

“Never Eat Alone” – Keith Ferrazzi (read February 2006)

Misc follow-ups:

- Relationship building
- Make list of all companies/people in this book
- Read new magazines – i.e., Fast Company
- Get to know magazine editors
- Jokes
- Learn something new and unrelated to my profession (jazz, art, sports, whiskey tastings, etc.)
- “relationship marketing” – p. 207
- content that can differentiate me in my profession (i.e., DC, portable alpha)
- key page – 107
- go through personal list of people
- Google people before meeting them

Chapter 1 – Becoming a Member of the Club

- when you help others, they often help you
- if you strip business down to its basics, it’s still about people selling things to other people
- value of mentors
- real networking is about finding ways to make other people more successful, it is about working hard to give more than you get

Chapter 2 – Don’t Keep Score

- I’ll sum up the key to success in one word: generosity, it is the currency of real networking
- Each of us now a brand
- Contribute
- TO DO: 1) Brand – build mine; 2) be a mentor, follow-up with people who have reached out

Chapter 3 – What’s Your Mission?

- the more specific you are about what you want to do, the easier it becomes to develop a strategy to accomplish it
- every successful person I’ve met shared, in varying degrees, a zeal for goal setting
- 1973 Yale study – differences between the goal setters and everyone else was stunning, the 3 % who had written down their goals were earning, on average, ten times as much as the other 97%
- goals setting, 3 steps:
 1. Step One: Find Your Passion – a goal is a dream with a deadline

1. “blue flame” – where passion and ability come together
2. two aspects to getting good information – one part comes from within you; the other part comes from those around you
 - Look Inside – you have to be able to set aside the obstacles of time, money, and obligation; start to create a list of dreams and goals; clues can be found in the hobbies you pursue, magazines, movies, and books you enjoy – which activities excite you the most, where you don’t even notice the hours that pass?
 - Look Outside – ask the people who know you best what they think your greatest strengths and weaknesses are – what do they admire about you
3. disciplined dreamer
4. mission is often risky, unconventional, and most likely tough as hell to achieve

2. Step Two: Putting Goals to Paper

- a. “Networking Action Plan” –3 parts, part 1 is devoted to the development of the goals that will help you fulfill your mission. Second part is connecting those goals to the people, places, and things that will help you get the job done. Third part helps you determine the best way to reach out to the people who will help you to accomplish your goals.
- b. Start with 3-year goal, one-year, and three-month
- c. There is a process/system to building a network
- d. When plan is done, place where you will see regularly, share goals with others
- e. Other criteria to consider:
 - i. Goals must be in writing and specific, what steps will be taken, date by which to accomplish, measurement you’ll use to gauge whether you’ve achieved the goal or not.
 - ii. Goals must be believable
 - iii. Must be challenging and demanding –set goals that require risk and uncertainty
 - iv. Take ACTION

3. Step Three: Create a Personal “Board of Advisors”

- Connector’s Hall of Fame Profiles: Bill Clinton: Know your mission in life.
- Made it a nightly habit to record, on index cards, the names and vital information of every person whom he’d met that day
- “He hugs you not only physically, but with a whole attitude.”
- Unique ability to create an almost instantaneous intimacy with whomever he’s talking to.

To Do: 1) Brainstorm on my own mission; 2) Build a Networking Action Plan; 3) Solidify my Board of Advisors

Chapter 4: Build It Before You Need It

- you must reach out to others long before you need anything at all
- my advice to someone who was thinking about building a future business was to start finding future clients today
- the most important thing is to get to know these people as friends, not potential customers
- Too often we get caught up efficiently doing ineffective things, focusing solely on the work that will get us through the day.
- A few ways to begin to create the kind of community that further your career: 1) take on leadership positions in the hobbies that interest you; 2) join your local alumni club and spend time with people who are doing the jobs you'd like to be doing; 3) enroll in a class at a community college on a subject that relates to either the job you're doing now or a job you want to do
- Investigate the friends and contacts of your parents, siblings, friends from college, grad school
- Start with the people you do know
- To Do: 1) Join alumni clubs

