

# POWER RELATIONSHIPS

PERSONAL PLANNING GUIDE



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# **Power Relationships Personal Planning Guide**

A Complete Guide to Using the 26 Laws  
to Build Extraordinary Relationships at  
Work and in Life

By Andrew Sobel and Jerold Panas

This workbook is free with the purchase of the book, *Power Relationships: 26 Irrefutable Laws for Building Extraordinary Relationships*, and should only be used in conjunction with it.

Without reading through the stories in the book—and we guarantee you'll love them—you won't truly understand and internalize the Laws.

Each chapter of *Power Relationships* presents a compelling, real-life story about a relationship lesson. You learn what the Law means in practice, and how to start using it. For example, you'll read about:

- The top Citigroup executive whose relationship with a CEO was changed forever on a business trip that exploded into chaos, and how you can use the same principle to deepen your own relationships.
- The philanthropist who, on the verge of being mugged in a dark parking lot, learns how his actions have had an unimaginable ripple effect across several generations
- How one of the authors flew halfway around the world and used Law 18—"Make them curious"—to turn a make-or-break, five-minute meeting with a top executive into a long-term relationship.
- The chance encounter on an airplane with a famous actor that revealed a simple but profound truth. It's Law 25: "Build your network before you need it."

The Relationship Laws are powerful, but you need to see them presented in context—otherwise they won't really sink in.

# HONOR SYSTEM

## Have You Bought the Book Yet?

This personal planning guide is available at no charge only to purchasers of the hardcover or eBook version of *Power Relationships*. If you have not purchased your copy yet, please do so now!

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### Purchase

### *Power Relationships*

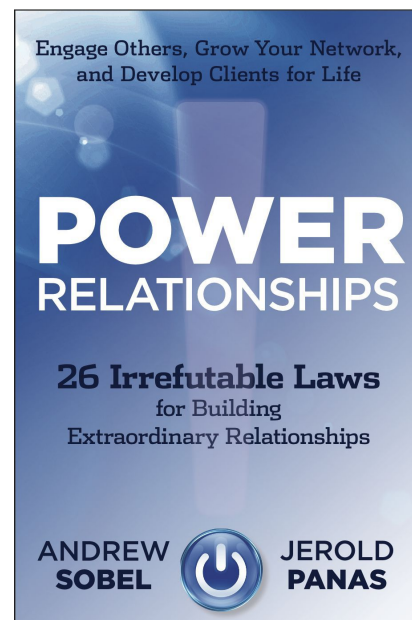
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# The Power Relationships Assessment

“How well am I following the Laws that will enable me to build extraordinary relationships at work and in my personal life?”



## The *Power Relationships* Assessment

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Before using this Planning Guide, you should take the assessment. It contains 20 statements that will help you understand the foundations of power relationships and give you a sense of where you need to improve.

### **Instructions**

Read each statement, and circle a number from 1 to 5, where 1=Strongly Disagree as it applies to you and 5=Strongly Agree as it applies to you. If you don't know or are not sure, you should circle 3, in the middle.

After circling your responses to each statement, add up your scores and reflect on where you are currently strong or weak.

## The Power Relationships Assessment

<b>I. CONNECTION</b>						
How well do you connect and engage with people?						
1. I have great conversations as opposed to showing the other person how much I know or trying to convince them of something.	Strongly Disagree	1	2	3	4	Strongly Agree 5
2. I regularly ask thoughtful questions that draw the other person out and engage them.	Strongly Disagree	1	2	3	4	Strongly Agree 5
3. I focus on building relationships with interesting, talented, and motivated individuals rather than pursuing people of a certain rank or position.	Strongly Disagree	1	2	3	4	Strongly Agree 5
4. I don't hesitate to reach and connect with someone I don't know and who may seem inaccessible or distant.	Strongly Disagree	1	2	3	4	Strongly Agree 5
5. I am comfortable building relationships with people who are very different than me.	Strongly Disagree	1	2	3	4	Strongly Agree 5
6. I regularly and systematically stay in touch with the contacts in my various networks.	Strongly Disagree	1	2	3	4	Strongly Agree 5
<b>II. RELEVANCE</b>						
Do you make yourself relevant to others and create a desire to build a relationship with <i>you</i> ?						
7. I have identified a small group of critical relationships that I am nurturing and adding value to on regular basis.	Strongly Disagree	1	2	3	4	Strongly Agree 5
8. I strive to understand other people's agenda of important priorities and goals and help them to accomplish it.	Strongly Disagree	1	2	3	4	Strongly Agree 5
9. I empathize well with others and am able to "walk in their shoes."	Strongly Disagree	1	2	3	4	Strongly Agree 5
10. I treat my prospects like they are already clients, and new acquaintances like they are already friends.	Strongly Disagree	1	2	3	4	Strongly Agree 5
11. I show my clients or other key stakeholders how I am contributing to their growth and profits and supporting their highest-level goals.	Strongly Disagree	1	2	3	4	Strongly Agree 5

<b>III. RESONANCE</b> Do you resonate with others and create a strong emotional bond?					
12. I demonstrate integrity at all times and never cut ethical corners or allow the ends to justify the means.	<b>Strongly Disagree</b> 1	2	3	4	<b>Strongly Agree</b> 5
13. When I meet people, I always search for what we have in common rather than the qualities I don't like in them.	<b>Strongly Disagree</b> 1	2	3	4	<b>Strongly Agree</b> 5
14. I am willing to show emotional vulnerability in my relationships—for example by talking about personal topics, feelings as well as thoughts, and my own limitations.	<b>Strongly Disagree</b> 1	2	3	4	<b>Strongly Agree</b> 5
15. I show others that I care for them by giving frequent recognition and praise.	<b>Strongly Disagree</b> 1	2	3	4	<b>Strongly Agree</b> 5
16. I am an enthusiastic person and let my enthusiasm shine in my relationships, helping to lift other up.	<b>Strongly Disagree</b> 1	2	3	4	<b>Strongly Agree</b> 5
<b>IV. IMPACT</b> Are you able to have an impact in your relationships?					
1. Through words and deeds, I demonstrate to those closest to me that I truly believe in them.	<b>Strongly Disagree</b> 1	2	3	4	<b>Strongly Agree</b> 5
2. I help others with regular acts of generosity, giving my time, attention, and other resources.	<b>Strongly Disagree</b> 1	2	3	4	<b>Strongly Agree</b> 5
3. I give people a balance of both truth and love—that is, I am honest about what I think they need but also unrestrained in supporting them and giving them positive feedback.	<b>Strongly Disagree</b> 1	2	3	4	<b>Strongly Agree</b> 5
4. When I engage others in my relationships with them, I am trying to do what is right for them, rather than just working my own agenda and personal needs.	<b>Strongly Disagree</b> 1	2	3	4	<b>Strongly Agree</b> 5

***Total your score and interpret it on the next page.***

## Reviewing Your Score

First, go through your assessment and add up the points for each section (i.e. add up your scores from 1 to 5 for each of the statements in that section). Then, subtract these from the total possible points for each section. This number represents the difference between the “ideal” and your self-assessment. The smaller this number, the more you are following the Relationship Laws—assuming you’re being honest in your self-assessment! The larger this difference, the more work you will have to do to align your behaviors with the Laws.

	1. Connect	2. Become Relevant	3. Resonate	4. Make an Impact	<b>TOTAL</b>
A: Total Possible Points	<b>30</b>	<b>25</b>	<b>25</b>	<b>20</b>	<b>100</b>
B: Your Points					
<b>The Difference (A-B)</b>					

### Questions for Reflection:

1. In which of the four areas are you strongest? Weakest?
2. What are the barriers that get in the way of your connecting, being relevant to others, resonating, and making an impact in your relationships?
3. Where would you like to focus your efforts to improve?

### How did you do on the assessment?

#### **90-100: Mastery**

You are a very strong relationship builder. Who around you can you coach or mentor?

#### **80-90: Excellence**

Relationship building is strong suite for you. What can you do to take your skills to the next level? Pick out those exercises in the guide that are most relevant for you.

#### **70-80: Good but Needs Improvement**

You’ve got the foundations in place but have room for improvement. In which of the four stages do you need work? This guide will help you.

#### **Below 70: Go to School in Earnest**

Re-read *Power Relationships* and work through this Planning Guide carefully!

## NOTE

In *Power Relationships*, the Relationship Laws are described in each chapter, in order, from one to twenty-six. However, in this workbook, we have reorganized them around the four stages—*Connect, Become Relevant, Resonate, and Make an Impact*. So while the Laws are exactly the same as the ones in the book, they are *not* in the same order.



# Part I: Connect

“How can I connect and engage with others?”



We live in a world where the degrees of separation have been almost completely eliminated. A world in which it seems anyone can get in touch with everyone at the click of a mouse.

