

Bob Burg: I don't really like change, and I know that's politically incorrect to say in the personal development movement, because you always hear, "Change is great, embrace change. Change is wonderful." Well Bob, I hate change. I like to really get good at something and build something and then stay with it. Here's the thing, it doesn't matter whether I like change or not, it's happening.

Robert Glazer: Welcome to Elevate, a podcast about a chip in personal growth and pushing limits in leadership and life. I'm Robert Glazer and I chat with world class performers who have committed to elevating their own life pushing the limits of their capacity and helping others to do the same.

Robert Glazer: Welcome to the Elevate Podcast. Our quote for today is from Jose Marti and it is, "Happiness exists on earth and it's won through prudent exercise of reason, knowledge of the harmony of the universe, and constant practice of generosity." Our guest today Bob Burg leaves the value of generosity each and every day. He's the international bestselling author of several books including Endless Referrals and The Go-Giver and has sold nearly two million copies of his books. Bob is also a sort after keynote speaker, addressing audiences up to 16,000, and sharing the stage with top thought leaders, broadcast personalities, Olympic athletes and even a former US president. Bob welcome, I'm excited to have you join us on the Elevate Podcast.

Bob Burg: Thank you Bob, great to be with you.

Robert Glazer: I was going to ask, start with a different question, but now I'm curious, so who is the US president? 16,000 is a big audience, that seems like a specific type of venue, so which two were those?

Bob Burg: Gerald Ford was the president, and this was actually in the 90s. I was doing some of the Peter Lorre Get Motivated seminars where we had everybody from prime ministers and presidents and this and that. Of course, Zig Ziglar was really the lead speaker on all of those, and so I did some of those, and on one of them President Ford was also one of the speakers. That was fun, and let's see, the 16,500 I think that was actually in the Hynes Memorial auditorium, do they still call it that? I know you're in the Boston area, is it still Hynes?

Robert Glazer: Oh the Hynes Convention Center, yeah.

Bob Burg: Hynes Convention Center, yeah. It was for sales convention. Then yeah, I mean I've done some of those with those numbers of audiences, and those were a lot of fun. I love the energy of those, but you know I like speaking for 60 people too, it's a different energy and a different kind of audience. Obviously it's a lot more personal when it's a smaller crowd, and that's fun too.

Robert Glazer: Yeah, I was thinking it's a hockey arena or something of that size.

Bob Burg: Yeah, well I guess it could have been, yeah.

Robert Glazer: We have a much bigger convention center here now, but that one's still up and going. You've accomplished a lot as a business thinker, and I'm curious, how did you get your own start in the business world? Who are some of your mentors?

Bob Burg: Well I began as a broadcaster actually, I was a sportscaster on radio and then a television news anchor. When I was a news anchor it was for a very, very small ABC affiliate in the Midwest, and really I was not very good at it. I was 24 years old, I had no real knowledge of the news, and at that time I really didn't care. I think I was probably too positive for the medium too Bob, I think my idea of a good newscast opening would have been something like, "Good evening everyone, I'm Bob Burg and the news tonight, everything's great. Now go to bed."

Robert Glazer: Well let's be clear, you'd be really out of a job today on the...

Bob Burg: Yeah, exactly.

Robert Glazer: They'll be like, "Get this positive guy off the air and we need some more danger and disaster stories."

Bob Burg: Exactly. I soon found I had what I like to say graduated into sales. The big challenge with me was that I had no sales experience, no formal sales experience and the company where I started the training was, we'll say negligible. We'll be kind there and say it was negligible. I really have floundered for the first few months. Fortunately at one point, and this is almost 40 years ago now, I was in a bookstore in the business section and I'm not even sure what exactly I hoped to find there. There was a sales section and this just blew me away. A sales section, there were actually books on how to sell? I really had no idea. I came across books by people like Zig Ziglar and Tom Hopkins, and I got the books and I studied them. I just went through them and practiced and I learned.

