



Notes

WEEK SIX:

SOCIAL CIRCLE AND WORKPLACE

Scot: How's it going gentleman? This is Scot McKay from X & Y Communications, and I would like to welcome you to week six of The Big 4 Man Challenge. Now, if you've been with us already for the first five calls, we've had a lot of action; we moved at a pretty quick pace.

Tonight is going to be no exception. What we're going to talk about tonight are topics that aren't often discussed here at X & Y Communications but should be way more often, and I think you'll see me covering them more often and also Emily with the women, and that's social circle and workplace.

Now, one major program that I've done that has to do with social circle is a little something I did about five years ago called "The Engineer's Guide to Being Cooler than the Sales Guy." And if you guys don't have that, I'm going to make sure you get it if you're on this call.

Here is the main crux of that program: The way to be a cool guy is to make others feel good about themselves. You're sort of like the Michael Jordan of your social circle. Whenever you are on the court, everybody else looks like a better player. Contrast that with the guy who has to look cool allegedly at everybody else's expense. Well, that guy is more like a douchebag than a cool guy genuinely. Why? Because the definition of a D-bag, if you think about it, is a

guy who thinks he's a lot cooler than he really is. I mean that really fits. That's what the guys is if you're thinking, "Man, what a douche." But if a guy is really cool and you go, "Man, what a cool guy!" then he is a guy who you perceive to have a lot going for him, but he is cool to you. He is good to you. He makes you feel good about yourself.

A great example here locally, you guys know I'm a San Antonio Spurs fan, is Manu Ginobili. Manu Ginobili is just by everybody's account this super cool guy. He's just the king of cool. For example, he is always the first guy out on the floor, looking for people who want his attention to sign autographs for, like, "How can I help you?" Not in a needy, clingy way. He is a future hall of famer, but he is welcoming people who want his attention. He's like, "Yeah, let me sign this for you. Is there anything else I can sign for you?"

A great story about Manu Ginobili is one time he was signing autographs for his fans before the game, and a guy said, "Man, you know, my dad had a ticket to this game and he really wanted to be here, but unfortunately, he went to the hospital for a procedure." Manu interrupted him and went, "Is he going to be all right? Is he okay?" And the guy said, "Well, yeah, yeah. Thanks for asking." He's like, "He's in the hospital now?" And the guy was like, "Yeah." He goes, "Can you get him on the phone?" And the guy was like, "You're going to talk to my dad on the phone?" He goes, "Yeah, sure. Why not? Get him on the phone." I mean I could just picture Manu saying this.

And sure enough, the guy called the dad and the dad answered, and he just handed the phone to Manu with a shrug, and Manu went around talking to the guy on the phone for the next 10-15 minutes while signing other people's autographs.

Notes

That's the essence of just being cool. That's being a badass. When you're that famous and that looked up to and your goal is to make everybody feel better about themselves, to brighten their day, when you know you're being admired, that's the essence of cool.

A lot of times you hear about guys like James Dean being cool. You hear about Steve McQueen being cool. James Dean, if you go watch his movies, wasn't actually a very calm, cool, collected kind of guy. Sometimes he threw tantrums and this, that and the other. He was just sort of masculine and stylish.

I think personally, that's outside the definition of cool. I think cool is more what I'm talking about. There's cool under fire, which means when the chips are down, you're going to be able to proact rather than react, first of all. In other words, you'll take action whatever the issue is rather than waiting for something to happen to you. You know what I mean by that?

That's something we're going to be talking about more by the way. That very issue right there -- proacting rather than reaction. That will be very important when we start talking about social circle later.

But being cool, meaning you don't lose your cool, that's important. That shows you to be cool. But I think for people to say, "Man, what a cool guy!" is all about making others feel good about themselves.

So I wanted to clarify that before we got off and running because I think it's really a cornerstone of this conversation. Like if you look at guys like Steve McQueen, you look at guys like Paul Newman, these guys had a lot going on in their life. They race cars. They had pretty girlfriends. The more you are perceived to have going on in your life, the more you're perceived to have going for you, the fact to the matter is the cooler you're going to be when you make others feel good about themselves.

Notes

So we always talk a lot around here about having an exciting life, doing the best of what you've got, being a Big Four man. If you can remain true to your compassionate nature, if you can remain true to really wanting to be good to other people regardless of their station in life, if you can get rid of the snobbery in your life, you're literally going to get cooler and cooler to everybody as you become the better version of yourself.

I want that to make sense to you because that's something I've never taught about before. That's all brand new right there. And yeah, I think it's a truth. The more somebody is perceived to have going for them, if they are not a snob, if they are good to people, if they are good to people who are less fortunate especially, people go, "Man, what a cool guy. That guy is just really cool."

So you're left wondering, what value is there to snobbery in a social environment? Emily was watching this movie called Mean Girls the other day which is like from the mid 90s or, I don't know, maybe it's from the mid-2000s. It seems like an old movie to me. And what happens is this down-to-earth girl played by Lindsay Lohan goes to high school and she falls into a crowd of really snobby girls. And kind of the central backbone plot of the movie is Lindsay Lohan just doesn't understand being snobby, doesn't see the purpose of it. And that's what makes the movie entertaining, and Emily was really enjoying herself watching it.

But really, there is no place for snobbery in this life. It's silly. When people are being snobs, when people are behaving as a social group as if they are better than someone else, to me, that's a buffer for their own insecurity. I think you've probably heard that before, and maybe you're thinking, "Oh, well, that's people who are sour grapes because they're not with that in crowd or whatever."

Notes

But once you get to adults, once you get to adulthood, you're going to -- some of you guys are young, some of you guys, you're early 20s, you may not have really seen the full brunt of this yet. But as you move on in life, as adults, we start realizing, if our eyes are open, that the people who are snobby are not the top echelon. They are not the people who are truly successful.

To demonstrate this for you, I lived in a neighborhood one time where the houses were pretty nice. If you live in the Southwest, when the houses have real brick chimneys instead of being made of HardiePlank, that's when they start being nice houses. Three-car garages, gated community. It was a nice place.

But it wasn't where like the Spurs we're living and where like the CEO of AT&T was living. It wasn't where people who were really wildly successful multimillionaires lived. It's where people who made six-figure incomes lived. And it was all about who had the prettiest lawn, all about who had the new car. One guy bought a 3-Series BMW two doors down from me, and then the guy across the street bought a 5-Series BMW a week later.

I couldn't stand my neighbors. Seriously. They were just really hard to talk to. I had a guy move in next door to me, and the very first official act he did after he shook my hand was to say to me, "This is actually just an interim house for us. We're moving to one much bigger. It's being built right now. So I guess we're staying here for now." And I was like, "Wow, I feel like you're a cool guy already. Thank you for validating me and my existence even for minute one." That was total douchebaggery.

But when you have this need to make others feel lower than you or you build a little clique of people whereby together you make fun of other people or you celebrate your higher station in life than someone else, look, when you get in a room with the real ballers,

with the real high rollers, the people who have really succeeded, like people who are famous, people who are doing what they want to do for a living, people who have what's called financial freedom, people who are like multimillionaires and billionaires, it's amazing how down to earth and cool those guys are. Not all of them, but it's amazing how when people are uber successful, like they're as successful as they want to be, they have nothing left to prove, and they just reach out to other people, and they want to help other people succeed.

There's no competition against someone else. There's that abundance mentality, unbridled. In other words, they feel like, "I want to help other people succeed because there's enough success to go around." And when you've succeeded as much as you want to succeed, when you feel "made it", well, it's easy to feel like that. When you feel like, "Okay, well, I better save face socially because my neighbor is going to do better than me, or how can I have one up on people at this Christmas party?" it's really hard to do.

Now, I'll tell you, I've lived in both of those words, and I greatly prefer hanging out with people who have genuinely made it and who are genuinely content with where they are in life because I can see the difference socially. So, a lot of times, I think we aspire to live with the snobs. We aspire to break in to the snobby, social group, like these people are really exclusive; how can I be friends with those people?

Well, once you realize you're in with that group -- another example is this kind of movie. It's a rather obscure movie from the '80s called "Some Kind of Wonderful." And I used to have this huge crush on Mary Stuart Masterson when she was -- we were both like in our early 20s. I just thought she was the cutest thing. But if you know my taste in women, it probably won't surprise you.

Notes

But she's in that movie, and it's all about a guy who wants to break into a higher social group full of snobs and realizes at the end it's just total bullcrap. He doesn't want to be there. It's the same thing the "Mean Girls" thing with Lindsay Lohan. It's so true, guys. It's so true. Once you actually get in with the snobs, you're just going to feel dirty. You're going to feel like, "I don't belong here."

The truth of the matter is that people who live that lifestyle are rarely truly happy either. They're still longing for something else. They're still striving. They still are trying to get ahead.

Now, as we're going to find out later on this call, getting ahead in and of itself, there's nothing wrong with that. What we're talking about here is a social mindset -- the social mindset of feeling personally secure, recognizing that you are success, recognizing that you have a lot going for you. You're becoming a Big Four man. You're self-actualizing as Maslow will say. And you want to reach out to others and be good to them rather than feeling like your looking good has to be at someone else's expense. Frankly, that douchebaggery is immature. Kids do that. It's childish.

There's really nothing more sad than a 40-year old -- you think a 40-year old virgin is sad? A 40-year old douche is sad. You can take that to the bank.

Let's move on to the next one. One of the things I promised you on the outline, as you all saw before you signed up for this, was a way to get others to introduce themselves to you spontaneously. This is going to be very practical. You guys are going to like this.

When you're in a social situation, if you're shy or if you don't know anyone, you're going to naturally want to gravitate towards the wall. I think we talked about this when we were talking about shyness. What you want to do is move to the very epicenter of the room, and

Notes

then make sure you look approachable. In other words, look happy to be there. God forbid, you actually smile.

Now, a lot of times, especially when we talk about online dating -- and I've talked about this before, so I'm not encroaching on next week in any way by mentioning this -- a lot of us were taught not to smile, like it's not cool to smile. You'll never see Clint Eastwood smile. Alright, well, maybe there's something to that, but I don't think The Man With No Name in the Spaghetti Westerns as played by Clint Eastwood was interested in people approaching him and making friends. He wasn't that kind of character.

So, if you're wanting to build friends, then what you want to do is you want to look friendly. You do that by smiling rather than scowling. Let me tell you, Emily gets women on the phone all the time, and men aren't meeting them, and they're pretty women. They're like, "How come guys never introduce themselves to me?"

Well, first of all, they don't understand the depth of how approach anxiety affects guys with pretty women. Women really truly are blindsided by that, guys. They don't understand. They're like, "Why are guys so scared of me? I'm just a girl." That's how most pretty women feel. If they walk through an airport and a hundred guys passed them and 99 of them don't even acknowledge her or say hello, she will assume they were all married, gay, or aren't interested. That's just how women are.

Well, women will come to Emily and say, "Nobody is approaching me." And then it's because they never smile. They look stone-faced. They have a "Go away" look on their face all the time. It really is amazing how powerful it is to look friendly.

Guys, you don't have to have this big, cheesy grin like Eddie Murphy in Coming to America when he's mopping the floor.

Notes

Everybody has seen that movie. You know what I'm talking about. You want to have more like a casual, laid-back, easygoing, content countenance about you. Hope you can picture that. If not, we can talk about it more during Q&A.

But you're not smiling this cheesy, eager smile. It's more just I'm-glad-to-be-here look. You're easygoing. And then what happens is you're not going to be the only person in the middle the room. Talk to someone and make sure you laugh. Make sure you're having a good time talking to them. Look the person in the eye. Engage them, listen, but look like you're having a good time. Be laid back and approachable. You don't want to be Joe Pesci from Goodfellas at one of his parties.

How many movie references am I going to give tonight? I love them because they're just so descriptive. When you've seen the movie, if it's a movie that people have actually seen like Goodfellas, then you can just picture exactly the kind of personality type I'm talking about.

Now, you don't have to measure the geographical epicenter of a venue with a GPS, run there, and plant this cheesy grin there on your face. Obviously. There's a subtlety to do this. If you're not directly in the middle of the room, that's fine, but you just don't want to be hanging on the wall like a wallflower.

And then here's the thing. Absolutely, proactively strike a conversation with person number one you encounter. What I'm going to do is I'm going to talk about that bit of it a little bit later. There's a logical place for a deeper discussion on that coming up, I promise. What happens is you see other people are going to want to be social, and they're going to come up to you and start introducing themselves to you spontaneously. Keep your eyes open when you're talking to someone in one of those groups, and if you

Notes

see someone kind of hovering near you who doesn't have anybody to talk to, proactively draw them into the conversation.

You have no idea how cool they'll think you are just for doing that. You see how that's in line with what I just told you about being cool? Think of how many times you've ever gone to a party, and you're standing next to two or three people, and you'd like to be involved in the conversation and they just turned their back on you, or they just keep talking oblivious to you being there. There's a very subtle way that you can invite people into a conversation with you, and realize they're there even while you're focusing intently on someone else who you're conversing with. It's kind of like peripheral vision, if you follow what I'm saying.

Make sure you're inclusive especially if you've never met that person before. I guess you would say especially if you do know that person because otherwise you're acting like a snob. In other words, be indiscriminate. If you know this person or whether you don't know this person, you either have a chance to reconnect with someone you know and help them feel cool rather than snubbing them off, or you're going to make a new acquaintance. You're going to make an acquaintance; you're going to make a new friend.

So I think that's really sharp, and I don't think people do that. I think people are content to sit by the wall, and they're content to not talk to anybody, whether it's because they're shy or whether they're introverted. Remember, we talked about that on a previous call we did. But honestly speaking, if you go to the center of the room, you're more likely to be in a social situation. It's that easy.

Next, I want to turn my attention to making friends with men. I can't believe how many guys I had talked to who really have a hard time making guy friends.

Notes

The central tenet of male friendship is shared experience. In other words, we're all into motorcycles, we're into the guns, we're into craft beer, whatever it is, we live in the same neighborhood. Like a bunch of guys, if you live in a neighborhood where the houses are relatively close together, this actually is another consolation of living in a snobby neighborhood is you live farther away in proximity from people.

