



RT: I'm joined by one of my all-time business heroes – I'm so excited for this! Bob Burg is a Hall of Fame keynote speaker and the best-selling co-author of the book *The Go-Giver*, now a series of successful books.

The message of *The Go-Giver* is about shifting your focus from *getting* to *giving*, constantly and consistently providing value to others. When I first read the book, many years ago now, it had a life-changing effect on me. Bob's work has profoundly influenced me, but professionally and personally ever since.

BB: Thank you. It feels like we're long-time friends – we've known each other for so long, even though I think this is the first time we've actually spoken in person.

RT: Exactly. We were talking just before we came on air, that I think the first time I ever saw you speak was when I was part of the peer group HTG and Arlin Sorensen introduced me to your work. It's had such an impact ever since.

You and *The Go-Giver* philosophy, if not the biggest influence on my personal and professional life then certainly one of the most major influences, and I in turn have shared your teachings with clients, friends, family; frankly, Bob, anyone who will listen!

For anybody who isn't aware of The Go-Giver book and philosophy, how would you describe it to them?

BB: The book itself, and three of the four books in the series are parables, was co-authored with John David Mann, who's just a fantastic writer and storyteller. I'm much more of a how-to guy, so fortunately he's a magnificent storyteller, which makes the books interesting.

The basic premise is nothing more than shifting one's focus – and this is what's key – from getting to giving. 'Giving' in this context means constantly and consistently providing value to others is not only a pleasant way of conducting business, it's *the* most financially profitable as well.

It's not just a feel-good, nicey-nice theory, it's very practical for the simple reason that human nature dictates that no-one's going to buy from you or do business with you because you have a quota to meet. Or because you need the money, or because you really believe in your product or service.

They're going to buy from you, do business with you and want to be a part of your life because they believe they will be better off by doing so than by not doing so. What this does is to create a context that the entrepreneur or the salesperson has to put their focus on the right place, and that is serving the other person.

When we do this, and we do it genuinely and authentically, with a desire to bring them immense value, far above what we're even charging, now this person feels great about us. They know, like and trust us and want to do business with us.

That's why we say that money is simply an echo of value. It's the thunder to value's lightning, which means that the value must come first. That's the focus, and the money you receive is a very natural result of the value you provide.

RT: As I said, The Go-Giver philosophy, and I am going to call it a philosophy, because it's not a tool or a tactic we use to get something, it's a philosophy. Would you agree with that?

BB: Absolutely.

RT: So, The Go-Giver philosophy – you've just done a really good job of explaining it, but when I talk to people in business about it, they say, 'That sounds well and good, but I hear phrases such as 'nice guys finish last' and 'business is a dog-eat-dog industry' and so on.

How would you explain the impact you've seen for businesses who've implemented The Go-Giver philosophy?

BB: There's nothing about being a Go-Giver that says that one should ever be anybody's doormat, or be a martyr or be self-sacrificial in any way. Absolutely not. If you find yourself constantly being taken advantage of, it's not because you're nice or a Go-Giver, it's because you're doing things in such a way that you allow yourself to be taken advantage of.

It goes back to that question, 'It's nice in theory to focus on them, but I need the money now!' Do people want to do business with people they think are going to cut their throat? Do they want to business with people who are only focussed on getting their money as opposed to providing value?

No. In a free market-based environment, and when I say free market I simply mean that no-one is *forced* to business with anyone else, the only way you can do well in business is through serving others. Otherwise, why would they do business with you?

On a logical level, it makes sense to focus on the other person. Profit is simply a reward for serving another human being. What is selling? Selling is discovering what the other person wants, needs and desires, and helping them to get it.

When people say things like, 'business is a dog-eat-dog world', is it like that sometimes? Sure, but you either don't do business with those people or you maintain your ethics and way of doing things, certainly without putting yourself out to be taken advantage of in any way.

In the movies and on television and the media, there are all the stories about people who do these bad things. And here's why, and what doesn't sell – 'corporate CEO treats people well' or 'business makes lots of money by serving lots of people really well'.

