

- The fastest-growing industries around the world are educational services and health care—a sector I call “Ed-Med.” Jobs in these areas are all about moving people.

- The ability to move others to exchange what they have for what we have is crucial to our survival and our happiness. It has helped our species evolve, lifted our living standards, and enhanced our daily lives. The capacity to sell isn’t some unnatural adaptation to the merciless world of commerce. It is part of who we are. As you’re about to see, if I’ve moved you to turn the page, selling is fundamentally human.

- People are now spending about 40 percent of their time at work engaged in non-sales selling—persuading, influencing, and convincing others in ways that don’t involve anyone making a purchase. Across a range of professions, we are devoting roughly twenty-four minutes of every hour to moving others. 2. People consider this aspect of their work crucial to their professional success—even in excess of the considerable amount of time they devote to it.

- A world of flat organizations and tumultuous business conditions—and that’s our world—punishes fixed skills and prizes elastic ones.

- At its core, Ed-Med has a singular mission. “As teachers, we want to move people,” Ferlazzo, who teaches English and social studies in Sacramento’s largest inner-city high school, told me. “Moving people is the majority of what we do in health care,” added his nurse-practitioner wife.

- Ferlazzo makes a distinction between “irritation” and “agitation.” Irritation, he says, is “challenging people to do something that we want them to do.” By contrast, “agitation is challenging them to do something that they want to do.” What he has discovered throughout his career is that “irritation doesn’t work.”

- Ferlazzo says he “used agitation to challenge him on the idea of graduating from high school and I used my ears knowing that he was interested in football.” Ferlazzo’s aim wasn’t to force John to write about natural disasters but to help him develop writing skills. He convinced John to give up resources—ego and effort—and that helped John move himself.

- Health care and education both revolve around non-sales selling: the ability to influence, to persuade, and to change behavior while striking a balance between what others want and what you can provide them.

- The centerpiece is “Girard’s Rule of 250”—that each of us has 250 people in our lives we know well enough to invite to a wedding or a funeral. If you reach one person, and get her to like you and buy from you, she will connect you to others in her 250-person circle. Some of those people will do the same.

- He’s a staunch advocate of service after the sale. “Service, service, service,” he told me during our conversation. He offers one of the clearest aphorisms on effective selling I’ve heard: “People want a fair deal from someone they like.”

- When buyers can know more than sellers, sellers are no longer protectors and purveyors of information. They're the curators and clarifiers of it—helping to make sense of the blizzard of facts, data, and options.
- The research shows that effective perspective-taking, attuning yourself with others, hinges on three principles.
- Increase your power by reducing it.
- Think of this first principle of attunement as persuasion jujitsu: using an apparent weakness as an actual strength. Start your encounters with the assumption that you're in a position of lower power. That will help you see the other side's perspective more accurately, which, in turn, will help you move them.
- Use your head as much as your heart.
- Perspective-taking is a cognitive capacity; it's mostly about thinking. Empathy is an emotional response; it's mostly about feeling. Both are crucial. But Galinsky, William Maddux at INSEAD business school in Fontainebleau, France, and two additional colleagues have found that one is more effective when it comes to moving others.
- Something similar happened in another negotiation situation, this one involving a set of thornier and more conflicting issues between a recruiter and a job candidate. Once again, the perspective-takers fared best, not only for themselves but also for their negotiation partners. "Taking the perspective of one's opponent produced both greater joint gains and more profitable individual outcomes. . . . Perspective takers achieved the highest level of economic efficiency, without sacrificing their own material gains," Galinsky and Maddux wrote. Empathy, meanwhile, was effective but less so "and was, at times, a detriment to both discovering creative solutions and self-interest."
- And empathy is valuable and virtuous in its own right. But when it comes to moving others, perspective-taking is the more effective of these fraternal twins. As the researchers say, ultimately it's "more beneficial to get inside their heads than to have them inside one's own heart."
- "I do this in every sales situation," says Dan Shimmerman, founder of Varicent Software, a blazingly successful Toronto company recently acquired by IBM. "For me it's very important to not just have a good understanding of the key players involved in making a decision, but to understand what each of their biases and preferences are. The mental map gives a complete picture, and allows you to properly allocate time, energy and effort to the right relationships." Social cartography—drawing that map in your head—ensures that you don't miss a critical player in the process, Shimmerman says. "It would stink to spend a year trying to sell Mary only to learn that Dave was the decision maker."
- strategically.
- "Strategic mimicry" proved to be effective. The participants told to mimic—again, with just five minutes of notice and preparation—did it surprisingly well and to great effect. In the gas

station scenario, “negotiators who mimicked their opponents’ mannerisms were more likely to create a deal that benefited both parties.”