Yet...it's harder than ever to actually *connect*. Clients, colleagues, and even friends lead non-stop lives. It may be easier to get in touch, but it's more difficult than ever to actually engage someone's attention.

All the eight Laws and application exercises in this section will help you connect more effectively with people you'd like to meet as well as with existing contacts in your network.

# The Laws That Will Help You *Connect* and Engage

**Law One:** *Power relationships are based on great conversations, not one person showing the other how much they know.*

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Restrain your urge to impress others. Improve your conversations and you'll strengthen your relationships.

Do your conversations help you and the other person:

- Reflect and sharpen your views?
- Improve your understanding of a problem or challenge?
- Learn more about each other?
- Feel moved or fulfilled?
- Leave the discussion energized and wanting more?

Prospective clients want to have a valuable conversation, not be lectured to or even asked a series of rote questions. Stop presenting or pitching to others and start actually listening and responding. Bring passion and emotion into your conversations, not just facts and analysis. Ask, "How did you feel about that?" as well as, "What did you think?"



**Put this Law to work by completing the application exercise.**

## Application 1-1

### Improving Your Next Important Conversation

Think about an upcoming conversation. It could be with a client, your boss, a friend, or a family member. Review the checklist, below, and mark those strategies that you feel would be appropriate for this particular conversation. Write down an action step in the right-hand column.

<b>Conversational Strategies</b>	<b>Check the Strategies You May Want to Use</b>	<b>Action Step</b> (e.g. specific questions to ask or other tactics that will engage the person)
1. Learn more about them as a person (their background, values, etc.).		
2. Understand their agenda—their most important priorities and goals right now.		
3. Ask what <i>they</i> would like to talk about, in order to create “reach” and engagement.		
4. Make it a two-way conversation rather than just presenting your ideas or recommendations.		
5. Work to understand their views on an issue or problem at hand.		
6. Ask good follow up questions when they’ve made a point or shared new information with you.		
7. Synthesize and affirm what they have said (but don’t just parrot words back to them!)		
8. If it’s a business meeting, use minimal, appropriate media (e.g. a one-page outline of key points versus a long PowerPoint presentation, graphics and charts versus text, etc.)		

## **Law Two: *Be unafraid to ask.***

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Celebrity, wealth, and power can present a seemingly unbridgeable divide between you and someone you'd like to meet. Make the first move. And then, cultivate the relationship over many years.

Who would you like to connect with? A well-known entrepreneur? A thought leader in your field? A CEO? Be bold. Make a list. There are many ways of getting in touch. There are some CEOs who will immediately answer their email. Try the phone.

Don't give up just because you've been turned down. Successful people usually admire persistence. You might get a "yes" on the third try.

Don't go too far and pester or annoy people. If multiple attempts haven't worked, take a break! If you connect, mention something that you know is important to the other person—perhaps something they wrote or an accomplishment they are proud of.



**Put this Law to work by completing the application exercise.**

## Application 1-2

### Reaching Out and Asking

Is there someone you would like to meet who seems distant and remote—someone who lives in a very different world? The right strategy could very well allow you to connect. Review the tips on the next page and then fill out the worksheet, below, to begin this process.

<b>People I Don't Know Today but Would Like to Meet</b>		
<b>Name</b>	<b>Organization</b>	<b>How could I connect with this individual?</b>
1.		
2.		
3.		
4.		

## Gaining Access

**Always procure a “warm” introduction to the individual you want to meet.**

**Try to obtain:**

1. An active referral from a current or past client.
2. A referral from another respected party (e.g. a law or accounting firm that also works with the client).
3. An introduction from a colleague in your firm who already has a strong relationship with the executive you want to meet.
4. A passive reference (e.g. through a letter of recommendation).
5. A personal introduction in another setting—for example, a non-profit cause or a social event.
6. An introduction from anyone else—e.g. a friend of a friend—who may know the person.

**Try these cold call strategies if you cannot get a warm introduction:**

1. Engaging the chairman or CEO of your company to set up the meeting (sometimes rank can help open the door).
2. Trying to meet the individual at a professional gathering or conference.
3. Joining social circles, community activities, or clubs that they frequent.
4. Asking to interview them for a research project or market study.
5. Employing an unusual or curiosity-evoking approach. For example, you get yourself seated next to the executive on an airplane flight or you send a letter that sets out a well-thought out contrarian view that you think will intrigue the individual.
6. Offering to share some really interesting research.
7. Suggesting a unique opportunity for the executive’s business or introducing them to a potential new customer.
8. Pick up the phone and call them at an odd hour when they may answer their own phone. But be sure to have a sincere but engaging and curiosity-evoking opening!

### **Law Three: *Follow the person, not the position.***

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Many professionals ask me, “How can I build more relationships with CEOs and other top executives?” The best answer is to follow the Third Law of Relationships: *Follow the person, not the position.* Build relationships with smart, motivated, interesting, and ambitious people, even if they’re not in an important job right now. Follow them throughout their careers.

Really important people—those who are the top of their careers in any field—have brought their advisors along with them over many years. While it is not impossible to break into someone’s inner circle after they have achieved great success, it’s also not an easy task.

Whether you’re 20 or 50, you know interesting people who are going places. Follow them, stay in touch with them, and cultivate your relationship with them over many years. The rewards will be enormous. Not only will they help your career but—perhaps more important—you will also have an indelible impact on their success as well.

Start by making a list of people you know who are not yet at the peak of their success or position. Pick passionate, motivated, and talented individuals. Do you know what their agenda is? How can you help them accomplish their goals?



**Put this Law to work by completing the application exercise.**

**Application 1-3**  
**Following the Person, Not the Position**

<b>High-potentials I'd Like to Stay in Touch with</b>	
<b>Name</b>	<b>How can I help them?</b>
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

**Law Six:** *“Stretch yourself by building relationships with people quite different than yourself.”*

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Research shows that our natural tendency is to choose to work with others who are very similar to us. But the most creative teams, the teams which solve problems the fastest, are eclectic and combine people with very different backgrounds and personalities.

Seek relationships where there are notable differences between you and the other person. These differences could include wide gaps in viewpoints, habits, or characteristics. This divergence can create a healthy tension and result in an explosion of ideas.

Relationships with people who are just like you are easier. You can quickly agree on most everything. We tend to gravitate towards those relationships. But this can be a problem. A certain amount of stress and tension is important.

Who’s the Steve Wozniak to your Steve Jobs—or the John Lennon to your Paul McCartney?

If you want to rise above yourself, put in the hard work it takes to accommodate differences. You’ll be handsomely rewarded.



**Put this Law to work by completing the application exercise.**

## Application 1-4

### The Power of Differences

Think of a person who you didn't get along with when you first met—but with whom you now have a good relationship. What happened? What did you learn? Write down this information, below:

**Name of the person:** \_\_\_\_\_

What I didn't like/what irked me when we first met:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

What I later came to appreciate about them:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

## Law Eleven: “Give trust to get trust.”

---

We live in a low-trust world. Since World War II, levels of trust in just about every aspect of life—business, government, and between individuals—have declined. And in many cases, it’s declined for good reasons.

But there’s a vicious circle that occurs; if you don’t put any trust in another person, he or she won’t trust you. That’s why the Eleventh Law of Relationships is so important; you must **give trust to get trust**. There’s a corollary law, which states that people become what you believe and expect of them.

If you believe your customers are trying to beat you down on price and exploit you, then your own behavior will reflect and reinforce that lack of trust. You’ll be stingy about sharing ideas and value in the sales process. You will inadvertently harden your customer’s behavior. Your attitude of distrust will make it impossible to build a healthy relationship.

The same is true of your friends or loved ones. If you don’t put trust in them, they won’t trust you back—and worse, this lack of trust may even cause them to lose confidence in themselves. Distrust is contagious.



**Put this Law to work by completing the application exercise.**

## Application 1-5

### Accelerating Trust in a Key Relationship

<b>Name of the person:</b> _____	
Trust Acceleration Strategies	Any specific next steps
1. Get a warm introduction or recommendation from someone the person trusts.	
2. Spend the time to pull together value-added insights or points of view that will interest and engage them.	
3. Conduct in-depth preparation: e.g. research on the company, the executive you're meeting, or industry trends, etc.	
4. Make an offer to invest: e.g. to explore an issue, do a diagnosis, etc.	
5. Build more face time. Create more opportunities to connect face-to-face.	
6. Obtain and use third-party endorsements. These can include testimonials, references, publications, and so on.	
7. Explicitly talk about your relationship focus and long-term orientation.	
8. If appropriate, say, "no" (e.g. to something that is in their interest but NOT in your interest).	
9. Get the person to speak or meet with someone who already trusts you.	
10. Be open, candid, and transparent in your conversation to show that "what you see is what you get."	