You look at people like Sarah Blakely, the inventor of Spanx, who saw a need in the marketplace, and she invented a way to fulfil this need. She became one of the youngest self-made business people we've ever had. Was she being dog-eat-dog ruthless? No. She was finding a way to bring value to the marketplace.

RT: I watch television shows in here in the UK such as Dragons Den – I think in the US it's The Shark Tank – we have shows like The Apprentice, and I think they cultivate this image that business is all about being cut-throat and getting ahead. And in my experience, that hasn't been the case at all.

BB: It isn't. It's a big world, and there are people who do business that way, but you have to work a whole lot harder to make a lot of money when people don't know, like or trust you. If you really want to do well, find a way to serve a lot of people, and serve them well.

RT: Let's talk a little more about that. Your latest book is The Go-Giver Influencer. I read it in a single sitting and I absolutely loved it. We were talking just before we came on air and you think this is your best and most impactful book to date, and I would absolutely agree.

Thanks to you and John David Mann for producing another entertaining book full of really thought-provoking wisdom. It's a compelling story about the power of genuine influence in business and well beyond.

Just before we jump into it though – you've touched upon this already – three of your books out there, The Go-Giver books, are parables. You were a big fan of the parable, so why do you think that speaks to people?

BB: I think stories connect with people on a different level to how-to. All of my previous books were how-tos – step one, step two, step three. I love how-to books and I read them all the time, but there’s something about a parable, a story that’s told. There’s a different type of connection.

Sometimes, you can take some how-to information and if you put it into a story people are much more likely to receive it willingly and take it in. There’s an old saying, ‘Words that come from the heart connect with the heart’, and I think that’s what parables do.

I know myself that I’ve always loved reading parables, and I’ve read them throughout the years. I thought, ‘Wouldn’t it be great if we could take the premise of *Endless Referrals*, which was one of my first books, a how-to.

It was about how people who are entrepreneurs or in sales but never really felt comfortable with sales or relationship building could learn how to build very strong, sustainable relationships where people felt good about them. Where people knew, liked and trusted them and wanted to see them succeed.

Could we take that basic premise and put it into a story? That was how we came up with *The Go-Giver*. Again, I’m so thankful for John being able to translate that in such a wonderful way.

RT: Fantastic books, and such easy reads as well. Entertaining and thought-provoking. Back to the latest book, *The Go-Giver Influencer*. You’ve been quoted as saying: “You can get the results you want while making the other person feel genuinely good about themselves, about the situation and about you.”

I think that quote is at the heart of this book. Tell us more about what you mean by that quote, about making the other person feel *genuinely good*.

BB: There are two ways to influence someone when you think about it, and first we have to go back and think what does influence really mean? How is it defined? On a very basic level, we could define influence as simply the ability to move a person or persons to a desired action, usually within the context of a specific goal.

You could do that through ordering or compelling someone, especially if you’re the boss and have a position of power and authority. It’s about compliance. But do people really respond well to compliance?

They might do what they have to do if they’re worried about losing their job, but they’re probably not going to give it their best effort, and they’re probably, as soon as you don’t have that authority over them, going to run.

That’s one way to influence people – through manipulation or trickery. Those are forms of compliance and it’s what we would call *push* influence. What we believe influence really is is *pull*. It’s an attraction.

Great influencers attract people, first to themselves and then to their ideas. They do this not through pushing their will onto others, pushing their ideas on others or being *pushy*, but again through pull and by attracting others.

How do you do this? That's the key, and it goes back to getting the results you want with everyone feeling great about themselves. What would we call the 'genuine influencer', they question themselves and their own motives, making sure their focus is in the right place. They're able to move from an 'I' or 'me' focus to an 'other' focus.

They might ask themselves, 'How does what I'm asking this person to do align with *their* goals, with their wants, needs and desires. How does what I'm asking this other person to do align with their values?'

When we ask ourselves these questions thoughtfully, intelligently, genuinely and authentically, not as a way to manipulate or coerce another person into doing our will but as a way of building everyone in the process, now we've come a lot closer to earning that person's commitment. Rather than trying to depend on some type of compliance.

