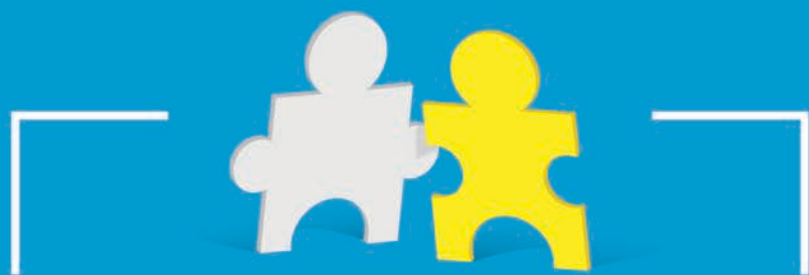


“Immensely useful and thoroughly enjoyable.”

—ADAM GRANT, *New York Times* bestselling author of *Give and Take*



Adversaries *into* Allies

MASTER THE ART OF ULTIMATE INFLUENCE



BOB BURG

COAUTHOR OF *THE GO-GIVER*

Adversaries *into* Allies

MASTER THE ART OF ULTIMATE INFLUENCE

By Bob Burg



PORTFOLIO

PENGUIN

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int r o d u c t i o n

Who is Mighty? Those who can control their own emotions and make of an enemy a friend.

— *Talmud, Pirkei Avos (Wisdom of the Fathers)*

You can have practically every positive trait working for you—you can be talented, of high character, ambitious, kind, charitable, hardworking, thrifty, and energetic. You can have a knack for numbers and a head for business, you can be even-tempered, creative, et cetera.

However . . .

Unless you are able to influence the way others think and act, your chances for success in any aspect of your life are limited.

No, this has nothing to do with manipulating others. It does mean that with both benevolent intent and ability you can consistently obtain both personal and business satisfaction while making others' lives significantly better.

I call this Ultimate Influence: the ability to get the results you want from others while making them feel *genuinely* good about themselves, about the process, and about you.

We're about to take a journey that will include five immediately actionable principles to make your life more fun, less stressful, and a *lot* more profitable! And as you do this, you'll become better liked and

more respected, and you'll know that you've made a terrific, positive difference in your world.

As the opening quote describes, only when you can subdue your own emotions are you in a position of true strength, of true influence. Indeed, you are then so powerful you can transform a potentially negative situation into a win for all involved.

While there is certainly more to Ultimate Influence than simply controlling your emotions, it begins there.

The dictionary defines adversary as "a person, group, or force that opposes or attacks; opponent; enemy; foe." But when I use the term adversaries in the title of this book, I am not talking about actual enemies. And, you might not like to think of people who are not immediately on your side as adversaries. That's fair.

I don't take the word adversary in the literal sense, but use the term to refer to those who—regardless of their intentions—stand in the way of our personal satisfaction. They are a part of our learning process—not negative figures, but necessary ones. Just as the great Japanese home-run hitter Sadaharu Oh viewed opposing pitchers as his "partners in hitting home runs," I see adversaries as our partners in growth and success—and as people we can turn into allies for mutual gain.

These partners take different forms, playing a part in many of life's different situations. They range from family members to well-intentioned friends, and can include coworkers, employees, supervisors, employers, team members, committee members, salespeople, prospects, customers, clients, bureaucrats, customer service representatives, and many, many others.

People can be difficult, or *adversarial*. Sometimes you need to find a win/win solution to dealing with a person you already know is difficult. Other times it's important to make sure that a potentially difficult person doesn't become an adversary in the first place. This book will help you do both.

After seeing the title, some early readers asked if this is a book about negotiation. Only in the sense that we negotiate our way through everything in life in one way or another. So while it is not

about the topic of negotiation or about specific negotiation skills and tactics, you'll find it to be beneficial in all of your dealings with others, including direct negotiations.

Because of my background in sales and teaching selling skills, another excellent question I've received is, "Is this a book on selling?" While some of the examples in these pages will deal directly with the selling process, it's not a book on selling per se. Again, only in the sense that if we understand that selling is about moving others to accept our ideas—whether we're deciding which movie to see with a friend, selling our product to a new prospect, or trying to get better service from a difficult rep—we are selling on a constant basis.