## Building Trust

### **Behaviors and Strategies that Build Trust**

1. The best way to demonstrate competence is not through praising yourself or by showing competitive “league tables” but rather by adding value in all of your conversations.
2. Show integrity at all times. Integrity is shown through lots of small things—do you give straight answers? Are you open and honest? Are you consistent in your behavior?
3. Demonstrate that you are oriented towards building long-term relationships and are not there for a quick sale.
4. Build trust by demonstrating that your opinions can be trusted.
5. The most “trustworthy” setup for a meeting with a new client is when you have been introduced or recommended by someone who the prospect trusts.
6. Having a well-developed personal or firm brand helps enormously since one of the most important functions of a brand is to instill trust in potential buyers.
7. Get third-party endorsements from as many sources as you can.
8. Extraordinary preparation for your meeting will help create trust.
9. Practice complete disclosure and transparency.
10. Do something that is clearly in the client’s interest and not in yours.

### **“Trust-Busters”: Behaviors that Reduce or Destroy Trust**

1. Being indiscrete.
2. Not communicating enough.
3. Not treating everyone with equal respect.
4. Criticizing others.
5. Exaggerating or lying.
6. Breaking confidences and sharing client information with others.

## Law Eighteen: “Make them curious.”

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When I found myself halfway around the world, with only five minutes to convince a skeptical CEO that his company should hire me, Law Eighteen became my best friend.

When someone is curious, they reach *towards* you. They want to learn more. They want to take the next step. When you evoke curiosity you create a gravitational pull that is irresistible. Curiosity helps you get more of everything: more inquiries, more sales, more clients, more dates (if you are single), more RSVPs for your party, and more friends.

So tell people what they need to know, but not everything you know. Give brief answers to questions. Hint at things. Don’t lecture a prospect for ten minutes when they ask you to describe your firm.

Develop contrarian or unusual perspectives. Be seen as someone who has refreshing points of view.

Say the unexpected and surprise the other person.

Ask provocative questions. When everyone else is telling your client *how* to do something, you should be asking *why* they want to do it.



**Put this Law to work by completing the application exercise.**

## Application 1-6

### Evoking Curiosity

Are you trying to connect and engage with someone? You need to evoke their curiosity. What information or personal introduction to someone might interest them and grab their attention?

**Name of the person:** \_\_\_\_\_

What are possible strategies to get their attention and interest? What might make them *curious*?

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_

## **Law Twenty-Five: “Build your network before you need it.”**

---

Invest in other people before you ask them for anything. Cultivate your relationships over time, the same way you would tend to a garden. Don't be a freeloader who sees a network as a piggy bank.

(By the way—there is one exception to this Law. This exception is when the distance between you and the person you want to connect with is vast. If you haven't been able to cultivate a prior relationship with the person, the Second Law takes precedence—*Be unafraid to ask*).

Two thousand years ago, the very first thing that the Romans did in each country they conquered was to build networks of beautifully engineered roads. They were constructed so well that some endure to this day. They created these roads well in advance of their future requirements for military and commercial transportation. In the same way, you must build your own network of relationships—your roads—in advance of your future career and personal needs.



**Put this Law to work by completing the application exercise.**

## Application 1-7

### Identifying and Focusing on Your High-Priority Relationships

You cannot build deep, trusting relationships with every single person in your professional life. You must focus on the individuals who are or could be the most important to you. People for whom *you* can also make a difference and have an impact. Between 15 and 25 individuals is a manageable number. This exercise asks you to list these *critical few* in six essential categories of relationship capital:

1. **Clients:** Many of your names will probably be in this category, but you need other relationships as well.
2. **Prospective Clients:** These could be individuals you have never worked with before, former clients, dormant clients, or new executives within an existing client.
3. **Colleagues:** If you work within an organization, strong internal relationships with colleagues are essential for success with clients.
4. **Catalysts:** Catalysts are individuals who can “make things happen” and introduce you to others. Often, they are uninvolved in the actual transaction or program. Catalysts could include a board member, a retired CEO, a former client, someone involved in private equity or venture capital, and so on.
5. **Collaborators:** These are often other professional firms or individual practitioners which complement your services and may be a source of opportunities for you.
6. **Counselors:** These are individuals who coach and mentor us. Especially in difficult times, these relationships are an importance source of valuable advice and perspective.
7. And—if you work in the nonprofit sector—**Donors:** These are the individuals (and institutions) who help to fund your operations.

### Instructions

On the next two pages, fill out the left-hand side of each worksheet by listing the 15-25 *critical few* relationships that you’d like to focus on in the next six months. Write down the organization (for clients) and the person’s name. If you can, list an important need or issue you believe you can help them with.

<b>My Staying-in-Touch Plan for High-Priority Relationships</b>			
<b>A. Organization</b>	<b>B. Individual</b>	<b>C. A Need or Issue that You Can Help With</b>	<b>D. Next Step With This Individual</b>
<b>1. Current Clients</b>			
1.			
2.			
3.			
4.			
5.			
6.			
<b>2. Prospective Clients</b>			
1.			
2.			
3.			
4.			
<b>3. Colleagues</b>			
1.			
2.			
3.			

<b>My Staying-in-Touch Plan for High-Priority Relationships (continued)</b>			
<b>A. Organization</b>	<b>B. Individual</b>	<b>C. A Need or Issue that You Can Help With</b>	<b>D. Next Step With This Individual</b>
<b>4. Catalysts</b>			
1.			
2.			
3.			
<b>5. Collaborators</b>			
1.			
2.			
3.			
<b>6. Counselors</b>			
1.			
2.			
3.			
<b>7. Donors</b>			
1.			
2.			
3.			

## **Law Twenty:** *“It’s better to know the right questions than to have all the answers.”*

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The 1988 winner of the Nobel Prize for literature, Naguib Mafouz, put it this way: “You can tell if a man is clever by his answers. You can tell if a man is wise by his questions.” Answers are important. But if you want to create the great conversations that build power relationships, you need to become skilled at asking thought-provoking questions.

Consider asking questions that:

1. Access emotions, not just analytical thought (What are you most excited about right now?)
2. Draw out another’s views (What do *you* think?)
3. Engage the other person in the solution (What options are you considering? What do you think is the best decision for you?)
4. Focus the conversation on the right issues (What would you like to talk about? What’s the most important thing we should discuss?)
5. Uncover the other person’s agenda and key priorities (What are the most important things you’ll be evaluated on this year?)
6. Access the other person’s highest-level goals and aspirations (Why do you want to do that?)
7. Challenge (Do you think that’s enough? Is 10% high enough?)
8. Help establish your own credibility (Many of my clients are grappling with two big issues right now... What’s your reaction been?)
9. Explore who the other person is and how they became who they are (How did you get your start?)



**Put this Law to work by completing the application exercise.**

## Application 1-8

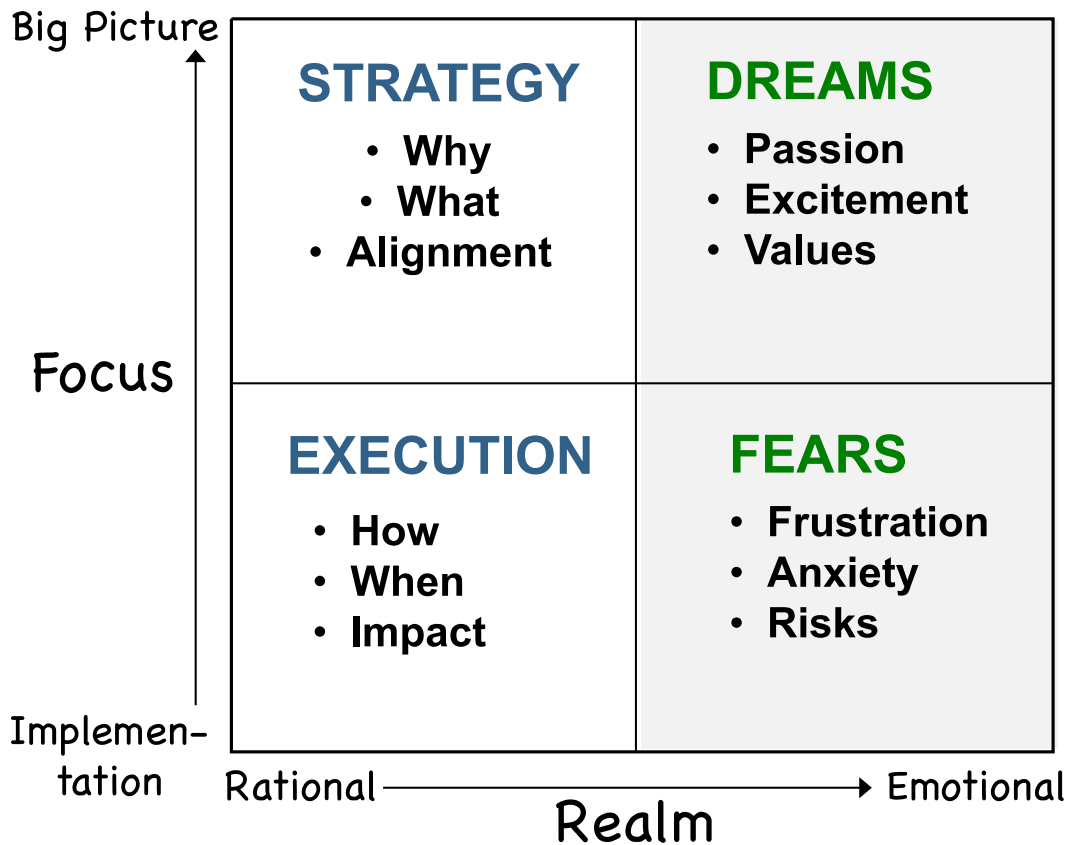
### Developing Better questions: The Power Questions Matrix

Think about two main dimensions that can guide your questions. First, are you focusing on goals and strategy—the big picture—or on implementation and execution? That’s the first distinction.