But if you get to know a bunch of your dude neighbors and you all get along, at night you'll hang around at one of the guys' garage while he's rebuilding a motor or something and just drink beer, it starts sounding like an episode of one of those cheesy cartoon shows at night. But that's just how guys are, like King of the Hill is the one that comes to mind. But that's just how men are. We make friends based on mutual shared experience.

I talked in a previous call about how utterly simple it is to connect with a woman, how you really only need two things. You need male/female polarity. Remember that? If you remember, you have to feel like she is a woman and she feels like you're a man. That will create the sexual polarity.

Then you have to enjoy each other's presence. You have to be enjoying each other's company. Remember I talked about that?

Well, making guy friends is a similar two-step evaluation process. The second step is exactly the same. Do I like this guy? Am I enjoying hanging out with this dude? But obviously, sexual polarity is not a factor in how heterosexual men make friends with each other. So, what replaces that?

The first step is you size each other up, and you decide: Is this guy a friend or a foe? Do we add value to each other? Do we take away from each other? Is this guy an ally, or is he an adversary? Do I

Notes

trust this guy, or do I not trust that guy? You see that polarity? It's still a polarity, but it's a polarity of intention. Is this guy on my team, or is he not? Is he wearing the same uniform I am out there on that baseball diamond, or is he on the other team?

Now, I gave you that last example kind of as a visual. If you've ever watched sports team, sometimes guys who play for different teams are great friends with each other. A lot of times the guys who play on the Olympics teams together like in basketball become really good friends, and then the trades happen in the off season so they can all play together, like the Miami Heat famously did four years ago. I guess it's five now. But figuratively speaking, metaphorically speaking, is this guy on your team or is he not?

Now, you can do this any number of ways, but I'll tell you, it has to do with how vulnerable you are with each other, with information, how you connect, how much you have in common, what the guy's reputation is like, what your background is, what your interests are. Basically, if you meet a guy, and he rides a Harley and you ride a Harley, and you like this guy, then okay. You'll probably be motorcycle riding buddies together. That's the extent of the trust factor. That's the extent of you sizing each other up. I hope that makes sense.

But that's how guys make friends, and those are the only two components. I think a lot of times nowadays, men don't have as easy a time making friends because we just don't go out and have a whole lot of social outlet with other guys. People are all on Facebook. Obviously, if you know someone from the workplace and they're in your department, and they're not a rival for a job or something like that, then you're going to have that natural affinity with them. That's why people who are coworkers tend to be friends.

Notes

People who are coworkers should be friends. Obviously, if it's your boss or someone you work for or someone you answer to, you're going to have a hard time fraternizing with them without watching your step, and maybe there's even a rule against that at your workplace. But people who are peers in the workplace tend to make friends. You're aligned with each other. And if you like each other, then you'll be friends.

But I think a lot of times guys have this little nagging insecurity about making friends with guys almost like, "Well, am I gay for having friends? Like if I want to hang out with this guy, is he going to think I'm gay or something?" And I think you got to let that go. I think you just got to realize that making friends with guys is as natural as making friends with women. It's just that there's no sex involved. It's more a common interest than sexuality.

There's a movie called "I Love You, Man" where this guy is having a hard time making friends, and he wakes up and realizes he's got this beautiful woman to marry and he has no one to be his best man. That's the story of him making a best friend, and they go through all these insecurities and everything. It's actually kind of a good movie. It's a silly movie, but it's entertaining. It's a good date movie too actually. That's a movie that deals with that.

But I wanted to share that with you guys. That's kind of off the board, that last part. It wasn't in my outline, but it came to mind as I was talking to you guys about that. If you want to talk about making friends with guys, in Q&A, let's do that. Let's talk about that.

Actually, right now, we're a little ahead of schedule, so I'm going to go ahead and open up the Q&A. It's actually already open. If anybody has a question on anything we've already covered, please hit *6 and I will unmute you. Here's one already. 215, go ahead.

Notes

Caller: Hey, Scot. It's Josh.

Scot: How's it going, man?

Caller: Good. So, going back to so you're inside a room, you're smiling, the first person you see is in a group talking to someone else or three other people or whatever. So, how do you latch onto a group that's already in conversation? Do you interrupt? Do you stand there and wait until someone talks to you? How does that work?

Scot: I think you can be a little bit more assertive than you think you can be, especially if it's just a few people who are there. Like if you're the third person to arrive and two people are talking to each other, or if you're the fourth person to arrive and three people are sort of talking to each other, I think you can kind of present yourself at a 90-degree angle with the two people who are talking and say, "What's up, guys?" I think you can go ahead and assert yourself into that situation as long as you're friendly about it.

If they are people you don't know, I think they will understand that you just didn't want to stand there and wait for people to stop. Being assertive as a man is generally preferable to being very passive and afraid.

And you have to kind of apply TGRR there, The Golden Rule Reversed. How would you react to this if it was done to you? If you're talking to one or two people, and you're the first three people there and somebody comes who wants to join the conversation, are you going to say, "Ah, excuse me, we're talking," and leave them out in the cold? Nah, you're not going to do that.

And I think if you excuse yourself and say, "Hey, excuse me, you guys in a conversation?" I would never use the word "just" by the

Notes

way. But I would just go, "How's it going, guys?" And let them tell you like, "Hey, we're already in the middle of a drug deal here. Please go away." Let them tell you.

I think a lot of times people are very timid in those situations. Now, if there's a lot of people there and two or three people clearly know each other, and they're laughing and carrying on, I think you might be positioning yourself to look a little silly by saying, "Ah, excuse me, I want to join you."

But what happens is at that point, Josh, it comes at an economy of scale. The more people who show up for a meeting like that, the more the likelihood there is someone not talking to someone. Now, I might not be the person -- like if there's someone you want to connect with at this meeting, you have to learn the art of patience. But what you can do is you can start talking to someone who is kind of on the perimeter and kind of walk with them towards the center of the room. How is that for a ninja move? So then both you and this shy or rather introverted who wasn't involved, or maybe they just got there at the same time you did, you can go to the center of the room together and start talking to other people.

Another thing is if you arrived at the same time as someone else, start the conversation with that person as you both walk in to the venue. Now, there are two of you already having a conversation. You can invite other people into your social conversation and you avoid that awkward moment. Those are some ideas for you. Did I cover it?

Caller: Cool, yeah. Thank you. That definitely helps.

Scot: Cool, cool, cool. Anybody else?

Notes

Okay, the next thing I want to talk about, guys, this is going to fry some circuits, but I'm going to carefully explain it. After some consideration, it occurred to me that basically this is the golden rule in reverse reversed. Now, maybe you're thinking that's the golden rule.

Well, in a way, it kind of is. There's going to be a twist on it, but it's going to really go through that process of the golden rule reversed and then reversing it again. The golden rule reversed, as always, is -- well, first of all, the golden rule is: Do unto others as you would have them do unto you. The golden rule in reverse, as I teach often -- it's a cornerstone of my teaching nowadays because it comes up so often -- is: When someone would seek to do unto you, ask yourself, "Would I ever do that to someone else?"

Just like we talked about in that social situation, if you're talking to one other person at a party and someone else arrives, are you going to shut them out in the cold and not talk to them? Of course, you're not. You wouldn't do that to somebody. So that's an example of TGRR.

Well, this is TGRR reversed. You're going to reverse that again, and here is how it goes: Ask yourself, "If I do this..." Let's say there's an act you're considering doing. There's a move you're considering making. "If I do this, what response can I expect from it? What will the result be socially?"

For example, I am going to assert myself into this group of three people who are talking. If I do, what can I expect from it? Well, apply the golden rule in reverse to the people you're considering talking to. How will they respond to me? If they apply TGRR, well, of course, they're going to let you in the group. So you say, "All right, cool. The outcome is likely that these people are normal, cool

Notes

people that I'll be able to talk to them." You see that dynamic? You see how that works?

The reason why I think it's important to teach this tonight is because a lot of people do things in life without understanding how others are going to react to it. It's how you use your words. It's how you present yourself.

I like British humor a lot. There's a TV show that my wife, in particular, really likes. I find it funny but I do think in many ways it's a girl's show. It's called Doc Martin and it takes place in rural Cornwall right on the ocean in Britain. It's a show about a doctor and his girlfriend. This season they are married. But it's played by Martin Clunes so you may have seen him before. He is a very famous British comedian. He is almost unheard of in America, but he is most famous for something called Men Behaving Badly, which is a show from about 20/30 years ago.

And he plays a doctor who just has no social skill and never smiles or anything. He's just very blunt, almost as if he has got a very extreme case of Asperger's syndrome. And he continually doesn't practice what I'm talking about here, and it's the shtick of the show. It's what makes the show funny. Here you have a comedian who never smiles or never laughs during any part of the show. Now, that, of course, is a staple of British humor if you'd ever watched like The Blackadder shows with Rowan Atkinson. Having the angry guy who never smiles or has apparently no sense of humor can be extremely funny. Well, he is basically the ultimate representation of this.

So this Doc Martin character played by Martin Clunes continuously goes around just insulting people by being blunt all the time, like calling out to people who are drunks and they just stop drinking and

Notes

taking the bottle of wine from people when they are having fun and stuff like that.

Well, that's a failure to ask yourself, "Okay, if I do this thing, whatever it is, how are people going to respond? Like I'm saying, people go all the time doing these half-ass things and not realizing how people are going to respond to it. A lot of times it's because we lose our composure or we lose our cool. A lot of times, people who are dorky, people who are known as dorks by other people, they have an ill-timed or not well thought-out reaction to something. For example, they might blurt out something before thinking and then they just say something silly, or they're a little awkward in a situation because they're nervous, and that nervousness causes them to commit an action or a deed that they wouldn't normally do, kind of like the old Chris Farley sketch from Saturday Night Live where he is interviewing Paul McCartney and he's really nervous and he said something stupid, and he hits himself in the head, "Oh, man, I'm so stupid!"

Well, that's all failure to apply TGRRR, the golden rule reversed in reverse. If I do this, what response can I get/expect from it? If you run that filter every time you do something socially and you're get in the habit of doing it, it will feel like an extra step, it will feel clunky, it will feel kludgy at first. But once it becomes a habit, which should take a week or two, you're going to find yourself automatically kind of computing that before you talk to people, and it will give you pause at the right time. It will tap your brakes for you inside your mind before you do something you're going to regret.

If you're the kind of person who regrets your actions a lot, what I just gave you is pure gold. And when I was younger, boy, am I raising my hand. I was the king of not applying this filter.

Notes

If you grew up what I'm going to say genuinely ADHD, not like the school needed to put you on Ritalin so they get more funding from the government or something, but you literally do have an ADHD issue, what happens with a lot of ADHD people is they say whatever is on their mind. If it's in their mind, it comes out their mouth.

Now, if it's a giggly girl or whatever, it can be actually very endearing and hilarious. But as you grow up, it will get you in trouble. You don't want to say what's on your mind just for the sake of it being there on your mind. You have to show some reserve, you have to show some tact. It's all about restraint. It's all about applying that filter and saying to yourself, "What response can I expect from it?"

This is how you keep from instigating what you don't want. You don't end up having to fight social battles that you created for yourself. You don't have to untangle social bird's nests that you caused the tangling of. If you're making the same social mistakes over and over, what I just gave you is pure gold. From now on, if you visualize the results, you're generally going to be very accurate. What this does is it allows you to position yourself as a third party looking on to the potential social ramifications of what you're about to do before it's a first person deal, before you're actually involved.

The reason why I know this works is for two reasons. First of all, every one of us as men can watch a sports event on TV and go "Oh, my gosh, that quarterback is so stupid. How could he make that throw?" If we were the quarterback, we would be overwhelmed in that situation. We would be like "Oh, my God, these linebackers are trying to kill me. Just get the ball out of my hands," and you run the other way. It's easier to asses a situation when looking at it as a third party.

Notes

Another example is I had two guys I was coaching for online dating, and they were having very similar problems, similar difficulties, similar challenges, if you will, crafting first emails to women. So I took all the names off the emails and I sent those two guys each other's emails, and they were able to critique the other guy's emails brilliantly. They knew exactly what was wrong with those emails.

The shocking part was they wrote very, very similarly to each other. The reason why they weren't getting their first emails responded to was exactly the same reasons of which there were several. They could have written each other's emails themselves. You could mix them up and indiscriminately throw out a handful of them to those guys and it would make sense that those guys wrote all those emails. It's fascinating how positioning yourself as a third party allows you to evaluate a situation much more clearly and effectively.

Here's something fun. As you know, Emily and I are world travelers, so we get on TripAdvisor a lot and we don't deal with -- we plan our own trips and we do plan them ahead. We plan them in advance sometimes because we have children with us, but mostly because I want my wife to feel comfortable and I also don't like surprises. I don't like having to figure this stuff out after I get there.

Some travel experts would say we're foolish, we should be more flexible, and there's always going to be a bed to stay in. Well, we like going places that we're going to enjoy and we like saving the money ahead of time. Once we find a good deal, we're okay with it.

Here's one thing I've noticed about the reviews particularly for bed and breakfasts and small hotels on TripAdvisor. If you're unfamiliar with TripAdvisor, go ahead and look at it. TripAdvisor is a bonanza for planning vacations because what it does is it will help you find all your flights and compare and contrast all your options on one

Notes

site. All the different airlines flying from here to London, for example, you'll be able to compare and contrast all the different timetables and prices, et cetera.

For hotels what they do is you punch in a place where you want to go, like say you want to go to London, and you can pick whether you want a bed and breakfast or a hotel or a hostel even, and what it does is it ranks them. The beauty of the ranking system is the rankings come from people who actually stayed there. It's an interactive ranking system. It's kind of like Yelp or iTunes. You get to leave reviews for places that you've stayed.

Well, when you look at the reviews for small hotels and for these bed and breakfast kind of very small places to stay -- I'm going to give you a chance to be inductive here, I'm going to you give a chance -- what do you think makes the most difference on whether something gets a good review or not? Think about that in your mind. What would it be?