Chapter 5: The Genius of Audacity

- Audacity was often the only thing that separated two equally talented men and their job titles.
- It never hurts to ask>
- There is genius, even kindness, in being bold
- Sticking to the people we already know is a tempting behavior
- Creating an enriching circle of trusted relationships requires one to be out there, in the mix, all the time.
- Ultimately, everyone has to ask himself how they're going to fail.
- "Fail, fail again. Fail better."
- DeAnne Rosenberg's script that anyone can use when meeting someone for the first time: 1) state the situation, 2) communicate your feelings, 3) deliver the bottom line, 4) use an open-ended question
- To Do: 1) Find a role model; 2) Learn to speak - become a speaker; 3) Get involved; 4) Get therapy; 5) Just do it - initiate one meeting a week with one new person

Chapter 6: The Networking Jerk

- rules to ensure you never become a Networking Jerk:
 - o Don't Schmooze - have something to say, and say it with passion; it's better to spend more time with fewer people at a one-hour get-together and

- have one or two meaningful dialogues, than engage in the wandering-eye routine and lose the respect of most the people you meet
 - Don't rely on the currency of gossip
 - Don't come to the party empty-handed
 - Don't treat those under you poorly
 - Be transparent
 - Don't be too efficient – nothing comes off as less sincere than receiving a mass email addressed to a long list of recipients. Your goal is to make genuine connections
- Those who are best at it don't network – they make friends; they gain admirers and win trust precisely because their amicable overtures extend to everyone.

Chapter 7: Do Your Homework

- preparation is – if not the key to genius – then at least the key to sounding like a genius
- Before meeting with new people, research who they are, what their business is, what's important to them, hobbies, challenges, goals – inside their business and out.
- I want to know what this person is like as a human being, what he or she feels strongly about, and what his or her proudest achievements are.
- All people naturally care, generally above and beyond anything else, about what it is they do.
- Research tools:
 - Internet – company website; Google;
 - Literature from company's public relations department
 - Annual reports
- Food – unique ability to facilitate conversation
- During mixers – hang out near the bar, everyone gets a drink at some point
- Churchill – it's the blood, sweat, and tears of preparation that went into the making of a single sentence or the delivery of a clever joke.
- To Do: 1) Google before every meeting; find new ways to connect

Chapter 8: Take Names

- Once you've taken the time to figure out what your mission is and where you want to get to, the next step is to identify the people who can help you get there.
- List-taking
- “influentials” – early adopters, journalists, industry analysts
- List potential customers, potential acquirers, and people who might be interested in funding us down the road.
- List people such as: relatives, friends of relatives, all your spouse's relatives and contacts, current colleagues, members of professional and social organizations, current and former customers and clients, parents of your children's friend, neighbors, people you went to school with, people you have worked with in the past, people in your religious congregation, former teachers and employers,

- Read trade magazines of industry – if you read about someone, put them on the list and find out contact information.
- Use “other people’s lists” – Crain’s “40 under 40”, Top CEO lists, most admired marketers, etc.
- List of “aspirational” contacts – extremely high level people
- To Do: 1) List everyone I know and how; 2) check “other people” lists; 3) create a list of aspirational contacts.

