

ConsciousSHIFT Notes™ Package

TRANSCRIPT – Adam Grant, *Give & Take: A Revolutionary Approach to Success*

ConsciousSHIFT with Julie Ann Turner

Announcer: **ConsciousSHIFT with Julie Ann Turner** brings insights from leading voices and visionaries across the globe, to guide and inspire you to create your own ConsciousSHIFT into your true power and singular greatness. Through her expertise author, speaker, and social innovator Julie Ann Turner, a world authority on the creative process, guides you to discover how to consciously create the life, work, and world you most desire. Now, here's your ConsciousSHIFT host, Julie Ann Turner.

Julie Ann Turner: **Welcome, everyone. This is Julie Ann Turner and you are listening to ConsciousSHIFT.** We are so glad you're joining us today on the show and I have a question for you today, I think a very powerful question.

What do you think about the most successful person you know?

The most successful person you know. Have you got someone in mind? I want to ask you a question about them. **Would you say that this person is more selfish or more generous?** It's an interesting question, isn't it? A successful person, would they be more selfish or more generous?

We hear all the corporate stories of greed and selfishness - and that that's the way to the greatest success. The most efficient way to success is to be cutthroat and selfish. **Surprisingly, new research is actually showing that the most successful and admired and respected leaders are generous givers.** They're generous. There are **certain patterns in their giving that we can all learn from** and that's what we're going to do today. We're going to find out **how to be successful and generous.**

To help guide us in that exploration is **Adam Grant.** He's the author of a brand new book called **Give And Take.** Adam is quite remarkable. He is the youngest full professor and the highest rated teacher at Wharton Business School. Now, you all know that's one of the top business schools in the US. Adam has also been named one of Business Week's favorite professors and one of the world's top 40 business professors under 40. He's got lots of awards and he's a rising star and a rising voice in workplace dynamics. We're so glad to welcome Adam Grant to the show and have him guide us in this journey about generosity. Adam, welcome to ConsciousSHIFT.

Adam Grant: Thank you, Julie Ann. I'm glad to be here.

Julie Ann Turner: So wonderful to have you here. It's amazing how much you do and what you've accomplished. It's also fascinating to me that in your research around organizational psychology and workplace dynamics, that you

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really started to look at success. It's interesting, isn't it? What was it about selfishness and generosity that sparked you to go a little deeper there and that resulted in your research and writing about this?

Adam Grant:

I think there are a lot of forces that pointed me in this direction. I got into the organizational psychology field. I was interested in what makes people successful, and the traditional answers I thought were incomplete. We tended to look at factors like hard work and talent and buck. There's no doubt that those things are important, but they were really individual factors. I was curious about the social side of success. I think so much of our work lives are made up of other people, whether it's colleagues, or bosses, or clients and customers. I was just really curious about how those interactions that we have every day affect our success.

I think one of the things that really got me curious about this topic in more depth was teaching students year after year who would come to my office hours for career advice. They would say things like, "**I really want to give back and make a difference and I'm going to start doing that after a 35-year career.**" I thought that was backwards. I was aware of some evidence and knew some **people whom I saw had done it the other way, instead of succeeding first and then giving back. They actually had given first, and found that that was the way to succeed later.** I thought it would be fascinating to learn about how that worked.

Julie Ann Turner:

That's quite a moment, isn't it, when a student getting ready to embark on his or her young career says, "Yes, I'll give back after I've been successful, after 35 years." What you've found in your research, so many rich things and we'll touch on as many as we can. What you found is that **it's absolutely and actually possible to succeed and be generous and have generosity actually fuel your success.**

Adam Grant:

That's right. I think the place to start to make sense of that is to **break down interactions into three kinds of people: the Givers, the Takers, and the Matchers.**

The Takers are the people that we all love to hate, who go out of their way to try to get as much as possible from us and don't want to give anything back. They're good at things like credit-hogging and backstabbing and free-riding and shirking and social loafing.

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On the other end of the spectrum, we have the Givers, the people who are not necessarily philanthropists or volunteers, but just **enjoy helping others and will frequently do it without any strings attached**, whether it's sharing knowledge or providing a little bit of mentoring, or maybe making introductions to people who can benefit from knowing each other.

I find that **most of us fall right in the middle of that spectrum as Matchers.**

A Matcher's somebody who tries to keep an even balance of give and take. If you do me a favor, then I feel obligated to give an equal one back. If I do you a favor, I certainly want one back that's of the same value. That way I get to keep an even balance sheet, no credits - no debits.

