

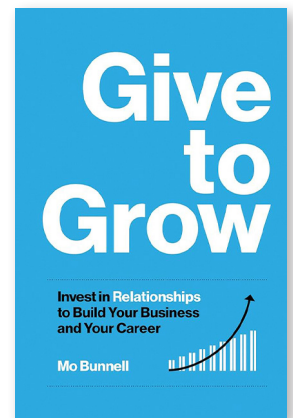


Executive Book Summaries[®]

Give to Grow

Invest in Relationships to Build Your Business and Your Career

by **Mo Bunnell**



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THE SUMMARY IN BRIEF

Every profession has systems for learning how to Do the Work with excellence: degrees, designations, training classes, mentoring, and heck, just doing the work makes you better at Doing the Work. But it's rare to teach Winning the Work. And when something does exist, it's usually too little or doesn't feel right. In *Give to Grow: Invest in Relationships to Build Your Business and Your Career*, you'll learn how focusing on growth really does help clients. Every other important business process has a common system. Growth should too. A common playbook helps everyone accomplish more, faster.

Give to Grow will show you how to develop relationships where everyone wins, including you. Your clients will win because together you'll drive positive change. Your teams will win because they'll be busy doing the work they were meant to do. And you'll win because you'll be in control of your career, doing the work you want for the clients you want. And when you do that, you'll make the impact you want. Everyone winning is always the winning move.

IN THIS EXECUTIVE BOOK SUMMARY:

- Learn long-term business success built through meaningful and strategic giving.
- Grow from intentional, consistent actions that deepen relationships.
- Implement strategic giving focused on high-impact connections while maintaining boundaries.
- Master both Winning the Work and Doing the Work to balance priorities and achieving success.

Section One: The Truth

Relationships are the foundation of long-term business success. Giving is the fastest way to build relationships, and no matter what's happening, it's always your move to give in a meaningful way. Many people think getting great at growth is about making themselves successful, but a deeper meaning comes from making others successful.

The biggest predictor of success is relationships.

The Top Performers focus on long-term relationships, always creating wins for everyone involved. And focusing on wins for everyone is what transforms Winning the Work from something to dread to something that's fun. Accumulating knowledge and skills matter, but your relationships will determine your ultimate success and ceiling.

Get great at both Winning the Work and Doing the Work mindsets. The skills are different, so you'll want to learn both. And you'll want to master the ability to know which one is needed at a given time and quickly switch modes between them.

Because the mindsets and moves are completely different, it can help to batch your Doing the Work and Winning the Work into separate, larger time blocks when possible.

Keep your focus and actions on the long-term relationship. Those actions will stack up over time, creating an unstoppable relationship advantage.

Relationship success isn't random. Strategic Givers focus their giving on the most important relationships that can meaningfully help them. Focus your investments toward higher potential payoffs.

At the same time, Strategic Givers give without expecting anything in return. Give without keeping score. Strategic Givers help others as much as possible but box in their time to create boundaries.

When you focus on relationships, growth isn't random — it's reliable.

Strategic Givers win more, win more often, and win bigger engagements.

The best invest in what and who has the highest payoff, do so with no expectation of any specific return, and say no to everything else.

Give to Grow is a mindset. It is strategically and consistently giving so you can exponentially grow your impact over

time. You have to intentionally focus on getting great at giving and growing.

A great deal might make your year, but a great relationship can make your career.

Top Performers typically achieve 10x or more than the average performer. The biggest difference between Top Performers and everyone else is that they treat growth strategies and actions as their highest priority.

There's a system for growth, just like there's a system for delivery. It's learnable. It's predictable. And it's scalable.

Here's how Give to Grow will teach you to be a Top Performer:

First, Lose the Lies.

The lies we tell ourselves are the worst, because there's no one else to tell us they're false.

Here's the good news...and the truth: Client retention and growth is a learnable skill.

Section Two: The Lies

Most people think their biggest worry should be their competition and what they're doing. It's not. Your biggest worry should be you and what you're doing — or not doing.

