

# **CHAPTER 1**

## CLIMBING THE RELATIONSHIP PYRAMID



**H**ow important are relationships to your business success? My guess is that you would not be reading these words if you thought they were pointless or unimportant. When I ask that question in seminars or when I talk to senior executives in large companies, most people answer, “Relationships are everything” or “Nothing is more important.”

Yet, while most of us instinctively know how to build and protect a positive, long-lasting relationship with another person and can prove it by pointing to a spouse and close friends, few of us know how to use our instincts to consciously, systematically, and routinely build and maintain positive business relationships.

Think about a specific customer or coworker with whom you now have a positive relationship that makes a difference for you. How did you develop this good relationship? Not many people can easily explain how it happened. They say things like, “We just seemed to hit it off. . . .” Or, “He’s interested in antique outboard motors and so am I. . . .” Or, “I guess it’s because we have kids in the same nursery school. . . .”

Because we don’t know exactly how our strong business or personal relationships came about, we could not teach someone else how to build a solid relationship that lasts for decades. Worse yet, we cannot consciously, systematically, and routinely reproduce the process to create a new relationship from scratch with someone who is key to our business success. Nor do we know how to improve a relationship that has been going nowhere, change a relationship in which the other person does not like us, or develop a positive relationship that is adversarial by its nature.

*The Relationship Edge in Business* will help you learn a relationship-building process that you can replicate when the connection is crucial to your success. If it does that, and you are able to take one or two ideas from it and use them to improve your business relationships, you will be glad you’ve invested the time to read it.

## BUILDING RELATIONSHIPS IS A SKILL

Positive relationships—with customers, with suppliers, and with employees—are the basic unit of every business. For your business to grow, it must continually expand and improve its network of relationships and the quality of those relationships. Without positive relationships, a business may not grow. Obviously, some businesses (management consultants, accountants, lawyers) depend more heavily on personal relationships with their customers than others (self-serve gas stations, discount chains, and direct marketing firms). At the same time, relationships with other people are important to every business.

As an individual, you grow in your career as you expand and improve your network of relationships with coworkers, managers, customers, and prospects. If you are a project manager or work in a cross-functional team, you probably have much responsibility but little authority. You can only do your job through your relationships with others in the organization. If those relationships are strong and positive, you can be effective. If they are indifferent, or worse, negative, you will have difficulty getting things done.

If you can nurture and leverage superior relationships with key business contacts—customers, coworkers, and managers—you will, almost automatically, be more successful in your business life. Certainly the converse is true: When you have poor relationships with customers, coworkers, and managers, your business life suffers (not to mention your personal life).

The key words here are *consciously*, *systematically*, and *routinely*. Building business relationships that last is a skill virtually anyone can learn. It requires a process you can master since you already know instinctively what the process requires. If you master the simple steps in this book, your business (and personal) relationships will improve. I have seen it happen hundreds of times with people I have managed and counseled.

The three steps in the process, which I'll describe in more detail in the next chapter, are:

## PAYBACK TIME IN MEMPHIS

1. *Have the right mind-set.* You must think that relationships are important. You must believe that you are someone with whom other people would want to have a relationship. Why would they want to? Because you have experience, training, skills, abilities, knowledge (or all five) they value. You must also think well of others and learn to think as much as you can from the other person's point of view.
2. *Ask the right questions.* You also must ask them in the right way for the right reasons. In a later chapter, you will find specific questions and the principles behind them. The goal through asking is to discover common ground—mutual friends, interests, or concerns. Or if there is no obvious common ground and the other person cares passionately for something about which you know little, your goal should be to learn from him or her.
3. *Demonstrate your professionalism, integrity, caring, and knowledge, and, when appropriate, do unexpected, inexpensive, and thoughtful acts based on what you've learned about the other person.* This process may be simple in outline, but takes weeks or even months of thought and care to apply it properly.

Why bother to improve your relationships? The cold, hard truth is the quality of our personal and professional relationships in many ways determines the quality of our lives. Not in every way, of course, but in many. The more high-quality personal and professional relationships we have, the more easily we will sell our products, our ideas, ourselves—and the more rewarding, fulfilling, and successful our lives tend to be. The ability to build and maintain high-quality business relationships has no downside and an upside that knows no limits. Take Mike Accardi, a friend of mine from high school.