What I found was **the Givers were the worst off and the best off.** When you looked at very different jobs, from engineering to medicine to sales, the Givers basically were over-represented, both at the bottom of the success metrics, and at the top - compared to the Takers and Matchers, who were more likely to be in the middle. **Generosity can be a force that either tanks your career - or accelerates it.**

Julie Ann Turner: I'm just curious, Adam. On this spectrum or in these categories of Givers, Takers, and Matchers, where do you come out?

Adam Grant: Personally?

Julie Ann Turner: Yes.

Adam Grant: I don't feel like it's my place to judge. I think that these styles of interactions are in the eye of the beholder. If you really wanted to know where I stood, you'd have to ask the people I interact with, how they perceive me. I will say that I hold stronger Giver values and I aspire to operate that way as often as I can. Whether I succeed is ultimately not up to me.

Julie Ann Turner: Really, whether you're trying to discern whether someone's a Giver or a Taker, it's very valuable to ask those around them rather than the person themselves, right?

Adam Grant: That's right. Especially because **a lot of Takers are good fakers. They go out of their way to create an aura of generosity when you first meet**

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them, and especially when they deal with powerful people. I write about this pattern of give and take. It's kissing up and kicking down, where Takers are really good at faking when they're dealing the most influential people around them. It's a lot of work to keep up that masquerade in every interaction, and so the peers and the subordinates often get to see more of their true colors.

Julie Ann Turner: Yes. It really is revealing when you talk to those around someone and you can really get a profile for whether they're a Giver, a Taker, or a Matcher. Adam, when you're discerning what you call 'reciprocity profiles,' you find that Matchers really are ... you say that they're the safest. What do you mean by that?

Adam Grant: I think what Matchers end up doing - and **most of us are Matchers - it's always a good idea to be in the majority, at some level.** What the Matchers end up doing, is they're playing it safe, in the sense that they're not facing the risk of being Takers, right? They're not burning bridges and potentially destroying their reputations. They're also avoiding the risk that the Givers take in that they're not going to burn themselves out, or get as easily exploited by Takers, because whenever they help, they ask for something equivalent back. **They're careful to make sure that they get as much as they give.**

Julie Ann Turner: They've got a running tally sheet, right?

Adam Grant: Very much so, yeah. One of the things that we see with **Matchers**, pretty consistently is, **being careful about - when you help somebody - making sure before you decide to help them, that they can reciprocate.**

Julie Ann Turner: Okay. You also mention, and I think it's significant, Adam, that **we all kind of have a mix of the Giver, the Taker, and the Matcher.** We may have one of the reciprocity profiles that's dominant, but we all have a mix of each of those. If someone is a Taker primarily, what kinds of lessons can they take away from your research here?

Adam Grant: It's interesting. I've had a few people actually reach out after reading the book so far, and say different versions of, "You know, I realize that I've been a Taker much of my life, and that if I give more, then I can be a better taker," which of course, is a little bit of being a Matcher, right, assuming that the giving will allow you to get. In all seriousness, I think that a lot of it depends on why somebody's a Taker to begin with.

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If you're working in an organization that's dominated by Takers, where everybody's sort of paranoid that somebody's out to get them, I wouldn't necessarily say you should go and be the most generous person on earth. I think that in a lot of contexts, Takers underestimate the extent to which we really are interdependent - and most people are Matchers, which means if you adopt a Taker's style in most of your interactions, then those Matchers are going to reciprocate, and they're going to be really tough and self-serving, too. It becomes a little bit of a self-fulfilling prophecy.

If you recognize that most people are probably Matchers around you, if you move a little bit more toward the matching part of the spectrum, then perhaps you'll actually start to see more supportive and collaborative and cooperative behavior from the people around you. When you succeed, instead of gunning for you, they might even start rooting for you.

Julie Ann Turner: Powerful, because you can really propel people away from you by being too much of a Taker.

Adam Grant: That's right. I think **it's becoming easier and easier for us to spot Takers as the world gets more connected -and it's hard for you to leave your reputation behind when you move from one job or organization to another.**

Julie Ann Turner: It's fascinating. One of the things that you also talk about that I think is really relevant is that **the social media world, the online world, really leaves a trace**, doesn't it? Leaves tracks as to whether we're a Giver, a Taker, or a Matcher. You really say that **you can tell if someone's a Taker just by glancing at their Facebook profile.** Will you share a little bit of that insight with us?

