



Give and Take

A Revolutionary Approach to Success

THE SUMMARY IN BRIEF

For generations we have focused on the individual drivers of success: passion, hard work, talent and luck. But in today's dramatically reconfigured world, success is increasingly dependent on how we interact with others. *Give and Take* illuminates what effective networking, collaboration, influence, negotiation and leadership skills have in common.

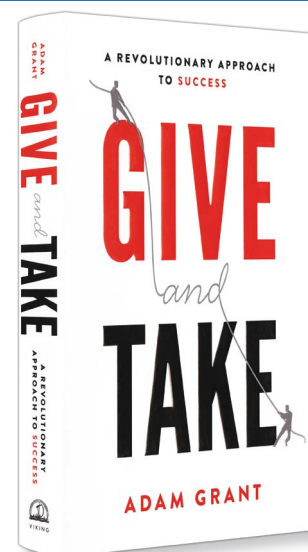
Adam Grant examines the surprising forces that shape why some people rise to the top of the success ladder, while others sink to the bottom. In professional interactions, it turns out that most people operate as *takers*, *matchers* or *givers*. Whereas takers strive to get as much as possible from others 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 groundbreaking studies, Grant reveals that these styles have a dramatic impact on success. Although some givers get exploited and burn out, the rest achieve extraordinary results across a wide range of industries.

Praised by social scientists, business theorists and corporate leaders, *Give and Take* opens up an approach to work, interactions and productivity that is nothing short of revolutionary. This visionary approach to success has the power to transform not just individuals and groups but entire organizations and communities.

IN THIS SUMMARY, YOU WILL LEARN:

- What defines a taker, a matcher and a giver.
- How our reciprocity style affects our networking.
- How our reciprocity style influences our ability to collaborate and be creative.
- The power in Powerless Communication.



by Adam Grant

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THE COMPLETE SUMMARY: GIVE AND TAKE

by Adam Grant

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Good Returns

The Dangers and Rewards of Giving More Than You Get

According to conventional wisdom, highly successful people have three things in common: motivation, ability and opportunity. If we want to succeed, we need a combination of hard work, talent and luck. There is a fourth ingredient, one that's critical but often neglected: success depends heavily on how we approach our interactions with other people. Every time we interact with another person at work, we have a choice to make: do we try to claim as much value as we can or contribute value without worrying about what we receive in return?

Takers and Givers

Over the past three decades, in a series of groundbreaking studies, social scientists have discovered that people differ dramatically in their preferences for reciprocity — their desired mix of taking and giving. The two kinds of people who fall on opposite ends of the spectrum are called *takers* and *givers*.

Takers have a distinctive signature: they like to get more than they give. They tilt reciprocity in their own favor, putting their own interests ahead of others' needs. Takers believe that the world is a competitive, dog-eat-dog place. They feel that to succeed, they need to be better than others. To prove their competence, they self-promote and make sure they get plenty of credit for their efforts.

The opposite of a taker is a *giver*. In the workplace, givers are a relatively rare breed. They tilt reciprocity in the other

direction, preferring to give more than they get. Whereas takers tend to be self-focused, evaluating what other people can offer them, givers are other-focused, paying more attention to what other people need from them. These preferences aren't about money: givers and takers aren't distinguished by how much they donate to charity or the compensation that they command from their employers. Rather, givers and takers differ in their attitudes and actions toward other people. If you're a taker, you help others strategically when the benefits to you outweigh the personal costs. If you're a giver, you might use a different cost-benefit analysis: you help whenever the benefits to *others* exceed the personal costs. If you're a giver at work, you simply strive to be generous in sharing your time, energy, knowledge, skills, ideas and connections with other people who can benefit from them.

Matchers

In the workplace, give and take becomes quite complicated. Professionally, few of us act purely like givers or takers, adopting a third style instead. We become *matchers*, striving to preserve an equal balance of giving and getting. Matchers operate on the principle of fairness: when they help others, they protect themselves by seeking reciprocity. If you're a matcher, you believe in tit for tat, and your relationships are governed by even exchanges of favors.

Giving, taking and matching are three fundamental styles of social interaction, but the lines between them aren't hard and fast. You might find that you shift from one reciprocity style to another as you travel across different work roles and relationships.



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Professionally, all three reciprocity styles have their own benefits and drawbacks. But there's one style that proves more costly than the other two. Research demonstrates that givers sink to the bottom of the success ladder. Across a wide range of important occupations, givers are at a disadvantage: they make others better off but sacrifice their own success in the process.