Bob Burg: Really within a short period of time Bob my sales began to really go through the roof. It was nothing more than having a system if you will. A methodology for being able to do something. To this day I would personally define a system as simply the process of predictably achieving a goal based on a logical and specific set of how to principles, the key being predictability. If it's been proven that by doing A, you'll get the desired results of B, then well you know. You just need to keep doing A and you'll eventually get the desired results of B. Once that happened I really got into sales and learning, and then of course personal development that I began reading the books that what I would call the classics, The How to Win Friends And Influence People, The Think And Grow Rich, like Cybernetics, Magic of Thinking Big. You know all those books that really you've got to build yourself on the inside. That was actually more important than the how to aspect. The how to aspect is certainly important and came with it, but you've got to see a different side of yourself. To me that was very rewarding, I enjoyed that measurably and from there began teaching others what worked for me.

Bob Burg: You know what really kind of changed things for me was, I was a couple of years into my sales career and I was doing okay, but not anywhere near what I could have been doing. I was doing well for what would be thought of as doing well. I was really focused on myself I think, and while I had a great product that I was working for, the company and a great company, and I cared about my clients, it was really about the sale to me, just leads to where I was at the time.

Bob Burg: I remember coming back to the office after a non-selling appointment, and I must have looked pretty disgusted with myself. One of the older guys there he said, "Burg, can I give you some advice?" I said, "Yeah, please do. I need it." He said, "If you want to make a lot of money in business," actually he said, "If you want to make a lot of money in sales," he said, "don't have making money as your target. The target is serving others. Now when you hit the target," he said, "you'll get a reward, and that reward will come in the form of money. You can do with that money whatever you choose, but never forget the money is simply the reward for hitting the target, it ain't the target itself. Your target is serving others," and that's when things really began to change for me.

Robert Glazer: Do you have an example of how that practically changed your approach at the time?

Bob Burg: Oh sure, because it's understanding that good, just like good leadership is never about the leader, and of course I see that in all your writing. As you know I've been a big fan of your weekly eases and your books and that's exactly what you do. You make leadership about the other person, about those you lead, about those whose lives you touch. Great leadership is never about the leader. Great influences is never about the influencer and Bob, great salesmanship is never about the salesperson. It's not about the product or service either, as important as those are.

Bob Burg: It's about the other person and how their lives will be changed or improved or problem solved or what have you through your product or service. Once we know that, now we put our retention where it's supposed to be.

Robert Glazer: Yeah, that's why the best sales people I know ask the best questions, right?

Bob Burg: Sure.

Robert Glazer: Is that a tactic for how you figure out what's important to that person?

Bob Burg: Well you think about it, it's just as a premise, what is selling? So many people think that selling is about trying to convince someone to buy something they don't want or need. That of course is not selling, that's called being a con artist, okay. Selling by its very nature is simply discovering what the other person wants, needs or desires, and helping them to get it. The old English root of the word sell was sellan, which meant to give. When you're selling, you're literally giving.

Bob Burg: Now someone might say, "Well isn't that just semantics when you're selling you're giving?" I'd say, "I don't think so and here's why." Let's say you have a perspective customer in front of you and this is whether it's a business to consumer or business to business sale, it's always between people right? Let's say you have someone in front of you and you are doing your presentation if you will, you are selling. What exactly are you giving that person? I suggest you're giving them time, attention, council, education, empathy and of course most of all, value.

Robert Glazer: Interesting, I agree. Unfortunately I think for the people taking a shorter approach and have quotas, they probably move away from that. The people taking a longer approach I think probably have a different lens.

Bob Burg: Well so people will say that and that's a question that comes up. Okay, I understand this Go-Giver stuff, your focus is on creating value for others.

Robert Glazer: I've got a quota, yeah.

Bob Burg: I've got a quota, I've got to feed my family, I've got to make money now. Think about it, what's the logical next part of that Bob? I'm going to focus on myself and just taking their money. Well is that really going to work? Think about it. You have a prospect in front of you. You really need the money, so you're going to go in there and your goal is to transfer their money into your bank account, so people can tell. When you go in there, you're nice, but you're making it about your product or service. You're asking questions, but really you're listening only to be able to sharp angle them into a close. When they ask questions or have objections, you answer a little bit defensively. Why? Well because this person's objections are standing in the way of your money, of your making a sale.