Chapter 9: Warming the Cold Call

- It’s all about attitude
- Strategies that ensure every call I make is a warm one.
- Frequently people won’t get back to you, persist in calling or writing
- When I call someone directly whom I haven’t spoken with before, I try to call at an unusual time, 8am or 6:30PM
- 4 Rules for Warm Calling:
 - 1) convey credibility by mentioning a familiar person or institution; first thing you have to establish in any interaction, and ultimately, no one will buy from you unless you establish trust; find a path back to the person we’re trying to reach
 - 2) State your value proposition; it’s all about them; **selling is, reduced to its essence, solving another person’s problems, and you can only do that when you know what those problems are.**
 - 3) impart urgency and convenience by being prepared to do whatever it takes whenever it takes to meet the other person on his or her own terms; talk a little, say a lot, make it quick, convenient, and definitive; dialogue, not a scripted monologue.; don’t talk at someone
 - 4) Be prepared to offer a **compromise** that secures a definite follow-up at a minimum; try for a lot – it will help you settle for what it is you really need.
- To Do: 1) Be better prepared for cold/warm calls

Chapter 10: Managing the Gatekeeper – Artfully

- make the gatekeeper an ally rather than an adversary
- By being so candid and even vulnerable, I put the assistant on alert. She now fears that perhaps she’s been too gruff, perhaps inappropriate to a friend of a friend of her boss.
- Sometimes effective to utilize several forms of communication when trying to reach an important new contact.

Chapter 11: Never Eat Alone

- in building a network, remember: Above all, never, ever disappear – keep your social and conference/event calendar full
- Learn from your setbacks: Abraham Lincoln

Chapter 12: Share Your Passions

- when we are truly passionate about something, it's contagious
- It's astonishing how much more you can learn about someone when you are both doing something you enjoy. (working out together, golf, etc.)
- list of activities used to keep in touch with business/personal contacts:
 - o 15 minutes and a cup of coffee
 - o conferences – see people in the area
 - o invite someone to share a workout or a hobby
 - o quick/early breakfast
 - o invite someone to a special event (book signing party, concert)
 - o entertaining at home
- To Do: 1) make a list of things you're most passionate about.

Chapter 13: Follow Up or Fail

- The follow-up I remember best is the one I got first
- Good follow-up alone elevates you above 95% of your peers
- Follow-up is the key to success in any field
- When the other person has agreed to do something, whether it's meeting for coffee next time you're in town or signing a major deal, try to get it in writing
- Good method – clip relevant articles
- What to include in your follow-up:
 - o Always express gratitude
 - o Include an item of interest from your meeting or conversation – a joke/shared moment of humor
 - o Reaffirm commitments you both made
 - o Be brief and to the point
 - o Use email and snail mail
 - o Timeliness is key
 - o Don't forget to follow up with those who have acted as the go between for you and someone else.
- To Do: 1) talk to other advisors about their follow-up methods; 2) send articles to clients/prospects/friends – once/qtr; 3) listen in meetings for the phrase to include in follow-up

Chapter 14: Be a Conference Commando

- Smart salespeople – spend 80% of their time building strong relationships with the people they do business with.
- Rules for conferences:
 - o Help the organizer (be the organizer)
 - o Listen. Better Yet, Speak. As a speaker you have a special status, making meeting people much easier; when sessions open up for questions, try and be among the first people to put your hand in the air, introduce yourself, the company you work for, what you do, and then ask a question that leaves the audience buzzing.

- Organize a Conference within a Conference – don't be restricted by the agenda; before conference scout a nearby restaurant and send out pre-invites to a private dinner that I'll host alongside the scheduled affair. Fax hotel night before the conference asking them to ask them to place invites in rooms of people; pre- or post-dinner drinks
- Draft off a Big Kahuna – you must remember to talk with speakers before they've hit the stage, find them before they've gained celebrity status
- Be an Information Hub
- Master the Deep Bump – the 2 minutes you're given with someone you're "bumping into", whom you are looking to meet; the perfect bump is one that feels both fast and meaningful at the same time, the deep bump; quickly make contact, establish enough of a connection to secure the next meeting and move on.; creating a connection between any 2 people – in 2 minutes you need to look deeply into the other person's eyes and heart, listen intently, ask questions that go beyond just business, and reveal a little about yourself in a way that introduces some vulnerability; Bill Clinton's questions always revolved around what the other person was thinking, what was troubling them.
- Know Your Targets – keep a list of 3-4 people you'd most like to meet
- Breaks are No Time to Take a Break
- Follow Up – send a note to the speakers, even if you don't get the chance to meet them
- It's the People, Not the Speakers