RT: And that story plays itself out in *The Go-Giver Influencer*. I don't want to spoil it for any of the listeners here because I want them to go out and get the book. It's a fantastic read, and as I said earlier it took me about two hours to read it with a hot pot of green tea.

One of the lessons or teachings you share within the book, one of the secrets to genuine influence, is to master your emotions. This really struck a chord with me. Joining the dots backwards in my own life, I've realised that raising my own intelligence has been a key to my growth.

Again, thank you upfront, Bob, because a lot of what I've learned about mastering my emotions is from your teachings – your podcast, books and so on. In fact, one of your own books, *Master Your Traits*, *Master Yourself: 13 Weeks to Creating Success in Business and Life*, really helped me with this. You've really got a back catalogue of good advice.

Back to mastering your emotions – how can people do this? And how does this actually help them in real world terms?

BB: It's where it all starts, because it's only when we're in control of ourselves and our emotions that we're in a position where we can take a negative situation or person and turn it into a win for everyone involved.

I think we all intuitively know that, and we tend to respect that person who is on top of things and doesn't get annoyed and always seems to be in control of themselves. And yet, how often do we allow ourselves, based on what someone else says or does, to push our emotional 'hot buttons'?

We cause ourselves to become frustrated, annoyed, helpless or angry and we say or do something that we know is totally counter-productive to what we should be doing to accomplish what we want.

Why do we do this? Because we're human beings, and we are emotional creatures. We'd like to think we're logical, and to a certain extent of course, we are. We're basically emotional creatures, emotion-driven and make major decisions based on emotions and then we back them up with logic. We rationalise, which means we tell ourselves rational lies.

We do this to justify that thing we shouldn't have done. How do we work on that? Really, once we make the decision that we know that controlling our emotions is going to work for and help us, we first understand that we're not denying our emotions.

We're not forgoing our emotions, because they're a wonderful part of life. But we're going to make sure they're controlling us, as opposed to them controlling us. Or as one of my great friends, Dondi Scumaci puts it: "Take your emotions along for the ride, but make sure you are driving the car." Your emotions are in the passenger seat with the safety belt fastened.

One of the things we can do is if we know there are times when certain events, people or situations push our buttons then we prepare for that. We need to see that play out in our minds and see how it's played out before and upset us.

Now, play that out again and see that same person saying the same thing or the same situation, and what I want you to do is imagine yourself handling it beautifully. You respond rather than react, you're in total control of yourself, you're not bothered and have serenity and peace of mind.

You let the person say whatever it is and you don't interrupt them, and your response is genuine and kind. Don't worry about the exact words – they come later. It's about seeing yourself handling it like that.

Then, feel what that feels like. It's a great feeling. Next, you need to rehearse that again and again, like an astronaut before they go up into space on a mission will do hundreds of simulations.

Why? So that when they're finally up in space and this thing happens, they've already been there and done that. They're prepared for it and been through it in their mind.

Someone might say, 'Well, it's not the exact same', but you know what, it's pretty close. We know that the human mind can't distinguish between what has actually happened and what has been suggested to the subconscious.

Then, when the situation comes up again, as soon as it starts to manifest itself, it's in your mind: 'Boom! I know this! I've been practicing this and it's fine. I can handle this.' And you go through it and handle it beautifully.

Afterwards, I want you to take great pleasure in how you did that, and know two things. One, if you can do it that time, you can theoretically do it every time. The other thing is, you won't do it right every time because you're a human being, as I am, and we're still going to mess it up now and then.

I'll tell you what, the difference this makes, and I'm saying within a couple of weeks, you'll see an amazing difference with yourself and other people will see it too. - your influence will be growing.

It comes down to this: When you can control your own emotions, and help others to work effectively within theirs, now your influence is ready to go sky high.

RT: I love it. That's worked very well for me as I've raised my emotional intelligence over the years. Along the same lines, and bear with me here, at the age of 40 I got married (a couple of years ago).

