



# Never Eat Alone

Author: Keith Ferrazzi

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## The Murphy Notes

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If you haven't heard of this book, then you've been living in a cave. But what is this book about and why should we read it? And who is Keith Ferrazzi? Let's start there. Ferrazzi was the youngest Chief Marketing Officer at Deloitte and Touche and was considered to be one the top in his field. He has gone on to create his own company to speak, write and consult on the subject of marketing and networking.

Why should you read it? In this world of business and socializing – who knows who is key. Long gone are the days of cold calling and sales people just walking into your office to see if you have five minutes.

You and I have to find a way to get and stay connected to people who can help us or know someone else who we believe may be able to help us. The point here is; we never know when we will need help, but more importantly, we have to be willing to help others. We all need help sooner or later. A friend was recently laid off from his job. He said, "Now I wish I would have networked with all those people I met. I knew it was important, and I intended to find the time to network, but I kept on putting it off. My excuse was always; I am too busy. I was working so hard at my job, I forgot about myself." Does this sound familiar?

*These notes were taken from the book and edited by Joe Murphy.*

I first came across this book at the airport while waiting for a plane. I had read somewhere that Tom Peters thought it was a great book. I thought about getting it but I didn't. It looked like it was "flimsy" – "too commercial." I was wrong (again).

When I got to headquarters, my boss was waiting with a surprise. He said, "This is a great book." With that, he handed me a copy of "Never Eat Alone" going onto say he had his own copy and he had finished reading it on his way to and from India. I

asked him if he was that slow of a reader. He gave me that “polite laugh.” Oh well, life goes on.

I read the book and now I am a believer. For you and your colleagues, I provide you with my version of Cliff Notes on “Never Eat Alone.” The book could be called the new version of “How to Win Friends and Influence People.”

This book is chocked full of specific advice on being networked. I cannot put it any other way – except it is a networking field book. Ferrazzi provides the “how to.”

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## First Key Point: Connect With Friends and Contacts On An On-Going Basis

- ✓ The big secret of the master networker Keith Ferrazzi is in reaching out to other people. (*Murphy Comment*: This is so critical I must pause and make you think. It is easy just to gloss over this. That is of course until you need someone. Think about this: when do you need money? Answer: When you don't have enough. When will the bank loan you money? Answer: When you don't need it. The same applies to friendships. When do you need a network (and some help)? Answer: When you need someone to help you. When don't you need a network? Answer: When things are going well and you don't need help.
- ✓ Ferrazzi's point is the same. Reach out to others when you don't need them. Reach out and talk to them right now. See how they're doing and see how *you* can help them. Because you *will* need them one day.
- ✓ This is a perspective changing book that will change your philosophy about offering others a hand and it can make the difference between just getting by and soaring high.
- ✓ Ferrazzi believes that what distinguishes highly successful people from everyone else is the way they use the power of relationships. And they use it so that everyone wins.

## Second Key Point: Operationalize The Stay In Touch Mind Set

- ✓ Connecting with others requires an inner mindset of doing so every day. Ferrazzi has operationalized it. He provides guidance in his book and he goes onto tell you he has a cell phone, a Blackberry and a laptop – and how to use them as a tool to stay in touch.
- ✓ He constantly pings and calls people. Yes, he calls it “pings.”
- ✓ He pings people every single free moment he has. He uses his Blackberry to send a quick note and his Blackberry as a Rolodex and he uses his cell to call people.
- ✓ He prints out the people he is going to call every day. When he goes to a city, he prints out the people who live and work there and has meetings or just calls to say “Hello and hope you are well.” Are you beginning to get the picture?
- ✓ He is not afraid or concerned with introducing people to other people because he knows – the favor will be returned in some manner.
- ✓ He literally has connected – or is connecting with the thousands of colleagues, friends, and associates.

