

# GIVE AND TAKE

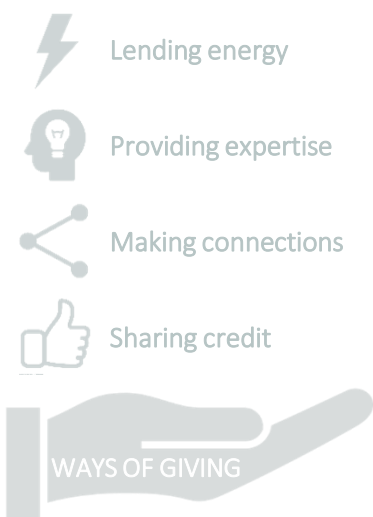
ADAM GRANT

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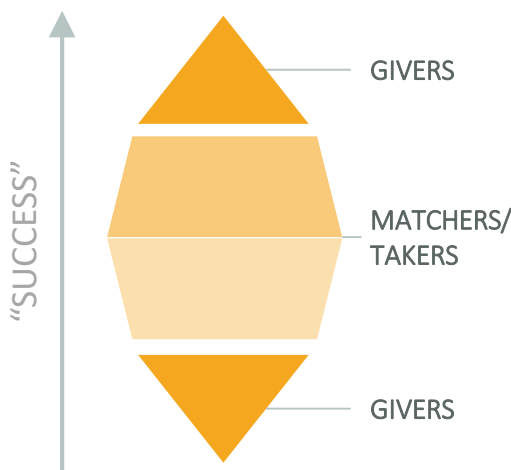
## THERE ARE 3 KINDS OF PERSONAS IN SOCIAL INTERACTIONS

Persona	Reciprocity style	Decision to give	Key belief
Givers	Give > Get	Generous: benefit to <u>others</u> > cost to you	Generosity
Matchers	Give = Get	Tit for tat: even exchange of favors	Fairness
Takers	Get > Give	Strategic: benefit to <u>you</u> > cost to you	Competition (world is zero-sum game)

People’s personas depend on context. E.g. in close relationships, most people act like givers. However, at work, people develop a primary reciprocity style, and for most people this professional persona is the “matcher.”

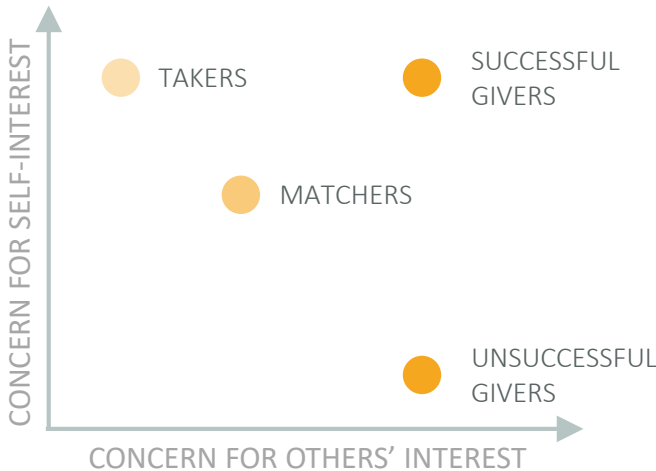


## WHICH PERSONA IS MOST SUCCESSFUL?



Givers dominate the bottom *and* the top of the success ladder.

## WHAT SEPARATES GIVERS AT THE TOP FROM GIVERS AT THE BOTTOM?



Successful givers care deeply about benefiting others, but they also have ambitious goals for advancing their own interests.

## HOW DO SUCCESSFUL GIVERS BEAT GENEROSITY BURN-OUT?

### PRINCIPLES

- ☞ **Intentionality:** Be clear about when and how much you are willing to give – this may involve setting explicit boundaries on availability
- ☞ **Discernment:** Be selective in how you give and who you give to so that giving is energizing rather than draining
- ☞ **Adaptability:** While giving is a powerful default approach, being able to adapt your reciprocity style in the face of takers or actual zero-sum games is key for success
- ☞ **Perspective-taking > empathy:** Rather than thinking solely of the feelings of others, consider their thoughts and interests – this is more likely to lead to a win-win solution
- ☞ **Big picture self-advocacy:** Shift your frame of reference to consider how neglecting your self-interests may diminish your ability to help others

### TOOLS

- ☞ **Sincerity screening:** Pay attention to people’s motives and behaviors. Do not confuse “niceness” with generosity
- ☞ **Generous tit-for-tat:** Cooperate until your counterpart competes. When they compete, compete back, but cooperate every so often to give second chances
- ☞ **Chunking:** Set aside a chunk of time for your giving, rather than giving in small, sporadic amounts
- ☞ **5 minute favors:** If it will take you less than 5 minutes to do something for someone (including a complete stranger), do it, with no expectation of return
- ☞ **Phone a friend:** You may not always be the best person for a request for help – lean on your networks to give more effectively and sustainably
- ☞ **“Pay it forward” requests:** Invite beneficiaries of your giving to pay the giving forward, especially in context of a shared network

## HOW CAN WE AMPLIFY GIVING?



### Giving communities:

When you feel part of a community of giving, you can give to individual community members without expecting them to return the favor, with the belief that *someone* in the community will give to you when you need it

### CREATING A “PAY IT FORWARD” CULTURE

**Shared identity:** If we help people who belong to our group, we’re also helping ourselves, as we’re making the group better off. Activating shared identity increases the likelihood of giving

**Asks:** Change people’s behaviors first, and their attitudes will follow – create explicit opportunities for people to give. [Reciprocity rings](#) are a powerful example of this principle in action

**Visibility:** People often take because they don’t realize they are deviating from the norm. Making the norm explicit and visible is often enough to motivate them to give. Moreover, making giving visible provides reputational benefits to those who may not be as intrinsically motivated to give