

Matthew Pollard

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And now taking care of business your hosts Craig Moen and Shye Gilad.

[00:08] Craig: Welcome to Business Owners Radio episode 213. Joining Shye and I in the studio today is Matthew Pollard, author of the new book *The Introvert's Edge to Networking*. Matthew set out to create a system for introverts to make networking easy, profitable, and fun. He's also the host of the Introvert's Edge Podcast, as well as the bestselling author of his first book, *The Introvert's Edge: How the Quiet and Shy can Outsell Anyone*.

[00:37] Shye: Good morning, Matthew. Welcome to Business Owners Radio.

[00:41] Matthew: Thank you so much. I'm ecstatic to be here.

[00:44] Shye: Matthew, we are just amazed at the success of this new book. I mean, not completely amazed because your first book *The Introvert's Edge* was incredibly successful. But this new one, *The Introvert's Edge to Networking* really seems to have struck a chord. What's happening?

[00:59] Matthew: You know, I think it's been a really liberating experience for a lot of introverts globally that are starting to realize that they're not second class citizens, their path to success is just different to that of an extrovert, seeing my first book come out, *The Introverts Edge*, which focused on sales. And I mean, I came out as far as to say that introverts actually make the best salespeople, which I think was kind of confronting for a lot of people. I thought I was going to get slammed for saying that, but in truth there was so many introverted sales leaders that came out and outwardly spoke about their introversion afterwards, where before it they would perhaps have been embarrassed to share it, now they were excited to share it. You know, Tom Ziglar, Zig Ziglar's son, talked about the late Zig Ziglar being an introvert. I mean, we're talking about the best perhaps sales trainer that the world has ever known is an introvert. Jeb Blunt was an introvert. Paul Smith is an introvert. So many high level sales leaders were introverted.

And I think that that was an important thing to happen, because there were so many books out there that talked about poor you, you're an introvert, let me show you how to survive in an extroverted world, which wasn't exactly an empowering thing for the introvert that wanted to start their own business, because let's face it, you've got to sell, you've got a network, you've got a lead. So coming out and saying, well, let's face it, as introverts, we're terrible at sales when we first start, but if we gravitate to a system, then we can leverage our natural strengths of active listening and empathy, which some people might say extroverts aren't that great at, because of that we can actually make the best salespeople. **And then with the new book coming out and saying, well, actually channeling those exact same characteristics of empathy and active listening, and channeling a system of networking that's built for us to network in an authentic way, again, networking is best done by introverts. All of a sudden, I think the world is starting to realize this disenfranchised community of introverts that have always they basically need to hide under a bridge and hope no one speaks to them. And now the people that are dominating in this world and the people that aren't, that are introverts are starting to discover the work that can help them do so.**

[03:07] Shye: You know, Matthew, when we think about words like introvert and extrovert, and the space between those two ideas, it almost feels like labeling at some point, right? And so you've mentioned some of the biases associated with our ideas around being an introvert and/or being an extrovert, how do you think of these

things? And I know you've done a lot of work to try to dispel some of these ideas, but are these terms still relevant and is this how we want to be thinking in the world?

[03:38] Matthew: It's absolutely important to understand that some people are introverts and some people are extroverts. And sure, there is definitely a spectrum. But the reason why it's important, if we're an introvert, firstly, it's nothing to be ashamed of. As I said, I think we make the best salespeople, the best networkers, the best speakers. **The truth is, we have to know that we are though, because otherwise, firstly, if we try and network, sell, and speak from stage like an extrovert, we're going to feel inauthentic, we're going to feel incongruent, and it's not going to go well, because we just can't behave the same way.** You know, I'm listed as one of the top 10 speakers in the world by Big Speak and Top Sales World lists me as one of the top 50 speakers in the world, but I have a different way of speaking than a lot of my extroverted friends. I can't be that person that is just running around the stage. I use a lot of my focus and passion to deliver a different type of energy. And I'd like to think a much more compelling energy sometimes because it's more real to me, it's more genuine.

Now, if I didn't know that I had to find my own strategies and I tried to copy the extroverts, I would be terrible compared to them. Not terrible perhaps by a lot of people's standards that wouldn't go on stage but terrible compared to them. Instead, I found my own natural, comfortable place. Now, when I go and speak from stage though, I'm still terrified beforehand so I've got strategies for managing my energy. Now when I get up on stage, I'm having a blast, and then I'll go and answer questions afterwards. However, I know like a kid at Disneyland, I may enjoy the ride but eventually when I get home, I'm going to hit the pillow. So I've got a plan time to manage my energy in the right way, otherwise, I'm going to hit an exhaustion that then is not going to allow me to perform in the right way. **So for us introverts it's important to first understand that (a) we are introverts,** and that doesn't mean like I said before, I get podcasters all the time literally say that "There's no way after hearing you speak on a podcast that you're an introvert," and I'm like, "What, because introverts are supposed to hide under a bridge like I was saying before?" I mean, Zig Ziglar, as I said, was an introvert. Oprah Winfrey, Ellen DeGeneres, talk show hosts, both introverted. Tom Hanks, Leonardo DiCaprio, introverted. What excuses do we have if those people can do all the things from small talk to sales? I mean, Ivan Misner, the founder of BNI, the world's largest networking group in the world is an introvert. **So the thing we have to realize is, firstly, that introversion and extraversion, we both have our burdens to bear. Extroverts can learn to actively listen, they can learn to empathize more. And the thing is that when they realize or somebody identifies that they have those skills gaps, they'll go and get training. The thing that's important for introverts is firstly, realize that they are introverts, and there's nothing wrong with that, but then secondly, realize that they have skills gaps.** Because up until now, people have seen it as oh, we don't have that gift of gab, and therefore, what's the point of running the marathon if we don't think we're even going to place. So see them as skills gaps, and then learn strategies and systems in order to dominate in all these so-called extroverted arenas. So it's very, very important for us to know that we are introverted, just like it's important to know that we are extroverted, and then learn the skill sets that allow us to perform. I mean, that's just common sense, right? We look to the system that allow us to perform. **And I think with introverts, the problem is we saw it as a learning impediment, as a deficit, and that's just not true.**