Bob Burg: You do that and I would say, "Is this person more likely or less likely to buy from you right now?" Most people would say, "Less likely." Now take the same situation, the person still needs the money, okay, but what they're going to do this time is they're going to do something very smart. They're going to not try and deny their self interest, because we're human beings. We do have self interest, that's how we're built. In certain ways that's good, right, it helps us procreate and get to the next generation of people and survive and do all those things. Wonderful, okay, but we're going to place our self interest to the side where it should be. We're going to place our focus on simply bringing immense value to this other person, so what do we do? Now we ask questions because if we know it's about discovering their wants, needs and desires. When we listen we're not listening to just close them, to use it against them. We're listening in order to understand their issues. As we do this, we get to know more about how they're thinking and what they really need and what they're looking to accomplish through this.

Bob Burg: When they have a question or an objection, we will welcome it because we realize that the sale is about pleasing this person. That only when we get to the root of what the actual issue is, which we do together with them, are we able to

have this person feeling comfortable with the situation and with us. Only when we understand totally what it is they're looking to accomplish through this, do we match the benefits of our product or service with their needs, wants and desires. Now I would ask the question, is that person more likely or less likely to buy from you now?

Robert Glazer: I'm going to go with more, yeah.

Bob Burg: Exactly.

Robert Glazer: It's clear to me now how you are a good on the air and on the radio personality. It's also clear to me your passion around selling and sales and how you learn that. Now I'm curious how this turned to writing. Where did you make that shift?

Bob Burg: Well the first book which was *Endless Referrals: Network Your Everyday Contacts Into Sales*, that was a how to book that came out in the early 90s. That was really utilitarian. I mean I had been speaking for a few years. I had reached a modicum of success, really looking to take it to the next level and I was at a National Speakers Association meeting. Several of the people who were more experienced than I was, and I was speaking with them and they said, "You know Bob, you really should write a book on this topic." I really didn't want to write a book on the topic, because I really didn't consider myself a writer, it wasn't something I wanted to do. They said, "Really what it's going to do is, it's going to make you more marketable, it's going to position you better. You'll get higher fees, you'll have a lot more gravitas. You can use it as a marketing tool," you know all these great reasons, which were true. That's why I did that first one. It was totally really as a marketing tool, nothing more, nothing less.

Bob Burg: It was very successful, we've sold over 3,000 copies of it. It's been a few different iterations now, but after that the books that I wrote or coauthored in the case of the *Go-Giver*, because John David Mann who's the lead writer and storyteller in our coauthor-ships, because he's such an awesome writer. I'm much more of a how to person as you can probably tell. In any of the books I've written or coauthored since then, it's always been because I really just had something I wanted to express, and I felt a book was the best way to do it.

Robert Glazer: Well let's dive a little bit into the *Go-Giver*, which was I think your bestselling book.

Bob Burg: Yeah.

Robert Glazer: One of the things that's unique about it is you told it as a fictional parable. Why did you take that approach?

Bob Burg: Well you know Bob there's an old saying and like many old sayings it's good and yet it's not totally complete. In the saying that will sound familiar and that is,

facts tell, stories sell. I don't think that's totally true. Facts tell. I think what stories do is they connect. They connect on a heart to heart level. When you make that connection with a person, whether it's in real life, in human to human, belly to belly as they say or page to reader, a connection happens. Once you have that connection, now you can present your idea in a way that it's much more likely to be accepted.

Bob Burg: Stories do connect, and I always enjoyed reading business parables. I think my first one I ever read when I first got into sales was Og Mandino's Greatest Salesman In The World, and then Clason's Richest Man In Babylon. Then there were the, in the early 80s I think it was The One Minute Series with Dr. Blanchard and Johnson. They've been so many great parables through the years. I thought, "What if we could take the basic premise of Endless Referrals, which is that all things being equal, people will do business with and refer business to those people they know, like and trust." If we could take that and put it into a parable, and I just thought, "This is something that could really work."