Adam Grant: That's been a lot of fun. One variety of Taker, which is of course the narcissist, the people who have giant egos who feel entitled to getting more than the rest of us because they're special and superior. There's a study by Buffardi and Campbell where they actually got friends to rate each other on how narcissistic and selfish are they. They got strangers to go and visit the Facebook pages of those people and figure out if they can spot the narcissists and the Takers. Sure enough, they found that the **Takers tended to have more vain and self-glorifying photos.** I'd like to point out here that the Takers are not necessarily more attractive than the rest of us, but **you will find a greater gap between how they look in**

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their average picture and how hot they are in their profile picture.

You've got to put your best foot forward if you're a Taker, right?

Julie Ann Turner: That's absolutely right.

Adam Grant: That was a great one. Certainly the other piece of evidence that came out was that the narcissistic variety of Takers, they tended to have more self-promoting posts. Their status updates were all about the great things they'd been doing and the important people they'd been meeting.

Julie Ann Turner: They definitely leave clues. It's important for us to be able to recognize Takers, just really so we're not taken advantage of. Isn't that right?

Adam Grant: Yeah, that's right. I think one of the ways that Givers - and Matchers, too - but especially Givers, get themselves into trouble is by trusting all of the people all of the time. If you're a relentlessly generous toward everyone you meet, it's possible that you're going to make yourself vulnerable to exploitation by Takers. One of the things I find is that **Givers can protect themselves by doing more sincerity screening of 'How has this person treating me and others in the past?'** If you encounter someone who's been a Taker, it might actually be a good idea to be flexible, and act more like a Matcher with that person, and only help when you have some kind of commitment from that person to either pay it back or pay it forward.

Julie Ann Turner: Okay, yeah. I definitely want to turn to that, Adam, because there are really some important nuances, aren't there, that you've discovered - and that you share in ***Give And Take*** about how you could be a generous Giver and not be a doormat, to not be taken advantage of. Really, that's our fear, isn't it, as Givers? Is that if we're just selfless, just totally giving to everyone all the time, we're much more likely to be taken advantage of because there are lots of Takers out there.

You actually talk about some contrasts here between a selfless Giver and what you call an 'Other-ish' Giver. Can you help us define those, because they're really the key to our learning how we can be a generous Giver and not be taken advantage of?

Adam Grant: That may be a word that shouldn't have been admitted - but we'll go with it. When I really started doing this research, **I assumed that basically you had a continuum with Takers, the selfish, on one end, and Givers, the more altruistic, on the other end. Yet in study after study, I kept finding that they were totally independent. You had to draw them as two**

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different axes on a 2x2, as opposed to one continuum. What you get there is, I'll walk you through the forest that was, quickly.

What you have is, **one of the axes is 'concern for others.'** **The other is 'concern for self' - self-interest and other interests.** If you're low on both of those motivations, then that's just pure apathy. You don't care about anyone, yourself or others. Then **we have the Takers, who are high in self-concern, low in other concerns.** Then **you have two kinds of Givers, because givers always score high on concern for others, but they turn out to vary on how much they prioritize their own self-interests.**

The selfless Givers, low self-interest/high other interests, are the ones who basically sacrifice themselves. They put other people ahead of themselves to such a degree that they make themselves vulnerable to burnout and being taken advantage of. Whereas **the successful Givers, I find, are more 'Other-ish.'** **They're very concerned about helping others, but they also prioritize their own goals and ambitions, and make sure that they're helping in ways that are either at a low personal cost, or maybe even personally beneficial, too.**

A lot of people confuse that with being a Matcher and they think well, you're just trying to balance concern for others and concern for self. **There's actually a big difference,** in that when a Matcher helps somebody, you would expect something back from each person you help, whereas an **Other-ish Giver** is somebody who helps a lot of different people without asking for anything in return, but is just **careful to set boundaries** and say, look, I'm not going to help to point that I exhaust myself or I allow somebody to completely take me to the cleaners.

Julie Ann Turner:

That's an interesting distinction there, that an 'Other-ish' - that is an interesting word - **the Other-ish Givers, they are really the successful givers, right? They're the ones that prioritize their goals and actions.** They're really, in a way, strategic - but they're actually more openly giving to others. **They're not the quid pro quo folks, the Matchers. They do set boundaries and they do have screening processes,** right? That's some of the really powerful and significant guidance that we can gain from your research and from *Give And Take*, Adam, is **how do we set up those screening abilities and those abilities to set boundaries** and to protect and to screen so that we're not taken advantage of and we can actually feel more free to give?

