought back with you. Talk about nostalgia! 7) **When your network is filled with static, you can help clear the air** – hint: acting as the peacemaker is risky but the rewards can be great if it works; 8) **Anyone can call them when they’re up. Remember to call them when they’re down**; 9) **Report any major changes in your situation**; 10) **Be there**.

Chapter 60 – It Is Better To Give BEFORE You Receive (pp’s 231 – 232)

- Harvey’s Maxim – “*The old 80/20 rule still holds true. Twenty percent of your network probably provides 80 percent of the value. What have you done for them lately?*”

Chapter 61 – The Ever-Blooming Garden (pp’s 233 – 238)

- Some great creative ideas in this section on probably Harvey’s three of Harvey’s favorite networking tools: 1) Events; 2) Gifts; 3) Newsletters.

Chapter 62 – A Few Tricks Of The Trade – Part I – (pp’s 239 – 240)

- Great story how an ice cream parlor owner wrote letter to 125 different movie stars and political figures inviting them to attend his grand opening. He got back autographed pictures from many and they became the “*Scoops Wall of Fame*”. That’s thinking ‘**outside the cone isn’t it?**’

Chapter 63 – A Few Tricks Of The Trade – Part II – (page 141)

- Another little trick. By temperature, Phoenix is Hell on earth in August. Minneapolis (Harvey’s home) is Heaven on earth. It’s just the opposite in January. Pay attention to them when others are ignoring them.

Chapter 64 – You Never Know When The Phone Is Gong To Ring (pp’s 242 – 244)

- Don’t forget childhood friends. Go to your 30th, 40th, 50th year reunion. Find someone you can help. They might just remember it.

Chapter 65 – You Can’t Walk Through A Door Unless You Open It (pp’s 245-246)

- Just remember that it’s lonely at the top. Great story how some kindness won friendship with a first lady.

Chapter 66 – The World’s Greatest Networker (pp’s 247 – 251)

- Guess the category of the world’s greatest networkers – How about U.S. Presidents?

Chapter 67 – And Now For The Runners-Up (pp’s 252 – 253)

- Two great examples of CEO’s of major companies who understand the power of being just a regular guy (or girl) to their employees.

Chapter 68 – Join The Grounds Crew (pp’s 254 – 255)

- A continuation of the above point. Harvey says: *“Believe me, anytime a boss will roll up his or her sleeves and actually do some grunt work, word will reach every corner of the shop.”*

Chapter 69 – Present At The Creation (pp’s 256 – 258)

- Some great points in this chapter about stimulating creativity and innovation within a company. Harvey says: *“Competition? Professional jealousy? In a network? Sure, why not? Creative networks often work that way. Not such a bad thing if it makes the creative juices flow.”*

Chapter 70 – Pat O’Brien’s Network Story – How to Stay in Touch (pp’s 259 – 262)

- One of my favorite chapters but you have to read it to fully appreciate ALL that a PURE networker, or a PURE NetWeaver really wants. Harvey tells about Dr. William Farber, Political Science Professor at the U. of South Dakota, he would take individuals he thought had potential but whom he felt were not adequately-performing at their peak, under his wing. Included in his group of mentees in addition to Harvey. How about Tom Brokaw, Al Neuharth, founder of USA Today, and about 40 others – CEO’s and leaders in all fields. Here’s what Harvey says about Dr. Farber:

“We continue to perpetuate his network, and that’s all he wants. The ultimate networker doesn’t want anything more than to keep the thing going. It’s not a scheme. It’s the way things work.”

STEP NINE - ALL’S WELL THAT ENDS WELL!

Chapter 71 – The Ten Commandments Of Networking (page 265)

- Read these. These summarize many of the most important points from the book.

Chapter 72 – Your Networking Report Card (pp’s 266 – 270)

- Time to test yourself as a networker and literally all of these could be used in a NetWeaver’s qualification quiz as well.

Chapter 73 – The Perfect Network (pp’s 271 – 272)

- Would you believe it’s AA (Alcoholic Anonymous). According to Harvey *“Alcoholics Anonymous is probably the most effective network ever devised. It’s a lifelong network that takes people who are nearly six feet under and pulls them up again.”*

Chapter 74 – Teach Your Kids The Power Of Networking (pp's 273 – 274)

- If you have a kid who is very popular and looking for a part-time job, this is one of the best ideas I've ever heard. Harvey's daughter who was attending the U. of Michigan went into the job interview for a job at a popular restaurant in Ann Arbor, and said, *"If you hire me, here's a flyer which I'll send out to my contact list of 200 friends."* She got the job. Like daughter. . .like father.

Chapter 75 – Have Your Kids Teach You The Power (pp's 275 – 276)

- Although this book was written before 'social networking' really took off, who do you think is better at this. You, or your kids? We can both learn from each other.

Chapter 76 – Kid Power (pp's 277 – 278)

- A great lesson about "friendship" and that the strongest networks are built on friendship.

Chapter 77 – It Isn't Only People Who Network (pp's 279 – 281)

- Harvey – *"Among nations, networking is a big-time operation. They're playing for keeps."* Also according to Harvey, countries like South Africa and Israel understand and embrace the power of networking and positive PR. Others haven't yet figured it out.

Chapter 78 – Q&A (pp's 282 – 285)

- Harvey answers a series of Questions. My favorite one and the answer to which I try and live by:
 - *"What are the criteria for who goes into your rolodex?"* (today that means who goes into your Database and there should be some prioritization)
Harvey's answer:
 - *"Well, I have several. One is, do I go in theirs? If I do, then you can be sure they go in mine. Beyond that, it's a combination of instinct and need. The instinct part is: Is this person interesting? Was the meeting memorable or enjoyable enough so I want to stay in touch? Second, is this a person who knows someone or something that should be part of my network? If they meet any of those criteria, in they go."*

Chapter 79 – A Few Leftover Networking Aphorisms I have Known And Loved (and Begged and Borrowed and Stolen) (pp's 286 – 287)

- Harvey has a number of sayings in this section which you should collect and even consider posting some of them above your desk. This might be one of them:
 - *"If I had to name the single characteristic shared by all the truly successful people I've met in my lifetime, I'd have to say it's the ability to create and nurture a network of contacts."*

Guess what? That's exactly what we refer to in NetWeaving as your **"Trusted Resource Network"**.

One other one which isn't quite as positive but which I've unfortunately found out to be so true, both with networking and NetWeaving:

“Ninety percent of the people that I share my philosophies with about organizing and using the Rolodex file or software will never put them into practice. They lack the necessary ingredient: discipline.”

Chapter 80 – Some Final Do's and Don'ts (pp's 288 – 290)

- **You HAVE to read these!** I recommend you buy the book if you do nothing else but read this summary along with this Chapter.

STEP TEN – DRINKING FROM THE WELL. . .AND SHARING THE WEALTH!

These last two stories are icing on the cake. They simply help to accentuate the importance of building and nurturing your own personal network – business and social and everything in between.

Those who build a network simply to add another body to their networking total count are missing the whole point. Go back and use Harvey's criteria for how he determines if he should add someone to his network?

Chapter 81 – Stanley Marcus' Networking Story – What Goes Around Comes Around (pp's 293 – 298)

- How the inaugural gown worn by President Eisenhower's wife, Mamie, came to be purchased.

Chapter 82 – The Last Word (page 299)

I AGREE. Buy the book. Keep my summary. Fill in some pieces I've purposely left out. Then, as Harvey recommends - **give the book to someone else.**