Second, are you in the realm of the intellect or of the emotions?

If you combine these two dimensions you get four quadrants:

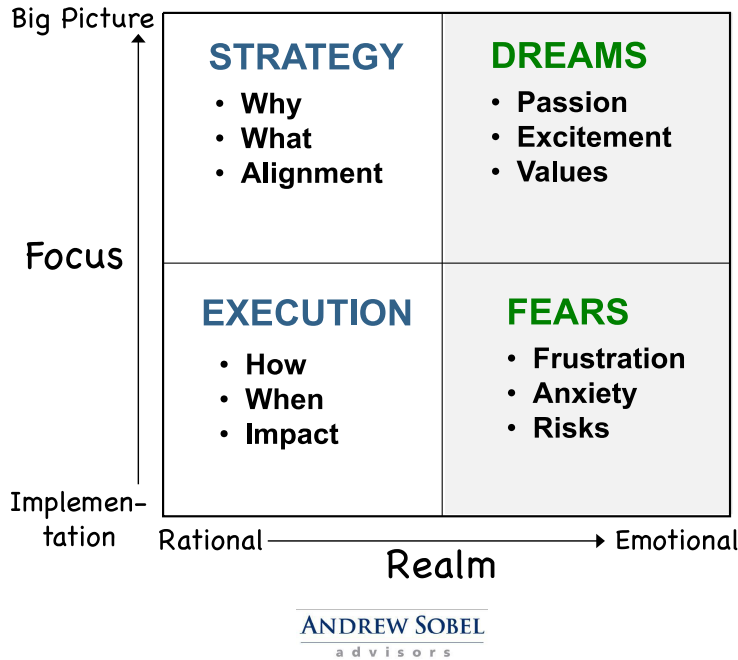
#### The Power Questions Matrix



Next, you’re going to develop some questions in each quadrant.

Choose an individual with whom you'd like to deepen your relationship. It could be a client or another professional contact. It could be a friend or family member.

Take a few minutes to write down *at least* one question you'd like to ask this individual in each of the four quadrants.



- **Strategy** (e.g. “Why have you decided to pursue this particular program?” or “What career options interest you?”)

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- **Execution** (e.g. “How will this impact your customer service?” or “How might you approach doing that?”)

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- **Dreams** (e.g. “As you look ahead to the next few years in your business, what are you personally most excited about?” or “What are you doing right now that’s most exciting for you?”)

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- **Fears** (e.g. “As you look at your implementation timetable, what makes you the most nervous?” or “What worries you about that idea?”)

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# Part II: Become Relevant

“How can I get others interested in meeting with me and building a relationship?”



It's hard to get that first meeting with someone. Perhaps it's a prospective client or a top executive you'd like to meet at an organization you're already working with.

Guess what? It's even *harder* to get the second meeting!

To become relevant and build a long-term relationship, you have to add value to the other person's interests, needs, and goals.

The five laws and application exercises in this section will teach you how to understand the other person and show that you are someone they really need to have a relationship with.

# The Laws that Will Help You Become Relevant

**Law Five:** *“Know the other person’s agenda and help them accomplish it.”*

---

Have you ever been in a meeting with a client who seemed distracted? Perhaps you noticed their eyes wandering or saw them reach for their smartphone. Or have you tried to get an appointment with an executive who just wouldn’t make room in his or her schedule for you?

In both cases, the problem is the same; you are not connecting with and showing how **you** are relevant to the other person’s agenda of critical priorities! This agenda is always your starting point for building a power relationship. It embraces someone’s goals, but the approach is even broader than that.

Think about it: Everyone in the workplace has an agenda of three to five professional priorities that they are focused on. They also have a personal agenda. You need to understand both.

Whether you’re talking about a client, a colleague, your boss, or a friend, your first job is to understand that person’s priorities, both in their professional and personal lives. Do you know what is important to them—really important—right now? Only when you understand this will you clearly see how you can help them and add value to the relationship.



**Put this Law to work by completing the application exercise**

## Application 2-1

### Understanding the Other Person's Agenda

Think of an upcoming meeting with a client, your boss, or another important individual. Think about how you could give an “agenda setting” flavor to that meeting. For example: How can you elevate the discussion beyond a review of project execution or the status of your milestones? How could you bring some new ideas or perspectives to the session? How could you use it as an occasion to clarify their evolving priorities or needs, and/or to clearly link your work to those priorities? What “agenda setting” questions could you formulate and bring to your meeting? Write down your ideas and action steps in the following worksheet:

<b>Name of the individual:</b>	<b>Date of next meeting:</b>
Actions I can take to introduce agenda setting into this meeting to either more firmly connect the discussion to the client's key goals and/or to showcase new ideas and perspectives.	
Ask yourself:	
<ul style="list-style-type: none"><li>▶ How can I elevate the discussion beyond a review of project execution or the status of my milestones?</li><li>▶ How could I bring some new ideas or perspectives to the session?</li><li>▶ How could I use it as an occasion to connect our work to the client's agenda of key priorities and/or to help refine them?</li><li>▶ What thought-provoking questions can I ask?</li></ul>	
Action 1:	
Action 2:	
Action 3:	
Action 3:	

## Power Relationships Tips

### Agenda Setting

1. **Learn their agenda.** Commit to memory the other person's professional *and* personal agendas (each containing three to five key priorities or goals).
2. **Ask for a big-picture discussion.** Be it a client or other important stakeholder—ask them for 45 minutes of their time, with the following key line: “I’d really like to better understand your plans and priorities.” You will rarely be turned down.
3. **Enlighten them.** Bring an incisive point of view, interesting market information, or a summary of some important best practices into every meeting.
4. **Hold regular, dedicated agenda setting conversations.** Create opportunities to rise above the day-to-day details of your work. For example, hold an annual relationship review or formal meeting each quarter to look at strategy, goals, evolving priorities, and so on.
5. **Ask thoughtful questions.** For example:
  - “How will you and your area be evaluated at the end of the year?”
  - “What are the major goals you’re being asked to accomplish by your leadership?”
  - “What additional capabilities do you need to put into place to support and grow your business?”
  - “Which of your initiatives will you personally be most involved in?”
  - “What are you working on this year that you’re most excited about?”
6. **Create constituency perspectives.** Gain a deeper understanding of customers, investors, competitors, suppliers, and others—of their needs and their perspectives on your client's business—and then bring these to your client.
7. **Take a deep dive.** Pick a topic or issue of interest to the client and create a collaborative working session with the client around that issue.
8. **Use research and market studies to stimulate a conversation.** It's not about the results of the research, per se, but rather about their specific implications for the other person's organization.

## **Law Nine:** *“Walk in the other person’s shoes.”*

---

It’s easy to get wrapped up in yourself. To be blind to what others have been through and how they’re feeling. When we can only walk in our own shoes, we risk being full of ourselves. We repel others rather than attract them.

Think about the pressures the other person is under. Imagine what they’re feeling right now. Empathize with them. Become that person in your mind. What circumstances could be impacting how they’re feeling? Did they just get chewed out by their boss? Are they feeling stuck in their career? Are they having difficulties with a teenage child?

When you are able to walk in the other person’s shoes, the empathy and understanding that naturally arises will make you seem engaging, trustworthy, and interested in the other person’s success.

As the famous country-western songwriter Joe South wrote, “Walk a mile in my shoes/Before you abuse, criticize and accuse/Walk a mile in my shoes.”



**Put this Law to work by completing the application exercise**

## Application 2-2

### Walking in The Other Person's Shoes

Think about someone you are going to speak to or meet with in the next week or so. Try and walk in his or her shoes by answering the questions in the left-hand column of the worksheet, below. Write your answers in the right-hand column.