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Adam Grant: It's a great question and I'll give you my favorite answer, which is one that has influenced my own life since I learned about it. One of my favorite characters in the book, although I shouldn't call him a character, because he's a real person. His name is Adam Rifkin, and he was named **Fortune's Best Networker**. He turns out to be one of the most amazing examples of successful giver that I've ever encountered. He founded 3 very aggressive companies, retired in his thirties, started a non-profit organization, and helped about 5,000 entrepreneurs really support each other and build their companies.

When I asked Adam how does he do all of the giving that he does, he's constantly helping people, he said you don't have to be Mother Theresa or Gandhi. **What you can do is you can specialize in what he ended up calling 5-Minute Favors.** We forget that **you can be a Giver by just finding ways of adding high value to other people's lives that are low cost to you.** What Adam will often do is - **his favorite version of a 5-Minute Favor is making an introduction.** He's always looking for two people who might want to be co-founders, each of them trying to start a company, but needing somebody else to join them. He'll send a quick email saying you guys should know each other and here's why, and basically he gets out of the way. Just takes him a couple of minutes and it's a great way to help out the people around him.

What you do is you accumulate these 5-Minute Favors. You start incorporating a few of them into your day. That protects a lot of your time because you're trying to be a little bit cautious. What Adam does is **after he does you a 5-Minute Favor, a month or two later he might reach out to you by email or phone and say, "Hey, Julie Ann, remember that favor I did for you. Now I'd like to ask you for help," and you're thinking well, wait a minute. He's a Matcher, after all.** He was just a clever, sneaky one. He helped me first and now he wants something. Gotcha.

But then Adam turns in a twist. **Instead of asking you to help him, he will ask you to help the people that he's trying to help.** I think it's a brilliant way, actually, of screening. After he helps you, he waits basically long enough that something comes up where he can really use your help to help somebody else. By that point, if you were a Matcher, you would be trying to help him back, but he's asking you to pay it forward - which is a much better test of how much are you willing to give. The Takers often drop the ball and blow it off, so this is something that I've incorporated into my own life. After I help somebody, usually what I'll do is when the

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opportunity presents itself, I'll have a student looking for a job in that person's company, and I'll give the student their contact information and say reach out to this person. They might have some good advice. Then I'll follow up. In some cases the students will say this person was amazing, very helpful. In other cases, they say the person ignored me and never responded. At that point you have an indication that somebody might be less of a Giver than you had hoped.

Julie Ann Turner: That's a fascinating story about another Adam - Adam Rifkin - and a beautiful way that he not only is a generous Giver, but then gets some more reciprocity in paying that forward. For you, Adam, with the kind of success that you've had, how does generosity play a role in your life and work? You mentioned your students. I'm sure that that's part of it. In what way does generosity play a role in your success?

Adam Grant: It's a really hard question to answer in part because I'm always looking for ways to be helpful. It's hard to know whether those are "generous" in any way, shape, or form. **One of the things that's been powerful for me has been looking for ways of creating a network of Givers.** I'll give you a concrete example.

When I started teaching, I had a lot of students who were applying for management consulting jobs. I'd gone through the consulting interview process and I'd done a decent amount of consulting. What I would do is **I would sit down with them and do mock interviews and present them with a series of practice questions and give them feedback on their answers.** In a year or two, I had dozens of students go through this and as that started to happen over multiple years, **I had more and more students reaching out and it was hard for me to make time for all of them.** I also began to realize that my knowledge about consulting was getting more and more dated, because it had been a few years since I had been through the interview process.

I started doing what Adam Rifkin specializes in, which is **I would reach out to former students and say, "I've got a current student who's interested in interviewing and getting some practice and feedback. Would you be willing to help out?"** I have all these students who are in consulting jobs and then, who stepped up, it was totally amazing. Some of them would contact me afterward and say, **"That was so much fun to pay it forward. I loved doing it. Could you send me more students?"** I think what ended up happening is you end up creating these connections

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where a whole group of people are willing to give, and so it expands the pie for everybody involved.