## Third Key Point: Give More Than You Expect To Receive

- ✓ In many corporate environments, it has become a trend for some people to be more selfish and yes, a little cut-throat. This is not what Ferrazzi advocates.
- ✓ Ferrazzi is a big believer in giving more to others, and not necessarily looking to get anything from that person in return.
- ✓ He talks about being optimistic and being friendly and that these are the foundations to building your mindset that; you have to be of value to others in some manner, from either your work, your expertise, and your network.

- ✓ His thought process is one based on generosity, helping friends connect with other friends.
- ✓ Ferrazzi does not believe in the crude, desperate glad-handling that is usually associated with “networking.”
- ✓ Don’t keep score: It’s never simply about getting what you want. It’s about getting what you want and making sure that the people who are important to you get what they want, too.
- ✓ “Ping” constantly: The “Ins and Outs” of reaching out to those in your circle of contacts all the time - not just when you need something. I already mentioned this, didn’t I?
- ✓ The dynamics of status are the same whether you’re working at a corporation or attending a society event - “invisibility” is a fate worse than failure.
- ✓ You must be fostering and building relationships.

## **Fourth Key Point: Make A Difference In People’s Lives, Not A Sycophant (my word not his)**

- ✓ But be careful - people who consciously court others to become involved in their lives are seen as schmoozers, smarmy sycophants and lapdogs. This is not for you. You must add value and figure out a way to stay in touch with others.
- ✓ Reach out to people as a way to make a difference in people's lives, as well as a way to explore and learn and enrich your own.
- ✓ Share your knowledge and resources, time and energy, friends and associates, and empathy and compassion in a continual effort to provide value to others, while coincidentally increasing your own.
- ✓ Like business itself, being a connector is not about managing transactions, but of managing relationships...

- ✓ Look for mentors: Link up with people who can help guide your career and can introduce you to the people you need to know.
- ✓ Then, become a mentor yourself. Offer your time and experience to others.
- ✓ Be interesting: Develop the style, knowledge, and expertise that will draw others to you.
- ✓ Build it before you need it: Create lists of people you know and those you want to know.
- ✓ Maintain ongoing contacts with these people throughout your life and career not just when you need a favor.
- ✓ Never eat alone: Avoid the fate of invisibility.

Use potential social settings to constantly reach out to colleagues and future contacts.

## **Fifth Key Point: What Goes Around Comes Around**

- ✓ Connecting is based on a spirit of generosity.
- ✓ Do not to keep score. (I know I have already mentioned this. But you have to change your mindset, because it will keep you from helping others.)
- ✓ Helping colleagues connect with other friends creates the kind of goodwill that inevitably pays its own dividends

## **Sixth Key Point: Adapt Your Style To The Other Person's Style**

- ✓ Be sensitive and caring. It shows when you are sensitive to other people's emotional temperaments. (In other words, don't be loud when the person or people you are talking to are quiet types. Adapt your style to match theirs. It is not all about you.)

- ✓ You're just tweaking your style to ensure that the (Johari) windows remain wide open. You are matching the other person's style, personality and/or mood. There is nothing disingenuous about this.
- ✓ One helpful technique is to try and envision yourself as a mirror to the person with whom you are speaking. What's the cadence of their speech? How loudly do they talk? What's their body language? By adjusting your behavior to mirror the person you are talking to, he'll automatically feel more comfortable. This doesn't mean, of course, that you should be disingenuous.

## Seventh Key Point: Be Interesting By Being Interested

- ✓ When meeting someone new, be prepared to have something to say. Keep up with current events. Cultivate some niche interest. A single narrow specialty (cooking, golf, stamps) for which you have passion will have surprising expansive powers.
- ✓ Remember not to monopolize the conversation or go into long-winded stories. Share your passion, but don't preach it. It's interesting to hear someone talk about something someone has a great interest in.
- ✓ Be Sincere. Always - be sincere.