Chapter 15: Connecting with Connectors

- super-connectors
- 56% of those surveyed found current job through personal connection ; not necessarily strong contacts, like family and close friends, that prove the most powerful
- "the strength of weak ties" – more important than strong ties – people you know the best seldom know information that you don't already know; acquaintances are powerful;
- most likely connectors: 1) restaurateurs; 2) headhunters (how can I help you find people); 3) Lobbyists; 4) fundraisers; 5) public relations people; 6) politicians; 7) journalists
- connect with the connectors

Chapter 16: Expanding Your Circle

- most efficient way to enlarge and tap the full potential of your circle of friends is, quite simply, to connect your circle with someone else's

Chapter 17: The Art of Small Talk

- conversation is an acquired skill

- Stanford University study – grade-point average had no bearing on success, the one trait that was common among the class’s most accomplished graduates was “verbal fluency” – those who confidently make conversation with anyone in any situation.
- Goal is simple: start a conversation, keep it going, create a bond, and leave with the other person thinking “I dig that person”/
- When it comes to making an impression, differentiation is the name of the game. Confound expectation. Shake it up.
- Be yourself – vulnerability is one of the most underappreciated assets in business today.
- The issues we ALL care most about are the issues we all want to talk about most
- Be honest, open, and vulnerable to let others into your life so they can be vulnerable in return
- Everyone has something in common with every other person
- How did you get started in your business? What do you enjoy most about your profession? Tell me about some of the challenges of your job? (Safety – generally produces boring results)
- Charm is a matter of being yourself; your uniqueness is your power.
- How you are perceived, determined by a number of things you do before you utter your first word: give the person a hearty smile, maintain a good balance of eye contact, unfold your arms and relax, nod your head and lean in, learn to touch people
- Johari Window – the need to adjust how open or closed that window was depending on with whom you were speaking – stay true to yourself, however, deliver your message in a tone and style that fit the person best.
- Learn to Listen – “The deepest principle in human nature is the craving to be appreciated”. You should be governed by the idea that one should seek first to understand, then to be understood.
- Don’t interrupt.
- Focus on triumphs, laugh at their jokes, always remember the other person’s name
- Encourage others to talk about themselves
- Let the other person do a great deal of the talking

Chapter 18: Health, Wealth, and Children

- “What do you really want?”
- When you understand someone else’s mission, you hold the key to opening the door to what matters most to them
- Initial conversation with someone: try to find out what motivations drive that person, usually one of three things: making money, finding love, or changing the world.
- 3 things that engender deep emotional bonds between people: health, wealth, and children

Chapter 19: Social Arbitrage

- Start thinking about how you're going to make everyone around you successful.
- Don't wait to be asked, just do it.
- Real power comes from being indispensable
- Buy books from NY bestseller list or WSJ's Friday Personal Journal, read, summarize the Big Idea, a few anecdotes, and why its relevant to the people you're thinking about passing your knowledge on to – email them
- Dale Carnegie: You can be more successful in two months by becoming really interested in other people's success than you can in two years trying to get other people interested in your own success.

Chapter 20: Pinging – All the Time

- pinging – quick, casual greeting, creative ways to do
- people you're contacting to create a new relationship need to see or hear your name in at least three modes of communication – by, say, an email, a phone call, and a face-to-face encounter – before there is substantive recognition
- once you gain early recognition – need to nurture developing relationship with a phone call/email – once/month
- Network: 5 categories: Personal; Customers; Prospects, Important Business Associates; Aspirational Contacts
- Know birthdays

Chapter 21: Find Anchor Tenants and Feed Them

- Dinner parties – Thursdays are good nights; create a theme; invitations, don't be a kitchen slave, create atmosphere, forget being formal, don't seat couples together