It's not the location, although that's good and it helps. All these things help. I'm going to give you the number one. Obviously, if it's clean. Cleanliness is huge. But I'm telling you, it isn't the perfect hotels that are in great shape and are spick-and-span that get higher rankings. It's all about who was in charge there. Who were the hosts? What is the person behind that counter like and what was the customer service like?

It isn't the hotels that don't have problems or issues that get the good reviews. It's one where whoever is in charge was friendly, customer-centric and proactively dealt with the problems with courage and compassion that got the good reviews.

The kiss of death bad review for a hotel, if you're a hotel, the review you fear the most has a two-word headline. The two-word headline

Notes

is bedbugs bite. Every hotel, bed and breakfast, even the major hotels, if there's one review that talks about bedbugs, they literally lose over 50% of their business with one review. Isn't that amazing? Would you chance a hotel that got even one review talking about bedbugs? Hell no.

Well, Emily and I got smarter than the average traveler a couple of years ago, and we started realizing that if you show me one bedbug review in a hotel, I'll show you basically Basil Fawlty behind the counter. You're seeing Fawlty Towers which is a classic British show about John Cleese being just an incredibly incompetent, caustic but hilarious bed and breakfast owner. Well, basically I'll show you an incompetent guy who doesn't care, who had a run-in with that customer.

It floors me how many people who run hotels stick their heads in the sand when the inevitable trouble arises. Yet, Emily and I have been to shabby, under-equipped hotels in places like Delhi, India and Kathmandu, Nepal. Especially if you get there at night in a taxi and there's nobody on the street, it really scared us stiffless at first. We were like "Oh, no. What have we gotten ourselves into?" And then we end up giving them five-star reviews on TripAdvisor all because of who work there. We realized why they earned their reviews.

I remember the place we stayed in Cairo, Egypt, we were horrified when the cab dropped us off there at 3:00 in the morning, horrified. We walked in the front door and we were still pretty shaky, but the people who work there were so amazing and so helpful and just so damn likable that we didn't want to leave after a few days. I'm still in touch with a couple of people who work there, and I still enjoy hearing from them on Facebook and whatever. Isn't that amazing? It's all about who work there.

Notes

Why do I tell you all this? Because this is the power of the social. Social skill covers up other problems. You being interactive and helpful and working in team, working in concert with people instead of being caustic, instead of being nasty. If you had a bad day, reining in your emotions and realizing the person in front of you isn't responsible. When you're talking to someone who works customer service and the company has wronged you, realize the person working customer service didn't make the rules. They're there to help you. Don't take it out on someone. Don't lash out at people who don't deserve it.

Mean people suck. When you are working in concert with people, when you're working to be a peacemaker, when you're working to be a friend, when you're working to brighten people's day, it covers over a multitude of problems.

Now, before we move on to the next point, one of the things I want to add about this whole idea of how the hospitality industry and social skills work together is look at how it's all about social skill. When you talk about a hotel and you're talking about the people who are running the hotel, yes, like we said, what drives the angry reviews is lack of social skill, lack of customer service.

But look at the response that people give behind the anonymity of the internet. When they know no one is actually going to have a face-to-face confrontation, look at the power. Look at some of the vitriol that's caused by that interpersonal reaction.

The lesson there, I think, to kind of tie up this section is that sometimes you don't even know when you're making social mistakes. You don't know when you're really irking someone. You have to sort of read their body language, then you have to read the fact that they're interacting with you less or they're interacting with you more if they like you. Under the cold spotlight of the internet

Notes

when people actually start giving comments, well, you can see what really drives the social interaction, whether it be a positive or negative view, is that interaction with people. The social part of it is the most important thing. It's so mission-critical, like I said before, more important than the cleanliness of the hotel or even the location. Although that is important, it really is driven by social skill.

Now, that brings us to, first of all, the problem that a lot of us have when it comes to being social is we don't know when we're messing up. We just notice that people are starting to not talk to us anymore. Or the contrary, we find that people are starting to talk to us more.

Remember what I talked about the power of being cool at the beginning of this call. If you make people feel good about themselves, if you talk to other people about them instead of seeking to talk about yourself all the time, you will find that people want to be around you more.

Oddly, one of the biggest problems, I'm raising my hands, that people tend not to notice that drives people away is the approval seeking. And of course, we've talked about this a lot in the entire world of men's dating advice. But even when you see movies and you see TV shows where there's a needy person, there's someone who wants attention, there's someone who's saying, "Hey, look at me," or whatever, something like that, people tend to not give them the attention they want. Because when people are needy, it demonstrates psychologically to others that they're lacking an approval, which says to the people looking on, this person doesn't deserve approval or they'd be already getting it.

Meanwhile, to kind of use a phrase that's used a lot, the rich get richer when it comes to social skills. The people who are getting approval tend to get more approval.

Notes

Ironically, the way to get more approval is to let other people gush about you. Now, you can have somebody wing for you if you're at a bar or whatever. That's the essence of winging for someone. It's all, "My buddy is the coolest guy. You should talk to him."

But when you're in a social situation, I would wait for someone else to toot your horn for you. Unless there's a situation where it comes up and someone asks you about it and what do you do, then you can be very matter of fact about it. You don't want to be smug about it. Like I don't want to talk about it because then it will be all about me from here on out. That's almost like reverse approval seeking, if that makes sense.

But this whole idea of not knowing why people aren't so drawn to you as a friend when you're this good guy and you're trying to be nice to people and you're trying to be good to people, it usually comes down either to the approval seeking or what I'm going to commonly just throw a blanket over and call trying too hard. The word is obsequious. I've written a newsletter about that before. I've talked about it in a program of mine before, so I won't belabor it.

But when people are trying too hard to do things for people and to serve other people, it cuts down their social status. And especially for men, it puts you in a subservient position and it's a voluntary subservient position. Not like you're being put there because of your social strata or where you are on the figurative totem pole, so to speak.

But you're voluntarily saying, "Hey, I'm the person who shines other people shoes. I'm doing things for them." You think of kind of like a really overeager intern.

Some people are like that in their social circle and they figure, man, I'm being so nice to everybody. I'm being so good to everybody. I'm

Notes

doing things that everybody wants me to do. And then I'm not getting any joy from this. People don't want hang out with me. They're like "Yeah, all right. Yeah, we're having a party. I guess you're invited. All right, yeah. I guess you're going to tag along."

The thing is the reason why people don't want to hang out with someone like that is because they don't feel like you're on their level socially. It's like bringing a servant along, literally. It's like bringing someone who is overwhelmed by the social situation, and people just don't have the time or the energy or frankly the respect to carry someone like that along.

So always remember that. If you're having a hard time figuring out why you're doing nothing but being good to people and not getting anything socially good happening in your life in return, those two reasons are typically why.

Now, I'm going to move us into the power of proactive bold social leadership in general. Gentlemen, I've come to the conclusion that to have social skill as a man in particular is to be a bold leader. The bold leader will be looked upon more highly by his peers socially. It's so important that this will dictate your social status. It will dictate how many friends you have, et cetera.

Yet, here's the crazy part. I have thought long and hard about this. I've talked to Emily and some other people about it. And pretty much everybody I've had this discussion with, we're all in agreement. 90% of us are sheeple. Everybody waits for another person.

For example, in a new social situation, everybody will walk into the room and wait for someone else to make them feel comfortable and welcome. They'll stand alone and expect everybody to come and introduce themselves to them. I've seen people host parties and not

Notes

even welcome the people who are coming to their own party. I've seen people host parties and wait for people to come through the door and talk to them and welcome them and thank them for inviting them to this party. I think that's crazy. But if you've gone to a social event recently, think about it for a second and realize all of us crave -- well, most of us crave -- talking to other people and interacting and being human with others, and then we go into a social situation and we're like, "Feed me."

Now, the person who is the one who is most socially active, is seen as a friend to all, is the one who goes and introduces him or herself to other people. It's the one who says, "Oh, welcome. Yes, I know who you are. What's your name?" or "My name is this. What's your name?" Simple social graces that everybody knows how to do. Simply walk up to someone and welcome them.

I can't remember the denomination. It may have been Episcopalian. But over the course of time the church membership was dramatically decreasing in North America. There are a lot of people thinking it was because the church is boring and liturgical and people are doing something else. They were half right. People are doing something else.

The problem -- they went and did a whole social study. I wish I had this for you, but it's been years and years. It was in the '90s. They came back and they figured out the reason why this church is dying is because when people go into the church, new, who have never been there before, people are just openly hostile towards them being new and showing up. They treat it like a social club and who invited you.

So whenever people come into the church, nobody welcomes them, nobody introduces themselves to them. There are no greeters at the door like you see in some other denominations.

Notes

People are just there. You come to church and you leave. If you're not part of our little clique of Episcopalians, well then, I guess you don't belong. So what happened literally was the church was dying out and nobody was replacing them. I think that's profound.

Regardless of what your faith is, this is an object lesson. The churches that grow elsewhere and become 10,000 member churches are churches that go out of their way to be social. The big church in Chicago, I think the guy's name who runs it is Bill Hybels. He was the first mega church in the United States. There was a guy in Korea who had a big one too. Everybody was like, "Well, how did this church grow so fast?"

The reason why that church grew so fast was dead simple. It was social leadership. What happened was when new people came into the church, and we're talking to a church that's already hundreds of people at first, then thousands, then ten thousands. Everybody felt welcomed to that church, because when they came, someone met them and someone put them in touch with a small group of 12 to 15 other people who met once a week in somebody's house.

So, in other words, you immediately are hooked up with 15 new friends, all of whom are like-minded, serve coffee, and have good old time play guitar once a week and people just stuck around because there was social leadership. "You, you're new. We're glad you're here. I want you to make friends." And they actually systematized the idea of making friends and it worked.

And it worked for the same reason why TripAdvisor's hotel reviews are psychologically the way they are. It's the power of social leadership. It's the power of saying, "I'm going to reach out to other people and make things right. I am going to be a friend first before I seek to get friends." It's amazing. It's amazing how that works.

Notes

Now, here's the crazy irony about it. I just told you that 90% of us were content to be social followers. We sit around and wait for someone to entertain us. It's almost like the Nirvana song, "Smells Like Teen Spirit." It's almost exactly the message of that song. They actually teach this in school. They teach the art of being a sheep in school from a very young age, kindergarten/first grade.

My son, Scot Jr., is now in first grade. But since he started kindergarten last year, he gets in trouble all the time just for being impetuous and being overly curious, kind of like Calvin in Calvin and Hobbes. And he's not a bad kid. He's got a great heart. And he actually makes pretty good decisions.

But he gets in trouble for leading. He gets in trouble for being curious, and God help him for being a little smarter than some of the kids in his class and just being bored and wanting more and not being willing to sit around and be a sheep.

He is finding more efficient solutions. He gets bored. And instead of waiting around to be told what to do, he gets up and he starts looking for it. He had a problem of just getting up and leaving the classroom when he was bored just to go see what was going on down the hall. You can't do that when you're in kindergarten.

So, not too long ago, I went to visit his school and talk to the teacher who's a very nice lady, and his kindergarten teacher was a very charming lady too. And I leafed through what they were studying. It was kind of like a Parents Day. And in terms of character development, they were doing wonderful things. Man, they were covering all of Stephen Covey's Seven Habits of Highly Effective People with first graders. I mean that's good stuff for first graders for sure.

Notes

Then I saw something that was absolutely fascinating. They had a whole little mini course on leadership. I'm like, "This is great. This is what my son needs." Are you ready for this? I hope you're sitting down. Under the heading that was Leadership were like sublessons that were following directions, waiting your turn, obeying the rules.

Now, don't get me wrong. I'm not advocating that Junior start a local chapter of Fight Club or something. But isn't it fascinating how leadership lessons are actually training and following? Following directions, wait your turn, obey the rules. That's not leadership. But they're telling these kids that they lead by demonstrating to their peers how to do these things.

Aha. The kids are told they are leading by demonstrating good sheeple behavior. I think this is fascinating. Is it wrong that kids are taught how to behave? No, not necessarily. But you can clearly see how we've been taught to follow rather than lead, and it's really in many ways out of sheer crowd control when you're a kindergarten teacher fending for your life with a room full of 25 kids. I went there and read to them one time and interacted with them when my son was in kindergarten last year, and I felt like Arnold Schwarzenegger in "Kindergarten Cop." I really did. Man, they were a handful, these little kids, but they're great kids.

Now, I want to hearken back to something real quick here because I think it's really relevant. Remember how in week four I touched upon how entrepreneurship isn't taught in school so much and why? Remember? The cream will rise to the top on its own.

What society needs in order to function are more Indians, not chiefs. And largely, college teaches us how to work for someone else -- marketing degrees, teaching degrees, business degrees, how to go work for someone else.

Notes

Now you can see how the indoctrination actually starts in kindergarten in the name of crowd control. So by now I probably sound like a conspiracy theorist but not really. I'm not some sort of hippie. All I'm doing here is pointing out what goes on in plain sight. It has to be this way to keep the kids under control, yet you're helping them feel good about themselves. Yet, the most socially desirable people are the leaders and the innovators, not the followers.

So not surprising, since I'm immersed in this sort of stuff for a living and being good with women and being good socially in general, we teach our kids that sort of thing at home, the leading and the innovation -- how to ask questions, how to see life as a big cool puzzle that demands the right solution, how to make good decisions and thereby influence others when you know you've made a good decision. That's leadership. When nobody else has a clue, you have the clue, and that clue makes sense and you can articulate it to other people and have it clearly be in their best interest.

How to be cool to other kids, we're teaching Junior that, we're teaching Sara that, my daughter knows that already. How to reach out to other kids and invite them to stuff. Every one of my kids, if there was a new kid in school, my kid would be the first one to go talk to them and say, "Hey, it must be tough to be here at school. Have lunch with me." Emily's son, David, graduated from high school last year. He was always the first kid to do that, and he made so many new friends, and people admired him for that and they still do.

And of course, how to appreciate female human beings and interact with them rather than being terrified of them. Even now that's being instilled in him because of what I write about all the time. The longer we waited as kids to have femininity and sexuality

Notes

demystified for us, the tougher it is on us, the more it becomes too good to be true.