Bob Burg: I asked, "What are we going to name this book?" I thought, "What is the major characteristic of someone who's able to develop these know, like and trust relationships both quickly and sustainably?" Both are important. What it is, is that they're always giving. They're focused on giving, and when I say giving in this context I simply mean constantly and consistently providing value to others. Once that was there, the smartest most intelligent thing I did in this whole thing was to plead with John David Mann to be my coauthor and lead writer, because at the time he was the editor-in-chief of a magazine I used to write for. I was one of a small group of people at the time who knew how brilliant a storyteller he was. Now he's sort of the go to person for anyone who, celebrities who want to write books, but they don't have confidence in their writing or what have you.

Bob Burg: Back then few people really knew who he was. Fortunately I was one of the few who did. That's really how the book got the reason for it and how we got started.

Robert Glazer: Yeah, have you read another one, Patrick Lencioni has written a few, The Five Temptations Of A CEO.

Bob Burg: Yeah, Lencioni is wonderful, he's fantastic.

Robert Glazer: Yeah. You know what I heard you saying there was that, the first book was about you and people told you to write it because it was good for you. Then the book that did a lot better was the book that was about the reader and about other people. In some ways I think you maybe proved that out a little bit.

Bob Burg: Yeah. Well the motivation certainly was, again utilitarian, but the book itself had to be written with bringing value to the reader in mind. Like anything in a free market based economy, and when I say free market I simply mean no one is

forced to buy from anyone else. I often say when I speak at a sales conference, I'll say, "Nobody's going to buy from you because you have a quota to meet. They're not going to buy from you because you need the money and they're not going to buy from you because you're a really nice person." They're going to buy from you because they believe they'll be better off by doing so than by not doing so. That's the only reason they should buy from you or from me or for anyone else.

Bob Burg: In writing Endless Referrals, I had to write it certainly with the consumer in mind, because if it didn't bring value to them, obviously it wasn't going to sell. Plus I mean I think it's congruent with my values to want to bring value to those I work with, whether it's through a book or speaking or what have you.

Robert Glazer: Yeah, and I think we all sense when someone's at the end of the month or at the quarter and wants to make quota and pushing it on you and it just doesn't feel good.

Bob Burg: In sale that's called permission breadth.

Robert Glazer: Yeah, that's good. I haven't heard that one before. You've also done an amazing job of extending the reach of the Go-Giver book into a community around it. I'd love to hear an example that you're really proud of, where the book made a difference for either a person or an organization based on just a shift in philosophy.

Bob Burg: Yeah. Well you know we hear about these quite often and believe me, we never get tired of it. People say, "You must get tired of hearing it." No, we don't, but I'll tell you, I love when you hear about a company, that's great. I think my all time favorite story was from a guy who wrote, and this was after the financial meltdown and he was a roofer based in the Pittsburgh area. He said, "I had a good business going," and once the meltdown happened, he and the rest of the roofers, his competitors, their business really, really took a dive. He was struggling and he said like everyone else, he was trying to think, "How do I come back? How do I give less value and still make the money the whole thing?"

Bob Burg: He said he bought the book, the original book and he realized his focus was totally backwards. What he needed to do was find ways to bring and communicate more value, additional value. Now remember when we said it doesn't mean you have to spend more money, it's as you create that experience. What happened is, his business really, really took off and while he was kind enough to credit it to the book, it was really him, because anybody can read anything in a book, but he is the one who took that and acted on it, and made it happen.

Robert Glazer: Yeah. It's interesting. We live in a time, it seems like these approaches are polarized in that, many people still think of business and particularly politics these days as cutthroat where the most ruthless people get ahead. Why is it

that people have a hard time seeing that generosity's actually a better way to succeed?

Bob Burg: Well I think that it's what they are exposed to from the time they're born really. We all operate out of a belief system. What is a belief? A belief is a subjective truth, it's the truth as we understand the truth to be. How do these belief systems form? Well everything from upbringing, environments, schooling, news, media, television shows, movies and popular culture, cultural morays. We take these premises in and we operate from those what I call an unconscious operating system.

Bob Burg: Let's talk about this in the business context at the moment. What do you see on TV or read in the, I'll say newspaper because at this time there still are some newspapers going, but wherever you tend to read it. When someone has a lot of money, right, I mean what's the meme that's put out there? That they did something wrong, they were ruthless to get... You know back when I was growing up, J.R Ewing was the, that's how you got wealthy by being ruthless and horrible and terrible. Hey, it's a big world, there are people like that.