I remember at the time hearing lots of conventional wisdom from very well-meaning people who wanted me and my wife Claire to succeed, saying, 'Marriage is all about compromise.'

Surprisingly, you say that whether it's a marriage, in business or any relationship: "Compromise is NOT the right answer!" Have I got that right?

BB: Well, there's a time and place for everything, and there are times when compromise is necessary. What we say though, is that we don't want compromise to be the first or the most desirable option, and here's why.

As one of the mentors in the story told the protégé (there were two of each in the book), "The word 'compromise' comes from the Latin for 'nobody actually gets what they want, and everyone comes away unhappy.'" Now, that's not really what it means, but it might as well.

When you think about it, compromise, by its very definition, is lose-lose. Both people are giving up something they want in order to get along or keep the peace. Lose-lose isn't ever what we want to go for. Instead, rather than compromise, we say: "Go for collaboration."

Collaboration is win-win, it's both people get what they want because both of them, or at least the one person who takes responsibility for doing so, is discovering what both people want and how they can get *more* of what they want.

Collaboration is one plus one equals three. Is there ever a need for compromise? Of course. But it's not the first option. We'd say, rather than go for compromise, aim for collaboration.

RT: There was something else I picked up in the book. You say there's one sentence that's guaranteed to prevent misunderstandings. Really?! Tell me more about this.

BB: It's always in context, and this has to do with belief systems, which is a part of stepping into the other person's shoes. It sounds easy because we hear it all the time, but it's not necessarily easy as most of us have different size feet.

Literally, we can't step into another person's shoes, but figuratively it means we can't step into their mind, because we don't know what they're thinking. We come from different belief systems, way of life, perspective, paradigm and way of seeing the world.

There's a good chance you *don't* know what that other person is thinking or experiencing and they don't know that about you. As human beings, we tend to think that other people see the world the same way we do.

To step into another person's shoes, we need to ask questions and then listen. Not just 'surface listening', which we do while we wait our turn to speak and get our point in. Instead of listening with your ears, listen with your eyes, your posture. 'Listen', one of the mentors says, 'with the back of your neck.' In other words, with your entire being.

What does that have to do with that one clarifying question to make sure a misunderstanding doesn't occur? It means that when someone says something, unless you're absolutely sure you know what they mean (and you probably don't), ask them to clarify.

Let me give you an example. There's a project at work and there's a team of four people. The team leader calls everyone together on Monday morning and says, 'Hey, there's been a change. We need to get the new client's project done as soon as possible, so let's get started.'

Now it's Wednesday afternoon, end of day, and he calls everyone together to find out only one person has their work done for it. 'What's the matter? I said as soon as possible.' What does that really mean? To one of them it means drop everything you're doing and get it done right now.

To another person, 'as soon as possible' meant 'complete what you're doing now, and then get to this next one.' To the next person, who came from a whole different company, 'as soon as possible' meant nothing. Give it lip service and keep doing what you're doing.

You've got four different people with four different definitions of 'as soon as possible.' Instead, when the team leader said, 'You need to get your work in as soon as possible' the question that one of the team members could have asked is, 'Dave, for my own clarification, when you say 'as soon as possible' is there a specific day or time you had in mind?'

And then the team leader could have said, 'Yes, end of day Wednesday, 5 o'clock.' Now you'd have had one definition and the misunderstanding wouldn't have happened.

You might say, why didn't the team leader just say that, and my answer is, 'I don't know. Why don't people communicate what they mean instead of just saying things?' We just assume that people know what we mean sometimes, and I'm as guilty as anyone else.

The question is always just to ask the person to clarify, to define their terms. But you do it in a kind, tactful way, not, 'What do you mean by as soon as possible?' Say, 'It's just for my own clarification' or 'Just to make sure we're all on the same wavelength, when you say 'X' what do you mean?'

When you start using that, that will take care of about 99.9% of the misunderstandings that you ever have.