In the world of engineering, the least productive and effective engineers are givers. Going out of their way to help others prevents them from getting their own work done. The same pattern emerges in medical school. The givers go out of their way to help their peers study, sharing what they already know at the expense of filling gaps in their own knowledge, and it gives their peers a leg up at test time.

Across occupations, it appears that givers are just too caring, too trusting and too willing to sacrifice their own interests for the benefit of others. There's even evidence that compared with takers, on average, givers earn 14 percent less money, have twice the risk of becoming victims of crimes, and are judged as 22 percent less powerful and dominant.

Who's at the Top of the Success Ladder?

So if givers are most likely to land at the bottom of the success ladder, who's at the top — takers or matchers? Neither. *It's the givers again.*

The engineers with the lowest productivity are mostly givers. But when we look at the engineers with the highest productivity, the evidence shows that they're givers too. This pattern holds up across the board. The medical students with the lowest grades have unusually high givers scores, but so do the students with the highest grades. Over the course of medical school, being a giver accounts for 11 percent higher grades.

Givers dominate the bottom and the top of the success ladder. Across occupations, if you examine the link between reciprocity styles and success, the givers are more likely to become champs not only chumps.

It's clear that givers, takers and matchers all can — and do — achieve success. But there's something distinctive that happens when givers succeed: it spreads and cascades. When takers win, there's usually someone else who loses. People tend to envy successful takers and look for ways to knock them down a notch. In contrast, when givers win, people are rooting for them and supporting them, rather than gunning for them. Givers succeed in a way that creates a ripple effect, enhancing the success of people around them. ●

The Peacock and the Panda

How Givers, Takers and Matchers Build Networks

For centuries we have recognized the importance of networking. By developing a strong network, people can gain invaluable access to knowledge, expertise and influence. Extensive research demonstrates that people with rich networks achieve higher performance ratings, get promoted faster, and earn more money. We meet many people throughout our professional and personal lives, and since we all have different knowledge and resources, it makes sense to turn to these people to exchange help, advice and introductions.

Spotting the Taker in a Giver's Clothes

If you've ever put your guard up when meeting a new colleague, it's probably because you thought you picked up on the scent of self-serving motives. When we see a taker coming, we protect ourselves by closing the door to our networks, withholding our trust and our help. To avoid this, many takers become good fakers, acting generously so that they can waltz into our networks disguised as givers or matchers.

Luckily, research shows that takers leak clues. Well, more precisely, takers *lek* clues. In the animal kingdom, *lekking* refers to a ritual in which males show off their desirability as mates. When it's time to breed, they gather in a common place and take their established positions. They put on extravagant displays to impress and court female audiences. In the CEO kingdom, takers do a dance that looks remarkably similar.

For the taker CEOs, studies showed it was all about me. Big photos glorifying them appeared in their companies' annual reports. Takers typically saw themselves as superior, so they felt entitled to substantial pay discrepancies in their own favor.

Networks have become more transparent, providing us with new windows through which we can view other people's reputations and lekking. Now, it's much harder for takers to get away with being fakers. On the Internet, we can track down reputational information about our contacts by accessing public databases and discovering shared connections. Research suggests that ordinary people can identify takers just by looking at their Facebook profiles. Takers and matchers tend to approach networks by building and extracting value from their connections. They do give in the context of networks, but they tend to give strategically, with an expected personal return that exceeds

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or equals their contributions. When takers and matchers network, they tend to focus on who can help them in the near future, and this dictates what, where and how they give.

Reciprocity

Reciprocity is a powerful norm, but it comes with two downsides. The first downside is that people on the receiving end often feel like they're being manipulated. When favors come with strings attached or implied, the interaction can leave a bad taste, feeling more like a transaction than part of a meaningful relationship. Do you really care about helping me, or are you just trying to create quid pro quo so that you can ask for a favor?

There's a second downside of reciprocity, and it's one to which matchers are especially vulnerable. Matchers tend to build smaller networks than either givers, who seek actively to help a wider range of people, or takers, who often find themselves expanding their networks to compensate for bridges burned in previous transactions. Matchers operate based on the attitude of "I'll do something for you if you'll do something for me." When matchers give with the expectation of receiving, they direct their giving toward people who they think can help them.