So, what *is* this book really about?

Adversaries into Allies is about mastering one specific area of success. It's one that has proven itself again and again to be the determining factor between the average or reasonably successful person and the one who is able to accomplish great and significant levels of achievement. And that is *people skills*.

Indeed, there are certainly those who've attained great financial success *despite* their lack of people skills. But they've achieved what they have in spite of this, *not* because of it. For many of these people, their personal relationships were and are a mess. Still, because of some other powerful qualities, they have achieved—at least financially—some huge success. Even though such examples are rare, they do happen.

Most of us, on the other hand, need very powerful people skills to succeed not only in business but in all areas of life.

I believe that success in life is based on 10 percent technical skills and 90 percent people skills.

Of course, technical skills are *hugely* important. Talent counts; ability counts; competence counts. However, they are simply the baseline—they get you into the game. Some of the most talented people in the world accomplish very average results because they have not mastered the people skills and influence skills that elicit the necessary action, buy in, or commitment from others.

How much more effective do you feel you would be with people—whether they're friends or loved ones, colleagues or customers—if you mastered Ultimate Influence?

If you already excel in this area, you're going to enjoy the principles we look at in *Adversaries into Allies* because they will make you even more effective than you already are. If, on the other hand, you feel as though your influence and persuasion skills are currently *not* among your strengths, you are going to *really* enjoy what you're about to read.

The information in this book will open up a whole new world for you in terms of both your personal and professional effectiveness. You'll also quickly see that these concepts are pretty simple to grasp.

As you know, simple doesn't always mean easy. However, one of the key aspects in terms of learning my Ultimate Influence Principles is that they are easy to put into practice. You will find them so intuitive that applying them will be natural, easy, and very, very fun.

So let's get started!



SECTION ONE

The Five Principles of Ultimate Influence

*understand these
and you'll understand the Basics
of all human action and
interaction*

Highly respected leadership authority Dr. John C. Maxwell says, “Influence is everything.” That’s a pretty bold statement. Yet I believe it is true.

Before I can explain why, however, I first need to define *influence*.

At the most basic level, influence is the ability to move a person or persons to a desired action, usually within the context of a specific goal. While that’s a pretty good definition, it doesn’t tell the full story. The key to the kind of influence I’m talking about—what I call Ultimate Influence—encompasses not only the ability to move someone to action but the *manner in which you move them*. In other words, not just *what* you do but *how* you do it.

Truly successful individuals create both immediate and long-lasting influence attracting others to them. After all, there’s a reason we say that someone with influence has a lot of “pull.” Great influencers attract people, both to themselves and to their ideas.

When you think about it, there are only two ways to move a person to change their thoughts or take the action you wish for them to take: by force or persuasion.

Have you ever witnessed an intimidating boss? Did people do their best work for him or her, giving every project 100 percent? Probably not. Chances are they did the bare minimum, at best performing only well enough to keep their job.

When people are treated less than respectfully, or simply forced to do something, they will comply, but begrudgingly. At best, they will do exactly what they're told to do and not one bit more. At worst, they'll find a way to sabotage the process completely—consciously or unconsciously.

Indeed, force can work to a point, but as soon as the person in charge loses his *positional authority*, his ability to force others to action is gone. In other words, force is rarely, if ever, sustainable.

Persuasion, on the other hand, is much more effective because, by definition, it requires that the person acts on their own volition. When you persuade someone, you don't force them to comply with your wishes, but rather you help them see why their desired outcome and your desired outcome are the same. Not only is the immediate result of higher quality but future good results are almost assured.

it's all about them

Let's go back to the idea of creating allies. What is an ally? An ally is a partner; someone who shares your goals or has similar ones. Allies are not subordinate; they are equals who *choose* to align themselves with you because they know that doing so will benefit them in at least some way. This holds true whether we are talking about a team of thousands, a small group, or even just one person.

Great leaders—Ultimate Influencers—embrace what I believe was one of Dale Carnegie's most profoundly wise statements in his classic book *How to Win Friends and Influence People*: "Ultimately, people do things for their reasons, not our reasons."