Let's start with the biggest lie: I can't do that.

The Solution

Learn to see the lie "I can't." Reframe your brain to say, "I can't yet." Make a plan to improve. Get an expert to guide you if it's important.

Here's the next lie to lose: I'm not sure what to do.

The simple solution: It's always your move, and there's always a way to be helpful. If you don't know what the client wants, ask them.

This next lie is: I might do it wrong. The solution for this lie is asking for help. But this is much harder than it appears.

People overestimate how many people they need to ask to get help while underestimating how much help they'll get! Remember this when asking for help: the deepest relationships are mutually beneficial. Others want to help you. Getting comfortable asking for advice unlocks relationship and business success.

You're rarely rejected in the Doing of the Work, and you need to get used to rejection in the Winning the Work. Rejection is part of the deal.

The "I'm too busy" lie: Here's the mindful mantra for this little liar: The best time to grow is when you're busiest. The number one thing that signals your expertise is the scarcity of your time, and you should leverage being busy to help, not hurt, your future self.

One word summarizes integrating Doing the Work and Winning the Work: priority.

Top Performers prioritize their Winning efforts by consistently doing little things that keep the process moving forward. Little efforts done consistently are more effective than much larger efforts done inconsistently.

Don't let this lie in. And if it sneaks its way in, don't let it win. It's the fear of looking bad.

You're rarely rejected in the Doing of the Work, and you need to get used to rejection in Winning the Work. Rejection is part of the deal.

First, accept that you sometimes fear looking bad. The fear of looking bad dislikes action, hates momentum, and absolutely abhors acceleration.

Think 10x, not 1x. 10x thinking means "If I add value ten times, something will resonate at some point." Making more attempts is another main reason Top Performers separate themselves from everyone else.

Section Three: The Gifts

Now that we've removed the lies from your mind, we can add the gifts you'll give others.

Here are the four gifts:

1. Focus on Engagement: The Gift of Attention
2. Fall in Love with Their Problem: The Gift of Understanding
3. Give Them the Experience of Working with You: The Gift of Wisdom
4. Always Make a Recommendation: The Gifts of

Clarity and Progress

Focus on your client's engagement so you can interact with the client in a way they love and they'd love to continue. Conversations with your clients should be an enjoyable and productive two-way conversation, where each side emerges a little more energized and a little better off.

There are three main things clients might need from you in a given interaction: technical advice, emotional support, and strategic ideas.

During every meeting, just ask yourself this simple question: Do they need help or a hug?

Fall in love with their problem so you can find a meaningful way to help them. And focus on asking questions and understanding their answers. Clients feel when they're being sold to. And they also feel when someone's digging in and trying to understand the problem.

Let this guide you during your meetings: What should I ask next to understand their priorities in their own words?

Design Your Initial Questions to Be Enjoyable to Answer

People love sharing their personal perspective. Your best questions are going to make it clear you want someone's personal perspective on something. You want to add supportive comments as others share their perspectives.

Another benefit of personal perspective questions is that it makes you more likable. Here are the three magic words to base your follow-up questions on: "Tell me more."

Paraphrasing earns you the right to continue, and it is the only way the prospect knows you get their situation.

There are two things that will tell you it's your turn.

First, the client might feel enough curiosity that they turn the light back on you. The second way is by prompting it yourself.

Clients want you to tailor what you know to their unique

situation. They want your understanding. They want you to get it. They want you to fall in love with their problem.

Hearing about something isn't the same as experiencing it. Give them the experience of working with you so that hiring you is a safe and simple next step.

Invest in Client Success with a Give to Get

Give to Grow is a mindset, something that will guide your growth for decades. A Give to Get is a discrete offer of help, almost like a small project performed at no charge as an investment in the client relationship. It drives specific value, an outcome you can discuss and document. It has an end date. It involves specific people.

All great Give to Gets have three things in common:

- They have immense value, so the client wants to say yes.
- They're worth the effort for you.
- They lead to a significant next step.