Questions that will help you walk in the other person's shoes	
1. What are the major events, pressures, or influences in that person's professional and personal life?	
2. What's on their mind right now? What are they thinking?	
3. What are they feeling? What emotions are they probably experiencing?	
4. What will their mood be when you speak to them?	
5. How will your idea or proposal be received?	
6. How could you show that you empathize with their situation?	
7. What's the most important question you can ask them?	

## Empathizing with Others

1. *Start conversing on a broad level:* “Tell me a little more about that.”
2. *Ask clarifying questions and get more detail:* “What do you mean by ‘bogged down?’” or, “Do others on the team feel that way?” or, “What are some of the symptoms you’re seeing?”
3. *Access feelings, not just facts:* “How are your people feeling about the lack of progress?” or, “How did John’s team feel when you confronted them about this?”
4. *Take everything that’s said seriously:* Don’t be dismissive (e.g. saying that “It’s normal to feel things are moving too slowly” or, “It’s no big deal. We’ve all have to put up with that...”).
5. *Summarize and affirm:* “It sounds like there are really two different issues going on...” or, “So it seems like you feel stuck between a rock and a hard place. You want John to lead this but you’re now under pressure to take charge of it personally.”
6. *Put your whole self into listening:* Eliminate distractions, look at the person, use encouraging body language, and make him or her feel like the *only person* in your world at that moment.
7. *Ask what solutions or actions he or she has considered:* They may, in fact, have thought things through more than they are letting on.
8. *Empathize:* “I was in similar situation once, and felt equally frustrated...”
9. *Share experiences:* “Another client of mine ran into exactly the same roadblock, right about this time in the project. Here’s how she dealt with it...”
10. *Offer your help:* Ask if there’s anything you can personally do to help, and try to suggest other resources that could be useful to your client.

**Law Fifteen:** “*Treat a prospect like a client, and there’s a good chance they’ll become one.*”

---

In *Power Relationships*, we tell the story of Mary Ellen, one of the most successful partners and rainmakers with a Big-4 accounting firm. She spent nearly five years meeting with the CEO of a prospective client before he actually became one. During those five years, she continually added value in a variety of different ways, never once pushing him to drop their competitor and hire her firm. It became a major relationship for the firm.

The story illustrates a powerful relationship-building strategy; act like the future relationship you desire *is already in place*. Mary Ellen treated a prospect as if he already was a valued client. And eventually he became one.

No one really wants to be sold to. That’s why the best salespeople treat prospects like clients. They invest in getting to know the prospect’s business. They bring the executive new ideas and valuable market information.

Want a great relationship with a friend or family member? Pretend you already have the loving relationship you aspire to have. You’ll be generous, kind, and patient—and that might just bring the other person along.



**Put this Law to work by completing the application exercise**

## Application 2-3

### Treating a Prospect Like a Client

Write down the name of an important prospect you are trying to win over. Place a check mark next to the strategies that you think are appropriate. Write down a possible action step in the right-hand column.

Prospect's Name: _____	
Strategy	Possible Action?
1. Meet on a regular basis to build trust and rapport.	
2. Bring them value-added ideas about how to improve their business.	
3. Show them how other clients of yours are overcoming challenges similar to what they face.	
4. Share valuable market and information about their competitors.	
5. Make introductions to other relevant people in your network.	
6. Invite them to events that your firm puts on.	
7. Organize a visit to see another client who has faced a similar challenge and used a similar solution.	
8. Invite them to speak at a conference or symposium.	
9. Other _____	

## **Law Twenty-Two:** *“Become part of your clients’ growth and profits, and they’ll never get enough of you.”*

---

Think about this: if your plumber calls you up and suggests you have lunch to discuss the latest joint-soldering techniques, you probably would decline. And, as much as you like him, if another reputable plumber offered to do a major job for significantly less, you might very well be swayed to accept.

But what if your doctor called? “I’ve got your test results back, and you ought to come by so we can discuss them. I’ve got some important suggestions about your diet and lifestyle.” I think your response would be, “how soon can you see me?”

So, you see, the flip side of this Law is that if a client views you as an expense to be managed, they’ll cut you at any time. When there’s a downturn or when clients are under financial pressures, they focus on cutting discretionary expenses. But they won’t cut an investment that’s proven to help grow revenues or increase profits. And you should be such an investment.

When you’re working with clients, you have to clearly show how your work is supporting their growth, profits, and also innovation. A client can replace a commodity “expert for hire” at any time—perhaps with a cheaper expert. But a provider who is seen as supporting a client’s most essential programs is not easily replaceable. Their cost is framed against a much larger set of benefits.

This Law doesn’t just apply to client relationships. For example, if your boss views you as directly helping her achieve her most important goals for the year, then you’ll be considered indispensable.



**Put this Law to work by completing the application exercise**

## Application 2-4

### Becoming Part of your Clients' Growth and Profits

Name of Individual: \_\_\_\_\_

#### Step 1

What are their high-level goals?

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

#### Step 2

How can you connect your work to those goals?

*(see tip sheet on the next page)*

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

## How to Be Seen as Part of Growth and Profits

1. Make sure you truly understand your client's agenda of critical priorities and goals. What are they trying to accomplish this year? What are their highest-level goals?
2. Gain an equal understanding of your client's personal agenda. What is the equivalent of "growth and profits" for them on a personal level?
3. Use "why" questions to understand the business drivers behind a proposed initiative or program. Use payoff questions to help quantify the value and impact.
4. Focus your proposals on what your client needs to have done but also frame your work in terms of how it will help your client grow, innovate, and be more profitable.
5. Talk about your *value* with your client at each stage of the client development process. Emphasize impact, not methodology, during the sales process. Include a section in your proposals on value and impact.
6. Define yourself as being in the business of improving your client's condition, not just doing a project or fulfilling an order.
7. Periodically revisit your client's priorities to make sure you are always aligned with them and able to talk about your work in the context of those priorities.

**Law Twenty-Three:** *“To succeed, you need a small group of people who trust you, believe in you, and are committed to you—not hundreds of superficial contacts.”*

---

The story of Jesus and His 12 disciples has great relevance in an age when we have become obsessed with building up hundreds and thousands of friends and followers through social media. He spread His message and started a global movement with just 12 people, not thousands of fair-weather acquaintances. Nearly all of the original disciples died painful deaths for refusing to recant their belief in Him. Why did they do that? Because He was willing to die for them. His loyalty to His followers was unshakeable and absolute—and they knew that.

Ask yourself: who will go out of their way to endorse you and introduce you to their network? Who will drop what they are doing and help you when you are in need? Who will tell others that they’ve never known someone as trustworthy and talented as you? For these things, you need a handful of great relationships.

Do you know a small group of people who will walk through a wall for you? Perhaps, more importantly, are *you* willing to put yourself on the line for *them*? Have you given them your unwavering loyalty? Make sure you have loyalists, not just acquaintances.



**Put this Law to work by completing the application exercise**

## Application 2-5

### Who Would Walk through Walls for You—and Vice-Versa?

#### 1. Your Personal Qualities.

Think about the personal qualities you'd like to be known for. Are you a high-energy individual? A great listener? Someone who is calm in a crisis? These are the qualities that will attract others to you. They are, at one level, your personal brand. List them, below:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

#### 2. Your Ardent Supporters

Next, list six key people in your professional life (clients, colleagues, mentors, etc.) and five in your personal life (friends, family, etc.) who are or could be your most ardent supporters.

##### Professional Supporters

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_

##### Personal Supporters

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_



# Part III: Resonate

“How can I resonate with others and create a deep emotional bond?”



First, you connect. Then, you show you're relevant—you add value in some way to the other person. Next, you have to go beyond an arms-length relationship and create personal rapport and trust. You must resonate on an emotional as well as a professional or intellectual level.

All the eight laws and application exercises in this section will help you connect more effectively with people you'd like to meet as well as with existing contacts in your network.

# The Laws that Will Help You *Resonate*

## **Law Eight:** *“Integrity isn’t important. It’s everything.”*

---

Integrity is related to the word “Integer,” which means “a whole number.” When you have integrity, you consistently adhere, through thick and thin, to a core set of irreproachable beliefs and principles. In your relationships, integrity means honesty, consistency, and reliability.

Dishonesty and unpredictability are toxic. If you can’t believe someone or depend on them, it’s impossible to have a healthy relationship. You can’t believe the message if you don’t trust the messenger.

In the fifth century, St. Augustine wrote a now-famous essay called, *On Lying*. He explained, “When regard for the truth has been broken down or even slightly weakened, all things will remain doubtful.”

Each time you refuse to compromise your integrity, it gets stronger and more resilient. It takes years to build, but remember, you can lose it in an instant.