In becoming an Ultimate Influencer, it is so important that you understand, embrace, and keep this law of human nature at the top of your mind.

Indeed, all actions we as human beings take are based on self-interest.

“What?” you may ask. “What about charity and other forms of altruism? Are you trying to say that is based on self-interest, as well?”

Actually, yes! Everyone’s actions are ultimately based on self-interest. Even when giving charity (even when you donate a kidney!), you do this because it aligns with your personal value system; you believe it is the right thing to do, and it makes you feel good about yourself.

it’s human nature . . . and it’s okay

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

I stress this point regarding self-interest because understanding it is perhaps the key to mastering Ultimate Influence; understanding that the other person will do what they are going to do for *their* reasons, not yours.

If your request is not mandatory (and, as we’ve seen, compliance is a weak and generally ineffective form of influence), you must give the other individual a personal benefit for taking action. Present your request with that in mind.

Are you planning to ask your boss for a raise? Telling her you are behind on your house payment and that you really *need* the money will probably not motivate her to agree. You’re much better served explaining that, based on past performance, you could help her come in significantly under budget on the next project. That, of course, would make her look great to her superiors when she is seeking *her* raise.

Do you want your prospect to buy from you? He isn't going to do it because you need to make your quota. The chances of a sale taking place are considerably greater if you can tie his wants and needs with the benefits that your product or service provides.

And do you want the unhelpful person at the customer service desk to go out of her way for you when it's not something required in her job description? Then you'd better somehow ensure that she sees it as being to her advantage to overcome their inertia and usual disinterest.

Important point: everyone's motivation is not necessarily money. The vast majority of time it is not. Feeling good about oneself is often the most powerful motivator of all! Difficult people, in particular, tend to have a poor self-image. So take a genuine, personal interest in them. Show more respect than they might typically receive. Find out what will press their emotional hot button and cause them to take the action you want them to take. Ask yourself, *What's in it for them?*

If you nail that answer, chances are that they—or anyone else—will bend over backward to make you happy.

That's Ultimate Influence!

the law of influence

In *The Go-Giver*, my coauthor, John David Mann, and I introduced "The Law of Influence," which states: "Your influence is determined by how abundantly you place other people's interests first."

While that perhaps sounds counterproductive at best, and downright *Pollyanna-ish* at worst, it's really how most great leaders, top influencers, and highly profitable salespeople conduct their lives and run their businesses.

Please do not misinterpret this. When we say, "place other people's interests first," we're not suggesting you should be anyone's doormat, a martyr, or in any way self-sacrificial. Not at all. People who let other people take advantage of them are acting out of weakness, not out of strength, and can never be truly influential.

However, consciously shifting your focus away from yourself is about the very best way you can ever influence another.

The basic premise of everything I teach in terms of selling is that:

All things being equal, people will do business with, and refer business to, those people they know, like, and trust.

Influence, both in and out of business, is a form of selling. You are selling your thoughts, opinions, needs, desires, philosophies, and more. Therefore, remember that:

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

And the fastest, most powerful, and most effective way to elicit like and trust toward you from others is via that all-important shift from an “I or me” focus to an “other” focus.

Master this shift in focus and you will have separated yourself from the majority of people on this planet who try to influence others while focusing only on themselves.

Most people don’t commit to things; they commit to people. And they typically commit to people who they believe care about *them*.

And that is where I am in full agreement with Dr. Maxwell’s statement. In terms of accomplishing a goal—and knowing that most goals are accomplished only with the help, support, and commitment of others—influence is indeed everything.

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

That’s why the *way* one influences is so very important. Persuasion or manipulation, commitment or compliance, power or force. Each one is an either/or. It’s a choice; it’s a mindset. It’s also a skill set.

Once you learn how to influence in a way that you consistently and almost predictably obtain the results you want while making others feel good about themselves, you'll discover a far more effective and lasting way than any force, compliance, or manipulation could ever possibly accomplish.



the Five Principles

Ultimate Influence is based on five key principles that occur on an ongoing basis.

In any interpersonal transaction where you desire to move a person to a different thought or action than they otherwise would take without your influence, you'll need to do one or more of the following (and often all five).