As these disadvantages of strict reciprocity accrue over time, they can limit both the quantity and quality of the networks that both takers and matchers develop. Both disadvantages ultimately arise out of a shortsightedness about networks in that takers and matchers make hard-and-fast assumptions about just who will be able to provide the most benefit in exchange. At its core, the giver approach extends a broader reach and in doing so enlarges the range of potential payoffs, even though those payoffs are not the motivating engine.

Givers are able to develop and leverage extraordinarily rich networks. By virtue of the way they interact with other people in their networks, givers create norms that favor adding rather than claiming or trading value, expanding the pie for all involved. ●

The Ripple Effect

Collaboration and the Dynamics of Giving and Taking Credit

When it comes to being successful in any career, creativity can play an integral part. But who turns out to be the most creative and to promote creativity most?

Takers have a knack for generating creative ideas and championing them in the face of opposition. Because they have supreme confidence in their own opinions, they feel free of the shackles of social approval that constrict the imaginations of many people.

So is the secret to creativity to be a taker? Not so fast. Givers can be every bit as creative as takers. By studying habits in collaboration, we can gain a rich appreciation of how givers work in ways that contribute to their own success — and the success of those around them.

In Western culture, we have a tendency to privilege the lone genius who generates ideas that enthrall us or change our world. According to research by a trio of Stanford psychologists, Americans see independence as a symbol of strength, viewing interdependence as a sign of weakness. This is particularly true of takers, who tend to see themselves as superior to and separate from others. If they depend too much on others, takers believe, they'll be vulnerable to being outdone.

Expedition Behavior

Givers reject the notion that interdependence is weak. Givers are more likely to see interdependence as a source of strength, a way to harness the skills of multiple people for a greater good.

A defining feature of how givers collaborate is that they take on the tasks that are in the group's best interest, not necessarily their own personal interests. This makes their groups better off: studies show that on average, from sales teams to paper mill crews to restaurants, the more giving group members do, the higher the quantity and quality of their groups' products and services. This is referred to as *expedition behavior*.

This term was coined by the National Outdoor Leadership School (NOLS), which has provided wilderness education to thousands of people, including crews of NASA astronauts. This behavior involves putting the group's goals and mission first and showing the same amount of concern for others as you do for yourself.

When givers put a group's interests ahead of their own, they signal that their primary goal is to benefit the group. As a result, givers earn the respect of their collaborators.

Responsibility Bias

When partners overestimate their own contributions, it is known as the *responsibility bias*. It's a mistake to which takers are especially vulnerable. One of the factors at play is that we have more access to information about our own contributions than the contributions of others. We see all of our own efforts, but we only witness a subset of

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our partners' efforts. When we think about who deserves the credit, we have more knowledge of our own contributions. This responsibility bias is a major source of failed collaborations. Professional relationships disintegrate when entrepreneurs, inventors and executives feel that their partners are not giving them the credit they deserve or doing their fair share. ●

Finding the Diamond in the Rough

The Fact and Fiction

Spotting and cultivating talent are essential skills in just about every industry; it's difficult to overstate the value of surrounding ourselves with stars. As with networking and collaboration, when it comes to discovering the potential in others, reciprocity styles shape our approaches and effectiveness.

Evidence shows that leaders' beliefs can catalyze self-fulfilling prophecies in many settings. Management researcher Brian McNatt conducted an exhaustive analysis of 17 different studies with nearly 3,000 employees in a wide range of work organizations, from banking to retail sales to manufacturing. Overall, when managers were randomly assigned to see employees as *bloomers* (those who show the potential for intellectual blooming or "spurting"), employees bloomed. McNatt concludes that these interventions "can have a fairly large effect on performance." He encourages managers to "recognize the possible power and influence in (a) having a genuine interest and belief in the potential of their employees...and (b) engaging in actions that support others and communicate that belief... increasing others' motivation and effort and helping them achieve that potential."

Some managers and teachers have already internalized this message. They see people as bloomers naturally, without ever being told. This is rarely the case for takers, who tend to place little trust in other people. Because they assume that most people are takers, they hold relatively low expectations for the potential of their peers and subordinates. Research shows that takers harbor doubts about others' intentions, so they monitor vigilantly for information that others might harm them, treating others with suspicion and distrust. These low expectations trigger a vicious cycle, constraining the development and motivation of others. Even when takers are impressed by another person's capabilities or motivation, they're more likely to see this person as a threat, which means they're less willing to support and develop him or her. As a result, takers frequently fail to engage in the types of supportive behaviors

that are conducive to the confidence and development of their peers and subordinates.