## PAYBACK TIME IN MEMPHIS

For the past 27 years, Mike has been a commissioned salesman for Wurzburg, Inc., a packaging supply distributor in Memphis, Tennessee. Although he is now very successful, it was not always that way.

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Two months after he started working for the company, the Accardi family's blender broke. "We were dirt poor," says Mike. "We couldn't afford a new blender, so I told my wife, I go out to this area of town every Tuesday where there's a Sunbeam/Oster repair shop."

The older gentleman at the shop said he could repair the blender, and Mike explained that he was in the area every Tuesday and would pick it up on his next run. The following Tuesday, the blender was ready, and the bill was \$2.50. Mike could not believe the repair cost so little, but the man said that it was no big deal. Mike recalls saying, "Sir, you don't understand how big a deal it is to me to have this repaired. I can pay you the two fifty, and I appreciate it. But I tell you what, I don't know if you do any packaging or shipping out of here, but let me return the favor. If you ever need anything, call me and I will see that you don't pay list price."

Mike began stopping by the shop the second Tuesday of every month just to say hello and visit for a bit. Mike knew that the business would never be a major customer, but he enjoyed building the relationship. Over the next two years, the man ordered perhaps a case of tape, two cases of padded envelopes, and a few bundles of 25 boxes. One Tuesday, he asked Mike, "Do you have a few minutes today?" Mike said, "Sure. I come here to give you my time. I have as much time as you need."

"Let's get in your car. I want to show you something." They drove to the northern part of the city with Mike asking "Where are we going?" along the way.

"Don't worry about it, I want to show you something." They pulled into the parking lot of what was to become a million-square-foot building. Mike asked, "What is this?"

"This is payback."

"What are you talking about?"

"For two years, you are the only salesperson that has treated me like I was worth anything. Now it's payback. Sunbeam's headquarters in Chicago is closing, and they're moving everything here. So get your business cards and come with me." He took Mike to every department, and said, "This is Mike Accardi. You buy all your packaging supplies from him."

## RELATIONSHIPS CAN TRUMP PRICE

Until Sunbeam left Memphis 12 years later, Mike had enough orders to deliver a 40-foot trailer of packaging supplies every week. Mike's customers were so loyal to him that when his competitors asked to speak to someone about Sunbeam's packaging needs, the Sunbeam people would give them Mike's card. When Mike's competitors would ask, "What's this?" his customers would say, "You wanted to talk to whoever handles our packaging."

The salespeople would then say something like, "No, no, you don't understand. That's our competitor."

And Mike's customers would respond with something like, "No, *you* don't understand. That's who handles our packaging. If you have an idea, give it to him and he'll bring it to us."

When Sunbeam left Memphis, the department heads, assistants, and janitors found new jobs, but Mike maintained the relationships he had built. Although in the metropolitan area, accounts generally go to the salesperson who develops the business, former Sunbeam executives would call Mike's company to say, "Tell Accardi to come see me at this new business." On occasion, this has caused strained relations with Mike's friends in his own company. Other salespeople have lost accounts because a customer insisted, "I'm not going to deal with anybody other than Mike Accardi."

## RELATIONSHIPS CAN TRUMP PRICE

Not only can the relationship edge in business help you build your career, it can help you keep the business you now have. Take Bob Holman's experience.

Bob is president of Donaldson, Holman & West, PC, a firm of certified public accountants in Birmingham, Alabama. Several years ago, one of the firm's staff accountants left to join the local branch of a larger, international CPA firm. Following the normal procedure, the new firm's management asked their new employee about the substantial, profitable DH&W clients with whom she had worked. Their interest was to have them switch to her new firm. Armed with that information, the former employee and her new employer visited a large DH&W client and reportedly said, "We can give you the same

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or better service you've been getting, *and* for the next three years we'll provide that service at 75 percent of what you are paying now. We will give you that as a guarantee. And of course you will have the same person working on your account who already knows your business."

The client immediately came back with an answer something like this: "Thank you very much. That's very enticing. However, we have a good relationship with our current CPA firm and money is not an issue. Service is, and we're getting the service we want, so we're not interested in changing."

Bob says that in the world of accounting firms, where accountants often seem to compete on price, "it really rang the bell for me how important the relationship is."

I asked Bob what he thought his client had been talking about, since every CPA—and certainly a large, international firm—offers "service."