Now, don't get me wrong. I'm not going to advocate that my son lose his virginity at 13 and be irresponsible, but I'm teaching him that women are human beings and they're likely to really like him and think he is cool. He is already making good on that. All the little girls in his class just think he is great.

So what's the byproduct? The byproduct is my kid is getting in trouble at school for doing nothing but things that are going to make him successful someday. Now, I've worked out an understanding with the administrators of this school.

But the takeaway here is isn't that amazing. Literally he is one child out of I think the entire first grade who isn't a sheep. The other little boys, I'm appalled at how feminized the little boys are in the first grade. Now, granted there are a lot of women in there teaching.

But what my wife Emily has done is actually started doing home schooling in addition to my son, Junior, going to school first grade and my little daughter being three years old. That's having as profound if not more profound effect on their development and them flexing their intelligence than the actual school is for my son. Maybe someday in the near future we're going to complete home school, but I do like the fact that my son gets to be social with kids on a daily basis.

On a side note, my son did a report on what he wants to be when he grows up. He wants to be an inventor. So teaching him to lead and innovate is already paying off in his young mind.

So see, some of you, I know I was taught to sit down and shut up and follow the rules when I was in kindergarten. Even in online

Notes

dating, Match.com, until very, recently used to have at the head of its narrative "Who I am and who I'm looking for" basically. People would answer it as if they were getting graded on it because it was like a junior high school theme paper. If you didn't follow the directions, you get a D or an E. So, people were writing the most generic profiles even more so than they do now because it was like "Okay. Who am I and who am I looking for? Well, I'm intelligent. I'm smart. I'm funny. Okay. Who am I looking for? Well, you're pretty and you can wear jeans or a dress." That's what people were writing over and over again, 50 piña coladas over and over again.

So if you are that one person in ten, and that's conservative, remember, who takes initiative to meet people first instead of waiting, who sees leadership for what it really is which is reaching out to people instead of waiting around to be reached out to, your social life will improve naturally and rapidly. You are a source of social ideas if you're that person.

In other words, when everybody is like, "What are we going to do on Friday? I don't know," you come up with the idea, you take the bull by the horns, you will be the focal point of your social circle. You will get invited to every party if you're the one who is proactive. Think about it. You will be the one throwing a lot of the parties. It's all your leadership. And if you throw parties and nobody else reciprocates, I'm not sure they are good friends anyway.

A lot of being social is making social happen, and I can prove it. At a recent party we were at around the holidays, it was held in a guy's house who makes a lot of money and all his friends do reasonably well financially. So everybody there is a financially successful mature human being. I don't think there is anybody there under 35.

And there is a brewery that's about 20 miles north of town where it starts getting to be the old country. It's a nice part of Texas. And a

Notes

couple of the guys I met there are a couple of the guys I already knew who were at that party who I'm already friends with are beer enthusiasts, craft beer enthusiasts. Well, I found out that that particular brewery has a tour and a big tasting event every Friday at 2:00.

And so the guys that I was talking about talking to, I happened to know their schedules would allow that. So I brought up the idea. "Hey, you know what we should do, we should all go to that brewery one time on Friday." And every one of them thought it was an amazing idea. "Oh, yeah man. You know, I have always been meaning to go there." "Yeah, me too." "Yeah, that would be great, man. Let's get those guys out of the house and go do some fun." "Yeah, that will be cool."

It's been a few weeks since that party. Guess how many of those guys called me and asked me when we're going to that brewery. Not one.

It's a little bit of a social experiment. I know we kind of had to get through getting into January and getting into swing of the New Year and stuff. But if I don't organize that event, it's never going to happen.

And this is among mature professionally successful men. Now, listen. Yes, it was my idea to organize the event, so it's on me. If someone were to actually come chase me down and say, "Hey, what about that brewery trip we were going to do? Make it happen," that would be absolutely off the board socially. It will be extremely unusual. Fair enough.

But almost nobody understands the power of leadership relative to social matters even among mature professionally successful men

Notes

who have done well in the workplace. And even if they do, they still typically fail to follow through.

But there is more. It's not just about proactively reaching out to other people. You can go the extra mile and go from being one of the top 10% most social people out there to probably the 1%. I mean that's even conservative. I don't think one in a hundred people are the way I'm about to describe.

Here is the breathtaking part. It's simple. It's brain-dead easy. It requires no skill, no ninja tactics, no superpowers. What should you be? Who are these under 1% of people who are the absolute masters of their social circle? They're connectors. If you are a connector, you will be the absolute pivot point around which your entire social circle revolves, the very hub if you will.

Here is how it works. If you're at a party and you're talking to someone, your brain is engaged with that person, of course. You're fully giving that person your attention, which is a wonderful thing to do socially. If your mind is wandering, your eyes are wandering, you can't wait to be somewhere else when you're being social with people, you're not going to hide that from people.

By the way, that's probably a good thing to interject here. If you think you are hiding your body language and your lack of desire to be there and your disdain for people when you're talking to them, you're not. It's written all over your face. It's written all over your body language. There is nothing you can do that's going to be more powerful in terms of one-on-one interaction than actually like the people you are working with.

Because of the nature of how I was socially when I grew up, I have never really been a snob. It never worked out for me to become very snobby. Now, I suffered from shyness-induced snobbery,

Notes

which, of course, is driven by extreme attraction to women and not wanting them to have the benefit of knowing you're attracted to them. That's a little different. I have never looked down on people because they were different than me or because for whatever reason.

So, even back when I was in IT sales, and I had guys in the IT department as customers who had a hard time socially, I always loved those guys. I always loved all my customers.

And not surprisingly, if you go back and dissect it socially, I'm the one who got all the business. I was by far the 900-pound gorilla amongst people who sold stuff to those people in that part of the world for years, and it was all because I cared about my customers, and I liked them.

Aha! Go back to those reviews on TripAdvisor. I didn't just go visit these people because I wanted a commission out of them, and I was going through the motions because it's my job. I actually look forward to seeing those guys again. It was seeing friends for me and for them, and I got all the business.

Back to being a connector, if you're a connector, what you do is you're paying attention to people when they talk to you, and you're already in your mind building the network of people outside of your own selfish reasons.

This person is into horseback riding, who you're talking to. "No kidding! There's someone over there I need to introduce you to." And you introduce this person to the other person and say, "Do you two know each other? Because you're both into horses, and I actually think you would have a lot to talk about, and you stay in the conversation with them, and you hand it off.

Notes

You have to be a little selfless with your friends. You really do. In my business, I'm known as a connector. When I meet people who have lots of cool information and are doing something important relative to social skills or to getting better with women, and I know that they would like to meet some of my friends, and it would help their business or help their career or even help them socially, I start writing emails, and the emails are CC'd to both people.

I write to the person I'm introducing to first. The person I promised the introduction to is CC'd along with me on the email, and I write introduction in the subject line, and everybody I know knows what's happening. And I'll say, "Hey, Bill," who is the person I'm introducing the person to, "I just met this guy named Steve. And Steve and you have something in common. You're both this, that and the other. I really want to connect you guys together because I figured you'd have a lot to talk about, and it will be good for you guys to know each other. I'll let you two take it from here." And I'll typically get two thank you notes from both of them, and they'll be off and running.

And, you see, when I give away my friendships like that instead of jealously regarding them, what happens is people start introducing people to me. Remember, it's the law of reciprocation. When you do something good for someone, they want to do it back for you.

Being a connector, people will introduce you as a connector. People who are other connectors understand how much of a badass people like them are. People who are connectors attract each other. And what happens at that point, as you can imagine, is you get some pretty powerful friends pretty quickly. So, the sum of the parts, ironically enough, is that you end up with a lot more and a lot more powerful friends by giving your friendships away like that. So I would say being a connector is sort of the pinnacle on your social circle. You will be the kingpin if you're the connector.

Notes

Now, being a leader definitely means acting on the best interest of your friends all the time, and that brings us to the next point which is people who gossip and talk behind other people's backs tend to lose trust.

Now, breathtakingly -- and this is as much a problem for men as it is for women. I have to say this. Breathtakingly, such people often get what seems like glowing approval in the moment. Others will be amazed, and they'll be paying this rapt attention as someone gossips or throws a fellow acquaintance under the bus. You know what I mean?

So, like people will smile and be entertained while you're gossiping about someone or talking bad behind their backs, stabbing them in the back. But see, afterwards, the person who was gossiping or backstabbing isn't highly thought of. The listeners are not going to trust that person because your friends and acquaintances will believe that they'll be the next one to be talked about or gossiped of.

So, obviously, having transcendent social skill also means not listening to gossip. Now, here's the general rule: If you didn't hear something first person directly from the source, then don't believe it until you've done that. In other words, treat any third-party information as utter hearsay until verified especially if it involves you directly.

So example, someone comes up to you and goes, "Oh, man, Scot, I heard and so and so is mad at you or so and so said this or that about you, Scot." Friendships had been broken time and again by such hearsay, and that's just immature. Meanwhile, the other person directly affected by the sabotage or this misinformation, potentially, maybe it was true, maybe not. Maybe it was pure sabotage on the part of this third party. Maybe it was like playing

Notes

the game of telephone back in school where you whisper something in somebody's ear, and by the time it gets out the other side of the class having whispered in everybody's ear, it doesn't bear any remote resemblance to the original phrase. You've played that before.

The third-party person who wasn't a part of this conversation has no idea why they've just lost a friend. Have you ever heard that happen? Have you ever had someone you're friends with and all of a sudden they don't want to talk to you anymore and you didn't do anything, you didn't even talk to them? Tragically, it's all too easy for people to do this, and I understand that sucks. I understand that when people want to talk negatively about you, a lot of people are going to believe it.

Welcome to why we work so hard at X & Y Communications to protect our key rating. If anything is said badly about us, it is countered with good customer service and with a desire to make things right. So after nearly 10 years in business, if you start looking up the reputation of X & Y Communications online you'll find largely good things. Some of my affiliates go -- there's a sales technique that go, "Is Female Persuasion a scam?" and then you read and it's like, "No, this is really good, and you should buy it." The term "scam" is incendiary, so you'll see some of my affiliates out there, I try to get them to stop, but ClickBank, you can't shake a stick at it.

But generally speaking, I sit down with the guys from Reputation.com about once every half a year, and they always tell me they can't believe how in good a shape we are online for being an internet marketing which we basically are. So yes, people can damage your reputation by sabotaging you, but as soon as you join that ilk, you have no idea how bad your social life is really going to suffer. Anytime you think people who are gossiping or backstabbing

Notes

are winning, patiently ride it out. In the end, you will come out better than they do. That house of cards falls apart.

But tragically, it is all too easy for a third party to sabotage a relationship between two people this way. Sometimes it's simply misinformation or misunderstanding that's conveyed as third-party information, like I said.

But gossiping will make people like you apparently in the moment, but they're really not going to trust you anymore. It's a pyrrhic victory. It's short term. Meanwhile, if someone starts gossiping about someone else, you can literally verbalize to people, "Look, I just am not going to be a party to this. Let's talk to the person. Get them involved if we need to. But I'm going to check this out with the other person."

Sometimes you'll hear them go, "Oh, no, no. Don't do that." Anytime you hear someone say, "Don't tell anyone I told you this," or "Don't tell so and so I told you this," or "You would never tell so and so that I said this, right?" close your ears. Conversation is over. Make that a habit. Someone may get a little peeved with you in the moment, but ultimately you will have gained respect with that person. They will know where you stand.

By the way, guys, I've written about this before but it bears repeating right here in the moment because it's a brief thought. If people without character get mad at you for having character, that's the way of the world. Don't cry over that spilled milk. Don't feel socially violated. Don't feel like it's your fault because of someone who lacks character not liking you.

I have peers who run pretty black hat operations relative to tricking women and being a misogynous dick, and they've tried to get me to tell you guys about their products or whatever. I've been nothing

Notes

more than cordial. Some of them are young and immature guys and they don't understand the power of what they're purveying to, what they perceive to be an anonymous audience but really are real live human beings out there, men and women.

I'll tell them, "Hey, I'll have a beer with you but my message is just too far different than yours." Next thing you know, because of these people and the way their character is, they'll not like me or they'll say something bad about me. Well, I don't let it bother me. It wasn't something I did other than being a man of character. Because what happens is when you're a man of character and you're interacting with guys who don't have character...

And I'm not one of these people who sugarcoats it. There are black-hearted people out there. There are people out there who are not good people and there are people out there who are golden-hearted people.

When someone who does not have character has it in for you and doesn't like you, a lot of times, when you haven't done anything for them, it's because they just simply feel judged by your very existence. You're Mr. Goody Two-Shoes. You make me feel like I'm some kind of creep for being this kind of guy because you would never do that. But you haven't done anything to them. All you've done is exist. Hold your head up high. That's fine. Have friends that are like you.

One of the most fascinating things about this business, that really shouldn't be all that fascinating but it is, is how amazing you guys are. Because all the guys who would feel judged by me saying, "You got to have character in order to get high-quality women," they're long gone. First time they read that, they hit the unsubscribe button.

Notes

Meanwhile, the guys who stick around are the men of character. You guys can handle a message like this and you love a message like this, which is why I love you guys. That's why I've been doing these calls which you I call the Call to Action, which I told you guys about last week. Dozens of you guys signed up for it. Man, I've been running ragged talking to you guys on the phone. Saj, I talked to him just today, so on this call now. We had a good talk.

I love hearing where you guys are at, where you're coming from. All you guys are great guys. All you guys just want to treat women all right. Good for you. I am your damn Huckleberry and don't you ever forget it. Because I don't need the approval of people who lack character. That's a hallmark of maturity. You understand that certain people just aren't going to like you, and then you can really dig deep and understand why, and sometimes it's just flat out they feel judged.

Social leadership -- so we're having a pretty strong theme here. Social leadership also means gathering facts about other people rather than making offhand assumptions. Whether someone has given you third-party information or not, nothing makes for a potentially stickier social situation than that.

