

Never Eat Alone

By Keith Ferrazzi

Chapter 1

Becoming a Member of the Club

Relationships are all there is. Everything in the universe only exists because it is in relationship to everything else. Nothing exists in isolation. We have to stop pretending we are individuals that go it alone.

- Margaret Wheatley

- A simple but profound lesson about the power of generosity. When you help others, they often help you.
- Success in any field, but especially in business, is about working *with* people, not against them.
- People who instinctively establish a strong network of relationships have always created great businesses.
- Connecting is one of the most important business and life skills you'll ever learn. Because, flat out, people do business with people they know and like.
- Real networking is about finding ways to make other people more successful. It was about working hard to *give* more than you get.

Chapter 2

Don't Keep Score

There is no such thing as a "self-made" man. We are made up of thousands of others. Everyone who has ever done a kind deed for us, or spoken one word of encouragement to us, has entered into the make-up of our character and our thoughts, as well as our success.

- George Burton Adams

- Where employees once found generosity and loyalty in the companies we worked for, today we must find them in a web of our own relationships.
- Autonomy is a life vest made out of sand. Autonomous people won't be seen as good leaders or team players. Their careers will eventually stutter and stall.
- The currency of real networking is not greed but generosity.
- Job security? Experience will not save you in hard times, nor will hard work or talent. If you need a job, there's only one surefire, fail-safe

place to find them – within your extended circle of friends and associates.

- There is no point in keeping track of favors done and owed. Who cares? Bottom line: It's better to give before you receive. If your interactions are ruled by generosity, your rewards will follow suit.
- Gone are the days where your value as an employee was linked to your loyalty and seniority. Each of us is now a brand. Use branding to develop strong, enduring relationships with your network.
- Contribute. Give your time, money and expertise to your growing community of friends.

Chapter 3 ***What's Your Mission***

- Every successful person I've met shared, in varying degrees, a zeal for goal setting.
- The key is to make setting goals a habit. If you do that, goal setting becomes a part of your life. If you don't, it withers and dies.
- Three steps to goal setting:
 - Step One: Find Your Passion
 - Disciplined dreamers all have one thing in common: a mission. The mission is often risky, unconventional, and most likely tough as hell to achieve. But it is possible.
 - The kind of discipline that turns a dream into a mission, and a mission into reality, really just comes down to a process of setting goals.
 - Step Two: Putting Goals to Paper – Relationship Action Plan
 - 3 Parts to the Plan
 - Develop goals that will help fulfill your mission
 - Connect goals to the people, places and things that will help get the job done
 - Determine the best way to reach out to the people who will help you accomplish your goals
 - Other criteria about your goals. They must be:
 - In writing and specific
 - Believable, challenging and demanding
 - Next, take ***ACTION!***
 - Step Three: Create a Personal "Board of Advisors"
 - Have enlightened counselors to act as both cheerleader and supervisor who will hold you accountable

Chapter 4 ***Build It Before You Need It***

Build a little community of those you love and who love you.

- Mitch Albom

- People who have the largest circle of contacts, mentors, and friends know that you must reach out to others long before you need anything at all.
- The most important thing is to get to know these people as friends, not potential customers.
- Begin to create the kind of community that can help further your career.
- Those around you are far more likely to help you if they already know and like you.

Chapter 5 ***The Genius of Audacity***

- People with a low tolerance for risk, whose behavior is guided by fear, have a low propensity for success.
- The worst that anyone can say is no. If they choose not to give their time or their help, it's their loss.
- Nothing in life creates opportunity like a willingness to ask, whatever the situation.
- Creating an enriching circle of trusted relationships requires one to be out there, in the mix, all the time.
- Mustering the audacity to talk with people that don't know you often simply comes down to balancing the fear of embarrassment against the fear of failure. I either ask or I'm not successful.
- Set a goal for yourself of initiating a meeting with one new person a week.
- Encounters of the audacious kind are what successful careers are built upon.

Chapter 6 ***The Networking Jerk***

- Rules to ensure that you never become a Networking Jerk:
 - Don't schmooze. Have something to say, and say it with passion.

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- Don't rely on the currency of gossip. People will eventually realize you're not to be trusted.
 - Don't come to the party empty-handed. In connecting, you're only as good as what you give away.
 - Don't treat those under you poorly.
 - Be transparent. People respond with trust when they know you're dealing straight with them. Don't B.S. them.
 - Don't be too efficient. Nothing comes off as less sincere than receiving a mass e-mail addressed to a long list of recipients. Your goal is to make genuine connections with people you can count on.
- If you're not making friends while connecting, best to resign yourself to dealing with people who don't care much about what happens to you.

Chapter 9 ***Warming the Cold Call***

- Cold calls are for suckers. I don't cold call – ever.
- Four rules for warm calling.
 1. Convey credibility by mentioning a familiar person.
 2. State your value proposition – what's in it for them
 3. Impart urgency and convenience by being prepared to do whatever it takes, whenever it takes to meet the other person on his terms.
 4. Be prepared to offer a compromise that secures a definite follow-up at a minimum.
- Don't be annoyed or take it personally if people won't get back to you. People are busy. Persist in calling or writing until you succeed.

