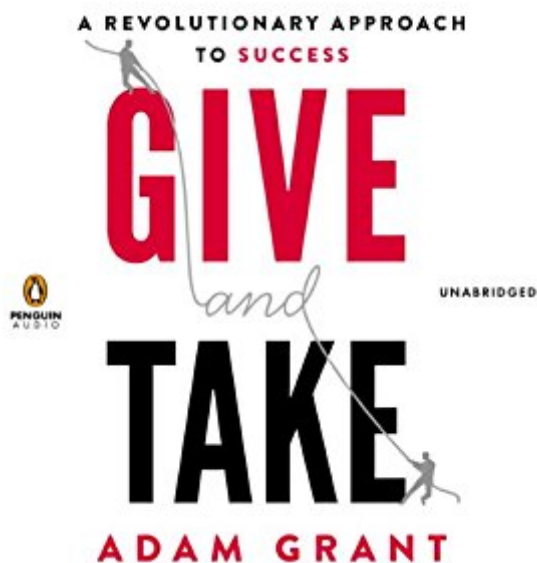


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# Give And Take: A Revolutionary Approach To Success



## Synopsis

An innovative, groundbreaking book that will captivate listeners of Malcolm Gladwell, Daniel Pink, *The Power of Habit*, and *Quiet* For generations, we have focused on the individual drivers of success: passion, hard work, talent, and luck. But today, success is increasingly dependent on how we interact with others. It turns out that at work, most people operate as either takers, matchers, or givers. Whereas takers strive to get as much as possible from others and matchers aim to trade evenly, givers are the rare breed of people who contribute to others without expecting anything in return. Using his own pioneering research as Wharton's youngest tenured professor, Grant shows that these styles have a surprising impact on success. Although some givers get exploited and burn out, the rest achieve extraordinary results across a wide range of industries. Combining cutting-edge evidence with captivating stories, this landmark book shows how one of America's best networkers developed his connections, why the creative genius behind one of the most popular shows in television history toiled for years in anonymity, how a basketball executive responsible for multiple draft busts transformed his franchise into a winner, and how we could have anticipated Enron's demise four years before the company collapsed - without ever looking at a single number. Praised by best-selling authors such as Dan Pink, Tony Hsieh, Dan Ariely, Susan Cain, Dan Gilbert, Gretchen Rubin, Bob Sutton, David Allen, Robert Cialdini, and Seth Godin - as well as senior leaders from Google, McKinsey, Merck, Estée Lauder, Nike, and NASA - *Give and Take* highlights what effective networking, collaboration, influence, negotiation, and leadership skills have in common. This landmark book opens up an approach to success that has the power to transform not just individuals and groups, but entire organizations and communities.

## Book Information

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## Customer Reviews

I've been reading this book for a few days now - finished it yesterday - and I am already finding myself changing a bit of how I operate. According to the book, I am usually a matcher - one who gives reciprocally, when I figure I can receive in return. And there isn't much wrong with that. But, according to Adam Grant and his bevy of research, otherish givers are usually the most successful. So, let me explain. There are three broad styles of interpersonal dealing: taking, matching, and giving. Takers are those who try to take more than they give. Matchers are those who try to give and take proportionally and conditionally. Givers are those who give more than they take. Takers are primarily self-oriented, matchers are other-oriented as a means to being self-oriented (I'll help you when I think you will help me) and givers are primarily other-oriented. Here's the counter-intuitive part. If we look at the most successful people - the happiest, the most likely to be promoted, etc - they are generally givers, and if we look at the least successful, they too often tend to be givers. (Takers do moderately well, but over time, few want to deal with them. Matchers do okay too.) This book is an attempt to explain why being a giver is a good 'strategy' for success, as well as under what conditions giving is a failing 'strategy.' First, the positive: simply put, people appreciate givers and giving often makes people want to give back. Since givers help others and often put others' needs as a priority, givers often garner (without deliberately trying - AND THAT IS KEY!) a network of support from others they've helped. Want to communicate most effectively? Ask more questions to others than you give answers, ask for advice, and be aware of how you can help others. Want to bring out the best in people around you? Believe in them by recognizing and appreciating their strengths and contributions. Want to be successful? Don't think of personal relations as zero-sum games (where others can only win to the degree you lose), but positive sum games (if you win, it doesn't mean that I lose, but we can all win together). It sounds obvious, right? But it isn't. Even when we may be givers in our personal lives, we often become matchers or takers at work. Even if the success of a giving strategy seems intuitive, it is equally intuitive that getting ahead requires receiving as much as or more than you get, spending most of your time working on things that will obviously benefit you, and not spending more time assisting others at work than getting your own stuff done. But Grant cites a growing body of research showing that giving - under the right conditions - really is the best overall 'strategy.' Of course, I said "under the right conditions." What are those conditions? Well, for starters, one must