So in other words, maybe someone is gossiping about someone else. Don't fall into the trap of making assumptions, because now, all of a sudden, your view of that person has changed, or you look at them or whatever stereotypes that we all have start creeping their way in and you make assumptions about this person. That will become a very potentially sticky social situation, and I'm about to tell you why.

But just to clarify it for now, even making logistical assumptions about plans, others, preferences, et cetera, can also backfire on

Notes

you. It's always best to ask the questions you need to ask directly to the person in order to make solid plans with them even socially.

The other day I received an email from a guy who made assumptions about me, just like I'm talking about. It was like none of it was right. It reminded me of a guy who ran music for our wedding when Emily and I got married. I'll never forget it. This guy was really kind of bullheaded. He said a couple of things and I asked question and he gave me answers, and I did everything he asked me to do so that all the logistics would be right. He had miscommunicated. He just was a terrible communicator, and a lot of it was because he would make the assumption and move on. It was irritating -- irritating. And he did it habitually.

One of the things is he was a particularly large guy. He was probably about 6'7", 300 and cut like a pro wrestler, not like a big fat guy. So he's probably not used to getting a bunch of slack of people. But gosh, darn it, this was marriage, right?

He was getting the music wrong. He wasn't playing the music that Emily had picked for the wedding. So literally, it was 20 minutes until we were supposed to walk down the aisle when I had to go have a visit with this guy. I'm going to talk more about that in a bit, by the way, having visits with people.

I said, "You know, you're not playing the music I gave you." He's like, "Well, you know, I figured you might want this instead." I said, "No, we want the music we picked." He was playing "Let's Get It On" by Marvin Gaye before our wedding started. It's become a running joke in my family, the "Let's Get It On" song. Anytime there's a serious romantic moment somewhere, someone will start singing, "Let's Get It on," and everybody starts laughing because of this bonehead guy who assumed that we might want to listen to

Notes

that because obviously we didn't know how to pick the right music for our own wedding.

I go, "Well, I'm really concerned that you had played this when I gave you all this music. Let's go over what's going to happen when this wedding really starts because then it's really going to matter." I go, "All right. So let's go over this quickly because I got to get back to finishing putting on my tie and marrying this woman." I said, "Okay. Which song is it when she comes down there?" He goes, "Yeah, yeah. Here Comes the Bride." I looked at him right in the eye and I went "Incorrect." He just looked at me. "It's not Here Comes the Bride?" I go "No. We're not running a generic wedding. That's why I gave you this and I gave you very clear notes on what," and I had his attention for a minute.

Now, by now, you're probably thinking what an idiot and what an incredible imposition on me in my wedding. I'm not bitching and complaining. It ended up fine.

But for the purposes of talking about social skill here, look at what a debacle this is for that guy. Drawing conclusions based on assumptions just like I demonstrated, people do this all the time. This is one of the reasons why if you're like a celebrity, some of those guys break down and become drug addicts because publicity is painful. People will start accusing you and assuming things. You read about yourself in the tabloids and burst out in tears, some of these people. You probably watch the Dr. Drew Show where it's like Celebrity Rehab. All these people are broken. It's tough. And yet, even in your own social circle, it's painful. You don't even have to be famous.

Drawing conclusions based on assumptions is one of the most dangerous things anybody can do socially for several reasons. First of all -- I have five reasons why -- first, *you rob yourself and others*

Notes

of potentially pleasurable and fulfilling experiences especially if you're making negative assumptions. Oh, this person is a real jerk. Why? Because I just know. Well, maybe that person isn't a real jerk and you're robbing yourself of a mutually beneficial alliance with that guy.

I remember one time when I was in school. I had a crush on this chick. I thought she was adorable, precious and adorable. Someone said, "Oh, yeah, but she's really a slut." You know what? I spent like the next three months going, "All right. Well, I don't want to be associated with her." It turns out she's not. And I ended up going out with her and I made a very bad 17-year-old mistake. I told her, "I wanted to ask you out before but someone kind of told me that you are a slut." And I know, cringe. Go ahead and cringe. Why in the world would I tell her? She burst out in tears. It was incredibly painful to hear that from me. She wanted to know all the details. I opened up a can of worms.

What a painful assumption for me to have made about her and completely unwarranted. Why? Because it was that third party who came and told me something, and I didn't check out the real facts with the person who I should have checked it out with, who was the source. Now, you don't walk up to a girl and go, "Is it true you're a slut?" You don't do that. But you don't just blindly carte blanche believe this stuff. It doesn't end well.

Second, you run a serious risk if you're a person who makes assumptions of looking profoundly unintelligent. So, no doubt if you're hearing this story and you heard me say when I asked the guy what song is it when Emily comes on there. He goes, "Yeah, yeah, Here Comes the Bride," and I said, "Incorrect," you automatically thought, "Man, what an idiot." Why is he an idiot? Because he is making an assumption, and it makes him look like he

Notes

doesn't even think. When people don't think, they're branded unintelligent. That's what's going on there.

Third, *the unsavory truth is that you actually do end up less knowledgeable for real.* Ultimately, it's a laziness problem. You make an assumption about someone. You don't make the effort to get to know who they are or what they're about. You make the assumption, you live with it, and you have less real knowledge.

Four, *you resist the truth longer than you should in an attempt to save face.* If it becomes a situation where you're embarrassed because you made an assumption and now you realize you're wrong, then you're going to avoid that person. You're not going to want to talk to that person, especially if it got back to that person you made a wrong assumption about them.

That wrong assumption isn't going to help that other person like you. Now, granted you may make a false positive assumption about someone. That's probably not as damaging, at least in the short term, but it can be because if you make a false positive assumption about someone and you don't check into it, that's really just being gullible, isn't it? "Well, this person is going to help me make a million dollars." And then they steal your money and run off because you made an assumption instead of getting over that cognitive dissonance. I just thought of that now, but it's really very true.

Fifth, *the vast majority of people know your type already.* They can see you coming and they avoid being ensnared in the invariable awkwardness that goes along with it. You got it. There's another situation where people just flat out start avoiding you when you're one who starts making assumptions. And they won't give you the honor of an explanation because they don't want to get into it

Notes

because you're just going to start making a bunch more assumptions.

Have you ever gotten into an altercation with someone who just kept making assumptions over and over and you just realize there is nothing here but shifting sand? There is nothing substantial to talk about. This person just keeps going on about bullshit really. I've never heard anybody talk about this whole idea of the danger of being a person who makes assumptions socially, so I wanted to bring that up for you guys.

We're at a major stopping point right now so Q&A is on. Remember we're on open Q&A. If you have a question about anything we've talked about so far or anything social circle in general, go ahead and hit *6, and I will take your questions right now, anybody. No questions. Okay. Going once, going twice. We're going on to the next one. Okay. There's a lot of you guys on this call too. So I'm tempted to ask someone else and make sure you can hear me and nobody is dropping off the call so I'm assuming you guys can, and for what it's worth, it's being recorded.

Before we move on, the next major category I want to cover is the idea of defensiveness. This is one of the more difficult social dynamics to grasp, isn't it? I have covered what defensiveness is in The Master Plan, but here is a quick refresher. The relevant definition, and there are lots in terms of military defense and defending yourself and whatever, but the relevant social definition at Dictionary.com is rejecting criticisms of oneself or covering up one's failings.

For what it's worth, it's seen as poor social skill to do that, which really sucks because sometimes people want to attack you and it's as if social convention would have you sit and take it, right? Well, here is the easy way to sort all this out. When someone criticizes

Notes

you, listen to what they have to say without losing your cool. That's a running theme when it comes to good social skill by the way. You don't ever want to be Joe Pesci in Goodfellas or Steve Buscemi in Reservoir Dogs or anything else those guys have ever been in basically. You just don't want to be that character in your social circle.

Now, if someone comes to you with an innocuous criticism and/or a well-placed one, in other words, it's not going to make a big difference or that person has a point, what I would do is thank them for their concern and tell them you will take what they've said under consideration.

If you already know that you will make associated changes to your course and you respect this person and you know this isn't a power play, they are not just trying to make you look bad, but again, we're talking about innocuous criticism or well-placed criticism, you may tell them that you're going to make changes to your course if you feel it will strengthen the relationship with them.

Now, if someone presses you to act on their criticism when you're not sure about it yet, in other words, they are pressuring you to do what they told you to do, telling them that you will take their words under consideration should be enough. Exert that. It is enough for now. You have the right to do that socially. You can say, "Well, thank you for giving me that information. I will take that under consideration." If they say, "Will you? Are you really going to do what I told you to do?" you can repeat yourself, "I will take it under consideration. That's all."

Now, when someone is just being mean and/or they are coming at you from a position of ad hominem attack, they're just making fun of you or calling you names, in my opinion, you're not defensive by asserting your self-respect. You don't have to sit there and take a

Notes

verbal abuse or anything like that from anyone. And beware because this other person may gaslight you by calling you defensive. "Oh, what? Are you being defensive?" No, this other person is attacking you. This other person is saying things about you that are non-truths, that are not coming from a position of having your best interest at heart. They're not being objective, and you're not being defensive.

So what ends up happening is you can tell that person that conversation is over. You don't have to sit there and take that.

So all of this goes for when people give you unsolicited advice as well. Remember, giving unsolicited advice is poor social skill at the very baseline. And this is coming from a guy who gives advice for a living.

Remember, there's no need to be defensive when receiving unsolicited advice because the other person is already in the wrong as soon as he or she opens their mouth. Think about it. It's already poor form, poor social skill to give unsolicited advice.

Now, obviously, we shouldn't give unsolicited advice either. Believe it or not, I don't. Even when I have to bite my tongue as a dating relationship coach until it bleeds sometimes in certain situations, I'm not going to go up to someone and help them out with a woman or help them out of a sticky situation on a date or interfere with my friends' social lives or Emily's friends' social lives. I won't do it, not until they ask, because, ultimately, they're not going to listen to me anyway. People resent unsolicited advice.

So when someone gives you unsolicited advice, they just don't realize that they're doing something that people will resent. So you have the right not to take it.

Notes

I hope that's helpful. I really hope that's helpful. Do any of you guys have any questions about defensiveness and what I just talked about before we move on? Go ahead and hit *6 if you do.

Okay, nobody. What we're going to do is we're going to go on to the next major program here, our next major section I should say. This is one of the cornerstones of this call, and what I'm going to call it is "How to have a man-to-man visit with someone." Now, you can basically think of this as something that happens in mob movies like "Godfather." Sometimes Texans talk like we're going to have a little visit. You can think of people like Lyndon Johnson having these tough talks with people who need to sit-down, and you can think of Don Corleone having a talk. However you want to look at it.

But here's the first rule when you have a grievance with another man. The first rule -- remember, we talked about gossiping like a woman, you don't want to do that. But it's amazing to me how many men lack character enough that they'll sit there and bitch and moan and complain about someone else, and they will never go to that guy and express their grievance. And what does he do? He gets to that person third person, and that relationship is only going to get worse. File that thought away for a second. This will be important.

Some guys just go and take rash action. They go and want to burn the guy's farm down before they even talk to the guy about stuff. That's making an assumption. Remember, we talked about making assumptions.

Typically, when you are headed towards a problem with a guy, you know it before it gets full-blown. However, sometimes there may be a situation that sparks it into a brushfire pretty quickly. First rule: *Go to the perceived human source of an interpersonal problem first.* Don't you go to anybody else. Don't take any actions. Tell this person that you want to have a visit with them.

Notes

I have 12 steps to getting this right. And listen, not only will most men gossip. Frankly, they will start bitching and complaining about this guy to other people. They'll never confront the situation. They'll never have the guts to stand up to the situation. But I'm going to explain to you not only why you should have the guts to go handle the situation but why it's really going to probably turn out pretty well. It will end a lot better.

Frankly, it's a lot like asking a really pretty woman out and expecting her to throw a martini in your face and get all upset. But if you handle it with respect, with masculinity, the woman actually likes you and you have a woman to go out with on a date and you feel exhilaration, elation. This is not unlike that emotionally. So, how do you do it?

First of all, *do your homework on the situation*. Cover your angle. No assumptions. This is very important. Make sure you know what this talk is going to be about. Cover every angle of it so you are smart about what's going on here.

Apply what's called Hanlon's razor. You may have heard of Occam's razor which is, if I remember correctly, typically, the easiest solution is usually the best solution.

Well, Hanlon's razor is something that applies to relationships. *Rule out all incompetence before suspecting malice*. I'll say that again. Rule out incompetence before suspecting malice. In other words, if you think the referees blew this game and they're against your team and for the other team, before you go making an accusation like that, just make sure they weren't just screwing up. They didn't just make bad calls. They're just not bad at their job. That's applying Hanlon's razor.

Notes

Take notes. Write down your homework. Go into this meeting with something in writing so you don't get off track. Remember, the other person you're doing this visit with will probably not have prepared for this visit. So this is crucial to maintaining the upper hand. *Crucial.*

And don't kid yourself. I'm not going to sugarcoat these kinds of situations. You do want to be in control. You do want to have the upper hand. You do not want to have someone you're in a potentially adversarial position with having the social power over you in this situation.

Second, *think through the other person's chess moves.* In other words, be ready for how they'll respond. TGR-R reversed, the golden rule in reverse, reversed. What are my actions going to do? How is this going to provoke the other person? How are they likely to respond? How are they going to defend themselves? Are they the person who is going to become defensive like we talked about?

Think this through. So in other words, you've done your homework about what you're going to present and why and the baseline logic of what you're presenting. Now, obviously, you wouldn't go off the handle, off the deep end, and go talk to someone you have a grievance with unless you know you've done your homework on the situation and what you're going to be visiting about is rock solid in your mind. You know you have a reason for this, and it makes perfect sense to talk to this person.

Third, *ask for their time, importantly, without getting into the problem.* Use your judgment here. You may want to tell them it's important and that you need to have a visit with them. I wouldn't tell them it's going to be adversarial. A key reason why you want to do this is because they may already know why you're going to visit with them. And if they start talking about it, obviously, it's almost like

Notes

admitting fault. If *they* know what this visit is about, then they probably also know the *reason why* it's important to have that visit.