You want to design the Give to Get experience like this: invest just enough that the client sees they need you and it's a safe, simple next step to hire you.

The investment of a Give to Get will differentiate you, and how you offer it can too.

- Make the client feel special.
- Paraphrase the client's problem.
- Anchor on value.
- Be transparent about the vision.
- Offer with maximum chance of a yes.

To choose the best Go-To Give to Get, start by thinking backwards. What Big Win do you want to create more of?

You always need to make a recommendation.

Making a recommendation is the right thing to do, is what the client wants, speeds everything up, and doing it the right way helps the decision-maker. Then, after you make the recommendation, you want to engage the client to see what they think and solicit their improvement ideas.

Here's the most powerful factor in getting from one meeting to the next: a cliffhanger. Cliffhangers add excitement to buying. They're unresolved topics that everyone is looking forward to resolving in the next interaction.

Make your recommendations simple, valuable, and easy.

How you word recommendations makes all the difference.

Here are two ways to word a recommendation:

Authority-based recommendation:

"This has been an engaging conversation. Based on my experience, I'd recommend we..." This puts the power in you because you're the authority, with you giving your expert recommendation.

Social Proof-based recommendation:

"This has been a great discussion, with many similarities to what we've seen with other organizations like yours. What most of our clients do next is..."

Your recommendation is where all the leverage is, so you'll want to get it right and anticipate every permutation of the conversation after you give it. Bonus: practicing your recommendation and what will happen afterwards will give you more confidence, too.

When talking through your recommendation with the client, you actually don't want the yes. You want the truth. So, if there's a no, you want to know it as soon as possible. You want the client to make a decision. A fast yes is great. A fast no is great. Above all else, avoid the Slow No.

After you give your recommendation, be passionately agnostic. Be passionate that your recommendation is the right one and that you can help the client. And at the exact same time... Be agnostic as to whether they take you up on your recommendation. Being passionately agnostic is attractive. The fastest path to a yes is making it clear someone doesn't have to say yes.

Ask for Escalating Commitments

Closing happens in small, safe steps with escalating commitments throughout the buying process, not as some big magical leap at the end. Someone not good at closing is someone not good at asking for escalating commitments.

Section Four: The Impact

Almost everything in your daily life is going to try to distract you from deepening relationships.

Top Performers prioritize people. They raise up relationships. And they find ways to do so no matter what comes their way.

Good or bad news, fast or slow progress, it's always your move. And the move is always to deepen the relationship.

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Bad news will impact us harder, hit faster, and stick around longer than we think. This is why we need a special mindset to succeed in the moment.

The faster we can recognize we're being negatively impacted by negative news, the faster we can act positively.

The more you fixate on something you can't control, the more likely you'll slow down and get stuck. That's why you have to detach yourself from the outcome and attach yourself to your next action.

Top Performers make quick mental transitions. They feel all the things everyone else does, but they make faster transitions to act with agency. Whether they feel something is good or bad, they swiftly move from feelings to positive action, always moving forward.

Example Moves That Succeed in the Moment: Your Get an Introduction

These are more important than they appear, because the strongest thing someone can do for you is recommend you. Ask: What can I do to inspire confidence that the introducer should introduce me again? You want to over communicate with the introducer throughout the process.

Let's say you started a first-time meeting with a prospect, and you set up the beginning frame nicely. After that, it can sometimes be hard to tell if it's going well or not, and your feelings can take over.

Detach yourself from the outcome and focus on engagement. What question should you ask next? What do you need to learn to test your understanding of their priorities in their own words? Once you know that, what offers of helpfulness can you make that leverage your knowledge and network?

If someone doesn't respond to an outreach, remember that sometimes you win, and sometimes you learn.

If someone does respond to an outreach - great! But don't just be happy - accelerate. Ask: What can I do to deepen the relationship?