Bob Burg: Let me tell you generally speaking, especially in a free market type environment where people are not forced. In other words, it's not as though a person has been able to buy special favors from the government through cronyism, through donations that create special laws. Most of us and most people don't operate in that kind of environment. Most of us the only way most people can get very, very wealthy is by finding a way to provide immense value to the lives of lots and lots of people. That's not the kind of story that sells.

Bob Burg: If you notice in movies and my friend Randy Gage who's one of the most formal experts on prosperity and abundance and mindset. He talks about and I think this is, it's just so true, that if you notice a big blockbuster movie, there are typically two types of people who are represented in that movie. There are the good people, who are usually portrayed as being poor. The underdog, they're struggling, but they're honest and they're kind and they're good people. Then there's the other type, who are the ruthless, horrible, stepping on, stepping over, stepping through the poor people, these are the rich people. These are the mean and nasty and horrible people who have no soul. You can look at that even in an old movie such as Frank Capper's and I love this movie It's A Wonderful Life. You've got the two types of people. You've got the poor, but happy people of Bedford Falls and they're struggling. You've got Jimmy Stewart's character George Bailey the hero, he's going to travel the world and build skyscrapers. However, he stopped in his tracks because he has to take care of the helpless people of Bedford Falls from the evil, greedy, capitalist, Mr. Potter who's just horrible and mean and just would do anything for the almighty dollar.

Bob Burg: Now you think of somebody who sees that movie from the time they are a little kid, and again, I love that movie, it's a wonderful movie, but it's got a lot of those kinds of means and premises running throughout it. You grow up now, I

don't want to be like Mr. Potter. If I'm wealthy, does that mean I'm going to be a bad person? Does money really make a person evil? Well I don't want to be that. It's all those, I mean that's a small part. Here's a headline that doesn't sell, corporates, CEO treats people well. Right? They workshop that one.

Robert Glazer: Yeah, the first name when you said that sort of went into my line was ebonies are screwed.

Bob Burg: Of course.

Robert Glazer: That was the [crosstalk 00:24:48], yeah.

Bob Burg: Exactly, but it's unconscious and that's what makes it so dangerous. Randy Gage is again to bring up Randy, he talks about in the first Spider-Man movie when Uncle Ben says to young Peter Parker he says, "Peter, we may not be rich, but at least we're honest." Oh what a horrible, horrible thing for a little kid to hear and not even understand that, unconsciously they're associating honesty with poverty and dishonesty with being wealthy. Again, I think that then answer to the question, I think that's why so many see that. You don't hear about the tens of millions of people, that millionaire next door who just creates value day in and day out. The people who do this and are rewarded for it as they should be, but you do hear about the made offs and the end runs and the ticos and the bank who has their people selling false accounts and all those things, because those things do happen.

Robert Glazer: Yeah, and I'm curious your take on this, I'm guessing I'll know what it is. I think that one of the things that I've seen and I've been talking about it. We use the playbook that was passed down from generation to generation, and there is a divergence today, but yeah, I think the media is covering the old way and not the new way. That is the like, command and control leadership I think is sort of dead. The military's not really even using it anymore, and is going in a different direction. There's still some leaders out there, business leaders that like, that's the only way that they know and that's what they were taught, and that's the first guy in their career when he was 22 or she was 22 and was a total bleep hole to them. That's how you're getting power.

Robert Glazer: I think there are some CEOs doing some great stuff who have totally decentralized the organizations. Again they're not getting the attention, but I just don't think it's going to work anymore. I think if people don't get new playbooks, they're not going to be able to get anyone to come and work for their company.

Bob Burg: You know Bob, I'm truly amazed that with as much information as there is out there, and you know we often hear about 75% of the workers in today's corporate environment feel disengaged and I believe it. We see so much about that. It's amazing to me that more leaders just don't get it. Especially when there are people out there. You take someone like a Bob Chapman who's the

chairman and CEO of Barry-Wehmiller, a manufacturing firm that has tens of thousands of employees. He made a shift close to 30 years ago where he really genuinely created a wonderful, benevolent for a family atmosphere. Everything they've done has been congruent with that. He has a book called Everybody Matters, which is the most brutal leadership books I have ever read in my entire life.