But I wouldn't go talking about the problem because then what you risk doing if you're talking to them on the phone or even in person is you risk getting into an ill-advised confrontation about that issue right there on the spot when you're not in the frame of mind for it and you're not prepared for it.

So, request their time. Do it respectfully. Tell them exactly how much time it's going to take. And tell them you'll get into it when you talk to them. Don't reveal the problem if you don't have to.

Fourth, here is yet another situation where *you shouldn't ever lose your cool*. The first person to raise his or her voice in any situation or be verbally abusive loses. So when you're having one of these sit-down meetings with a guy, you've got to be really cool.

Think about Don Corleone. If he sits down and has a "little talk" with someone, he is not going to fly off the handle. He is not going to be like Sonny. Remember the character Sonny, who lost his cool all the time, kind of like Joe Pesci in Goodfellas? Yeah, those guys get shot. Those guys are always making enemies. That's what happened to both of those characters in those movies is they made people really mad at them because of their actions, because they lost their cool.

The calm, cool, collected, mature approach makes you look like a badass. The other person will never ever forget being treated with calmness and deep respect when you have that meeting with them like that.

Now, in the order of respect, here's a ninja, ninja trick. And again, this really kind of comes from The Godfather. I know it sounds

Notes

amazing and perhaps suspect for me to keep giving all these Godfather references, but Mario Puzo in his novel and the cinematography and the scriptwriting for The Godfather series, they were masterful at understanding this concept. And those guys who rose to power in the mafia in that movie, fictionally of course, they did so because of their power to man up and handle this kind of conflict. There is tremendous personal power here. Whether you use it for organized crime or for getting ahead in your career or for building alliances ultimately or staying out of trouble is up to you, but the way to do it is the same.

First order of biz, here is that ninja tactic. Okay, ready? *Affirm the relationship.* "Johnny, how long have we been friends?" "Well, about seven or eight years now." "You know, I always liked you." Affirm the friendship. Affirm the relationship. Make it human.

Tell them it's going to be difficult to have this conversation. Tell them, "This isn't a conversation I ever wanted to have with you."

And then *present the grievance.* This is equally important as affirming the friendship even more or affirming the relationship perhaps even more. Present the grievance *objectively.* Don't accuse. Don't say, "You did this." Don't make it second person singular or second person plural if you're accusing him on behalf of the group. No accusation. Just say, "Here is what's going on. Here is the pattern I have seen."

It can't be an ambush. You reaffirmed the relationship so don't make the guy feel like a caged animal because you're not going to have a meaningful conversation.

Next, *set the table.* Make your case supporting why you have a grievance in brief bullet points. For example, "Okay, we're seeing the pattern that money is disappearing from our bank account. That

Notes

can't continue. And because you're the chief comptroller of this company I have got to have a talk with you about it." You're not saying, "Look, are you stealing money from us?" That's not what you said. You presented the grievance.

And the guy is going to be like, "Alright, this makes me a little uncomfortable. Are you accusing me?" the guy may say. You say, "Well, no. Let me just tell you what we've got going on here." You present the grievance, then number seven, you set the table, which is your case in brief bullet points.

In other words, you lay off the homework. "Well Johnny, what happened here was we've got two withdrawals from our bank account in your name. One of them was yesterday at 4:00 p.m. and one of them was a week ago at noon. And there is no reallocation of those funds anywhere, and that's exactly the amount we're missing. And plus you weren't in the office yesterday at the time that money came out, so you're the first person we need to talk to."

You see, you're setting the table. You're putting your case in brief bullet points. Don't let it get long and drawn out.

Next thing you know, you're going to put this person in a position where they have to answer to you. *Make known the outcome you would like to see.* And here is another very important piece. Keep it unidimensionally focused on correcting your situation that you have the grievance about. Leave all the ancillary complications, all the he said/she said, everybody else who wants a piece of this and/or other people's problems out of it.

You get to the situation that affects you and your organization if that applies. Get that taken care of. Don't complicate it. Make sure you know that the other person is clear that you have a certain outcome you'd like to see. "Johnny, you know, I think if that \$4000 was back

Notes

in the account by close of business today, we could forget this conversation and go on our way." That's an example. I think you would probably fire a guy who was stealing from you, but pardon me for making an example out of that in a way that may apply to other situations just so you can see the flow of it.

In the situation we're actually talking about, it may be like, "Okay, let's put that \$4000 back in the bank account, and we will excuse you from this job rather than calling the police." That would probably be how it went, which brings us to number nine. This kind of flows right from number eight (*you want your outcome known*).

Nine is *suggest how the other person can correct it easily*. And with as little personal drama, heavy lifting work or embarrassment as possible. You see the power of that? You're coming with a problem, but you're also going to come with the solution. Because remember, you did your homework. You're more prepared than this other person. That's extremely important to remember.

And look at the beauty of this. Remember, you're not out for blood here. You're not out to make this person pay. You're out to get a situation corrected almost every time. Suggest how this person can correct it easily and save face. No personal drama, as little embarrassment as possible, and make it easy for them. "Johnny, if that money appears back in the account, no one will ever know this conversation happened. You will tell everybody that you left to pursue another option, we'll get you interviews elsewhere, but you're going to have to leave the job. If it doesn't go this way, well then, we're going to have to move on." (And that's two bullet points for now so hold that thought.)

Ten, *reaffirm what the relationship will be when the issue is corrected*. Will it return to normal? Will we forget this conversation? Some situations, you can do that. Some situations, you're going to

Notes

have to let the person go if they're an employee. You have to do the right thing, but reaffirm that your relationship will be such when the issue is corrected.

If you can't be friends with this person anymore after it's corrected, so be it. But I think you want to avoid that at all cost.

Eleven. Now, this is important. Eleven and twelve are related. They're kind of mirror images of each other. Eleven, *what to do if you get resistance to the flow of your conversation*. In other words, what if the person interrupts you, they try to hijack it, they get mad at you?

Calmly describe what the next steps you'll need to take are if the person is uncooperative. Make sure those next steps are in no way preferable to the person who resolving the issue. In other words, great example we just gave. "That money has to be back in the bank account by 4:00, close of business today, and we can excuse you from this job and go on our merry way. Otherwise, I'm going to have to do a full investigation, and I'm going to have to get the detectives and the police department involved. I'm going to have to do that if you're not cooperative." Aha! You see that?

Number 12: If all goes well, and if you feel like this person is going to be able to resolve this issue for you, break the tension at the very end with something light or even humorous. I know that sounds preposterous, but you need to say something to break the tension at the end. Tell the guy you appreciate his time and respect him for having this visit with you.

Now, look at the list of what I gave you. Can you see how if you handled this right, that guy is going to respect you? You haven't accused him. You haven't blamed him. You've brought exactly the reason why you need to have that meeting with him after you've

Notes

reaffirmed your relationship with him and given him a way to save face because you care more about the situation than harming him.

If you do this right, you don't make an enemy. You don't foster a potentially adversarial situation. But with that increased respect, you may even secure a new ally. You see that?

Here are a few bullet points to be associated with this. First of all, *don't wimp out at any time*. You just can't. You'll be amazed how well this will go for you when it's handled correctly.

Think about it. When a person would lash out in a situation where you're holding your frame like we just talked about and trying to make them look good *vis-à-vis* what's going on, the last thing they'll do, especially if they're immature, is fly off the handle, start punching you in the face, pull out a gun and shoot you or anything else bad like that. People don't want to admit guilt if they don't have to.

Now, will there be a situation where the guy breaks down and cries in front of you or something? Perhaps. You need to be ready for that. It happened in *The Godfather*.

But in most situations, it's going to be a civil conversation between two men. I've talked to a lot of guys who are very afraid of being adversarial or confrontational when they have to because they're afraid guys are just going to beat them up or shoot them, like, "I don't even want to bother this guy because he'll hit me." When was the last time you saw somebody really hit someone in real life? People go to jail for that.

Now, if you have a good grievance and you've done your homework -- and by the way, again, you don't go half-cocked on these things. You don't just go confronting people. You make sure

Notes

you have all your ducks in order. What we're talking about here, depending on who you are and what you're about, of course, and what you do for a living -- normal guys with average jobs and average friendships maybe will need to do this three or four times in their whole life.

But here are some other things. Keep control of the conversation. Don't get sidetracked. Don't let this person derail you. That's a tactic: changing the conversation.

Listen actively for the other person to blurt out valuable information.

Here's something. Now, I don't want to gloss over that last point about being keeping control of the conversation and not getting sidetracked. Here is a major indicator of guilt. If you drop something on the table with someone like this and you want to talk about something where they're potentially involved and they're eager to change the conversation to something, it's an admission of guilt. Think about it. If someone came to you and was implicating you as part of something that was unpleasant, you'd want to get down to the bottom of it if you weren't involved, wouldn't you? If you were so eager to kind of just move out of the way and get on to something else and not want to know the details, that would imply that you sort of had something to do with it because the human mind can't have that open loop. So bear that in mind.

Anytime the other person is unreasonable, the conversation is over. Invite them to revisit this as soon as they simmer down or they make the decision to move forward talking to you or tell them straight up, "Okay, this conversation is over." And you're just going to have to go with plan B -- call the FBI, in the situation we talked about.

Notes

Here's something that you may disagree with me on, but I'm going to go ahead and say it because I believe it to be true. In today's world, I personally believe visits like this are better done over the phone than in person. Given the nature of today's busy world, it's probable that it will be done over the phone anyway. A lot of the time we have people we interact with who are not in close proximity to us geographically, and you still have to deal with them.

Plus, there's a buffer zone there. You don't have to worry about the physical altercation. If someone just hangs up on the other person and bails out, well, *voila*, you know the score at that point.

I do believe that limiting nonverbal communication in that situation and focusing on the facts, focusing on the words being said can be very helpful. Some people may say, "Yeah. Well, you're going to be able to read their body language, know if they're lying, blah-blah-blah." I don't think you need that if you handle the situation correctly because you're dealing with a situation like this. In these situations, the definition of the situation is that this demands a solution. There has to be a resolution to this. It's going to get handled. So it's important that everybody's clear.

So if you are in person, if you are doing this in person, you have the complication of not having other people around overhearing this, and also having it be on your turf if you possibly can. You would invite the other person to your office. You wouldn't go to their office.

By the way, another really great reason to do it over the phone is you can record the conversation legally. Sometimes that will come in very handy because the subtleties of how people will give you information about what's going on are sometimes buried in the conversation, and once you listen to it again, it will jump out at you.

Notes

You can tell the person you're going to record the conversation if you want. Sometimes they'll forget you're recording it. Sometimes it won't matter. Sometimes they'll realize the gravitas of the conversation simply because you are recording. So use your judgment call.

But if you happen to be meeting in person, keep your body language relaxed and look at the other person in the eye. Don't be too heavy but stay focused on the seriousness of the matter. You don't want to be mean. You don't want to be gruff. You just want to be man to man and you don't want to be frivolous. You look him in the eye and you just stay focused. You're not stone cold, but you're not warm and fuzzy either but balanced.

Now, what if someone wants to have a visit with you? What if we turn the tables on this? What if someone has a grievance with you and perhaps they come and want to talk to you about something they're perhaps not pleased with you about?

Well, first of all apply, golden rule in reverse to all 12 components about your visitor, realizing it's highly unlikely they'll listen to this call and that who's visiting with you probably won't check off every box. You're now armed with what it takes to do this effectively and you will be able to pick apart where they weren't effective. You see the power in this even if someone is doing unto you?

Did this person do their homework? Are they reaffirming your relationship? Are they just angry and want revenge or do they really want a solution? Are they trying to make you look bad? Are they trying to blame you or they really just want this fixed? Are they trying to make an enemy out of you? Do they give a rat's behind about their relationship with you?

Notes

Are they willing to make themselves look silly and embarrass themselves to embarrass you? Are they being mature about it? All these things, you can ask yourself relative to someone coming to you. Apply all the checkboxes I just gave you, all 12 components, to a situation where someone is coming to you.

Next, exercise your right to dignity. If they attack you, if they lose their cool, tell them you're not going to engage with them until they cool off and until they can be civil. You can tell them, "Look, I am willing to have this conversation with you. I am driven to find a solution, but we got to respect each other's dignity and humanity here. If we can have a civil conversation, we will continue." Meanwhile, for your part, stay focused on a positive outcome and avoid name calling, avoid responding in kind if they do an attack on you. Keep your cool.

Here's another one that comes from The Godfather movies. Ready? Don't sing like a bird. Say only what you need to say. Answer the questions. If you're going to find that this is going to end well, tell them what they need to know is another way to put it. Don't start running off your mouth telling them all the details they didn't ask for.

Next, relax, breathe and watch your body language. Look the other person in the eye, don't fidget, and realize this is a man up moment. This is what men do. This is a skirmish without weapons in many ways. It's a war of the mind. But this is a man moment. Women generally don't do this as well as men do, and hardly any man does it well. So understand the power of this skill I'm showing you.

Understand that trying to wiggle out of the situation implies guilt. Consider when one is being accused of say infidelity. It's just like I told you. If you're ready to change the subject, it probably means you're guilty. Think of it this way. Let's say your wife or girlfriend

Notes

comes to you and goes, "I think you're cheating on me," and you go, "I'm not cheating on you." They go "Okay. All right. Well, I just want to run that by you." What are you going to do? Are you going to go "All right, cool. Let's talk about what we're going to have for dinner now."

If you as a human being find it that easy to change the subject from something that heavy, it implies guilt. You can actually run that little test if you think someone is cheating on you. If they are willing to get out from under that uneasy conversation that quickly, they're probably guilty. Because I know darn skippy, if someone is going to accuse me of cheating, which my wife never does because we don't cheat on each other, but figuratively speaking, if someone accuses me of cheating, I want to know where this is coming from. I want to know what the thought process is, what she is thinking, why she is thinking it, who told her what so we can clear the air and get this behind us. I want to visit about this for a quite a while until it's completely covered. You see that?

So don't try to wiggle out. Don't bail out. It will be uncomfortable. You won't like it, but it's a man up moment.