Julie Ann Turner: That's really the key, isn't it, Adam? You start to see the pattern here, that generous Givers ... Let's see if I can express it well. **It's not a transactional 1:1 kind of transaction.** It's actually they give in such a way that it helps the person they're being generous to. It actually helps create more pie rather than less pie. **It creates more opportunity and it also actually helps the original generous Giver.** Everybody's going to think well of Adam Rifkin or of you, that you started this catalyst that's now serving so many.

Adam Grant: It's a really interesting phenomenon in that it is a question over time, right? If you want to keep giving, there will be lots of new people who are either approaching you because they've heard that you're helpful or they've been connected by someone else or you just end up connecting with them by a chance. **At some point, it's very difficult to help everybody personally, so if you can build a network of people who are fellow Givers, you might actually be able to scale your impact and try to have a bigger effect on the people around you.**

Julie Ann Turner: Really, in a way, you delegate giving. I love it.

Adam Grant: A little bit. Although, it's interesting. What I've also tried to do is **try to figure out when a request comes my way, is this something where I can help uniquely. If I feel like I can, I always try to do it.** If I feel like in the case of consulting, I know other people who are better suited to actually help out with that, then I will basically try to delegate it a little bit. Then I hopefully can step up and fulfill my end of the bargain at some point as well.

Julie Ann Turner: Beautiful. There's so many other questions that I want us to get to, Adam, in just a moment.

We're going to take a quick break and then we're going to come right back and we're going to talk about some of those questions you can ask yourself, like Adam just mentioned: can I help uniquely? Some of those screening type questions that can help you be the most generous giver and still not be taken by a taker. This is Julie Ann Turner. You're listening to ConsciousSHIFT and we'll be right back.

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Welcome back, everyone. This is Julie Ann Turner. You are listening to ConsciousSHIFT and we are talking today to Adam Grant, a powerful professor at Wharton Business School, a young professor with lots of amazing research that he's sharing in his latest book *Give And Take*, that tells us something surprising. That is that the most successful people are actually generous, not selfish. It's a little bit of a surprising outcome, given the fact that we always think the most successful people in corporations are greedy and selfish. It's refreshing research, Adam, to hear that when we really dig down and look closely, that **generous Givers not only benefit from their own generosity themselves, but they help the person or persons that they're generous toward, and that they find ways to amplify their giving practices and their generosity exponentially by creating networks of givers** - and different ways, like what we talked about, delegating generosity. I love that idea.

Adam, you also shared just as we were going into break, that there are some questions that you ask yourself when someone comes to you for a favor, wants to ask your help - and there's no question, Adam - I'm sure that lots of people around you, having heard that you do help students and you do help your colleagues, might have heard you're helpful and they might come to you and ask you for a favor. When they do that, how do you know how to respond? What questions do you ask? **How do you set those boundaries to protect and screen so that you respond in the most positive and productive way?**

Adam Grant:

I wish I had a good answer to that. I think **this is something that we all find challenging, especially in a digital age, where it's so easy to access people by email and on Twitter and so on.** I would say, **what I've been working on lately is two things.**

The first one being: be really clear about my priorities, about who I want to give to. My family comes first, my students second, my colleagues third, everyone else fourth. What that gives me is a little filter to say, okay, when somebody makes an ask, I'm going to respond and be helpful to the point that it doesn't undermine my ability to contribute to my family, my students, and my colleagues, in that order. I think that's gotten me a little clearer on what I should say yes to, and what I should try to delegate or apologize for being unable to help with.

The other thing that I've found really useful is just setting boundaries around my time. This is the idea that I took out of a study by Leslie Perlow, who was working with **a group of engineers at a Fortune 500**

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company. They were just constantly interrupting each other with requests for help. They couldn't ever progress on their own work. What Leslie did was she worked with them to **create a quiet time window where Tuesday, Thursday, and Friday - every week from 9 am to noon - they had no interruptions.** What that did was it blocked that time for the engineers to be productive with their own individual tasks. Then they had the other days and the afternoon to bother each other and help each other. **The average engineer reported a 66% boost in productivity.** I should say rather 66% of the engineers showed above average productivity. They launched the product they were working on for only the second time in division history on time.

I thought that was a great idea. What I'm trying to do in my calendar, is **I have days that are basically work days, where I don't respond to emails, I don't answer my phone until the evening after our daughters are in bed, and other days that are basically helping and giving days where I'm responsive and helpful with whatever comes in at whatever time.** If I have a few days each week that are divided up, then I feel like I can do a little bit of both.