## Eighth Key Point: Watch Your [body] Language

- ✓ Whether you spend five seconds or five hours with a new contact or acquaintance, make the time count. In Los Angeles, where Ferrazzi lives, eye darters are a party staple. They're constantly looking to and fro in an attempt to ferret out the most important person in the room. Frankly, it's a disgusting habit, and one that's sure to put off those around you.
- ✓ You're at a meeting when you turn to the person standing next to you. She turns to face you, and within a fraction of a second your mind makes a thousand computations. In that instant, you're trying to figure out whether you should run, fight, or be friendly.

- ✓ Deep in our genetic code, we are conditioned to be afraid of strangers. Will they eat us or feed us? That's why we form first impressions so quickly; we have to decide whether or not it is safe to approach.
- ✓ The surest way to become special in others' eyes is to make them feel special. First, give the person a hearty smile. It says, "I'm approachable."
- ✓ Maintain a good balance of eye contact. If you maintain an unblinking stare 100 percent of the time, that qualifies as leering. If you keep eye contact less than 70 percent of the time, you'll seem disinterested and rude. Somewhere in between is the balance you're looking for.
- ✓ Unfold your arms and relax. Crossing your arms can make you appear defensive or closed. It also signals tension. Relax! People will pick up on your body language and react accordingly.
- ✓ Nod your head and lean in, but without invading the other person's space. You just want to show that you're engaged and interested.
- ✓ Learn to touch people. Touching is a powerful act. Most people convey their friendly intentions by shaking hands; some go further by shaking with two hands. Ferrazzi's favorite way to break through the distance between me and the person I'm trying to establish a bond with is to touch the other person's elbow. It conveys just the right amount of intimacy, and as such, is a favorite of politicians.

## Ninth Key Point: Listen, Question and Contribute To The Conversation

- ✓ There are few ways to signal to your listener that you are interested and listening actively. Take the initiative and be the first person to say, "Hello." This demonstrates confidence and immediately shows your interest in the other person.
- ✓ When the conversation starts, don't interrupt. Show empathy and understanding by nodding your head and involving your whole body in engaging the person you're talking with.

- ✓ Ask questions that demonstrate (sincerely) you believe the other person's opinion is particularly worth seeking out. Focus on their triumphs. Laugh at their jokes.
- ✓ And always, always, remember the other person's name. Nothing is sweeter to someone's ears than their own name.
- ✓ How do you conclude a conversation? During meetings and social gatherings, Ferrazzi says he's often quite blunt (not rude). He'll mention something meaningful that was said in the course of the conversation and say, "There are so many wonderful people here tonight; I'd feel remiss if I didn't at least try and get to know a few more of them. Would you excuse me for a second?" People generally understand. There's also always the drink option. He'll say: "I'm going to get another drink. Would you like one?" If they say no, I don't have an obligation to come back. If they say yes, I'll be sure to enter into another conversation on my way to the bar. When I return with a drink, I'll say, "I just ran into some people you should meet. Come on over."

## Tenth Key Point: The Conference Rules

- ✓ **The Conference Commando.** Well, just this chapter alone was worth the money of the book. What a concept and it is something you can use at the next conference you attend or have a speaking engagement.

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About Joe Murphy: Joe Murphy has been working with clients and organizations for twenty-five years, working with business leaders and their staff in IT organizations, professional services firms, sales organizations in the Fortune 1000, start-ups, private companies and the public sector. He has helped with leadership, sales, business strategy, process optimization, product and service rollout strategies, customer service and outsourcing.

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About Ferrazzi: The son of a small-town steelworker and a cleaning lady, the ability to connect with others paved the way to a scholarship at Yale, a Harvard MBA, and a prestigious posting to management consulting giant Deloitte Consulting. KEITH FERRAZZI is founder and CEO of the training and consulting company Ferrazzi Greenlight and a contributor to *Inc.*, the *Wall Street Journal*, and *Harvard Business Review*. Earlier in his career, he was CMO of Deloitte Consulting and at Starwood Hotels and Resorts, and CEO of YaYa Media. He lives in Los Angeles.

