



# JIM HARSHAW JR.

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## *Revealing Failure as the Path to Success*

### **Success Through Failure Podcast**

Action Plan Episode #144

David Burkus

Today I bring you, David Burkus. David Burkus is a best-selling author, a sought after speaker, and associate professor of leadership and innovation at Oral Roberts University. His forthcoming book, *Friend of a Friend*, offers readers a new perspective on how to grow their networks and build key connections—one based on the science of human behavior, not rote networking advice. He's delivered keynotes to the leaders of Fortune 500 companies and the future leaders of the United States Naval Academy. His TED Talk has been viewed over 1.8 million times and he is a regular contributor to Harvard Business Review.

### **Quotes**

"I'm often trying to get good ideas out of the ivory tower and into the corner office or the co-working space or the coffee shop or wherever work gets done so that people can work smarter."

"Your connection and your relationships are your source of information."

"Most of the time when we do studies of people's close contacts versus their weak ties, much more beneficial information, new introductions etc. comes from those weak ties."

### **About Changing Your Perception of Networking**

"I think the appropriate mental model for networking is not making new connections. You already exist inside of a network. It's not something you have, it's something you're in. And the best way to act accordingly is to, "Let me learn about the network around me. Those are my close connections but also my weakened, dormant ties. That person is connected to this person." That's where we are in capacity to a lot of other groups that might have different information etc. If you go from that 2-dimensional, "OK, it's just a scrolling list of contacts on my phone," to a 3-dimensional diagram of, "Here's how everyone around me is connected to everyone else," you'll have a deeper, richer experience in networking because you don't have to meet strangers all the time. The other thing is information you're

providing them or they're providing you is a little more useful because you have a richer context for why you're even talking to that person."

### **About Banning Emails**

"There's this other regulatory debate that's going on right now as we're recording this, New York City is debating a rule that would ban employers from having their employees check email after hours. Sometimes you hear that and you think, 'That's salary, right? You're supposed to be on the clock all the time.' The truth is I'm more interested in the companies that are voluntarily doing it because what they're seeing is exactly what you said. It flips people into reactive mode. By some studies, if you are interrupted from doing that deep work that actually creates value, then it takes about 20 to 21 minutes to get back to the level of focus you were at before being interrupted. Now, think about your phone and your Outlook etc. It's usually set to check for mail every five minutes."

### **About Mapping Your Networking**

"The other thing that I like to coach a lot of people to do is to start asking a regular question when they have conversations with people, not because you're asking for an introduction but because you're trying to get a better map of the network you're in. Asking the question, "Who do you know in \_\_\_\_\_," with the blank being in which industry, geography, ideology, political party, whatever you're trying to meet more people in. You're not asking for an introduction, you're trying to get a feel of, 'Who do I already have a connection to? Do I need it? Who is one degree of separation out from me?' I don't like to do that thing where people wait until they desperately need an introduction and they LinkedIn stalk somebody to see who they're connected to and they beg for an introduction. First, it makes everyone uncomfortable and the other thing is that might not have been the right person."

### **About Analyzing Your Mistakes to Strengthen Yourself**

"We have a saying in Jujitsu that the black belt isn't the person who's been doing it for 10 years - I mean, that's true - but it's the person that's tapped 10,000 times. He's gotten caught, and then had the presence of mind to go, 'Wait, why did that happen? I'm not going to get angry. I'm going to go back and ask why did that happen? Oh, I had my knee over here and it put me off balance and they took advantage of it.' That's the big key. It's to go, 'Why did that happen?' He's going to fail and stumble four or five times, and every time he gets out of those calls, he should go back and do a post-mortem. "What happened, where did I go wrong? Where did I feel uncomfortable? How can I strengthen those areas?"

### **Tool Recommended**

"I have two boys. We put them to bed every night. We ask them the question of what is their favorite part of the day. When they're two and three, it's cool, we want to teach them gratitude and all. But when the oldest one turned five, he started asking me that. They won't go to bed until they ask us and we also answer. Which basically means, I wake up and I go, 'All right, I've got to have my favorite part of my day today. This one's going to ask me at 7 p.m. I better have an answer,' which allows you to slow down. One, there's the reflection and the gratitude piece. But it's also like, 'I can't waste today. I've got to do something cool for a six year old.'"

### **Action Item**

"Get on Facebook and if you need, set a timer. Scroll through for five minutes and find some reason that someone you don't talk to often is doing something you can connect or add value to. Shoot them an email or a text or a phone call. It could be vacation, a work thing, whatever it is that reason that you can start a new conversation with them. Use that information that they're already broadcasting out into the world as the reason to start a conversation with a person you haven't talked to in a long time."

### **Free Audio Course**

<https://davidburkus.com/successthroughfailure>

### **TED Talks**

Why Do We Keep Our Salaries Secret?:

<https://www.youtube.com/watch?v=iNgB-j4-5HY>

How to Hack Networking:

<https://www.youtube.com/watch?v=xFrqZjIDE44>

Why Great Ideas Get Rejected:

<https://www.youtube.com/watch?v=pT8dq2D593U>

### **Books**

The Myths of Creativity:

<https://www.amazon.com/Myths-Creativity-Innovative-Companies-Generate/dp/1118611144>

Under New Management:

<https://www.amazon.com/Under-New-Management-Organizations-Upending/dp/132878164X>

Friend of a Friend:

<https://www.amazon.com/Friend-Understanding-Hidden-Networks-Transform/dp/0544971264>

### **Website and Social**

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