Matchers are better equipped to inspire self-fulfilling prophecies. Because they value reciprocity, when a peer or subordinate demonstrates high potential, matchers respond in kind, going out of their way to support, encourage and develop their promising colleagues and direct reports. But the matcher's mistake lies in waiting for signs of high potential. Since matchers tend to play it safe, they often wait to offer support until they've seen evidence of promise. Consequently, they miss out on opportunities to develop people who don't show a spark of talent or high potential at first.

Givers don't wait for signs of potential. Because they tend to be trusting and optimistic about other people's intentions, in their roles as leaders, managers and mentors, givers are inclined to see the potential in everyone. By default, givers start by viewing people as bloomers...they simply start by seeing everyone as talented and try to bring out the best in them. They see potential where others don't, which sets in motion a series of self-fulfilling prophecies. In roles as leaders and mentors, givers resist the temptation to search for talent first. By recognizing that anyone can be a bloomer, givers focus their attention on motivation. ●

The Power of Powerless Communication

How to Be Modest and Influence People

Research suggests that there are two fundamental paths to influence: dominance and prestige. When we establish dominance, we gain influence because others see us as strong, powerful and authoritative. When we earn prestige, we become influential because others respect and admire us.

These two paths to influence are closely tied to our reciprocity styles. Takers are attracted to and excel in gaining dominance. In an effort to claim as much value as possible, they strive to be superior to others. To establish dominance, takers specialize in *powerful communication*: they speak forcefully, raise their voices to assert their authority, express certainty to project confidence, promote their accomplishments, and sell with conviction and pride. They display strength by spreading their arms in dominant poses, raising their eyebrows in challenge, commanding as much physical space as possible, and conveying anger and issuing threats when necessary. In the quest for influence, takers set the tone and control the conversation by sending powerful verbal and nonverbal

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signals. As a result, takers tend to be much more effective than givers in gaining dominance. But is that the most sustainable path to influence?

The opposite of a taker's powerful communication style is called *powerless communication*. Powerless communicators tend to speak less assertively, expressing plenty of doubt and relying heavily on advice from others. They talk in ways that signal vulnerability, revealing their weaknesses and making use of disclaimers, hedges and hesitations. By using powerless communication, surely people wind up at a disadvantage when it comes to influence. Well, not quite.

It turns out that powerful communication doesn't always serve us well, and givers instinctively adopt a powerless communication style that proves surprisingly effective in building prestige. Givers develop prestige in four domains of influence: presenting, selling, persuading and negotiating. Because they value the perspectives and interests of others, givers are more inclined toward asking questions than offering answers, talking tentatively than boldly, admitting their weaknesses than displaying their strengths, and seeking advice than imposing their views on others.

Presenting: The Value of Vulnerability

Expressing vulnerability is only effective if the audience receives other signals establishing the speaker's competence. In a classic experiment led by the psychologist Elliot Aronson, students listened to one of four tapes of a candidate auditioning for a Quiz Bowl team. Half of the time, the candidate was an expert, getting 92 percent of questions right. The other half of the time, the candidate had only average knowledge, getting 30 percent right.

As expected, audiences favored the expert. But an interesting wrinkle emerged when the tape included a clumsy behavior by the candidate. Dishes crashed, and the candidate said, "Oh, my goodness — I've spilled coffee all over my new suit."

When the average candidate was clumsy, audiences liked him even less. But when the expert was clumsy, audiences liked him even more. Psychologists call this the *pratfall effect*. Spilling a cup of coffee hurt the image of the average candidate; it was just another reason for the audience to dislike him. But the same blunder helped the expert appear human and approachable — instead of superior and distant.

Persuading: The Technique of Tentative Talk

Alison Fragale, a professor at the University of North Carolina, finds that speech styles send signals about who's a giver and who's a taker. Takers tend to use powerful speech:

they're assertive and direct. Givers tend to use more powerless speech, taking with tentative markers like these:

- Hesitations: "well," "um," "uh," "you know"
- Hedges: "kinda," "sorta," "maybe," "probably," "I think"
- Disclaimers: "this may be a bad idea, but"
- Tag questions: "that's interesting, isn't it?" or "that's a good idea, right?"
- Intensifiers: "really," "very," "quite"

These markers send a clear message to the audience: the speaker lacks confidence and authority. Lacking confidence is a bad thing, right?