**Put this Law to work by completing the application exercise**

## Application 3-1

### Strengthening Your Integrity

#### **1. Have you undermined your integrity in the past?**

We don't like to think about it, but all of us have done things to undermine our integrity and weaken it. What about you? List a couple actions you've taken in the past that did not meet your highest standards for integrity.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

#### **2. Where could you strengthen your integrity?**

Below is a list of actions that reinforce your integrity. Check the ones that you think you need to watch carefully or improve:

- Are truthful
- Follow through
- Are consistent in your behavior
- Are discrete and keep confidences
- Uphold unchanging principles and values
- Always keep promises and commitments, no matter how small
- Walk your talk
- Don't walk away from others' lapses integrity

## Power Relationships Tips

### **Integrity-Busters to Avoid**

1. Believing your goal is so important that you must do whatever it takes to accomplish it.
2. Taking small, seemingly harmless shortcuts (small lapses in integrity can lead quickly to larger, catastrophic ones).
3. Believing that sincerity excuses you from your lapses (remember: “All bad poetry is sincere”).
4. Holding others to a higher standard than you yourself adhere to.
5. Thinking “I’ll do it just this one time...” or, “Others are doing it. It’s not so bad.”
6. Believing that doing something wrong is okay because you are important, busy, and/or under pressure.
7. Crossing ethical boundaries in order to remain “competitive” in the marketplace.
8. Adding modifiers to your integrity (“impeccable integrity”). Something is either right or wrong.
9. When you’re crossing an ethical or legal boundary, thinking: “This doesn’t harm anyone so it’s OK” or, “They’ll never know so it doesn’t matter.”

**Law Ten:** *“Don’t be put off by an awkward start—find something personal that connects you, and you may develop a wonderful relationship.”*

---

Sometimes, when two people meet, it is a difficult and stressful experience. There is awkwardness. Yet, when they discover a common love, a bond forms.

Have you ever known two people who have been happily married for many years, yet had a difficult or even acrimonious start when they first met?

Don’t be put off if you have a difficult start with someone. Awkward beginnings can launch wonderful relationships. Work at it. Find a personal connection that will draw you closer. You can always find something in common.

There’s an exercise I conduct to illustrate the ease—and power—of finding commonalities. In a workshop, we ask people to get together in groups of two. They then have two minutes to find as many things in common as possible. Often, people come up with 15 or 20 things!

You may be a strong believer in first impressions. But withhold judgment. If you have an awkward start with someone, first ask yourself what you *liked* about the person and what you may have in common with them.



**Put this Law to work by completing the application exercise**

## Application 3-2

### The Awkward Start: Food for Thought

#### 1. What qualities do you most dislike in others?

List below the 3 qualities or characteristics you most dislike in others—or at least, that irk you.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

#### 2. What qualities do others possibly dislike in you?

List below the 3 qualities or characteristics in yourself that others may possibly dislike or react negatively to when they first meet you:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

#### 3. Have you had an awkward start that ended in friendship?

Can you think of a friend, or someone else you have a good relationship with, with whom you had an awkward start or who you didn't like when you first met? List his or her name:

1. \_\_\_\_\_

## Law Sixteen: “Vulnerability is power.”

---

Modern research by psychologists has shown that emotional vulnerability fuels relationship intimacy. Whether you’re a man or a woman, this idea may make you uneasy. However, emotional vulnerability does not exactly mean showing people how *weak* you are. It involves sharing emotions and creating emotional resonance with the other person. It’s about showing unvarnished honesty and disclosure. Admitting to a weakness *may* be part of that emotional resonance, but it’s not at the heart of the matter.

Here’s some scientific evidence. One study asked a group of people to be measurably more truthful in their dealings with others. They were instructed to stop telling both major and minor lies. After ten weeks of quantifiably greater honesty, they were assessed against a control group of individuals who had been given no special instructions.

When the study group members told three fewer lies per week than the control group participants, they experienced a variety of statistically significant health-related and emotional benefits. They began to perceive themselves as more honest people. Most importantly, the study authors reported, “in weeks when participants told fewer lies, they reported that their close personal relationships had improved and that their social interactions overall had gone more smoothly.”

People crave emotional intimacy and authenticity in their relationships. So don’t be afraid to touch on soft topics, emotions, and feelings.



**Put this Law to work by completing the application exercise**

## Application 3-3

### Using Emotional Vulnerability to Deepen a Relationship

Name of the Individual: _____	
Emotional Resonance Techniques	Possible Action?
1. Empathize without judgment or trying to influence.	
2. Admit you are or have been wrong about something.	
3. Ask for help.	
4. Talk about how you feel, not just what you think about something.	
5. Share a dilemma or personal issue you're grappling with.	
6. Use humor—especially self-effacing humor or humor that makes light of the situation you find yourselves in.	
7. Acknowledge others' contributions.	
8. Ask the other person about topics such as their upbringing and family, their personal aspirations and challenges, and so on.	
9. Other _____	

## **Law Nineteen:** *“Show you care, often, by giving recognition and praise.”*

---

One of the most powerful ways to resonate with someone is to show them that you care. In sales, there’s an old expression—attributed to author John Maxwell—that says, “People don’t care what you know until they know how much you care.”

That’s why, when someone says “How are you?”, it rings hollow if they don’t mean it from the heart—if it’s just a line they have been trained to say in a customer service program.

In *Power Relationships*, we tell the story of advising Mary Kay, the founder of Mary Kay Cosmetics. She built a multi-billion dollar, global business. She told us, talking about her sales reps, “There are two things people want most in life. They want it more than even sex or money. It’s recognition and it’s praise. We give them healthy doses of both.”

Are you the kind of person who catches people doing things wrong? Or do you catch them doing things right and praise them for it?



**Put this Law to work by completing the application exercise**

## Application 3-4

### Recognition and Praise

#### 1. Your past

A. Can you remember a particular incident in your life—one that really sticks out for you—where you got recognition or praise that especially moved and motivated you? What was the impact? Write it down, below.

---

---

---

B. Can you remember a particular incident in your life—one that really sticks out for you—where you received *criticism* or a *rebuke* that especially hurt? What was the impact? Write it down, below.

---

---

---

#### 2. Someone you can recognize and praise

Think of two individuals you know who you're going to see in the next week or so. List their names, and then write down something you can recognize or praise them for when you see them. Remember: it should be sincere, specific praise for something real—not inflated flattery (“everyone is a champion!”).

Name	Recognition or Praise

## Power Relationships Tips

### Giving Effective Recognition and Praise

1. *Praise immediately.* The more time that passes between the action and the recognition, the less impact you will have.
2. *Catch people doing things right.* Often, we look for mistakes. Instead, try watching out for positive actions.
3. *Praise the right things.* Don't praise a child for being a "champion" when they finished 18<sup>th</sup> in a race. Praise them for having the motivation to enter the race in the first place and for sticking with it to finish. Praise the wrong things, or over-praise, and your recognition becomes hollow.
4. *Be specific.* Don't just say "Nice job!" Describe exactly what you're praising the other person for.
5. *Make it personal.* A handwritten note is far more powerful than an email. Praise given face-to-face is more memorable than being told second-hand that your boss's boss was happy with your performance.
6. *Don't mix criticism with praise.* If you praise someone and then follow that with a suggestion for further improvement, you've just nullified the recognition!
7. *Be sincere.* Don't praise constantly in a rote fashion—eventually people will discount what you say.
8. *Don't overestimate the impact of financial rewards.* Money is important but in many cases it's not the main motivator. For example, financial incentives only have a very weak effect on promoting teamwork and creativity, to cite two examples. People do these things for many other important reasons besides financial reward.

## **Law Twenty-Four: “Enthusiasm Is Contagious.”**

---

How do you react to people who are un-emotive? Who seem bored with everything around them? People who never seem to show any excitement for life—on the contrary, who complain a lot? Kind of like Lucy in the Peanuts comic strip.

Chances are you find that they diminish your own energy, rather than lifting you up. If you have an evening free, these types of people may not be your first choice for a night out.

What about people who are enthusiastic and passionate about what they do? You get the point.

Your own enthusiasm influences everyone around you. It attracts others to you. It makes people want to be in a relationship with you. The more you give of your enthusiasm, the more it spreads and the more that is returned to you. Enthusiasm is contagious.

Great enthusiasm makes you a force of nature. It inspires commitment. It moves those around you to action. It makes you a powerful influencer.



**Put this Law to work by completing the application exercise**

## Application 3-5

### Building Your Enthusiasm

#### 1. Gratitude

One study showed that for people suffering from depression, writing down what they are grateful for in their life, each evening in a journal, is just as effective as taking anti-depressant medication. What are *you* grateful for today?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

#### 2. Enthusiasm

A. What are you most enthusiastic and excited about right now?

*At Work:* \_\_\_\_\_

*In my Personal Life:* \_\_\_\_\_

B. List some situations or interactions where you could show more enthusiasm. How would express that? (e.g. with colleagues at work, with your spouse/partner, talking to your boss, etc.)