RT: I had a real-world scenario with this just a couple of months ago with an IT client of mine. They phoned me up on a Friday afternoon and said, 'Richard, I'm in a bit of a pickle. A

client said to me we need this work doing urgently, but I'd already promised my wife and kids we'd go away this weekend. I feel like I'm in between a rock and a hard place. What should I do?'

I said to him, 'Well, what does urgently mean? Pick up the phone to the client and say, 'Just for my own clarification, when you say urgently what do you mean?' and the answer was, 'before the end of the month.'

Whereas, my client was thinking it had to be done before the end of the day, I've got to give my weekend up and let my wife down.

BB: What a wonderful explanation! That's why, so often when in our team we're talking about what a client has said not just about time but any kind of thing, we always ask, 'Do you know exactly what they meant?' If the answer's no, we either call or email to ask. We're often asking, 'Do we know exactly what they mean by that?' You just gave him great advice.

RT: I've learnt from the best! Something else I picked up, which I've explained to other people, is a question I get all the time. One of the simplest but biggest pieces of wisdom I've learned from you is the ability to say 'no' to requests in a way that's both kind and effective.

For people who aren't familiar with what I mean, can you share that answer with them? How do you go about saying no?

BB: "We're often asked to do things that for whatever reason we'd rather not do or feel we have the time, energy or inclination for. People say, 'As a Go-Giver aren't you supposed to do everything for everyone?'"

Of course not. As a Go-Giver, you're probably going to be very successful, and the more successful you get the more people are going to ask you to do things. They'll take time away from the things you need to be doing, so you need to say no more than you say yes.

But, you do it in a way that's kind, tactful, respectful and honours the other person. This can be difficult to do, as can saying no, because by and large we want to please other people. That's fine, unless it gets in the way of what we need to be doing.

Through the years, there's been different suggestions on how to say no, and one of them has become very popular, which I find to be totally counter-productive. That's when I hear someone give the advice: "No is a complete sentence."

I cringe when I hear that, because I know what they mean – don't feel like you have to explain. There's a difference between feeling like you have to be self-sacrificial and being rude to someone.

When I hear that advice and other people nod their heads, I'm disappointed. If someone' asked you to sit on a committee or whatever they obviously think highly enough of you. Saying 'No' is rude, you're going to turn a friend into an enemy and keep them from asking you to do anything with them again.

The main reason you're not going to say no like that is because it's incongruent with your values system of treating people with kindness and respect. I don't think it's good advice.

Another piece of advice I hear people say is, 'Make up a little fib, say you don't have time.' There challenge with that is two-fold. One is, you know that it's not that you don't have time, it's that you don't have the desire to do it. Or you have more desire to keep the time for something else.

As human beings, we don't have time for anything, we *make* time to do the things we value. Things are a trade-off. Remember, that person has also heard people say they don't have time and they can answer that. When they can persuasively share with you why time will not be an issue, now you have to come clean and admit that you don't want to do it.

That person's going to be mad, you're going to be embarrassed and if you say you don't have time they say, 'That's fine. We're going to do it again in three months. I'll call you then.'

I don't think it's productive to do that. Instead, here's a way you can say no that you can use of the rest of your life. It's kind and tactful and everyone will feel good about it.

Let's use the generic example that someone's asked you to serve on a committee, and you don't want to do it. There are couple of ways to say no, so I'll give you mine first and then some other suggestions. It sounds like this:

"Thank you so much. While it's not something I'd like to do, please know how honoured I am to be asked". Or it could be: "Thank you so much for asking. While it's not something I choose to take on, please know I'm so very grateful that you'd think to ask.'

However you want to do it is fine. Mine is the first version, and what it does is with kindness and tact, thank them and let them know you're saying no but you let them know how honoured you were to be thought of them, you honoured *them*.

What you didn't do was give them an excuse to hang on to for them to come back. If you just do that, it will set you free.

RT: There's a bit of follow up there too. I've shared this with people and they've said, "People then say, 'come on, just do it.'"

BB: Here's what you do if they say: 'Come on, we really need it'. Very patiently, with no defensiveness, you don't interrupt them and the only look on your face is kindness. Then you say: "I appreciate it. I'd rather not, but thank you so much." Boom. Stay with it, and you've retrained them so they know they can ask you but when you say no, the answer's no.