- Other research demonstrates mimicry’s effectiveness. For example, a Dutch study found that waitresses who repeated diners’ orders word for word earned 70 percent more tips than those who paraphrased orders—and that customers with servers who mimicked were more satisfied with their dining experience.

- For instance, several studies have shown that when restaurant servers touch patrons lightly on the arm or shoulder, diners leave larger tips.

- Touching even proved helpful in our favorite setting: a used-car lot. When salesmen (all the sellers were male) lightly touched prospective buyers, those buyers rated them far more positively than they rated salespeople who didn’t touch.²¹

- What’s more, when Grant plotted total revenue over the three months against employees’ scores on the 1-to-7 scale, he found a distinct, and revealing, pattern. Indeed, revenue peaked between 4 and 4.5—and fell off as the personality moved toward either the introvert or extravert pole. Those highest in extraversion fared scarcely better than those highest in introversion, but both lagged behind their coworkers in the modulated middle.

- According to a large study of European and American customers, the “most destructive” behavior of salespeople wasn’t being ill-informed. It was an excess of assertiveness and zeal that led to contacting customers too frequently.

- For guidance, look to Jim Collins, author of the classic *Good to Great* and other groundbreaking business books. He says his favorite opening question is: Where are you from?

- The three key steps are Watch, Wait, and Wane: 1. Watch. Observe what the other person is doing. How is he sitting? Are his legs crossed? His arms? Does he lean back? Tilt to one side? Tap his toe? Twirl his pen? How does he speak? Fast? Slow? Does he favor particular expressions? 2. Wait. Once you’ve observed, don’t spring immediately into action. Let the situation breathe. If he leans back, count to fifteen, then consider leaning back, too. If he makes an important point, repeat back the main idea verbatim—but a bit later in the conversation. Don’t do this too many times, though. It’s not a contest in which you’re piling up points per mimic. 3. Wane. After you’ve mimicked a little, try to be less conscious of what you’re doing. Remember: This is something that humans (including you) do naturally, so at some point, it will begin to feel effortless. It’s like driving a car. When you first learn, you have to be conscious and deliberate. But once you’ve acquired some experience, you can proceed by instinct.

- The empty chair has become legendary in Amazon’s Seattle headquarters. Seeing it encourages meeting attendees to take the perspective of that invisible but essential person. What’s going through her mind? What are her desires and concerns? What would she think of the ideas we’re putting forward?

- Discussion Map In your next meeting, cut through the clutter of comments with a map that can help reveal the group’s social cartography. Draw a diagram of where each person in the

meeting is sitting. When the session begins, note who speaks first by marking an X next to that person's name. Then each time someone speaks, add an X next to that name. If someone directs her comments to a particular person rather than to the whole group, draw a line from the speaker to the recipient.

- We dismiss such things as “small talk.” But that’s a mistake. Similarity—the genuine, not the manufactured, variety—is a key form of human connection. People are more likely to move together when they share common ground.

- How to stay afloat amid that ocean of rejection is the second essential quality in moving others. I call this quality “buoyancy.” Hall exemplifies it. Recent social science explains it. And if you understand buoyancy’s three components—which apply before, during, and after any effort to move others—you can use it effectively in your own life.

- Yes, positive self-talk is generally more effective than negative self-talk. But the most effective self-talk of all doesn’t merely shift emotions. It shifts linguistic categories. It moves from making statements to asking questions.

- The researchers instructed the first group to ask themselves whether they would solve the puzzles—and the second group to tell themselves that they would solve the puzzles. On average, the self-questioning group solved nearly 50 percent more puzzles than the self-affirming group.

- Those who approached a task with Bob-the-Builder-style questioning self-talk outperformed those who employed the more conventional juice-myself-up declarative self-talk.

- Declarative self-talk risks bypassing one’s motivations. Questioning self-talk elicits the reasons for doing something and reminds people that many of those reasons come from within.

- Barbara Fredrickson of the University of North Carolina is the leading researcher on positivity—her catchall term for a basket of emotions including amusement, appreciation, joy, interest, gratitude, and inspiration. Negative emotions, she says, evolved to narrow people’s vision and propel their behavior toward survival in the moment (I’m frightened, so I’ll flee. I’m angry, so I’ll fight). By contrast, “Positive emotions do the opposite: They broaden people’s ideas about possible actions, opening our awareness to a wider range of thoughts and . . . making us more receptive and more creative,” she writes.