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

## **Law Twelve: “Change the environment and you’ll deepen the relationship.”**

---

Something powerful happens when you and the other person experience your relationship in a new environment. In *Power Relationships*, we tell the story of James Bardrick, a top Citigroup executive who was on a trip abroad with a client when their hotel was attacked by terrorists. Their relationship was indelibly changed as a result.

You don’t have to go through such an extreme crucible to see the positive effect of changing the relationship environment—something far tamer will suffice.

Here’s an example; you might bring a client to a conference in a city where neither of you live. You’ll probably end up spending hours over dinner together. You’ll get to know each other better. You’ll talk about different things than you normally would. The relationship will be intensified. Deepened. Stretched. Spending more time with your client in the office could never have the same impact.

Changing the environment will also deeply affect relationships with friends and family. My own family will never forget a nine-day river-rafting trip we took in Utah. It was arduous, with mosquitoes the size of hummingbirds. Scorpions. River snakes. Sizzling heat. Exhausting days. But today, we still laugh about the trip. It bonded us. Brought us closer. It created a spectacular, communal memory.



**Put this Law to work by completing the application exercise**

## Application 3-6

### Changing the Relationship Environment

Do you have a relationship that's a bit stuck? Below, list ideas for changing the relationship environment for two individuals, one from your professional life and one from your personal life.

#### **1. Professional** (e.g., client, prospect, business partner, etc.)

Where could you take this person to get them out the office or the usual place where you interact?

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

#### **2. Personal** (e.g., spouse, partner, child, friend, etc.)

Where could you take this person to get them out the office or the usual place where you interact?

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_



# Part IV: Make an Impact

“How do I create a lasting impact on others?”



How do you really make an impact on others? The truth is, when we leave this world, we can't take anything with us. And the material things we leave behind quickly fade.

But the impact we make in our relationships, with both people and causes, endures—potentially through many generations (just read chapter 26 of *Power Relationships* if you're not sure about that!)

The seven laws and application exercises in this fourth section will help you leave a legacy and make a deep, lasting impact on the people around you.

# The Laws that Will Help You Make an *Impact*

## **Law Four:** *“The greatest gift is to believe in someone.”*

---

A historian has pointed out that some of history’s most accomplished individuals were raised by devoted mothers who fiercely believed in them. He demonstrated, for example, that President Bill Clinton and General Douglas MacArthur came from such backgrounds, as did the philanthropist Andrew Carnegie. So did many others. Is that surprising?

Obviously, it’s not only about mothers. Having someone who deeply believes in you is a rare and powerful asset.

The young Beatles, before they were famous, had someone who believed deeply in them and helped propel their success. This person was Brian Epstein, their manager. “They are going to be bigger than Elvis,” he confidently told anyone who would listen. Epstein relentlessly promoted the then-scruffy group, eventually getting them a record deal. And the Beatles did become bigger than Elvis, ultimately selling over 1.4 billion records.

It’s a precious and powerful thing to give someone encouragement and show them what they can accomplish. To tell them, “You will be great.” To believe in them, through thick and thin.

You can have a transformative effect on a friend, family member, or colleague by simply believing in them deeply, consistently, and without asking for anything in return.



**Put this Law to work by completing the application exercise**

## Application 4-1

### Believing in Someone

Make a list of 3-4 people who could benefit from your belief in them.

<b>Name of the Individual</b>	<b>How Can You Express Your Belief in Them?</b>  (Write down something you would like to say or do to express it.)
1. _____	
2. _____	
3. _____	
4. _____	

## **Law Seven: “*Serious engagement needs a relationship.*”**

---

Perhaps the following scenario has happened to you. Someone says they want to do business with you. They can’t wait to get going. They act like the deal is already done! And then, after you spend a week or two (or more) running around meeting their demands, the opportunity mysteriously dies. You are offered no more than a vague, curt explanation. Sometimes not even that.

There are no shortcuts when it comes to getting real and lasting results. You need the foundation of a relationship. This is true in business, for example, when you’re working with clients. Just because someone likes an article or book you wrote or has heard good things about you doesn’t mean the foundation has been fully established to have a serious engagement. This Law is also true in our personal lives. A marriage rarely survives when it’s launched purely on infatuation with beauty—or money.

Enthusiasm alone—for your products, your company’s brand, or your personality—is not enough by itself to close a deal or contract. You must invest in building a relationship of trust that can endure the inevitable ups and downs that will follow.



**Put this Law to work by completing the application exercise**

## Application 4-2

### The Foundations of a Lasting Relationship

Think about an engagement you seek that will need the foundation of a strong relationship. The desired result could be a sale to a client or customer, a major financial commitment from an investor, or some type of business partnership. Ask yourself: are the required elements in place? To help determine if they are, fill out the worksheet, below.

<b>Ingredients of a Good Relationship</b>	To what extent do you agree or disagree with the statement as it applies to this relationship?												
Name of the individual or organization: _____													
1. <b>Trust.</b> Both sides are confident the other person will meet their commitments and follow through on their promises.	<table style="width: 100%; border: none;"> <tr> <td style="width: 20%;"><b>Disagree</b></td> <td></td> <td></td> <td></td> <td></td> <td style="text-align: right;"><b>Agree</b></td> </tr> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> <td></td> </tr> </table>	<b>Disagree</b>					<b>Agree</b>	1	2	3	4	5	
<b>Disagree</b>					<b>Agree</b>								
1	2	3	4	5									
2. <b>Transparency.</b> Information and plans are openly shared.	<table style="width: 100%; border: none;"> <tr> <td style="width: 20%;"><b>Disagree</b></td> <td></td> <td></td> <td></td> <td></td> <td style="text-align: right;"><b>Agree</b></td> </tr> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> <td></td> </tr> </table>	<b>Disagree</b>					<b>Agree</b>	1	2	3	4	5	
<b>Disagree</b>					<b>Agree</b>								
1	2	3	4	5									
3. <b>Communication.</b> Open communication has been established, occurring as frequently as necessary between you.	<table style="width: 100%; border: none;"> <tr> <td style="width: 20%;"><b>Disagree</b></td> <td></td> <td></td> <td></td> <td></td> <td style="text-align: right;"><b>Agree</b></td> </tr> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> <td></td> </tr> </table>	<b>Disagree</b>					<b>Agree</b>	1	2	3	4	5	
<b>Disagree</b>					<b>Agree</b>								
1	2	3	4	5									
4. <b>Inner circle.</b> You have a “seat at the table” for important discussions and decisions that involve the area you’re collaborating on together.	<table style="width: 100%; border: none;"> <tr> <td style="width: 20%;"><b>Disagree</b></td> <td></td> <td></td> <td></td> <td></td> <td style="text-align: right;"><b>Agree</b></td> </tr> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> <td></td> </tr> </table>	<b>Disagree</b>					<b>Agree</b>	1	2	3	4	5	
<b>Disagree</b>					<b>Agree</b>								
1	2	3	4	5									
5. <b>Loyalty.</b> You would turn first to each other for potential future engagements/collaboration.	<table style="width: 100%; border: none;"> <tr> <td style="width: 20%;"><b>Disagree</b></td> <td></td> <td></td> <td></td> <td></td> <td style="text-align: right;"><b>Agree</b></td> </tr> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> <td></td> </tr> </table>	<b>Disagree</b>					<b>Agree</b>	1	2	3	4	5	
<b>Disagree</b>					<b>Agree</b>								
1	2	3	4	5									
6. <b>Likability.</b> You like each other and are able to appreciate each other’s strong qualities.	<table style="width: 100%; border: none;"> <tr> <td style="width: 20%;"><b>Disagree</b></td> <td></td> <td></td> <td></td> <td></td> <td style="text-align: right;"><b>Agree</b></td> </tr> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> <td></td> </tr> </table>	<b>Disagree</b>					<b>Agree</b>	1	2	3	4	5	
<b>Disagree</b>					<b>Agree</b>								
1	2	3	4	5									

**Are You an Expert for Hire or an Advisor?**

<b>The Expert Mindset</b>	<b>The Advisor Mindset</b>
OFTEN:	OFTEN:
Is for hire—says “Yes”	Has “selfless independence”—is willing to say “No”
Tells and gives answers	Asks good questions and listens
Is a specialist	Is a deep generalist, combining knowledge depth with breadth
Is good at analysis	Is a big picture thinker who is good at analysis <i>and</i> synthesis
Builds credibility	Builds personal <i>and</i> professional trust
Is reactive	Is a proactive agenda setter
Sells	Creates a buyer
Focuses on transactions	Focuses on relationships
Has a scarcity mindset	Has an abundance mindset

## **Law Thirteen:** *“Don’t wait to let someone know how much they mean to you.”*

---

Have you ever had a friend or relative who meant a lot to you? Who then, in some fashion, left your life? Perhaps they moved to a new city, and your lives never crossed paths again. Or, perhaps, they may have passed away. The point is this—you may have never told them how important they had been in your life. How much of an impact they had on you. And now, it’s too late.

