

Give and Take:

A Revolutionary Approach to Success (Why Helping Others Drives Our Success)

Book's Argument: For Grant, people differ dramatically in their *preferences for reciprocity* – their desired mix of taking and giving. Giving, taking, and matching are three fundamental styles of social interaction. Grant makes the case that, by operating as a giver, we can create value for ourselves while maximizing opportunities for value to flow outward for the benefit of others.



Key Takeaways: While the lines between givers, takers, and matchers are not hard and fast, there are some substantive differences.

	Takers	Matchers	Givers
Preference	Get more than give	Balance	Give more than get
Focus	Self	Self-Other	Other
Interests	Own over others	Mixed	Others over own
Worldview	Competitive, dog-eat-dog	Fairness	Generous in sharing time, energy, knowledge, skills, ideas, and connections with other people who can benefit from them
Relationship Cost-benefit	Benefits to me outweigh personal costs	Tit for tat even exchange of favors; transactional	Benefits to others exceed personal costs if even expecting anything in return

Whether giving is effective depends on the particular kind of exchange in which it is employed. In zero-sum situation and win-lose interactions, giving rarely pays off. But most of life is not zero-sum. It takes time for givers to build goodwill and trust, but eventually, they establish reputations and relationships that enhance their success. Teams depend on givers to share information, volunteer for unpopular tasks, and provide help. The key is learning to harness the benefits of giving while minimizing the costs. Everyone benefits when we create an environment where other people can get deals and build relationships and live in the world they want to live in. Givers avoid the bottom of the success ladder and rise to the top by nudging other people away from taking and toward giving. Further, successful givers are otherish: they care about benefiting others, but they also have ambitious goals for advancing their own interests. Being otherish means being willing to give more than you receive, but still keeping your own interests in sight, using them as a guide for choosing when, where, how, and to whom you give.

		Concern for Others' Interests	
		Low	High
Concern for Self-interest	Low	Apathetic	<i>Selfless:</i> Self-sacrificing Givers
	High	<i>Selfish:</i> Takers	<i>Otherish:</i> Successful Givers

Best Quote: “If you set out to help others, you will rapidly reinforce your own reputation and expand your universe of possibilities.” – Reid Hoffman, LinkedIn Founder “Success doesn’t measure a human being, effort does.” – C. J. Skender “Talented people are attracted to those who care about them.” – Chris Granger, Executive VP of the NBA “The **art of advocacy** is to lead you to my conclusion *on your terms*. I want you to form your own conclusions: you’ll hold on to them more strongly...” – Dave Walton “Where self-persuasion occurs, people are convinced that the motivation for change has come from within.” – Elliot Aronson “*By shifting ever so slightly in the giver direction, we might find our waking hours marked by greater success, richer meaning, and more lasting impact.*” – Adam Grant

Why it's important: When people know how their work makes a difference, they feel energized to contribute more. Therefore, it is critical to create an opportunity for giving that is also personally rewarding drawing energy from the visible impact of contribution. People who maintain equilibrium between benefiting themselves and others even achieve significant increases in happiness and life satisfaction. A sense of enjoyment, or play, and purpose are two of the most potent forces that drive organizational performance.