Just like I said, the opposite of bailing out is wanting more info. You want to drill down on this. Where did this come from? Saying things like, "I want to look into this myself" is an indicator of innocence. Aha! If you say, "All right, look, I accept your grievance, and I'm going to do what I can to try to figure out what. I don't think I did anything."

Whatever happens, if the person, when you're having a visit with them, accepts grievances, it's sort of an implication of guilt because if someone comes to me with a grievance, I'm going to go want to go research their research. Yeah, they're giving me evidence of having done quite a bit of homework, but I want to go see what this

Notes

trail looks like. That's a strong indicator of the person's innocence. So always, when a person comes to you, tell them you want to check up on their facts. You want to look into this yourself.

As is indignance over being accused, just keep it under emotional control. If you feel accused, say, "Look, I don't appreciate being accused because I didn't do anything here. Let's pick this apart." You can actually suggest to them that we start looking for a solution together. Sometimes you'll be able to take control over that situation when someone drops it on the table because, remember, they probably haven't done enough homework. They will not have checked all 12 boxes of doing this effectively.

Now, interestingly and subtly, accepting the complaint at face value, like I said, is an implication of guilt. Remember that. So, "I'll look into this and I'll see if I got something to do with it," that's better. The innocent party wants to build their own side of the argument before conceding anything. So that's always a smart strategy when someone brings a grievance up to you.

Finally, as Stephen Covey would say and my son's first class is being taught, *seek first to understand before seeking to be understood*. Never has that applied more to a situation than this. Always make sure you understand the grievance. Try to understand the emotional undercurrents. What are the real intentions for this from this person? Why are they doing this? What's really driving the emotion? Is this really about a solution or is this about getting at you?

Understand where this person is coming from before you ever offer anything. They will appreciate it. Make sure they get the whole grievance on the table before you start "singing like a bird," and then don't sing like a bird. Understand some more and then tell them what they need to know.

Notes

So that's what I've got on that. I'm going to go ahead. Remember, Q&A is open. If you have a question on this whole process, it's *6 to ask a question. Surely some of you guys have questions about this.

While you guys are thinking up your questions, you're probably wondering why I decided to teach this to you. It's because I had to do this exact thing about a week and a half ago with one of my peers. He will remain nameless.

It worked brilliantly. The problem went away without him having to admit personal guilt. I gave him a way out. From then on, what happened was I think the guy actually respects me more. He knows that I handled this situation effectively. He knows that I treated him with respect. Believe it or not, I think the relationship actually was strengthened.

What I did was I went back and I reconstructed everything I did because it was a very hard conversation for me to have because the stakes were pretty high. It had to do with business reputation and potential corporate sabotage, so it was a pretty major deal. I spent a lot of time thinking about it, and I spent a lot of time preparing for it. I did. I had the notes and I figured out what my mindset was going to be, and I knew instinctively I couldn't accuse him.

The other thing, by the way, I want to add before we get to your questions is you don't gain anything by accusing someone. All they're going to do is be defensive, and it's just going to make for an emotionally charged situation. So, anytime you're able to foster a really good, solid, two-way conversation without the person really feeling cornered like a caged animal, you're going to be headed towards a more fruitful outcome.

Notes

And remember, keep your eye on the prize. You want the situation fixed. That's job one. That's the main thing.

773, go ahead with the question.

Caller: Hello?

Scot: Hi there. You're on.

Caller: Oh, hi. Sorry, I'm tuning in a little late, but I'm assuming this is just [as useful if the other person is a woman]?

Scot: No, I would use this -- this is a man-to-man conversation. Now, if you have a grievance with a woman in the business world, I would handle it rather similarly. But I wouldn't handle grievances with your wife or anything like this. You've got to be a little more touchy-feely, and there's got to be hugging going on.

Generally speaking, if you've got a situation where you're getting into altercations with women, it's hard to look good as a man. That's a fact of life. So, sometimes women go looking to pick fights with guys because they know guys will back down. Sometimes women start throwing punches and stuff, and you just can't hit a woman.

If you got a reasonable woman who's sort of a badass, I think you can have a talk like this with her when it comes up. Certainly, in the business world, if you're dealing with a woman who's in charge or a woman who you have to talk with like this, you can. But I think the classic model is this is a man-to-man talk. Does that answer your question?

Caller: Yes. There's a second question. Well, can I ask another?

Scot: Sure.

Notes

Caller: My second question is what if you are coming from a subordinate position?

Scot: Well, I think if you're in a business situation and you're a subordinate, and you know you have to have a difficult conversation with someone, you'd make a judgment call on him. Just like I said, if this is an interpersonal matter that's not complicated by business politics or anything like that or even like in some other situations like churches, you would want to have other people involved perhaps.

It depends on what the protocol is of the organization. But, yeah, if you're in a business situation, you may not have the luxury of being able to go to this person first. You might need to go to HR and then arrange first a meeting with this person, or you may need to take your boss, and to go talk to this other guy who is on your boss's level and have him be your advocate.

So, yeah, what I gave you is a baseline. In terms of human interaction, it can get complicated very quickly, can't it? People are people. And situations can get complicated. You always have to use good, solid judgment, and you have to always act within the framework you're given.

But I think in a free form sense, like if someone in your social circle is messing with you or you run a company and this other person runs a company, or it's people who you've hired or people who you know in some other person-to-person capacity, where there's no protocol for this exact sort of situation in play, then it would be run very much like I described.

Does that answer your question?

Caller: Yes.

Notes

Scot: Okay. 415, go ahead.

Caller: So, the previous caller actually kind of asked my same question, but maybe I'll follow on and ask how would this kind of conversation, as far as this step-wise ordering you've given, how would those differ if it was with a woman?

Scot: How would it differ if it was with a woman? Now, I'm going to have to go back and go through it. I still think you have to go do your homework. I still think you have to think through the other person's chess moves. Obviously, that involves chick whispering.

Remember, remember, remember...women aren't alien beings. The main ways women are different are relative to how we sexually attract each other, remember? What women want from us: security, et cetera, et cetera; comfort, providing, protecting. What we want from women: being comfortable, having joy, relaxing us. That's how the male-female dance works.

But like I always say, I always give the same analogy; if my dog runs away, I'm going to be sad and so is the woman. If I win the lottery, both the woman and I would be really, really happy if that happened.

So remember, in terms of how emotions affect us in situations like this, men and women will be a lot alike. You can sort of rest in that.

I still think you want to respect the person's time. I don't think you ever want to lose your cool with a woman. I think that number four here, that goes double when you're talking to a woman.

Affirming the relationship is going to be especially meaningful to a woman. Remember also, guys, women are hardwired to follow our leads, so this is going to be harder for the woman. This is going to

Notes

be more intimidating for a woman to have a meeting like this with a guy.

You've got to soften your approach. You can't be heavy-handed. You got to be more compassionate than you even would for a guy.

You present the grievance without accusing. It can't be an ambush. If you guys have ever ambushed a woman and made her feel like a caged animal before, you better start ducking because the plates will start getting thrown. Don't do that.

You set the table, just like I've said. You put your case out in brief bullet points. You do make known the outcome you would like to see.

I think you do remain focused on correcting the problem, but I think you need to protect her emotions too. You also don't want to let her cry her way out of this. Some women will do that. They will turn on the waterworks so that they get their way, and sometimes that gives them the wiggle room they need to have you drop everything and then just deal with it.

Don't trivialize the importance of having this talk with this woman if you need to. Don't bail out. Remember, don't wimp out. When women have an emotional response and you just wimp out from it, don't kid yourself, you're wimping out. She will not respect you for that. You can say, "Hey, look, you want to pull yourself together, here is a tissue." You can support her in letting things out emotionally as long as she is under control, but you can't bail out of the situation.

Also remember number nine here, give the person an easy way to correct it while being able to save face with as little personal drama,

Notes

work, or embarrassment as possible, and then reaffirm what the relationship will be like when it's corrected.

I think if you're dating someone, you can be a little more casual about this. I don't think you should work up an entire panel of everything you want to present to this person. I think you need to present grievances with someone you're dating or you're sharing a bed with pretty quickly as they come. The time cycle for planning is going to be shortened. Does that make sense?

Caller: Yeah.

Scot: Because ultimately, what's going to go on there is you got to continue living with this woman. You got to continue building this relationship. And as long as you let things simmer when you're in close proximity with someone all the time, the sooner you're going to have to get on talking about this. You can't, as they say, go to bed angry with each other.

Frankly, as I think about it, if you're in very close working proximity with a guy you have a grievance with a lot, like you were next to each other all day long, like if you're both police officers and you do the same beat together, you don't have time to do a whole of homework. Stuff has to be thrown on the table as it comes up. Otherwise, the cost of the simmering will outweigh the benefit of having done all the homework and being that thorough about it. You see what I mean? So I hope that answers your question.

Caller: Yup.

Scot: Right on. Cool. Any more questions about this before we move on to the last part? Very good.

Notes

Here is the final part of this call. It's one I'm particularly proud of. What we're going to talk about now is moving more into workplace stuff. I'm going to talk to you about how to get promoted in your job, in your career.

Interestingly, the reason why I'm excited about this and I hope you are too is because this is yet another thing that's not actively taught to people, and it's for the same reason that entrepreneurship isn't actively taught. Remember, the cream is going to rise to the top. So people who get promoted in workplace are the minority. There are very seldom situations where there are more chiefs than Indians.

So, while some companies do have management training programs, that's because they found people they want to groom to be ready at the logistical level and at the knowledge level to do the job. But those people who are accepted into management training programs you will find do a lot of what I'm about to talk about. So here we go. There are ten of them, ten bullet points here.

First of all, *make your boss look good*. Look, I don't care how many episodes of House of Cards with Kevin Spacey on Netflix you've watched. The way Frank Underwood does things is some seriously risky business in the real world and is not for the faint of heart. You can absolutely argue it's completely unethical. So setting up people like pawns to fail and outsmarting them is made for TV stuff.

Now, have I seen it done successfully by people who are really, really shady and really, really good at manipulation? Yes. But for every one of those people I've seen in action and get away with it, I've seen dozens of people do it the opposite way, such as I'm about to recommend, and it's frankly in the end more powerful.

That show House of Cards is called that for a reason. Of course, it's a play on the House of Representatives, but it is a house of cards.

Notes

If one piece of this manipulation puzzle and trying to make people look bad for your own gain and your political posturing on the job, if any of that ever gets found out, you're going to get fired or you're going to get demoted. Why not do it the more effective way?

So making your boss look good, helping your boss look good for his boss is an incredibly powerful skill, especially if your boss is the one who is going to be in charge of promoting you. Having your boss like you personally as well as liking the work you do is very important. That kind of stands alone.

Next, *always have an iron in the fire so that you're never being employed from a position of weakness.* Now, you probably heard me talk about this before relative to women. Always have options. Be able to be a chooser instead of a chaser. Always be able to make decisions with women from a position of strength rather than weakness.

Same thing at work, if this job is your only opportunity, then you're always going to be looking over your shoulder, "Oh, my God, I can't get fired." I would say 95% of people in the workplace aren't even thinking about losing their job. I worked for Lucent Technologies and they were literally announcing two layoff rounds ahead like, "Okay, we're going to have to get our number of this customer team down to this number by September 1st. Then by December 1st we're going to have to cut another round." And they were announcing two layoffs in a row. There are two layoffs ahead.

And people literally were sitting around the office making multiple six figures going, "Oh, my God, I hope I don't get laid off. God, please don't let me get laid off. Please don't let me get laid off." Hardly anybody did anything.

Notes

Now, they were presentees at work. They weren't doing anything because nobody was motivated. But it's not like anybody was planning their next step with their career either. They were just hoping, and hoping is a crappy strategy.

Nowadays, you can be subtle about this by building relationships with outside people accordingly. You can use LinkedIn, for example. LinkedIn is a big safety net for people's careers if you haven't figured it out already.

Get to know people. Make sure people who work for the competition know you. Go to the meet-ups. Go to the trade meetings where you're going to be in situations with your competitors. If you submit bids for projects and you end up in the same room with a bunch of your competitors, be friendly to those people. Don't treat them like enemies. Your competitors are going to become your best friends the day you lose your job.

Now, if you realize that, what happens is you'll be building human relationships with people who are likeminded and who can help propel your career to greater heights even when you don't need a job, because it's pretty pathetic when someone starts trying to build those friendships out of a position of desperation once they got fired. It's like, well, who got fired? This guy is now talking to me trying to get a job. Just last week, he was in a bid meeting telling me he hates my guts and wants to take me down and hopes I lose the bid. You see that?

So, you may not want to leave your job, you may be completely happy, but it's just like having a girlfriend or two or three women you're dating, knowing you can get other women. You can go talk to other women knowing you have three women who like you and adore you who are sexy and attractive already, and it takes your fear away. You don't feel desperate. It takes the desperation away.

Notes

So if you always have an iron in the fire, if you always feel comfortable that you have another job you could go to, that other people think highly of you, they understand your value and they would hire you, then what happens is you will be operating in your position from a sense of strength rather than weakness, and you're going to do a better job because you're going to have more confidence in your job.

Strangely, the guys who have more options at their workplace in terms of maybe going somewhere else are generally treated the best by the people they work for. It's the people who are fearing loss like, "Oh, my God, don't get fired," who are less respected by the very people who could promote them

Next, boldly realize -- remember, there is this boldness. You built the foundation here with boldness. *Realize that it's a pain in the ass for your boss to replace you if you're competent.* I would gather that most people who have never been a hiring manager, you've always been a worker bee instead of a manager bee, most people fail to see that.

I remember the first time I was a hiring manager and my viewpoint changed dramatically on day one. It's like oh, my God, I hope these people don't all quit, then I will have nobody working for me. And then I would have to train someone else to do this and I have to get him all up to speed on the protocol. I got to send him to Atlanta and put him through that. It is expensive and it's a royal waste of time to have to replace someone.

If you do your job well, consider that a feather in your cap, consider that personal power. You don't have to hide. You don't have to run from things like the grievances we've talked about that you need to bring up, things that would make your job better. You don't have to fear looking silly for bringing up something that's an idea. You can

Notes

come at that position from a position of boldness rather than timidity.