RT: I'm glad you didn't say no to this interview! I'm very excited to be speaking to you, and I'm not alone. I shared on social media that you and I were going to have this conversation and we had a flood of lovely responses. You've got a really big following in the IT industry.

Some questions that came in, I hope I can ask you. My good friend Mark Matthews asks: How do you deal with doing a good turn for others and that good turn not being acknowledged?

The specific example Mark gave was he's sent books to people out of kindness and they've never thanked him. How would you deal with that situation?

BB: It's a great question, and there are a couple of different levels to this. One is, why don't some people say thank you? I don't know. People are people. What we have to do in this situation is not be emotionally attached to them saying thank you.

In his tweet, when Mark wrote the question he said he was pretty sure he knew the answer, and I think he knows it. It's difficult, because we know we would thank someone, but here's the thing. People don't necessarily do what we do, and they don't necessarily have the same values for certain things.

There's also one other aspect I want to talk about in this. Mark might feel he's giving that person great value by sending them a book, but they might not see that as being of value. That doesn't mean that the person shouldn't still say thank you.

Mark probably loves to read, like you and I do, so we would think giving someone a book is valuable, because we tend to give gifts that we'd like to receive. There's a great book on that – The Five Love Languages by Dr. Gary Chapman. It talks about how people receive love, although he's talking about families.

Value is the eyes of the beholder. This is key. It's not what we would find valuable, or what we think someone else should find valuable, it's what they do. The best thing for Mark to do is on an individual basis find out what that person values and give them that.

RT: This applies to sales situations, and to so many things. We can assume that people find value in something that we value and that's not the case at all. They see things from their own perspective.

BB: This is why, in the sales process, discovery is the first and most important part. I learned this from one of my mentors, Harry Brown: What is sales? It's discovering what the other person wants, needs and desires, and helping them to get it.

We may find a certain value in our product or service the other person doesn't see, but they might see sometime else that we don't, again because we're looking at it from our unique viewpoint. The key is, we've got to discover their viewpoint.

Once we know what they want, need and desire, only then can we match the benefit of our product or service with their want, need and desire.

RT: Another question that came in from Steve McGowan, who is a fantastic Go-Giver himself and owns some burger restaurants that are doing really well. What is the biggest impact you've seen from something that you consider to be a really small action?

To paraphrase Steve's question, perhaps you've done a kind turn for somebody you don't think twice about, you may not notice or remember it but it's had massive ramifications.

BB: I think it's just doing what you do because you know it's the right thing to do, without attachment to the results, but knowing that if you do the right things the right results are going to happen. Not because of any kind of magic, but because of simple cause and effect.

When you're constantly providing value to others, again in a way that you value, you're creating what we call a 'benevolent context' for your success. In answer to his question, I think of a time that goes back early in my speaking career when I was getting my feet wet.

There was a person who I had connected with at the National Speakers' Association who talked on a fascinating subject. When I was writing articles, in the days before the internet, for trade magazines. I'd always think of people I knew who I thought could add value, so I'd refer the editor to them.

This particular person had written several articles for the trade publication and got some business from it, and I did it because I thought I could provide value to him and the magazine.

At one point, a couple of years later, I was trying to get into a big organisation. Not only could I not get my foot into the door, I couldn't even locate the door. It came to my attention that at one time they'd been a big client of his.

I didn't ask him for a referral, but I asked him for some advice on how I could even know who to contact and I'd do the legwork. He said, 'Nonsense, I'll have them call you.'

The decision-maker called me on the phone the next day, and said, 'So and so said I needed to call you and have you do some work with us.' That became a huge, lucrative client for me over the next three or four years.

RT: I love that. It's human nature to want to reciprocate and look for opportunities to do so. Give without attachment and don't expect things to come back to you, but don't be surprised when they do. I think that's a great example.