Think about the joy it would bring to those around you if they could hear directly from you how much they have meant in your life. Think about how you’d feel if someone told you how much you’ve meant to them. This happened to me a few years ago, in just a small way. But it made me realize how important this open appreciation is to building a Power Relationship.

I was speaking at a public event, and afterwards a man about my age came up and introduced himself. I didn’t recognize him. This is what he told me:

“You probably don’t remember me, but we both went to the same high school—I was a year behind you. I had transferred in as a Junior, and it was kind of scary. In fact, I got the cold shoulder from everyone on my first day—especially from the seniors. You were a Senior, also. But you walked right up to me and introduced yourself and welcomed me. Every other Senior was actually shunning me. When you did that it turned everything around for me at the school. Others saw you befriending me. I have never forgotten that to this day. Ever.”

I was stunned when I heard this. It was a very small thing I had done. But my high school friend’s recounting of this story—forty years later—made me resolved to start telling people how much they mean to me.

Set off a chain reaction—tell others how special they’ve been to *you*.



**Put this Law to work by completing the application exercise**

## Application 4-3

### Who Has Been Important in Your Life?

Think about 3-4 people who have been extremely important in your life or who have affected you positively in some way. List them, below, and write down a few words about what they've meant to you.

Name	How have they impacted, influenced, and/or helped you?

## **Law Fourteen:** *“There’s always something, no matter how small, that you can do to help the people around you.”*

---

In *Power Relationships*, we tell the story of Steve Pfeiffer and what happened 40 years ago on a hot summer evening at his house in New Jersey. How he discovered yet another quiet but powerful service his father had done, in this case for a young man in a disadvantaged, fatherless family. Steve went on to have an extraordinary career, recently retiring as chairman of one of the largest law firms in the world.

But he never forgot his father’s example, and in particular the parable he had learned as a child about the Good Samaritan. In this parable, a lawyer asks Jesus, “Who is my neighbor?” In response, Jesus tells the story of a wounded man, who has been assaulted by robbers, lying on the side of the road to Jericho. After two high-brow Israelite authorities pass him by, a Samaritan stops to give aid to the wounded man. What many modern readers don’t know is that the Samaritans were hated by the Israelites at the time, and the idea that a low-life Samaritan would be the hero of the story was shocking and actually repugnant to those hearing Jesus’ parable. Jesus’ point was that *everyone* is your neighbor and deserving of help, not just your friends or family or rich people. Steve took this lesson to heart and has lived a life of service alongside his illustrious legal and business career.

He summed it up for us in very simple words: “My father taught me that you should always be looking for ways to help the people around you. There’s always something you can do, even if it’s a very small thing. There’s always someone around you who has a need.”

Steve Pfeiffer has built an extraordinary network of relationships during his life. The famous phrase, “From everyone who has been given much, much will be demanded” has guided him, and it’s been part and parcel of his ability to build unparalleled power relationships.



**Put this Law to work by completing the application exercise**

## Application 4-4

### Who Could Use Your Help?

You can help others in many different ways. For example, with encouragement, praise, your physical presence, listening, financial assistance, by volunteering a skill or talent, and so on. Is there someone—or an organization—you can help right now? Write down your thoughts, below.

Name (person or organization)	How Can You Help?

## **Law Seventeen:** *“To reach their fullest potential, people need both truth and love”*

---

Our behavior often veers towards the extremes of either all truth or all love. This is type of extremism can happen in politics, parenting, and relationships. Today’s opposing political parties, for example, don’t collaborate the way they used to twenty or thirty years ago. Instead, they vilify each other and refuse to cooperate—it’s all about the “truth” of their uncompromising positions. Children raised with only love, for example, can end up entitled, self-absorbed, and unused to the hard work that must go into excellence and accomplishment. Alternatively, children raised with only “truth” may turn out to be insecure, lacking in creativity, and unhappy.

There’s no magic formula for the right mixture of truth and love. Sometimes a person needs unvarnished feedback, a tough critique of their performance, and firm direction. Sometimes they need praise, reinforcement, and unconditional support. In your most important relationships, you need to provide both. But remember, you need to invest in someone—you need to build up trust and credibility with them—before you can give them the truth. This is the case whether it’s a client, colleague, or friend.



**Put this Law to work by completing the application exercise**

## Application 4-5

### Truth and Love

#### 1. Your own Style

Do you focus on love or truth? Do you tend to find what's right or what's wrong with other people? Assess yourself, below:

	What's Wrong				What's Right
With yourself, what do you tend to focus on?	1	2	3	4	5
With your family and friends, what do you focus on?	1	2	3	4	5
At work, what do you focus on?	1	2	3	4	5

*Thought provoker:* What do your answers suggest to you? Is there anything you'd like to change?

#### 2. Balancing truth and love with others

List the names of two people, one in your work life and one in your personal life, who you would like to build a better relationship with. How would you change the balance of truth and love in your dealings with them?

**Name** (Personal Life): \_\_\_\_\_

How I would change the balance:

---

**Name** (Professional Life): \_\_\_\_\_

How I would change the balance:

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## **Law Twenty-One: “A selfless motive creates powerful bonds.”**

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A selfless motive creates a powerful relationship. This occurs when neither party is trying to gain something from the other. A pure motivation is truly the most wonderful catalyst for building relationships.

If you think about it, this is the essence of trust. When you trust the other person, you believe that they will come through for you. You feel they will meet your expectations of them. When both parties are focused on helping the other person accomplish something that is important to them, the relationship blossoms.

It is inspiring to be in the presence of someone whose intentions are pure and who gives freely and selflessly. Our cultural heroes are people exactly like that. Think of George Washington refusing to be anointed king, and stepping down as President after his second term—thereby establishing a key foundation of the new American democracy. Think of Nelson Mandela working with his opponents to dismantle Apartheid in South Africa after his election as President, having served 27 years in jail.

A selfless motive is actually a rare thing to find. It will set you apart.



**Put this Law to work by completing the application exercise**

## Application 4-5

### Avoiding Mixed Messages

#### 1. Have you had conflicting motives?

Can you think of a situation in the past when you had conflicting or contradictory motives? Perhaps you pursued one of your own goals under the guise of helping someone else. Perhaps you tried to convince a client to buy something from you, influenced as much or more by your own needs than the client's needs. Write down the example, below

---

---

#### 2. Clarifying a current engagement or transaction

Think of a current professional transaction—for example, you're trying to sell something to a client, convince your boss of a proposal, solicit a major gift from a donor, and so on. List the *other person's* goals or needs, below:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

What can you do to refocus on those goals and needs? What specific actions can you take? (e.g., clarify their needs by asking better questions, changing your approach to them, modifying your own expectations, redefining your solution, etc.)

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

## **Law Twenty-Six:** *“Every act of generosity creates a ripple.”*

---

There is a chapter in *Power Relationships* that tells the story of Rich Goldbach. One night, in a darkened, empty parking lot, a strange man confronts him. Rich thinks he is about to be mugged. But the man is there for a very different motive. It has to do with an early childhood literacy program Rich funded in the local community.

When Rich told us this story, he was choked with emotion. He had experienced, first hand, the ripple effect of an act of generosity.

There is no way of knowing how your relationship with a program or with an individual creates a ripple effect that influences many others. The circle expands. Dozens. Hundreds. Perhaps more. When you help others, you end up touching many other lives.

Recently, the news featured a story about a Catholic family in rural Poland who had hidden a local Jewish family in their barn during the Nazi occupation. For two years, they risked their own lives to keep the Jewish family safe. Now, nearly 70 years later, the now-elderly children of the spared Jewish family tracked down the last surviving member of the Polish family who had saved them. They even arranged for him to come to America from Poland to meet with four generations who, ultimately, had become the beneficiaries of his family’s generosity. Talk about a ripple effect!

Rich Goldbach was also fortunate enough to be able to witness the impact of his own generosity. Often, however, we may not get to see it. But don’t be discouraged—the ripples caused by your actions may just be too far away for you to catch sight of them!

Your influence is greater than you think, although it doesn’t always manifest itself in the ways you expect.



**Put this Law to work by completing the application exercise**

## Application 4-6

### Creating Ripples

Take a moment to think about how your generosity is affecting and could affect others going forward.

#### 1. What are you doing right now?

What ripples are you creating today through your generosity? This could include financial generosity, relational generosity, time generosity, and so on. Make a list in the spaces provided.

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

#### 2. What relationships could benefit from your generosity in the future?

	What kind of generosity would this person benefit from?
<i>A relationship at work:</i> Name _____	
<i>A personal relationship:</i> Name _____	



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