Now, here is the one that comes out of that. I think you guys are going to think I am absolutely nuts, but before I go on, I have to explain something to you. I'm not going to toot my own horn, but everything I am talking to you about I have lived in my previous careers. When I worked for a nonprofit organization, I was the youngest guy on the East Coast who was an area director for the organization I worked for, and I did what I'm talking about here. When I went to work for an integration company, I was the number one sales guy out of 200 in the company by a factor of two-to-one over second place, and that made me more like the way I'm talking about. I was competent, so I realized the way I can be and it made them want to promote me.

Then I got basically the best job you can imagine in the IT sales world. I was selling Lucent Technology stuff to AT&T, SBC at the time, so a Fortune 500 company with a Fortune 8 customer. That's the Holy Grail. And I was the second youngest guy out of 230 people working on that team, and I was on the absolute sexiest workgroup. I was selling the voice-over-IP stuff next-generation cool internet-ish whiz-bang wizardry stuff, the stuff that was going to take them into the 21st century. It was the group everybody wanted to be on. I was 34 years old.

So what I'm telling you about has been proven and it works. So bear that in mind when I give you this crazy thing I'm about to tell you.

Once you've proven your worth, in other words, once you're making your numbers, once you have pulled rabbits out of the hat and saved the company millions of dollars, once you've increased the productivity of everybody in your workgroup, et cetera, whatever

Notes

you've done to prove your worth, *be high maintenance to your boss*. They can't fire you because you are too valuable.

But if you're a high maintenance employee, in other words, you always have questions, you always have ideas, you want your boss's time because "Here is something we should be doing that we're not. Are you with me on that?" Your boss is lazy. Your boss doesn't want you to be high maintenance. They want you to do your job and let them play on the internet, then go out for a late lunch. That's what your boss wants from you.

So once you've proven your worth, if you're high maintenance in all of these productive ways, in all these ways that are gung-ho, and you're just ready to excel, they can't fire you because you're too valuable. Your boss's boss won't let that happen because there's no way your boss's boss is going to say, "Why did you fire this guy?" "Well, because he made me work." It won't happen. But your lazy boss will put your name in the hat first to be promoted so he can get rid of you.

Now, the caveat is if your immediate supervisor is not in control of your fate and a promotion would mean answering directly to the person above him, in that case, you'd want to be a model of self-sufficient low maintenance. I hope you know what I mean by that. In other words, if you're promoted you answer to the guy who already knows what your relationship is like with your immediate supervisor, you don't want to be high maintenance because that guy doesn't want anything to do with you.

But if it means promoting you to a different department with a different boss or a different city where you'd run the show, given two people who are competent, your boss is going to promote the guy who's going to represent him having to do less work going

Notes

forward. You can take that to the bank. I've seen that happen at least three times in my business experience.

Next is similar. *Be a constructive complainer.* In other words, when you complain, make it for good reason and have a solution tied to it. Do not be a church mouse even if your bosses seem to sing the praises of people who "never complain." Bring problems a lot and bring solutions but never the former without the latter.

Here's how I know this works. For better or worse, I've been in meetings with people or I've been in little parties after work where someone is retiring or someone is moving on or someone is taking the early retirement option, and they were in middle management when they retired or even in lower management when they retired. I need a full hand to count how many times I've heard a guy's boss who was 20 or 25 years the guy's junior who's retiring or the guy is was working for someone young enough to be his son. The guy will go, "The best thing about this guy is he worked here for 40 years and he never complained." What a pattern.

People who are church mice and don't complain, don't bring problems and bring solutions, they just keep their head down, you know what they do for 30 years? The same job they've always done. You have to want to be promoted. You have to bring the problems and bring the solutions.

Next, *emotional intelligence wins over book smarts.* Never lose your cool. Never bad mouth others. Don't be negative. Be positive. Everything we've talked about in this call on social skill. Put it in action. Yes, that will get you promoted. Being likeable, being respectable, being looked up to will get you promoted over and above your raw intelligence or even your raw competence at the baseline work you do.

Notes

With that in mind, next one, *if you do something incompetent, if you mess up, get madder at yourself for it and then own up to it and tell your bosses you're already fixing what's broken rather than hoping he never figures out you messed up.* Again, something maybe 20% of people in the workplace have the guts to do.

Your boss does not want to sit around trying to unravel who did what and who messed this up. Everybody messes up. If you get fired for simple mess-ups, not major mess-ups like losing the one account that you have, then maybe that would be something that would warrant firing. If you messed up and did something unethical, maybe you're not going to get out of that one.

But, look, if you just blew a meeting or you missed a deadline, get mad at yourself, own it and tell your boss you're already fixing what you broke and how you're going to go back and cover the tracks. That will impress your bosses and make them realize you're leadership material because you're leading. You're not running away and hiding. Running away and hiding is the opposite.

Next, *be a mentor to newbies instead of being intimidated by them.* In other words, when someone new shows up, don't say, "Oh, God, this guy is coming after my job." But stop short of teaching them how to be better than you. Be friendly and helpful, but don't mentor yourself out of a job either. So in a way, no, you're not being intimidated by them losing your job, but you're not going to help them either in that regard. Help them earn their own competence. That's fair.

Next, *if you're in sales and you want to be in sales management; yes, act like a mentor to newbies and make just north of your number without crushing it.* Make your number but don't kill it. Sometimes, it's hard to modulate this. I've known that you get more

Notes

money by crushing your number, but you've got to keep your eye on the prize.

Here's the thing. If you overperform, you'll be most valuable to your bosses right where you are. And if you make the money, that may seem like the way to go, but it rarely is long term.

I know a guy who has been the number one sales guy in his entire division at CISCO Systems every year since 1996. He is rich and he's got lots of money, but he's also doing the same job in his mid-40s that he was doing in the mid-20s. If that's okay with you -- it's all about the money -- fine. But if you want to be promoted, don't be the guy who just blows out the numbers every year because they won't be able to afford to promote you. It will be like killing the Golden Goose.

Finally, *if you're a hiring manager, hire people smarter and even better than you, smile and be gracious when your bosses praise you for their performance, then go praise those people for their performance.* I know this works much to my own chagrin. One year, like I said, I was the number one sales guy in the entire company before I moved over to Lucent.

My boss got as much credit for that as I did, and I literally made 90% of the number in her office. She got promoted, "Wow, you're a great manager. Why don't we give you a bigger slice of the pie?" Well, she just sat back and took the praise. She had a guy like me selling for her, but that made her look good. I thought about that for many years and I was slightly resentful of it, but you know what the beauty of it was? She had me working for her, which made her, by the very essence of things, a wonderful, wonderful sales manager. That was her job. Her job was to have me work for her.

Notes

So that's what I've got on now. You guys have any questions on getting promoted at work? Any other workplace stuff at all?

I'm going to go ahead and clear the queue from last time. So if you guys want to go ahead and hit *6 now, I'll see who all the fresh questions are and definitely ask away.

Guys, this is your career. You can ask me anything you want. Biggest sale I've ever made was \$1 billion with a B. Anything you want to ask about sales, anything you want to ask about getting ahead in business, anything you want to ask about leaving, working for a man and going into entrepreneurship, all that's fair game right now before we go ahead and hang up. It's still relatively early in the evening, so let's go for it.

First of all of is 415. Go ahead and ask the question. Go ahead 415.

Caller: Hello. So you've been speaking a lot about promotion within a company or within a field. Do you have any advice for people who are changing careers into a totally different field that they don't necessarily have the experience or the educational background for?

Scot: Well, you're not painting that experience in a very good light by the simple way you're describing it. I think it's extremely foolish for someone to shift gears into a career they don't have any training for, any experience in, and expect that to go as well as their previous career was going.

I think if you're changing careers, it's because you feel like your life purpose has changed and you've got a better opportunity that you're going to be more passionate about.

Notes

Caller: Yeah, that's right.

Scot: Okay. Well, go ahead and elaborate a little bit then, because it sounded to me like you're about ready to jump off the frying pan into the fire, and I wouldn't want you to do that.

Like, can you give me an example? Are you leaving the corporate world because you're sick of making companies rich and you want to go work for a nonprofit organization and help?

Caller: Yeah, I've just sort of grown out of the previous careers that I got my education in and want to get into another career that's going to allow for more creativity, that more reflects my perspective of being a grownup adult having lived in a real world for longer.

Scot: Okay. Well, that helps me. That helps me. Here is what I would tell you.

First of all, we're increasingly hurdling in history towards a world where people care what you're competent at rather than what the letters are behind your name. In other words, education is wonderful, I am all for it, but I want to know what you can do. I want to know what your skills are. Any of you guys who are putting a resume together, and I know at least one of you is, because I've been talking to you...

Caller: Make that two.

Scot: All right, two of you. Talk about your skills objectively. Here is what I know how to do. Here is how I was good at it. What you're going to find is when you move in to another career, there are going to be, or at least I would hope so, there are going to be things that you are good at that are going to transfer over to that.

Notes

Caller: Yup.

Scot: And as you have experienced in things in life and you really consider what you're good at, and remember, your experience may not be work related. For example, Emily and I are world travelers. If I decide to go into the travel business, my travels and my experience in working things out while traveling and all that experience might not amount to a hill of beans if I was going to go and become an accountant over on the other side of town. But if I was going into the travel industry, and this was my new passion, then all of a sudden, all of those things that I did before that's not work related before, they were all leisure, they all become very, very relevant.

So, see, even if you, for example, are in a position that involves having to stay mentally focused and not mess up under pressure, you may have had hobbies you engaged in in the past that involved you doing that. Like for me, I was a motorcycle road racer. That involved a lot of mental focus. I may want to tell my hiring manager what I did racing motorcycles and how that affected my ability to stay mentally focused and not freak out under pressure. You see?

You're going to find that you have all sorts of ways to apply all kinds of experiences you have that will make you look very attractive and very competent relative to the next job you do. Now, that's all assuming you're going after a job that you do have aptitude and competence towards. But yeah, absolutely think out of the box and leverage experience even in ways that aren't directly applicable to what you did in the past going forward into your future work wherever possible.

An example of what I just said was I have a background in helping people who are struggling in a certain part of their life make better decisions and turn around that part of their life. That makes me

Notes

qualified to be a dating coach because that's what I'm doing now, really, when you get down to it. I'm helping people who have a part of their life they want to go from good to great in to identify the stumbling blocks, get over them, and change their life for the better.

I never saw myself as a coach back when I was doing that other job, but I absolutely was. And nowadays, I'm no longer working with gang kids with guns who are ruining their life and will never make anything of themselves. I'm helping people get into the right relationship with the right woman of their dreams. But in many ways, it's the same job. I was preparing for this when I did that. Does that make sense?

Caller: Oh, yeah.

Scot: You see? So think out of the box. When you come to me and you say, "Look, I don't have any experience; this is something I've never done before," you do have experience. It's up to you to paint that picture for a potential hiring manager or to realize where your competency, where your gifts are going to shine next time around.

Caller: Yup.

Scot: And I applaud you, by the way. If you feel like you're burned out and this feels a lot like more work to you than something that you're getting enjoyment out of, I applaud you for having the guts to go after your life purpose. But you're going to have to look at it from a perspective. Yes, I do have to offer. I have a lot to offer here. I'm not starting from ground zero because you're probably not.

Caller: Yeah, that's right.

Scot: Very good, very good.

Notes

Next we have 773. Go ahead.

Caller: Yes. My question is what is the difference between being high maintenance and being a nuisance?

Scot: Not much. You're a constructive nuisance if you're high maintenance. In other words, nobody can argue with the reason why you're being high maintenance.

"Look, I found a way we can make this process better. I want your permission to do it. I want to check in with you tomorrow and give you my progress on it. Will you be here to let me do that for you?" And the guy will go, "Oh, yeah." Basically, you're working circles around your boss in a very visible way. You may not actually be working harder, but he has to work harder because you're kicking ass so much.

Being a nuisance is just being irritating. I had a guy work for me one time who had a sinus problem, and he would have this really weird way of clearing his throat, and I was sorry I hired him within 24 hours. It was a nuisance. That's not being high maintenance. That's just being irritating.

So you're not an irritant as much as you are a source of extra work for this guy, but always well placed and always in a good way. I had my bosses tell me I was high maintenance. But then they shake their head and then laugh. They go, "But you sure kick ass. I guess that's part of the package, huh?" And I go, "Yeah. You got to love me." But they are lazy people. You are really playing on their laziness, but it will pay off.

But remember, the structure of the corporate ladder has to be in your favor. Promotion has to mean this guys gets out from under you, not you get kicked up to the guy above him and all of a sudden

Notes

that guy thanks your boss for sending him up and go, "Yeah, now I get Mr. High Maintenance." It has to make sense.

Now, I would personally say that notwithstanding the whole promotion bit, being high maintenance will serve you well in your business because it will help you get what you want, get your efficiency rolling in the way you need it to be, especially if everybody around you is lazy.

It's a lot like what I said earlier about the whole idea of being proactive in your social circle. Don't wait for people to introduce themselves to you. You're introducing yourself to other people. Same general principle, you're introducing what needs to be done instead of waiting for it to happen by itself. Understood? Okay, cool, cool.

540, go ahead.

Caller: Hey, Scot. It's Jim. Is these questions for the whole call or just for the last part?

Scot: You can ask whatever you want, my man. Go for it.

Caller: Okay. I just wondered, did you cover what to do first if people start avoiding you and have no idea why?

Scot: Yeah, I covered that.

Caller: Okay.

Scot: A lot of it has to do with being -- if I remember it, a lot of it has to do with approval seeking and being needy.

Caller: Got it. Okay, you did. All right.

Notes

Scot: Yeah. And a lot of it has to do with being negative. Maybe that's one thing I didn't say. When people just complain a lot, people start moving away from them. But you can go back and listen to that. I covered that in pretty fun detail. Anybody else got a question before we go ahead and close the call? *6 if you do, going once.

Okay, guys. What I'm going to do is I'm going to close this call. I'm going to close the recording off, but hang in there with me. Until I talk to you guys again real soon, this is Scot McKay from X & Y Communications. You've been listening to The Big 4 Man Challenge. Be good out there.



Notes