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

control your own emotions

Only when we are in control of our own emotions are we able to act out of thought, out of consciousness, and help create a situation in which everyone involved can come away as winners.

Human beings are emotional creatures. Most of us like to think of ourselves as logical—and to a certain degree we are—but, by and large, we act out of emotion.

We make major decisions based on emotion and then back up those emotional decisions with logic.

How do we do that? We rationalize. If you break up the word rationalize you get “rational lies.” Yes, we make our decisions based mostly upon our emotions and then back up these decisions with those rational lies we tell ourselves.

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

The truth: “I want everyone to think I’m financially successful and I feel better about myself when driving a cool car.”

Rational lie: “It’s important for me to know what’s happening in the personal lives of my coworkers and to make sure I keep others in the loop, as well. After all, someone’s personal life can affect both the working environment and the bottom line.”

The truth: “I like to partake in gossip both as a listener and a speaker.”

These seem like simple examples, but if someone you know has used either of the above rationalizations, chances are they would not accept my analysis. When a person believes something strongly and you suggest they are wrong, how likely is it that—based on *logic* alone—they will agree with you? Not very likely. They will find reasons not to. And they may not even realize they are doing this.

As Daniel Goleman discussed in his classic *Emotional Intelligence*, “The emotional mind . . . takes its beliefs to be absolutely true, and so discounts any evidence to the contrary. That is why it is so hard to reason with someone who is emotionally upset: no matter the sound-

ness of your argument from a logical point of view, it carries no weight if it is out of keeping with the emotional conviction of the moment.”

Goleman adds, and I believe this is one of the most important things to understand: “Feelings are self-justifying, with a set of perceptions and ‘proofs’ all their own.”

And when ruled by self-justification we are nowhere near as effective as we could be.

Lest you think I’m asking you to turn yourself into an unemotional and non-feeling machine, please know that is not the case. Embrace your emotions. However, as leadership authority Dondi Scumaci says:

“Emotions are important for the journey . . . but I don’t let them drive the car!”

Ahhh. *That* is the key. The point is not to turn ourselves into a bunch of robots. Emotion is one of the vital ingredients to a wonderful life, but it’s important that you are at the steering wheel.

Be sure that your emotions don’t drive *you*; you drive *them*. You are at the steering wheel, and they are in the passenger’s seat, safety belt in place.

When you can both master your emotions and *help* others to work effectively within theirs, your level of influence will be sky high.

In section two we will explore this first principle of Ultimate Influence. You’ll learn how to respond instead of react, smoothly handle verbal attacks, make calmness your default setting, detach from and defuse your anger, make silence your best friend, and more.

understand the clash of Belief systems

Have you ever crossed signals with a friend and learned, only after it was too late, that you both unquestioningly assigned very *different meanings* to the exact same word; hence the confusion? “Oh, I

thought you wanted to meet at the actual beach—next to the ocean—not the new restaurant called The Beach!”

Have you ever lost a sale because while you were certain that your prospect was bothered by a certain issue (let’s say the price), she wasn’t? You discovered only after it was too late that her actual concern was something totally different.

And have you ever had an anger-filled disagreement with someone only to later learn that it was based totally and completely on a misunderstanding?

If you’re like most people, your answer is a definite “Yes!” That’s why the second principle of Ultimate Influence is determining how to get out of your own head and into the mind of the person you’re trying to influence.

Later, we’ll discover why this situation is so prevalent and learn a method you can use to overcome it, making your level of communication far more effective and your success more assured.

Each one of us sees the world in a unique way based on a combination of upbringing, environment, schooling, popular media, and the people with whom we associate. And such is the case with the person in front of you.

Your potential adversary doesn’t realize that he sees the world based on his belief system, but believes that everyone else sees the world about the same way he does. He is totally unaware of this.

So he interprets our words and actions in light of his belief system, not ours. And we do the exact same thing.

Even when we know this, we typically operate without being conscious of it.

Think about it: your life is also run by a belief system based on the same factors as the person’s you are attempting to effectively influence. And the same rules that apply to their deep-set belief system, apply to *yours* as well.

Do you see where a clash might occur?