"I think it was a combination of things," he says. "We were not only doing traditional services for them—tax and audit services—but they were relying on us more or less as a consultant to them in various areas. I don't want to say that we were going so far as to be on their management team; we were not. But it was very seldom they made a large decision, or sometimes even minor decisions, without consulting us. We did not socialize with the management there a lot, but they knew we were available, knew we were interested in what they were doing and how they were doing it. We spoke almost every week. They knew we were interested in them personally and knew their families, knew where their kids were in school, and we talked about those things." In other words, Donaldson, Holman & West were not only professional accountants, they had the relationship edge.

Finally, although my focus here is on building strong business relationships, not on making friends, strong ties in your professional life can lead to true, long-lasting friendships.

John Fuqua, an area sales manager in Birmingham for a major pharmaceutical company, says that building relationships has done more than help him monetarily: "The fun part of selling anything is when the customer becomes your friend. I have been asked to do a number of things at a personal level that I would not have been asked to do if

## FOUR FUNDAMENTAL SELLING TRUTHS

I hadn't been a friend along with being a person who happens to sell something customers like and recommend. I have been in weddings. I have been a pallbearer at funerals. I have been asked to do talks at their children's schools. It's a great feeling to know I can pick up the phone and reach someone even though they are busy people."

## FOUR FUNDAMENTAL SELLING TRUTHS

Selling is part of life. I use *selling* here and throughout this book in its broadest possible sense. Selling includes not only convincing a prospect or customer to buy your firm's product or service, but persuading a manager that your idea is valuable. It includes everything from influencing a client to adopt a new service policy to bringing a coworker to your viewpoint. Whether you call it selling or call it persuasion, really successful people in almost any endeavor rely on it to achieve their goals (which I also talk about in this book).

Consider these four fundamental truths about selling:

1. *Without meaningful dialogue, there is no selling.* There may be buying, but there is no selling. Selling requires a significant exchange between two parties that is rooted in the truth. The buyer has needs, wants, desires. The seller has a solution—a product, a service, an idea, a suggestion. The buyer and seller must communicate so they both understand the need (which, initially, may not even be clear to the buyer) and how the product meets that need. Good relationships facilitate meaningful dialogue.
2. *Where trust and rapport are strong, selling pressure will always seem weak.*<sup>1</sup> If buyers believe or know the seller has their best interests at heart (always understanding there is something in the exchange for the seller), they listen to the seller's suggestions with an open mind. Good relationships build trust and rapport.
3. *Where trust and rapport are weak, any selling pressure will appear strong.* This perception of pressure could have a negative

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effect on sales. A buyer who believes the seller cares only for his or her own interests, will be skeptical, even hostile. Poor rapport can mean that instead of two colleagues trying to solve a mutual problem, it will be a cynical seller trying to selfishly foist something onto a gullible and suspicious buyer. Even if the seller's solution is appropriate, it may be impossible to convince a hostile or indifferent buyer. Good relationships minimize the negativity in a selling situation.

4. *The more you learn from customers, clients, and coworkers, the more likely you are to have personal relationships with them.* The better the personal relationship, the greater the trust and rapport between people.

Think of your own experiences. Have you ever walked away from a sales situation—a car dealership or an appliance showroom—because you just did not trust the salesperson? Conversely, have you ever bought something because a friend recommended it? It probably felt nothing like sales pressure (and your friend was not working for the seller and earned no commission), but in fact she persuaded you. She sold you.

Have you ever recommended something to a friend—a book, a movie, a gadget—because you knew your friend's tastes and interests and, therefore, had a good idea of what to suggest? Having learned over time to trust your recommendations, your friend picked up the book, went to the movie, bought the gadget.

For that reason, your goal is to have strong, positive personal relationships with the key people in your business life because they can help you be more effective in selling or persuading. These key people may be customers, clients, coworkers, managers, suppliers, or someone else. Because your situation is unique, of course, you will have to decide who those key figures are. And while it's not possible to have a strong relationship—one that requires the investment in time and concentration this book prescribes—with every single person in your business life, knowing and applying what you learn here can mean the difference between extraordinary success and something less.

## MEANINGFUL DIALOGUE COMES WITH TRUST

### MEANINGFUL DIALOGUE COMES WITH TRUST

With a solid personal relationship, trust and rapport are strong. And where trust and rapport are present, you can have *meaningful dialogue*. And what do I mean by meaningful dialogue?