give with some sort of purpose. Those who don't see some sort of result from their giving often burn out. (So, fundraising telemarketers burn out less when they can talk with those who their efforts have helped, and teachers burn out less when they see what their more successful students go on to do.) Also, one must give to others and things that the giver is interested in. (Volunteering for projects and to help people I care about is much easier and fun than for those I care little about.) Lastly, one must watch out not to be exploited by takers, who can often seem like givers in their agreeableness, but be exploitative in the end. (And Grant gives some good advice on how to detect real givers versus takers who are good actors.) So, all of this is what Grant calls 'otherish giving.' Giving selflessly versus giving a bit selfishly is, Grant writes, what ultimately separates successful from unsuccessful givers. Give, but make sure one is giving with a sense of purpose, and to people and things one cares about. Give, but not when it comes AT THE EXPENSE of one's own projects. And this is the one area of criticism I have for Grant's otherwise well-written and VERY interesting book. He doesn't do a great job distinguishing between matchers (those who give when they think there will be something for them in return), and otherish givers (those who give selectively). On its face, I think I have an understanding of the difference, but the ideas are very closely related. One other small area of criticism: does it make sense to urge others to give, but then point out that giving is a good strategy to success? If one adopts giving as a strategy for success, then doesn't that mean, in a sense, that they are takers (giving because they expect to gain more than they give ultimately)? Grant warns against this tendency, telling us that giving because one expects ultimate benefits - is often a self-defeating strategy that others can detect. But, doesn't the mere fact that Grant's whole point is to show that and how giving is ultimately a winning strategy mean that many people WILL adopt it somewhat artificially because they expect a payoff? (I don't see how its avoidable.) Anyway, I did gain a lot from this book. Not only have I found myself monitoring some of my interpersonal dealings by the advice given in this book, but it's given me insights into what working styles many of my colleagues have (which affects how I deal with them). Very good book that not only conveys some very interesting research, but should be able to give people some good and usable advice. Oh, and as a final teaser... chapter 3 explains why Jonas Salk - typically renowned as a giver for refusing to patent his polio vaccine - is actually a taker.

I really enjoyed the book and I thought that Adam Grant did a nice job in telling stories and tapping into the various research to support his theory that givers are, ultimately, more successful than takers. My only criticism, and it is a minor one, is that there seemed to be an element of the redundant throughout. I found myself saying, 'okay, I get that...move on.' Otherwise, the topic and

the quality of delivery were outstanding and I was delighted to have read the book. Peter Smith,  
Author, Hiring Squirrels

An excellent choice for a recent grad, it blows up falsehood that nice guys finish last. Yes, they do - you'll find that givers are on the bottom rung of success. AND they are the ones at the top! Marchers & takers are sandwiched in between. Here's to the otherwise givers who are generous with their time money energies without forgetting to include themselves on the list of folks worth their attentions.

I'm a college business student, and I read this book for a class project. More than being a welcome break from my regular textbooks, this book made me confident that I don't need to view life and especially college as a competition, but rather as an opportunity to make connections that can help everyone. The book goes through and gives many examples of people who were generous in a way that benefited others as well as themselves. It also addresses the idea of givers as 'doormats,' and distinguishes the traits of successful and unsuccessful givers. All around a very interesting and worthwhile read.

If you are a giver, don't question your values. You are right. If you are feeling burned out, read this book. Turns out givers are at the top and the bottom of the food chain. Takers are not at the top; but conventional culture makes it seem as if that is the way to success. Adam walks you through the differences between givers, matchers, and takers and gives advice on how to avoid burnout --- the thing that sends some well meaning givers to the bottom is burnout; not that they give.

There are three styles of social interaction concerning reciprocity: Takers, who take more than they give in life; matchers who give tit for tat; and givers, who give to help others. When it comes to who wins and who loses in life, researcher and author Adam Grant concludes that givers do both--win and lose. A Wharton professor, Grant makes some powerful observations to support his descriptions and analysis of all three types; ultimately, he concludes that "otherish" givers (generous but sensible) come out on top every time. Losing givers (overly selfless givers) were those who gave too much to others at their own expense, earned 14% less, were twice as likely to be victims, and were 22 percent less powerful than either matchers or takers. In the book, Grant describes the difference between these two types of givers: The champs and the chumps! Give and Take: A Revolutionary Approach to Success (Viking/Penguin Group, 2013) by Adam Grant, reviewed by

Steve Gladis, PhD, August 2013.

very inspiring, informative and supported by research. The only thing is that the book is at some points rather long. A little more editing would have done the book more justice. Other than this I would recommend reading this book as it not only addresses the differences between givers, takers and matchers, but it also discusses the pitfalls of each of the styles, which will help you actively decide what type of person you'd like to be.

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