Bob Burg: There's a guy who, and you talk about a commodity based product where you think if humanity doesn't matter anywhere it's something like that, no, not at all. It matters everywhere and it's what it's about, and he's got a wonderful and very, very profitable company. There's certainly enough information out there, he was highlighted in Simon Sinek's great book Leaders Eat Last. I had actually read Bob's book before Simon's. Then yeah, you've got people like Captain David Marquet, who wrote Turn The Shop Around, who took over as the commander of the worst performing nuclear submarine in the Navy and yeah, decentralized it. He created a culture where people cared and where people understood they were valued, and just turned it around, it became the number one performing. Yeah, I couldn't agree with you more and I know that's what you do with your company, which is why you're the kind of leader you are.

Robert Glazer: Well we're trying to. You know our version of this concept of capacity building and that part of what you can do is invest in other people and invest in their performance holistically. We've just seen great results for that, because we get the business benefit and they get the benefit. Outside we're personally in a relationships and otherwise.

Bob Burg: Absolutely.

Robert Glazer: For someone listening today, what are few ways that they can start applying the principles of the Go-Giver to their daily life for business starting this week?

Bob Burg: Well you know the short answer is, you just take the laws, the laws of value, compensation, influence, authenticity and receptivity and you just start applying them. You don't have to do it perfectly, but you begin applying them. Now you look at it a little deeper and you say, "Okay, so what the law value and what do we mean by value?" There it's important to understand the difference between price and value, because price which is a dollar figure, a dollar amount, it's finite. Value is the relative worth or desirability of a thing, of something to the end user or beholder. Whether we're talking about the product, service, concept, idea, philosophy, what have you.

Bob Burg: Now here's the key though when looking to bring value to another human being. It's understanding that value is always in the eyes of the beholder. It's not what we think is of value, or what we think they should think is of value. It's what the other person believes, which again we only get by what, by asking questions and listening. As we take that first law, we say, okay, how can I bring value to another human being? How can I practice this law, the first part is understanding what they believe is of value and delivering that.

Robert Glazer: That is wise wisdom and an easy thing I think for all of us to do in our conversations. It's probably also listen more and talk less, right?

Bob Burg: That's always a winning combination.

Robert Glazer: Two ears and one mouth, use them proportionally. As the Go-Giver has led to several books, a podcast, community and much more, what's the next step that you want to take in sharing your ideas with even more people? Do you have any next books in the works?

Bob Burg: No, not next books, but we're continuing to build our Go-Giver certified speaker program. We have a lot of people who have been very successful in their careers, who at one point picked up the Go-Giver and enjoyed it and found it and made a difference. They've wanted to become speakers, either part-time or they've just wanted to make a career shift. We're continuing to build that and really we just, we have a great community of people. We have a Facebook community and we're just so appreciative, so grateful of the people who've really gotten behind the message of the book and continued to share it. We'll continue to do that and hey, it's been I think almost 11 years since the first book came out. Now we've got four in the series, and I still do interviews and speak on the topics all the time, because to me it's a message that we believe in and want to continue to spread.

Robert Glazer: In today's environment, not that the message is easier or harder, but what is the difference in sharing this message? I mean today we just seem to live in a world where everyone is on one side or the other. I know the message hasn't changed, but are the reasons why people want to hear it different or are you having find to kind of changes in the delivery to account for everyone really being in these entrenched camps in today's world?

Bob Burg: Yeah, well I think you know in a sense it depends on the book, because the original book, the Go-Giver was really for entrepreneurs and leaders who I think what struck a cord is that it said to them, "Yes, you can operate congruently with your values." You know Bob, most people in business, whether they're in the sales end, the leadership end, whatever part they're in, they want to make a difference. We as human beings we want to be part of something bigger than ourselves. We want to bring value to other human beings, so I think the book said, kind of, "Yes, you can do that."