Chapter 22: Be Interesting

- effective marketing is building relationships with customers and prospective customers
- be interesting
- the “airport question”
- be a person of content: have a unique point of view; you have to believe in something
- “relationship marketing: moving marketing dollars closer to sales”
- need expertise to set you apart
- Mark McCormack, “Creativity in business is often nothing more than making connections that everyone else has almost thought of. You don't have to reinvent the wheel, just attach it to a new wagon>”
- Journalists are hungry for ideas, getting access to them can be simple
- What's Your Brand – What's Your Content?
- Content creators have always been in high demand.
- Forget your job title, starting today; you've got to figure out what exceptional expertise you're going to master that will provide real value to your network and your company.

- Ten Tips to becoming an expert: 1) Get out in front and analyze trends and opportunities on the cutting edge – identify the people in your industry who always seem to be out in front and connect with them; 2) Ask seemingly stupid questions; 3) Know yourself and your talents – focus on strengths so weaknesses matter less; 4) Always learn – educational tapes, conferences; 5) Stay healthy; 6) Expose yourself to unusual experiences; 7) Don't get discouraged; 8) Know the new technology; 9) develop a niche; 10) follow the money
- When you've figured out what your content is, tell an inspiring story that will propel your friends and associates into action with spirit and fearlessness, motivated and mobilized by your simple but profound storytelling.

Chapter 23: Build Your Brand

- We are CEOs of our own companies
- Perception drives reality
- Your content will become the guiding star of your brand
- Good personal brands do three highly significant things for your network of contacts: provide a credible, distinctive, and trustworthy image; they project a compelling message; they attract more and more people to you and your cause.
- “create your own micro equivalent of the Nike swoosh”
- to become a brand, you've got to become relentlessly focused on what you do that adds value
- pursuit of WOW in everything you do
- 3 steps: 1) Develop a Personal Branding Message (PBM) – identify your uniqueness; what do you want people to think when they hear or read your name; 2) Package the Brand – style matters; 3) Broadcast your Brand

Chapter 24: Broadcast Your Brand

- create buzz: catalytic moments – football game, tide of the game will suddenly turn; pivotal moment
- feed the influentials
- Master the Art of the Sound Bite – be brief
- Don't be annoying

Chapter 25: The Write Stuff

Chapter 26: Getting Close to Power

- If you want to meet the movers and shakers directly, you have to become a joiner
- i.e., non-profit boards, conferences, sports

Chapter 27: Build It and They Will Come

- premier business gatherings: World Economic Forum; Renaissance Weekend
- If you can't play on a specific mountain, there's no reason not to build your own

- What is your Unique Selling Proposition

Chapter 28: Never Give in to Hubris

- be humble

Chapter 29: Find Mentors, Find Mentees, Repeat

- mentoring – lifelong process of giving and receiving in a never-ending role as both master and apprentice
- by studying the lives of those who know more than we do, we expand our horizons
- “always try to rub up against money, for if you rub up against money long enough, some of it may rub off on you”
- If there is someone whose knowledge you need, find a way to be of use to that person.

Chapter 30: Balance Is B.S.

- a relationship-driven career is not a career – it’s a way of living
- “refrigerator rights people” – get more of them

Chapter 31: Welcome to the Connected Age

Companies/People:

- Executive Coach – Nancy Badore
- Capital IQ – aggregates market data and information on executives
- Gartner Group – Bonnie Degrius, sends her list of contacts an annual newsletter
- Sociologist, Mark Granovetter
- Dale Carnegie
- Bill Clinton
- Vernon Jordan
- Mark McCormak, “What They Don’t Teach You at Harvard Business School”
- Peter Drucker
- Dalai Lama – the most gripping stories are those connecting identity; “How does my content help others answer who they are, where they are from, and where they are going?”
- Donald Trump
- KPE Agency
- Benjamin Franklin
- Eleanor Roosevelt