When givers use powerless speech, they show us that they have our best interests at heart. But there's one role in which people tend to avoid talking tentatively: leadership. A marketing manager named Barton Hill found out why. He was invited to interview for a major promotion to a higher-level position where he would lead multiple business units. The interviewer opened with a softball question: tell us about your successes. Hill started talking about his team's accomplishments, using words like "we" and "us." Although Hill was the front-runner for the position, he didn't get it. The interviewer told him he didn't sound like a leader. The interviewer expected Hill to speak more assertively.

By speaking with greater speed, volume, assertiveness and certainty, takers convince us that they know what they're talking about — even when they actually lack competence. By failing to use powerful speech in his interview, Hill failed to create the impression of dominance. Yet the same powerless communication that cost him the promotion ended up earning prestige, making his teams successful. ●

The Art of Motivation Maintenance

Why Some Givers Burn Out but Others Are on Fire

Givers climb to the top of the success ladder through the unique ways that they build networks, collaborate, communicate, influence and help others achieve their potential. But givers are also more likely to end up at the bottom of the success ladder. Success involves more than just capitalizing on the strengths of giving; it also requires avoiding the pitfalls. If people give too much time, they end up making sacrifices for their collaborators and network ties at the expense of their own energy. If people give away too much credit and engage in too much powerless communication, it's all too easy for them to become pushovers and doormats, failing to advance their

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own interests. The consequence: givers end up exhausted and unproductive.

There are two types of givers, and they have dramatically different success rates. *Selfless* givers are people with high other-interest and low self-interest. They give their time and energy without regard for their own needs, and they pay a price for it. Selfless giving is a form of pathological altruism, which is defined by researcher Barbara Oakley as “an unhealthy focus on others to the detriment of one’s own needs,” such that in the process of trying to help others, givers end up harming themselves.

Most people assume that self-interest and other-interest are opposite ends of one continuum. Selfless giving, in the absence of self-preservation instincts, easily becomes overwhelming. Being *otherish* means being willing to give more than you receive but still keeping your own interests in sight, using them as a guide for choosing when, where, how and to whom you give. Instead of seeing self-interest and other-interest as competing, successful people have found ways to integrate them so that they could do well by doing good. When concern for others is coupled with a healthy dose of concern for the self, givers are less prone to burning out and getting burned — and they’re better positioned to flourish. ●

Chump Change

Overcoming the Doormat Effect

Givers tend to be humble and uncomfortable asserting themselves directly. Studies in controlled settings have shown that in zero-sum situations, givers frequently shy away from advocating for their own interests: when negotiating their salaries, they make more modest requests than matchers and takers and end up accepting less favorable outcomes. This reluctance to be assertive is especially likely to afflict agreeable givers, who pay a price in their pocketbooks.

For a number of years, researchers have known that successful negotiators tend to operate in an otherish fashion. In a comprehensive analysis of 28 different studies led by Dutch psychologist Carsten De Dreu, the best negotiators weren’t takers or selfless givers.

The takers focused on claiming value: they saw negotiations as zero-sum, win-lose contests and didn’t trust their opponents, so they bargained aggressively, overlooking opportunities to create value through developing an understanding of their counterparts’ interests.

The selfless givers made too many concessions, benefiting their counterparts at a personal cost.

The Best Negotiators

The most effective negotiators were otherish: they reported high concern for their own interests and high concern for their counterparts’ interests. By looking for opportunities to benefit others and themselves, otherish givers are able to think in more complex ways and identify win-win solutions that both takers and selfless givers miss. Instead of just giving away value like selfless givers, otherish givers create value first. By the time they give slices of pie away, the entire pie is big enough that there’s plenty left to claim for themselves: they can give more *and* take more.

Instead of assuming that they’re doomed to become doormats, successful givers recognize that their everyday choices shape the results they achieve in competitive, confrontational situations. The dangers lie less in giving itself and more in the rigidity of sticking with a single reciprocity style across all interactions and relationships.

Although many successful givers start from the default of trusting others’ intentions, they’re also careful to scan their environments to screen for potential takers, always ready to shift from feeling a taker’s emotions to analyzing a taker’s thoughts, and flex from giving unconditionally to a more measured approach of generous tit for tat. And when they feel inclined to back down, successful givers are prepared to draw reserves of assertiveness from their commitments to the people who matter to them. ●

The Scrooge Shift

Craig Newmark’s “Craigslist” flourished by appealing to our basic matcher instincts. It facilitates transactions in which buyers and sellers can agree on a fair price, exchanging goods and services for what they’re worth. Fundamentally, Craigslist is about trading value in direct exchanges between people, creating a matcher’s preferred even balance of give and take. “We’re not altruistic,” Newmark writes. “From one perspective, we’re like a flea market.”