Until you understand this and are able to operate based on this awareness, you could easily find yourself stuck in a quagmire of

non-understanding, which, more often than not, leads to a misunderstanding.

In section three you'll learn that you don't necessarily have to understand their belief system; you can start simply by understanding that their belief system is very likely different from yours. Then you will be more able to work successfully within that context. You'll discover ways to ensure you're both on the same page, how to avoid unhelpful assumptions, how not to take things personally, and get additional insights into this very important concept.

acknowledge their ego

Some dignitaries were attending a formal and very fancy black-tie affair at a major Washington, D.C., hotel. One of the guests, a United States senator, noticed that at his table setting there was only a single pat of butter next to his roll.

Dismissively, and with a wag of his index finger, he summoned the waiter. "Young man, bring me another pat of butter."

A bit taken aback but having to feign politeness, the waiter replied, "I'm sorry, sir, it's only one pat of butter per setting."

Annoyed, the self-important politician said, "I want another one anyway; bring me another pat of butter right now."

"I'm sorry," countered the waiter. "We're a bit short tonight; it's just one pat of butter per setting."

Now totally put off and offended, the VIP demanded, "Young man, do you know who I am? I happen to be the senior senator from the state of New Jersey."

"And do you know who I am?" the waiter replied. "I'm the guy who controls the butter."

I doubt this ever actually happened, but I love this story because it perfectly illustrates the ego at work. Most people would look at this senator and think he has a large ego because of his sense of entitlement. But as we see, the waiter has an ego, too.

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

If the senator really wanted that extra pat of butter, as minor a request as it seemed to him, he would have done better to focus on the waiter's ego, which *must* be honored throughout the process. After all, it will come into play whether or not you think it should.

I wholeheartedly believe:

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

The ego is the ultimate driving force in everything people do. And as with their belief system, they are more than likely totally and completely unaware that this operating system is in play even as they go about their lives and deal with others.

This is not to say the ego is only a negative aspect of the human entity. When controlled, the ego can be put to great use, both for individual accomplishment and societal good.

Still, we need to understand this when dealing with others: their ego is highly sensitive, and if you want someone to agree with your wishes, you must handle it with extreme caution and care.

Of course, you, too, are driven by *your* ego. So you must also be aware of yours if you want to work successfully with theirs.

Yes, awareness of the ego is important. But it's *your* awareness that is key. More than likely, the other person is not aware. The onus is on you.

In section four you will learn more about how to control your ego and acknowledge and work with the conscious and unconscious effects of other people's egos.

set the Proper Frame

Imagine you are in a store and you watch a disgruntled customer bark, “This is unacceptable! I demand to see the manager right now!”

Two minutes later the manager appears. He is calm and steadied, but obviously prepared for a battle and ready to quote “company policy” as soon as he possibly can.

Now picture how that scene might play out with some small but important changes. This time the customer quickly reins in his frustration and says to the cashier, “I’m sorry to have to put you in this position. It might be better if I speak to the manager. What’s his or her name?”

Two minutes later, the manager appears. He is calm and feeling neutral, having been told that the customer needing to speak with him is very nice. Still, policy is policy and he’s prepared to quote it if necessary.

With a warm smile and an outstretched hand, the customer says, “Hi, Mr. Jones, I’m Pat Thomas. Thank you so much for coming out to speak with me. I know you’re very busy.”

The manager, much less concerned with company policy, now wonders how he can best serve the very type of customer that every business wants to have.

What is a frame? Basically, it’s the premise, the context from which everything else in your interpersonal transactions takes place.

We just witnessed two of them. And both types occur countless times per day throughout the world. However, as you well know, scene one is much, *much* more common than scene two. The main difference between the two lies in how the frame was set. In the first one, a frame of conflict was set by both parties, so each expected the other to be combative and acted accordingly. In the second one, the customer set a frame of helpfulness, which influenced the manager to be helpful as well. Who do you think would meet with better results?

During every potential interpersonal conflict, a frame *will* be set. The only question is, who will set the frame? If you allow the other

person to, you are taking the chance that she understands this concept (she probably doesn't) and that she will set a frame that serves you (she won't). If you set the frame, you are in control. Do this correctly and you have—in essence—determined the entire direction of the transaction.