Meaningful dialogue is speaking the truth. The participants talk about what is real, important, and factual. Relationships and companies are too often ruined because people can't get at the truth. They may not actively lie, but they evade, shade, and spin. However, the more truth customers or colleagues share with you about their problems and concerns, the more likely you and they will be able to solve their problems—if a solution exists.

If potential customers will not share with you the problems they face in their business lives, how can you possibly help solve them? If they will not tell you what they honestly think about your company, your products, and your service, what is the likelihood you can do business with them? (The answer: Very little.)

Too many salespeople do not even address this issue. They do not make it a priority to build a personal relationship or to establish a dialogue. Rather, they use what little time they have to tell prospects about their product or service and leave. They give a monologue and feel they've accomplished their goal if they can make it to their pitch's end without interruption. At best, they only try to guess what prospects truly need.

If you do try to guess what a prospect truly needs, and if you know enough about his or her industry and competitors, your guess may be close to the reality. But it may also be wildly wrong, and so you waste their time and yours.

If you can't engage customers in a meaningful dialogue, to learn about the things that are really bothering them, there is little likelihood you will ever move them to your point of view. If you have no strong positive relationship, why should they spend any more time than necessary listening to you? You will always be dealing with smoke and fog because you will not be able to uncover the truth. You end up giving

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a meaningless (to them) speech rather than having a meaningful conversation.

Accordingly, you want to strive for a better business relationship because it encourages meaningful dialogue. When you have a strong relationship, the other person listens to you differently and shares more openly. In a good relationship (think about your own positive relationships, business or personal), when the other person talks, you pay attention. You are not immediately skeptical, looking for the hidden agenda, expecting a trick.

Similarly, you expect colleagues with whom you have a positive relationship to listen to you because they know they can trust what you say. They will give you the time to hear you out (usually). They expect you to tell the truth and expect you to challenge them when you don't agree with or understand something they say—just as they feel free to question whatever you say.

Good business relationships will not do your selling or persuading for you. You still must explain the features and benefits, the service requirements, the contractual obligations, the time line, all the myriad details of the product or service or idea you're trying to sell. But a good relationship will allow you to get a fair hearing with a meaningful dialogue for your ideas, plans, and proposals. People who like, respect, and trust you will want to hear what you have to say. Ultimately, they buy more or accept more because they listen differently—better, perhaps, or more profoundly—than when they are indifferent or hostile.

At the same time, because you're building a long-term relationship, you don't sell your customers or colleagues something that you know they cannot use or that is inappropriate for their situation. You don't sell them something inappropriate even if your company has put an extra commission on the product to move it. You don't sell them something inappropriate even if you are one sale short of winning the "Salesman of the Quarter" plaque. Not even if this project will be the difference between making a profit for the year and breaking even.

You don't knowingly sell something that is inappropriate unless you want to chip away at or destroy the trust and respect you've been able to build. You don't do it because it isn't right for the other person. It

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takes time and effort to reach the top of the Relationship Pyramid, and you don't want to slide back down through a single selfish or thoughtless act.

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The Relationship Pyramid reflects the five positive relationship levels you can have with another human being. They form a pyramid because a great many people, literally billions, form the base—the people who do not even know you by name—and relatively few are at the peak—the people who value a relationship with you (see Figure 1.1).

**Figure 1.1**  
**The Relationship Pyramid**



## CLIMBING THE RELATIONSHIP PYRAMID

It is, fortunately, relatively easy to move up from the base to the first level, the level where people know you by name. The best way to have other people remember your name is to remember and use theirs. If you call prospects, clients, and coworkers by name every time you see them, they will (in most cases) become uncomfortable not knowing your name and ultimately will reciprocate by learning it.

Often in business, you can easily find out a person's name because it is on the office door, engraved on a nameplate on the desk, or printed on the nametag the person is wearing. The other person also ought to know yours, especially if you're wearing a Visitor's tag or after you've exchanged business cards. Nevertheless, the first step in building business relationships is to have your contacts remember your name. Start by using their names.

The next level includes the people who know you by name and who like you. By "like you," I mean they don't mind having you around. They are not offended when you visit. You are not close (yet), but they've left the door ajar to becoming closer.

The next level covers the people who are friendly with you. By "friendly," I mean they will talk about more than the immediate business at hand. They will chat about the football game or what you did last weekend or where they went on vacation. At this level, you are establishing and sharing common interests and concerns, and you now routinely talk about those concerns.