Chapter 13 ***Follow Up or Fail***

- When you meet someone with whom you want to establish a relationship, take the extra little step to ensure you won't be lost in their mental attic.
- Good follow-up alone elevates you above 95% of your peers.
- FOLLOW-UP IS KEY TO SUCCESS IN ANY FIELD.
- Give yourself between 12 and 24 hours after you meet someone to follow-up.

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- E-mail is fine. A handwritten thank-you note is even more effective.
- Add contact info to data base and put a reminder in your task list to contact them 30 days later.
- But remember – this is critical – don't remind them of what they can do for you, but focus on what you might be able to do for them. It's about giving them a reason to follow up.
- Emphasize both your desire to meet again and your offer to help.

Chapter 14 ***Be a Conference Commando***

- Turning a conference into your own turf and setting goals ahead of time is what turns a casual conference attendance into a mission.
- Is the likely return I'll get from the relationships I establish and build equal to or greater than the price of the conference and the time I spend there? If so, I attend. If not, I don't.
- Help the Organizer (Better Yet, Be the Organizer) Call the organizer 3 months in advance and say "I'm really looking forward to the conference – I'm willing to devote a part of my resources – be it time, creativity or connections to make this year a smash hit. How can I help?"
- Better Yet, Speak – giving speeches is the best way to get yourself, your business and your ideas, heard and remembered.
- Before the event, I'll scout out a nice nearby restaurant and send out pre-invites to a private dinner that I'll host alongside the scheduled affair.
- The more active you become in playing "host" of your own conference within a conference, the better you'll be able at helping other people make connections, making you a center of influence.
- Know Your Targets – keep a list of 3 or 4 people you would most like to meet. Check off each person as you meet them. Beside their name jot down what you talked about and make a note about how I am going to contact them later.

Chapter 16 ***Expanding Your Circle***

- The most efficient way to enlarge your circle of friends is to connect your circle with someone else's.

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- This kind of partnering works wonderfully. But the underlying dynamic at work has to be mutual benefit. It should be a win-win for all involved.
- Two quick rules of thumb:
 - You and the person you are sharing contacts with must be equal partners that give as much as they get.
 - You must be able to trust your partners because, after all, you're vouching for them and their behavior with your network is a reflection on you.

Chapter 17 ***The Art of Small Talk***

- So what should be your objective in making small talk? The goal is simple: Start a conversation, keep it going, create a bond, and leave with the other person thinking, "I like that person."
- Be yourself – don't talk only about non-controversial topics.
- When it comes to making an impression, differentiation is the name of the game. Vulnerability is one of the most underappreciated assets in business today.
- Every conversation you have is an invitation to risk revealing the real you. What's the worst that could happen? They don't respond in kind. So what? But if the risk pays off, you have now turned the potentially dull exchange into something interesting, and the potential of a real relationship being formed.
- Tips on the Art of Small Talk
 - First, give a hearty smile. It says, "I'm approachable."
 - Maintain a good balance of eye contact.
 - Unfold your arms and relax.
 - Show you are engaged and interested by your body language.
 - Learn to touch people.
 - Make them feel special.
 - Adapt your message in a tone and style that fits the other person best.
- Until We Meet Again – In order to establish a lasting connection, small talk needs to end on an invitation to continue the relationship. Establish a verbal agreement to meet again.
- Learn To Listen – one should seek first to understand, then to be understood.

Miscellaneous Thoughts

- Health, Wealth and Children
 - There are three things in this world that engender deep emotional bonds between people. They are health, wealth and children.
 - When you help someone through a health issue, positively impact someone's personal wealth, or take a sincere interest in their children, you engender life-bonding loyalty.
- Social Arbitrage: A constant open exchange of favors & intelligence
 - Real power comes from being indispensable. Indispensability comes from parceling out as much information, contacts and goodwill to as many people as possible.
 - Buy a book, read it and summarize the Big Idea.
 - Now pick a few people, some who you know well and some you don't, and e-mail them your work.
 - All you have to say is "Here are some cool ideas I think you'd like to be on top of."
 - Send out a monthly Big Idea Cliff Notes e-mail.
- Find Anchor Tenants and Feed Them
 - Dinner parties create wonderful memories and strengthen relationships
 - Anchor tenants: someone outside your social circle that is different than your core group of friends
 - An anchor allows you to reach out beyond your circle and pull in people who wouldn't otherwise attend.
 - Then find the right mix of people that would benefit from the anchor that could also benefit you by getting to know them
- Build Your Brand
 - In terms of branding: be distinct or become extinct. Your career is yours and yours alone to manage.
 - To become a brand, you've got to become relentlessly focused on what you do that adds value.