If you get a "no" for a Give to Get? No biggie. Think of this positively. You got an answer. They made a decision. You avoided the Slow No. There's some interesting science called "rejection then retreat." You'll set yourself apart when you strive to continue to invest after a no. And you have an outsized chance of a yes if you do.

If you get a yes for a Give to Get - double down! This is a chance to deepen the relationship. What's one little extra you can offer right after the yes?

If they tell you "they have someone for that" - don't just scurry off. Instead, give. Continuing to try sends a strong signal about how great a partner you are.

If you lose something big, first and foremost, ask for a debrief call. Most people don't.

There's always a way to deepen the relationship, and it's your job to find it. Doing this will separate you from the outcome you can't control and turn your focus to the winning move you can control.

Finish Strong

The only way you can feel good about the week is if you define a finish line before you start. This requires writing things down or having an electronic system to define and track your progress.

Start with Focusing on the Right People

Your expertise is vitally important, but your overall future success will be capped by the quantity and quality of your relationships. You need a prioritized list of relationships because if you try to keep up with everyone, you'll keep up with no one.

Relationships are your long-term game and the most important to focus on, but you'll also want to write down your opportunities. Your Opportunity List should cover each thing you need other people to say yes to.

Choose Three Big-Impact Activities Each Week

Write them down and schedule time on your calendar to do them. That's it!

These three things will keep you on track, always making progress toward your goals:

1. Choose your MITs (Most Important Things) based on the highest long-term impact.
2. Flex your effort to fit your capacity.
3. Stay consistent.

How to succeed in the long term involved three levels of Top Performance:

Level One: Growing a Book of Business

Someone making it to Level One has built a solid, repeatable book of business large enough to earn their own keep.

Level Two: Growing a Team

Someone at Level Two is now leading a team of people striving to be at or already at Level One.

Level Three: Growing at Scale

This is the highest level because it scales indefinitely. The Top Performer making it to this level has added a new skill—finding and mentoring Level Two leaders with scalable systems.

What got you here won't get you there. This is important—each stage requires learning brand-new skills. This leads us to... Elite Top Performers don't stop when they build their own book of business.

How to Get to Where You Want to Go: Cut to Climb

No matter where you're at, there's another level of impact. Autopilot is your enemy. You have to remind yourself to subtract or you won't do it.

Here's your Cut to Climb system:

- Schedule a recurring quarterly meeting with yourself or your team.
- Map out what you want to focus on in the next quarter and how long it will take.
- Cut that amount of time from your existing responsibilities.

Successful Givers know how to say no so they don't get burned or burn out. Advocate for yourself: say yes to less.

Think in Bets: Think BIG, Start Small, Scale Up

Prioritize your investments based on your expected payoff. Think big so you have high upside, but start small so you hedge your risks. Double down only when something works, scaling up your investment with certainty.

The biggest impact you'll have is helping others win. Your expertise doesn't just impact the people you interface with day to day, it helps both them and broad swaths of their organization.

Give to Grow is powerful on its own, but it's even more powerful when scaled across a group. Working through all you've learned with a team will give everyone a deeply bonding experience, better ideas, leveraged strategies, better teamwork, improved action plans, and even shared accountability so everyone can keep making positive progress.

Give to Grow offers a transformative approach to personal and professional success by centering relationships and generosity as the foundation for growth. By focusing on deepening relationships, adopting a mindset of continuous learning, and mastering the balance between Winning the Work and Doing the Work, you can not only achieve your goals but also elevate the success of those around you.

Growth is not random — it's intentional, reliable, and scalable when rooted in meaningful connections and deliberate actions. Success isn't about individual wins; it's about building trust, creating value, and leaving a legacy of strong, impactful relationships. It's always your move — make it meaningful.



Mo Bunnell helps complex organizations grow by scaling business development skills and creating a growth-oriented culture. He's the founder of Bunnell Idea Group (BIG) and the author of *The Snowball System*. BIG has trained tens of thousands of professionals at hundreds of organizations. Mo lives in Atlanta, Georgia.

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