Julie Ann Turner:

Brilliant. A couple things. I think that concept of prioritizing your most valued parts of your life, whether that's your family first - for many of us, that would be the case - whether it would be work, and for you, that's students and colleagues, whether that might be a community group - or some other interest that you had that might come into your priority list. Then everyone else, right? So that you can have a little bit of a screening there. If your family comes to you, you're almost going to instantly try to help wherever you can. Whereas, if it's some student who just heard about how generous you are, but you never had them in class, then you might try and delegate that out, to get them some help elsewhere.

The second thing that you said is that even within your working schedule - this is a beautiful example of setting some boundaries for yourself, and what a great example - of setting certain days where you're focused and no interruptions, that kind of thing, and then other days where you're a little more open to networking and helping other people. How has that worked for you? Are you fine-tuning it now?

Adam Grant:

Yeah, very much so. I think it's always a work in progress because schedules fluctuate and different people come on the radar. I found it really useful as I've tried to implement it. I think **one of the things that I often struggle with is feeling guilty when I can't fulfill a request, and just**

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being clearer about my priorities has allowed me to feel a little bit less guilty.

I've had a lot of emails over the past month from people looking for career advice. I normally would have tried to set up time with all of them. What I began to realize is if I did that, I would be sacrificing my contributions to my family, my students, my colleagues. **What I was able to do, which was a small consolation prize, I guess, a little bit, was to write up some general advice on career choices** and say, "Look, it's really hard for me to give anyone advice if I don't know them well. I usually spend at least a semester getting to know students before I'm even willing to give much guidance. In lieu of actually sitting down and getting to know you for 6 months, which is really hard, given all the commitments I have on my plate, here are some general resources and readings and assessments that my students have found really useful when it comes to career decision-making." **I found sharing that was a way that I could offer some kind of help without overextending myself.**

Julie Ann Turner: It really is about getting creative, too, in other ways that you can help people, without just becoming a totally what you're calling a selfless Giver, which is someone who is not discerning. They just give to everyone equally - and they often find that they are taken advantage of, or that someone, a Taker, may actually hurt them or take advantage.

Adam Grant: Absolutely. That's a very nice way of capturing the idea.

Julie Ann Turner: It's interesting because I think we all would like to think of ourselves as generous, as Givers in some way, that we would help people. That's a value that we hold as human beings, as most of us do. What about that guilt? Is that what drives a selfless Giver, if they feel like they've got to give to everyone, is it just out of guilt that they feel they're letting someone down? **What are the Achilles heels of selfless Givers?**

Adam Grant: **Guilt is definitely one factor.** Feeling like a bad person, or you're disappointing the people around you, or you're failing to live up to your values. There's a lot of research on that. Another factor that I think plagued a lot of selfless Givers is that they tend to have more of what researchers have called **dependent as opposed to independent self-esteem. In other words, their feelings of worth as a person are hinged on whether they can help other people. The moment that they don't end up being helpful, they feel like, "I'm worthless or useless."** **As opposed to the more Other-ish Givers who will say, "Look, my worth**

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as a person is independent of my ability to help other people. It's something that I think is really important and valuable, but I'm not going to feel like I am a human failure if I can't help every person at every moment."

Julie Ann Turner: It's very clear that self-esteem plays a role in this, doesn't it? If you're very confident and grounded and feeling your own worth, then you often feel, at the highest level of giver, at the successful level of generous giver, that you've got more to give.

Adam Grant: I think that's right. There's been a lot of discussion about this. If you look at the past couple decades of psychological research, **it seems that it's time to move away from the level of self-esteem of getting kids and adults to think they're really great, which obviously begins to spill over into narcissism and entitlement and Taker behaviors, but rather try to foster more stable self-esteem where basically when you face the flames and arrows of life, you don't have this incredibly fragile and bruised ego. Rather, you can maintain this calm, steady sense of self-worth.** I think people who do that, if you look at the data, are much more capable than of sustaining their contributions to others.