We're coming to the end of our time here, but there are a couple of things I've got to ask you. The first one is on a personal level. I know you're a big animal lover and a supporter of animal charities as well. Same here – we've got a rescue cat, Tilly, four guinea pigs, some zebra danio fish. What does the Burg household look like at the moment in terms of furry friends?

BB: Because I'm still travelling more than I'd like, and I live in a condo area without a yard, I only have a cat from the shelter. That's Calvin the cat and me right now. I grew up with dogs and always had them, and I love all animals.

RT: I've read about your support for animal charities and things. I should say that animals play a part in The Go-Giver influencer and we won't give that away, because it's important for people to read the story.

BB: John and his wife are also very big animal lovers and so we really wanted to make animals, how much we appreciate them and how much value they bring to humanity a big part of the book.

RT: You and I have been Twitter friends for many years and have a number of mutual friends, including Laura Steward (check out her podcast on leadership) and an influencer who's been on this podcast before, Arlin Sorensen.

BB: Arlin is truly one of my heroes. He is a magnificent human being.

RT: It was Arlin who introduced me to your work many years ago, when you spoke at an HTG event in Dallas, Texas. I can't let you go today without asking you about something that happened there.

Unlike a lot of speakers I know, who sweep in, do the presentation and leave immediately, you were there for a good portion of the day, getting to know people, chatting and sharing your wisdom with them.

You then got onstage and you name-checked at least a dozen people, maybe more than that, both people you knew and those you'd just met for the very first time that day. Then, you shared what you'd learn about them. I was absolutely flabbergasted.

It felt to me at the time as though you'd remembered everybody in the audience, and there were some 500 people there. How on earth do you cultivate such an amazing memory?

BB: Like anything else, it's a system. At one time I had a very untrained memory, and I could not remember names for the life of me. I could tell you some of the embarrassing things that happened as a result, but it's too embarrassing to even share.

I was at a seminar once and there was a guy there who did a memory demonstration. It was so long ago that it was tapes on offer, so I bought them and immersed myself in them and practiced.

What is a system? It's simply the process of predictably achieving a goal based on a logical set of how-to principles. The key is predictability. If it's been proven that by doing A you'll get the desired results of B, then you know you've just got to do A and eventually you'll get B.

I learned the memory system the guy taught and eventually I started teaching it, and I did that for quite a few years when I first started speaking. I wrote a book on it and have CDs on it.

It's not a big part of what I do, but it was fun. I'm not doing that as much anymore, because as I get older it's hard work to meet an audience and meet their names. I do meet some and mention them in the presentation, but I don't go through the audience any more.

It really is a confidence builder when you know someone's name, but it's also important that the next time you see them, if you call them by their name you reintroduce yourself: "Hi Dave, Bob Burg. We met yesterday at the so and so."

You never want to make another person feel badly or defensive that they didn't remember your name when they probably didn't. You always want to give someone the out or the back door.

When I say my name and where we met, they can say, 'Oh, sure, Bob. I know you.' It's another form of influence. What it comes down to is 95% of influence is simply how you make people feel about themselves.

RT: When I first saw you present it made a great memory for me. You taking time out of your busy day and schedule to come on my podcast has created another great memory for me, so thank you for much.

Before we go, if anybody wants to continue the conversation with you, I know you're very active on social media and you respond to all the messages you get as well. If anyone wants to seek out The Go-Giver Influencer or any of the books, your podcast or any of the other great work you share, how can they do that?

BB: I would just say go to www.thegogiver.com and scroll down the page to find a load of goodies. You can read the first couple of chapters of most of the books, the podcast and our Facebook Live show are there.

We have a Go-Givers Entrepreneurs' Academy and we usually have a couple of people from the UK who come every time. Our next one's in January. There're all sorts of resources of people if they stop by.

It's really been a joy and an honour to be here. Last time I spoke in England I spoke to a few people and they didn't get what I said! I'm not sure I speak English but I met some great people - my UK 'mates'.

RT: It's been an absolute honour and a privilege and again, thank you for all the wisdom you've shared over the years. It's had a profound effect on me personally as well as professionally and I cannot thank you enough. You're a great man.