The next level consists of the people who respect you. I'll be talking in detail later about respect and how to gain it, but for now I mean *respect* as it is defined in most dictionaries: "esteem for or a sense of the worth or excellence of a person, a personal quality, or ability." Someone who has a high opinion of your integrity, your knowledge, your courage, or all three, respects you by definition.

The last level contains the people who value a relationship with you, because they believe it is in *their* best interest to have one. (*You* may believe it's in their best interest to have a relationship with you, but if they don't agree, it doesn't count.) They trust you, think you can help them, and are confident you will not abuse their trust. Even better, the feeling is mutual; just as you help people at the top of the pyramid, they will help you.

## YOU NEED KNOWLEDGE, INTEGRITY, ACTIONS

Most business relationships are at the Know-Me-by-Name/Like-Me/Friendly-with-Me levels. These are all about likability. By using the questions and techniques in this book, you can get almost anybody to like you reasonably quickly. The best and fastest way to get people to like you is to get them to talk about themselves and the things they treasure. The questions in Chapter 3 are designed to get people to talk about themselves and about the things that are important to them.

Just to be liked is not enough, however. When you reach the top two levels in the Relationship Pyramid, the Respect-Me/Value-a-Relationship-with-Me levels, you have relationships that can help you even reach your stretch goals. But how do you get people to respect you and how do you get people to value a relationship with you?

While I'll be answering in far more detail in the chapters ahead, for now, it is enough to say that the answers are a function of your knowledge, your integrity, and your actions.

## YOU NEED KNOWLEDGE, INTEGRITY, ACTIONS

Clients will not respect you if they think you are an idiot. They expect you to know your product, your service, or your idea. They expect you to be able to answer their questions and to help them solve their problems. This expertise is the price of entry, and if you don't have it, a great relationship will not be an adequate substitute. You need both. In addition, you should also have some specialized knowledge that makes you a more interesting person. The expertise can be about wine, or running a Boy Scout troop, or the Civil War, or convertible debentures, or it can be about religion, photography, cooking, football, or old television shows. It can be about anything that appeals to you.

People respect someone who has specialized knowledge (which need not be encyclopedic, just more than a passing acquaintance). Ask yourself, What special interests do I have? You might be well informed about college basketball or Italian culture or quilting. Then, are you leveraging that specialized knowledge by letting people know you have it? Doing that successfully involves a technique that I describe in a later

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chapter. (It's not by casually remarking during a lull in the conversation, "Did you know the Double Wedding Ring pattern is one of the most difficult quilts to make?")

I am not going to spend a lot of time talking about your integrity. If you don't have it, I'm not sure a book is going to help you get it. If you do have it, you don't need me to tell you how to get it.

My experience has taught me that most people have integrity. They want to do what is right. They are sometimes tempted to compromise their integrity when they feel pressures to perform, when there is a conflict between what they believe is right (honest, truthful, decent) and what they are convinced the organization wants. These pressures may be external—a sales quota, a management threat, a deteriorating business situation—or they may be internal. Whatever the cause, any professionals who allow a temporary situation to override their sense of what is right risk permanent career damage. At some level, we all know when we have done something wrong; the warnings of our conscience help us keep our self-respect. As a friend says, "I would rather be an honest failure than a successful cheat."

Last, you reach the top two levels of the Relationship Pyramid, not with words, but through your actions—what you do, how you do it, and how consistently and predictably you do it. Not only must you act consistently, you must act in a way that makes other people exclaim (if only to themselves), "Wow! That impresses me."

It may be something small. Anne Cobuzzi, senior brand planning manager at the pharmaceutical company AstraZeneca in Wilmington, Delaware, talks about a small thing that had a big impact on her relationship with a coworker in Sweden: "Building relationships overseas has been very challenging, but I think I do well globally because I become friends with my colleagues before we really get into a working relationship. One of the women I've come to know and work with in the Swedish office went to her hometown over the holidays and sent me a little wreath with a red ribbon with a note that said, 'I wanted you to have this. It's very indicative of my small town.' She sent it as a holiday gift. It was from someone I have a very good working relationship with, but I didn't expect her to do anything like that. To think she went all the way back to her hometown, which is several hours from

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the office where she works, and thought of me while she was with her family, was like . . . WOW! It made a real impact.”