Julie Ann Turner: I'm wondering, are you seeing a shift in workplace dynamics as we are becoming more connected, and we're in this social media milieu, and we're connected with people in different ways at different levels, and we're starting to see, are people Givers? Are they generous? What are they really like? **Do you see a shift within workplaces for a different style of working together? A more collaborative, more generous working style?**

Adam Grant: It's a really interesting question. To be perfectly honest, I think it's too early to tell, in that I don't feel like the data are there yet to really cast any kind of clear shadow about whether there's a shift or not. I would say **anecdotally, there are many trends that capture the idea that we are collaborating more in teams.** We tend to have a richer base of customers and clients that we serve. **When you look at those trends, it is probably more difficult for people to get away with being Takers and there may be increasing rewards to Givers.** An interesting way of capturing this from Lauren Zalaznick, who has run Bravo for a number of years, who said she thinks **it's uncool to be a Taker today if you're a leader.** She said there was an era, right, where it was sort of fashionable to be cutthroat and ruthless and that was part of being a successful leader. Now, people tend to look at that and say, well, it's kind of sad if you have to ruin other

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people's lives to have the kind of life that you want. **Wouldn't it be neat if you could basically lead in ways that actually support and enable the success of other people?**

Julie Ann Turner: I'm with her. It's uncool to be a Taker. I sense too, perhaps in your research and in your own experience teaching at a university where you see the next generations coming up, **there's a different working style that our generations now - X, Y, Millennium, whatever you'd like to call them - really want to have their wholeness, their whole life, their whole self, be a part of their work. They don't want to check their soul at the door.** They'd like to bring their passions, their creativity, who they are into work. That is fairly new and it's an interesting dynamic with the generosity piece, I think. I'm wondering if you see some unique opportunities there for some trends in how workplaces will ... what the dynamics will be going forward.

Adam Grant: **I think if this line of thinking permeates organizations, what we'll see is probably a couple of changes that could be powerful.** One is more and more organizations screening out Takers, and, as Jim Collins would say, trying to 'keep the wrong people off the bus.' **We'll probably see some movements where organizations are working harder to recognize and reward and promote Givers.** Knowing that, even in places where it's perfectly comfortable to give, successful Takers are still often more visible, because they're good at claiming the credit and making sure they're in the spotlight. **I think it takes some pretty proactive efforts to reverse that trend.**

I also think the other thing we would see in organizations is a shift toward more help-seeking. There is no giving without people who are willing to receive. Yet **a lot of people are uncomfortable seeking help,** especially the selfless Givers, because they don't want to be vulnerable or incompetent, or they don't want to burden other people. **Yet if we don't ask for help, it's impossible for the potential Givers in our lives to know what we need and how their knowledge and skills and networks might be useful to us.** I think we see organizations creating norms that probably starts from the top with leaders saying, "Look, here's where I'm clueless. Here's where I don't have all the answers," and making it acceptable for other people to ask for help.

Julie Ann Turner: That would be a shift, wouldn't it? Feeling comfortable and asking for help within the workplace as well. In the research, were there significant differences too in terms of gender, I'm wondering, with more women in

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the work force all the time, too? I'm wondering if that is adding into the mix here.

Adam Grant: I think it very well could. Ten years of research - my study is - I've never found a significant difference between the number of men and women who give, or a difference in the consequences of giving. I do think that if you look at Alice Eagly and her colleagues' research, **men and women turn out to be about equally helpful overall, but they tend to help in different situations.** Men tend to give more toward strangers, especially in emergency situations. I don't know if that's hero or macho, or both. Women tend to do more giving in close relationships, towards friends and family members and close colleagues. I think that's the kind of giving that matters most in organizations, and so with an influx of women into workplaces in general, and especially in positions of influence and leadership, I would not be surprised if we started to see more people acting like Givers and feeling like it's effective to do so. Julie Ann, on that note, I'm curious if I can post a question your way.

Julie Ann Turner: Absolutely.

Adam Grant: Who are the most successful or interesting Givers you either had on the show or you've worked with?

Julie Ann Turner: That's a fascinating question, Adam. Thank you for that question. When I think about all of the wonderful visionaries that we've had on ConsciousSHIFT, I would be willing to be that they're all generous givers and creative givers in the way that we've talked about today. I was amazed. As an example, **Marianne Williamson** was on the show. I'm sure her schedule is at least as busy as yours. She actually had been ill. She was actually coughing and had been ill and it really touched me that she still came on the show. She could have been a selfish person, which she wasn't, but somebody of that stature, that fame, that well-known, could have had somebody just call me and say she's backing out, right? She didn't. She came on the show and it was a beautiful conversation and we actually took some time at the end. I asked everyone to send her some love and energy and I think it really uplifted her. That was a great example, I think, of someone who's reached probably, in many of the senses we've had - of fame and money and global recognition, such success - but she's a generous Giver as well.