Freecycle

Could a system like this function based entirely on giving instead of matching? In 2003, Ohio native Deron Beal decided to find out. Following the lead from Craigslist, Beal was aiming to create Internet-based local communities of exchange for anyone to access, connecting people who wanted goods with people who were ready to part with them. Beal set an unusual ground rule: no currency or trading allowed. The network was called Freecycle, and all goods had to be given away for free.

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Although Freecycle grew in part by attracting people who already leaned strongly in the giver direction, it accomplished something much more impressive. Somehow, Freecycle managed to encourage matchers and takers to act like givers.

Interestingly, people often join Freecycle to take, not give. “People usually hear about Freecycle as a way to get free stuff. Your average person will join thinking, ‘I can get something for nothing,’” Beal says. “But a paradigm shift kicks in. We had a big wave of new parents who needed help in hard times. They received strollers, car seats, cribs and high chairs. Later, instead of selling them on Craigslist, they started giving them away.”

What drives people to join a group with the intention of taking, but then end up giving? The answer opens up another way that givers avoid the bottom of the success ladder. When dealing with individuals, it’s sensible for givers to protect themselves by engaging in sincerity screening and acting primarily like matchers in exchanges with takers. But in group settings, there’s a different way for givers to make sure that they’re not being exploited: get everyone in the group to act more like givers. If a group develops a norm of giving, members will uphold the norm and give, even if they’re more inclined to be takers or matchers elsewhere. This reduces the risks of giving: when everyone contributes, the pie is larger, and givers are no longer stuck contributing far more than they get. ●

Out of the Shadows

Although many of us hold strong giver values, we’re often reluctant to express them at work. But the growth of teamwork, service jobs and social media has opened up new opportunities for givers to develop relationships and reputations that accelerate and amplify their success.

In the mind of a giver, the definition of success itself takes on a distinctive meaning. Whereas takers view success as attaining results that are superior to others’ and matchers see success in terms of balancing individual accomplishments with fairness to others, givers are inclined to characterize success as individual achievements that have a positive impact on others.

Taking this definition of success seriously might require dramatic changes in the way that organizations hire, evaluate, reward and promote people. It would mean paying attention not only to the productivity of individual people but also to the ripple effects of this productivity on others. If we broadened our image of success to include

contributions to others along with individual accomplishments, people might be motivated to tilt their professional reciprocity styles toward giving.

There’s a fine line between giving and clever matching, and this line blurs depending on whether we define reciprocity styles by the actions themselves, the motives behind them or some combination of the two. It’s a deep philosophical question, and it’s easy to identify with a range of views on how strategic matchers should be evaluated.

On the one hand, even if the motives are mixed, helping behaviors often add value to others, increasing the total amount of giving in a social system. On the other hand, our behaviors leak traces of our motives. If recipients and witnesses of our giving begin to question whether the motives are self-serving, they’re less likely to respond with gratitude or elevation. When strategic matchers engage in disingenuous efforts to help others primarily for personal gain, fellow matchers may withhold help, spread negative reputational information, or find other ways to impose a taker tax.

To avoid these consequences, would-be matchers may be best served by giving in ways that they find enjoyable, to recipients whose well-being matters to them. That way, even if they don’t reap direct or karmic rewards, matchers will be operating in a giver’s mindset, leading their motives to appear — and become — more pure. Ultimately, by repeatedly making the choice to act in the interest of others, strategic matchers may find themselves developing giver identities.

We spend the majority of our waking hours at work. This means that what we do at work becomes a fundamental part of who we are. If we reserve giver values for our personal lives, what will be missing in our professional lives? By shifting ever so slightly in the giver direction, we might find our waking hours marked by greater success, richer meaning and more lasting impact. ●

RECOMMENDED READING LIST

If you liked *Give and Take*, you’ll also like:

1. ***The Power of Habit* by Charles Duhigg.** Duhigg takes us to the thrilling edge of scientific discoveries that explain why habits exist and how they can be changed.
2. ***The No Asshole Rule* by Robert I. Sutton.** Sutton provides readers with practical ideas for what they can do about a poisonous work environment and how they can survive the people who inhabit it.
3. ***Drive* by Daniel H. Pink.** Pink examines the three elements of true motivation — autonomy, mastery, and purpose — and offers smart and surprising techniques for putting these into action.