Bob Burg: Our early adopters were not the people who needed the message. It was the people who were already successfully living their lives like this, and they just tarted passing it along. Now with the Go-Giver Influencer, where we take the concept of influence and really kind of drive it deeper in a parable form, although it's about business, it's really about being influential in all other areas of life. One of them, you know we see as you alluded to politics. My feeling is what's really changed politically, because the two different sides have always been nasty in a way. I mean that's been around for a long time, but there's a subtle change in that and not for the better.

Robert Glazer: Surprised you think it's subtle, but go ahead.

Bob Burg: Yeah, exactly. Yeah, a subtle difference that makes a big difference, all right, so it used to be I'm right, you're wrong. Now it's I'm right, you're evil.

Robert Glazer: Yeah, it's interesting.

Bob Burg: That's a big difference, because if you just believe someone is wrong or naïve, well you'll take the time to engage with them. It could even be a respectful kind of engagement. If you believe someone on the other hand is not only wrong but evil, they have bad intent, you're not going to engage them, because why would you engage with someone who's inherently evil? You can't change them. What that does is two things. One, it shuts the other person out and makes them even resent you more, but it also makes you, not you personally, but makes one also believe that they're so right that there's nothing more for them to learn. That they have all the answers, and that can be just as dangerous.

Robert Glazer: Yeah, I agree. You and I we have a lot of similar thoughts, which is why we're chatting here. I was listening to a not to be named news station the other night talking about people or perspective candidates from the other side. Again, making up names for them, changing their names, like they were these just terrible people. Not that they disagreed with their ideas, but that they were worthless as human beings. I can't believe this is what we've come to.

Bob Burg: Yeah, well you know I often like to say that tact and respect should never be confused with compromising one's values. We can always treat people with respect. We can always treat right without meaning that we have to agree with them. Really it's just, I think it's a decision people need to make. How are they going to communicate with the others, and how are they going to set an example for others to communicate with others?

Robert Glazer: Yeah, and hopefully they choose your playbook. Well as the last question I always like to ask, and you can choose either one. What is the personal or professional mistake that you've made that you've learned the most from?

Bob Burg: Back in the, I think it was late 90s maybe as the internet and as online was starting to kind of come in to its own, if I've got the right era and I think I do. Let's put it this way, I don't really like change and I know that's politically incorrect to say in the personal development movement, because you always hear, "Change is great, embrace change. Change is wonderful." Well Bob I hate change. I like to really get good at something and build something and then stay with it. Here's the thing, it doesn't matter whether I like change or not, it's happening.

Bob Burg: About that time as technology was increasing and the internet and this and that, I kind of at that point in my career was really going well. I made the ridiculous decision that, I didn't need to do all this technology stuff. That my clients were

my clients and they were going to be with me and this and that. I was so wrong. I really got left behind in the business, and then I had to rework, rebuild my business from the ground up a couple years later, it really set me back.

Bob Burg: I think the biggest lesson I learned from it was that, it's not a matter of liking change or necessarily liking anything else. There's some things that if you want the desire to resolve, then you do it.

Robert Glazer: That is wise wisdom. Bob how can people best get a hold of you in your work?

Bob Burg: The two websites, one is the easy one, the speaking one is Burg, B-U-R-G.com. For the books and other resources it's The Go Giver without the hyphen, thegogiver.com and pretty much everything is there.

Robert Glazer: All right, great. Well Bob thanks for sharing your story with us. You are a shining example of how giving others is a mutually beneficial act and generosity is certainly vital to any level of sustained success.

Bob Burg: Thank you Bob, I love the work you're doing.

Robert Glazer: Well thank you. To our listeners, thanks for tuning in to the Elevate Podcast today. We'll include links to Bob and his books on the detailed episode page at robertglazer.com. If you enjoyed today's episode, I'd really appreciate if you could leave us a review, as it helps new users discover the show. If you're listening in Apply podcast, you can just scroll down to the bottom of the episode page to leave your review today. If you're listening in your browser or a different app, you can find easy links to review on other services such as Google Play and Stitcher by following the link on the subscribed page under the podcast link at robertglazer.com. Thank you again for your support and until next time, keep elevating.