Adam Grant: That's a really interesting example and I think it's one of the patterns that I probably should have spent more time on in my book. **When you're in a**

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position where it would be easy to just say I need to pass on this one, do you step up and contribute anyway?

Julie Ann Turner: Yes. There's something really amazing about that, and it really goes to character. I wonder if that's not part of what your studies will lean toward, in terms of leadership character. **What are the qualities of leadership character that really command respect and admiration and really inspire others to success as well?** That's what leadership really is about. It's not just one person being successful. It's about a leader. It's about someone who can guide others to make their contribution, to inspire them to give their best, isn't it?

Adam Grant: I think so. **If we see more leaders operating like Givers at the top, and doing that in ways that basically support the successes of people below them, then we might see a little bit of a trickle-down effect over time.**

Julie Ann Turner: Adam, I know that you also have some tools and some resources on your website. You actually have an assessment for all of us to go and see what type of style do we have, what type of giving style. Are we Givers? Are we Takers? Are we Matchers? Can you take just a moment to share with us about that, about the website and about the assessment, and the other things that you've got going on?

Adam Grant: Sure. We've had a lot of fun with it. GiveandTake.com is the website. **You can take a survey to figure out whether you think most likely a Giver, Taker, or Matcher.** Although the listeners of this show probably know too much at this point to do that accurately. There's also a 360 assessment where you can have the site send an email to anyone you know, who can rate you anonymously. Then you get aggregated feedback on how you're perceived by others. We've found that really interesting, but try at your own risk.

Julie Ann Turner: Any initial insights that are surprising?

Adam Grant: **I think a lot of people overestimate their own giving.** I get into that a little bit in Chapter Three of *Give And Take*. It's been interesting on the site. Either we have an awful lot of Givers who have taken the assessment, more than Takers or Matchers, or we have a lot of people who would like to think of themselves as Givers.

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Julie Ann Turner: Okay. Once again, most of us like to think of ourselves as Givers and there is an assessment there, folks, on Adam's site: Giveandtake.com. It's all spelled out. G-I-V-E-A-N-D-T-A-K-E.com Did I spell that right?

Adam Grant: You got it.

Julie Ann Turner: Dot com. Adam, also share with our listeners where they can find the book and anything else that you've got going on, where they can find out more about you and what you're working on next.

Adam Grant: Sure. It's all centrally located on the ***Give And Take*** site there. You can find links to buy it on Amazon. You can go to Barnes & Noble, or any of the other outlets that usually sell books. We posted a bunch of other information on the site for those who are interested that you can follow my LinkedIn influencer page, Facebook, and Twitter. My blog, all the articles I've ever written, and a bunch of videos are also up there.

Maybe there's nothing interesting, but my favorite extra feature is the nominated Giver part, where you can write a little paragraph and try to recognize somebody that you think has been helpful or generous. We're taking votes on the site and going to try to put one person up each week.

Julie Ann Turner: Very cool. As opposed to uncool. Very cool to highlight a Giver every week. Adam I just want to ask you, with all this research, with all that you've discovered so far, **what one thing would you really like to come out of this discovery, this new way of looking at generosity and success?**

Adam Grant: **What I would love to see is people who already hold Giver values, but feel like it's dangerous to express it in the workplace, to realize you don't have to be a Taker or Matcher to succeed.** There are plenty of ways that you can actually bring those values into your job that might allow you to succeed and also enhance the success of people around you.

Julie Ann Turner: Beautiful. Adam, thank you so much for being with us on ConsciousSHIFT. It's been a joy to have you here and very valuable to all our listeners to hear about your research.

Adam Grant: Thank you for having me. The pleasure's all mine.

Julie Ann Turner: Thanks, Adam. I'm sure our paths will cross again.

Adam Grant: I look forward to that. Take care, Julie Ann.

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Julie Ann Turner: You bet. This is Julie Ann Turner. We'll be right back on ConsciousSHIFT.

Well, ConsciousSHIFTers. What a great conversation about generosity and what a great revelation that the generous Givers are the most successful, most admired, most respected of all successful leaders.

I want to ask you, just as we close today, what are you here to give to the world? What is your greatness?

If you'd like to discover that with me, with some guidance from me, I'd love to invite you to visit www.discoveryoursignaturegenius.com.

I'd love to have a guided conversation with you personally to help you get at what you're here to give the world and to tap into how you can share and package and monetize your greatness.

Discoveryoursignaturegenius.com and we'll see you next time.
This is Julie Ann Turner for ConsciousSHIFT.