More often than not, salespeople don't impress their customers because they do exactly what prospects and customers expect them to do. That is, they run into the office and, in 30 seconds or less, bellow about how great their stuff is with the implied point, “You're a functional idiot if you don't use my product or come over to my way of thinking!”

Mouthing a sales pitch, no matter how professionally crafted, does not build credibility. It does not build respect. Even if your stuff *is* great and customers *are* functional idiots for not buying, implying they are will not strengthen your relationship. True, at some point you have to talk about what you want to sell, but there is a right way to make your presentation that I describe later in this book.

## KEY POINTS ABOUT THE PYRAMID

As you read on, you should keep several key points about the Relationship Pyramid in mind. The first should be obvious: It's a lot easier to come down a pyramid than it is to climb up. It can take months to reach the top, but you can destroy someone's trust and respect overnight. If you say, “We will have it to you by next Friday,” have it there by next Friday. If not, you risk losing some respect.

Interestingly, often you don't have to give next Friday as the deadline anyway. You could say Friday after next; the client does not care. But if you set your own deadline and then miss it, the client *will* care. If you can't do something when you say you will do it, don't say you will. Whenever your actions are disconnected from your words (or your intentions), you lose respect. Once you have relationships, cherish them because you can ruin them very quickly. I'll be talking about what you can do to maintain a relationship over time.

If you have a good relationship, you may also be granted a greater degree of forgiveness when something does go wrong. Other people are often more willing to forgive mistakes if they see them as anomalies, not patterns. For example, if someone does not know you well and you do not return an important call, the person you've slighted

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may assume that is your pattern of behavior. If you have a good relationship, however, and you do not return an important call, the person will understand that it is not your typical behavior and will look for another explanation. When you have a good relationship, you get more forgiveness.

The flip side—and another important point—is that many times you can dramatically improve your relationship by the way you handle adversity. You have said the product will be delivered on Friday, but through no fault of yours (there's a fire at the plant, a wildcat strike, the truck breaks down), you learn on Wednesday that the delivery will not make the deadline. The way you inform the customer and make alternate arrangements can dramatically change your relationship for the better.

Another key point: Movement up the Relationship Pyramid is not always sequential. But if you are at the bottom and want to reach the top, you must go through all the steps. Someone has to know you by name, has to like you, has to be friendly with you, and has to respect you before you can get to the top of the Pyramid. But someone might be friendly without knowing your name. Also, while unusual, it is possible to have a productive business relationship with someone you don't particularly like, although the reverse is not true. Nevertheless, you have to move through all the steps to reach the peak. Someone who does not like you will not value a relationship with you, so you cannot skip that step. Also, you may move up two steps almost at once, and there is not always a clear demarcation between steps (although someone either knows your name or doesn't). The line between the people who like you and the people who are friendly with you is more like a gray area than a sharp division.

Another key point: Getting to the top of the Relationship Pyramid is a long-term proposition. Moving up the pyramid does not happen overnight. There are only two ways to get people to respect you overnight: Either you must have some specialized and extraordinary knowledge that they respect when they first meet you; or you must do something cataclysmic (e.g., pulling them from a burning building) that causes them to look at you differently. In day-to-day dealings, you

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usually must put in the time and effort to get someone to respect you or to value a relationship with you.

Also, the process discussed in this book will not work with everyone. Some people simply don't want a relationship with you. Their attitude may be irrational, given how friendly, courteous, kind, obedient, thrifty, brave, clean, and reverent you are—but it is a fact of life. If you follow the suggestions in this book, however, you will be able to build a strong, positive relationship with most people. When you come across someone who will not respond to the questions in the following chapters, all you can do is move on to someone who will.

So, to sum up:

- Good relationships help us achieve abundant success in our business lives.
- Few of us know how to consciously and systematically build and maintain positive relationships.
- Without meaningful dialogue, there is no selling or persuading—not of products, not of services, not of ideas. Meaningful dialogue is a sharing of truths.
- The more you know about someone, the more likely you are to have a solid personal relationship with that individual.

My purpose in writing this book is to teach you a process for moving consciously, systematically, and routinely from the bottom of the Relationship Pyramid to the peak, where you can experience the success you deserve with your key business contacts.

With all this as background, let's talk in detail about how exactly to build a relationship to the point where someone values a relationship with you and you sit at the top of the Relationship Pyramid with that customer or colleague.