We'll see plenty of examples of this throughout the book. Keep noticing the "frame games" being played. In section five we'll dive deeper into this topic and learn the real reason setting positive expectations works, why you *should* sometimes let them see you sweat, and other strategies for taking this important step toward becoming an Ultimate Influencer.

communicate with tact and empathy

My Dad, Mike Burg, says, "Tact is the language of strength." Communicating tactfully displays a genuine regard for the other person, which will open the door to making him your ally. It's also somewhat of a linchpin in that—without it—your other skills will be rendered much less effective. The ability to use tact in every situation is key to becoming an Ultimate Influencer.

Tact is the ability to say something in a way that makes the other person feel less threatened or defensive and more open to you and your ideas. This is powerful. Rather than bruising their ego and eliciting the usual resentful feelings and resistance most people can display in this situation, tact opens them up to very positively accepting your suggestion, and acting upon it!

Complaining loudly that your steak is underdone and curtly demanding it to be redone will be far less effective at getting the waitstaff on your side than gently calling over the waiter and with a genuine smile and appreciative tone saying: "The meal is delicious and I love the presentation of it. The meat is just a bit undercooked. Could you let the chef know how much I'm enjoying it, and if she could cook it just a tiny bit more that would be terrific?"

Saying the right thing *and* saying it correctly brings forth results that seem like magic. The good news is that communicating with tact is a skill you will easily learn through this book. At first you may have to work at consciously utilizing it, but stick with it and it will soon become a natural part of your being. You'll be amazed at how far a little bit of tact goes in influencing others.

Empathy is related to tact but can be defined as the ability to identify with another's feelings.

Is empathy simply putting yourself in the other person's shoes? Not exactly. Even if we have shared another person's experience, our aforementioned individual belief systems, personalities, convictions, and the variety of our backgrounds makes each person's reaction, even to common experiences, different.

Fortunately, in order to communicate empathy, you don't necessarily have to understand exactly *how* they feel. All you need is to communicate that you understand they're feeling *something*; something that is uncomfortable for them, and that you are there to help them work through it.

Like tact, feeling and communicating empathy for another person is a skill that you can develop. It is vitally important to becoming an Ultimate Influencer, and we'll talk about the two traits together because they tend to work hand in hand. You will naturally display tact when you are truly empathetic to another's situation. And speaking tactfully will communicate your empathy to that person.

In section six we will dive into the nuts and bolts of becoming a more tactful and empathetic communicator—the final and crucial principle in your Ultimate Influence tool kit. You'll learn how to open a conversation to get what you need, give the other person an out, say no without damaging a relationship, handle an interrupter with aplomb, and many more aspects of this skill.

Every principle, strategy, and methodology within this book will assist you in mastering the above five principles. You'll see that when you begin to control your emotions, consider others' points of view and ego, create a positive atmosphere, and communicate tactfully

and with empathy, you will get what you want in your personal interactions and relationships. Additionally, you will be able to make the other person feel genuinely good as well, so you both come away winners.

Each of the next five sections of the book is dedicated to taking a closer look at the five principles of Ultimate Influence and offering strategies to avoid common pitfalls as well as provide lots of real-world examples. You'll often sense that chapters, stories, and examples within one principle seem to relate to another principle (and you'd be correct). The keys to solving many—if not most—of the situations you'll face require using more than one of the five principles. Throughout the book I've simply included the scenarios I felt were most relevant to that principle.

After exploring the five principles in detail, we'll take a look at that which ultimately creates Ultimate Influence—the character of the influencer. After all, when it comes right down to it, your influence is determined even more by who you *are*, than by what you say and do.

Adversaries into Allies is available for order at (click on the logo):



Bob Burg is coauthor of the international bestseller, *The Go-Giver* and *Go-Givers Sell More* and author of *Adversaries into Allies*, *Endless Referrals* and numerous other books and audio programs. Sharing the very principles contained in *The Go-Giver* and *Go-Givers Sell More*, Bob has addressed audiences ranging in size from 50 to 16,000, sharing the platform with notables including today's top thought leaders, broadcast personalities, athletes, and political leaders including a former United States President. For more information visit: <http://www.burg.com/>