[07:01] Shye: Well, you're certainly doing a lot of work to change that, to change our thinking and change our ideas around introversion. And so how do you personally describe being an introvert?

[07:11] Matthew: Well, so for me, I mean, being an introvert is just that—when I engage in all of these extroverted arena behaviors, if you like, which I call them so-called extroverted arenas, because for me as I said I think introverts actually do better at all of them. And the reason for that is because **a planned system and a planned strategy will always outperform somebody winging it.** The problem is the winging it, people do better at first, but then you ask me to do the presentation exactly the same way from stage tomorrow, of course I can because I know exactly, I planned it all out, an extrovert could never do that. **So for me, when I look at**

introversion, I look at it as okay, I get my energy from being by myself, extroverts get their energy from being with people. I now need to know that, (a) I need to manage that, (b) I need a lot more planning. We talked about beforehand that we suggested some questions. I do some planning. I understood your show before we came on. If I was an extrovert, I may have just gone, "Hey, guys, what are we talking about today?" **So as an introvert, we need to know that our strengths come from our willingness to plan, our willingness to prepare. And then we have to treat everything that we do as a system and a process with a mindset of experimentation.** So when I first learned to sell and actually, you know, my backstory is that I had a reading speed of a sixth grader in late high school, I had really bad acne, I had braces. There's this photo I put up on a lot of my presentations of me at my sister's wedding, and I just had this horrible acne scarring. I talk about the problem being that people see me as I am today, they don't see me as I was back then. And then I take people through how I lost my job just before Christmas, it was my gap year job where I was trying to find myself, and how I fell into door-to-door sales because it was the only job I could get just around Christmas time. In Australia, we take a month off, it's summer and Christmas at the same time. And how after five days product training of b2b telecommunications, I got told to go sell in this road called Sydney Road, it's horrible. It's like thousand junk stores on each side. And how it was 93 doors of rejection, getting told to get a real job, getting sworn at before I made my first sale. And then after deciding that (a) I was not willing to give up, which is what 19 people in my training group did of the 25 people by the way that came to the training group, but I also wasn't willing to just grind it out.

A lot of small business owners, they're like, "You know, I'm just going to grind it out. I'm just going to hustle through it," which is madness without a system. That's just misery. I made the decision instead that sales had to be a system and I went, "Well, how can I learn the system?" Back then I had a reading speed of a sixth grader so I couldn't exactly pick up a brain tracer or Zig Ziglar book. I mean, since then I've been diagnosed with Owen's syndrome, which luckily enough actually allows me to read or at least allowed me to start the process when I was diagnosed. But I did discover YouTube and I typed in *sales system* and I taught myself how to sell watching YouTube videos, and literally went from having no business being in sales to literally six weeks later being the number one salesperson in the company. That was every single day, eight hours out in the field applying what I learned, eight hours practicing that night on how to do better tomorrow, weekends I spent 16 hours practicing day after day after day. Well, after that six-week period, I got promoted. I didn't know how to manage. I had no clue how to manage. So I then went back to YouTube, taught myself how to manage. And because of that, I got promoted a bunch of times. And then a year later, I started my own business and it turned over a million dollars within the first year, by year three turned over \$4.2 million in that year alone. It was listed as the number one broker ship for business-to-business cell phones in the country. Less than a decade later, I had been responsible for five multimillion-dollar success stories.

So the focal point for me is understanding that everything has a system, has always been a superpower for me. And I think that introverts, they gravitate the systems and process. The thing that I found that my big discovery was that we weren't doing it for these so-called extroverted arenas because we believe that it wasn't possible. Susan Kane's work was amazing, showing introverts that if you want to be a writer, if you want to be a coder, don't be ashamed of that, these jobs are necessary. I mean, and while she talked about being a negotiator herself, most people didn't hear that. And that's why all these books that followed were "poor you you're an introvert, let me show you how to survive in an extroverted world." And I went, no, I've always learned via systems. And because of that, when I launched *The Introvert's Edge to Sales*, my major focus was helping people realize what I realized, was that introverts can dominate in all these activities as long as we follow a systems approach and we experiment. And if it's a system, we can experiment with changing little bits and not take it so personally when we're rejected, which is what most introverts are worried about, because we feel that a lot more than the transactional extrovert. And then when I moved to the US and literally had to start my network again, I worked out how to apply a systems approach or a systems methodology to networking, and then I

applied the same methodology to speaking from stage. Now for those people listening, you need to understand that yes, while my first book talks about sales, my second book talks about networking, I'm not the only introvert that teaches this stuff. I'm the only introvert that tells you that I'm an introvert and says, hey, this structure will work for you. But you don't need to leverage my systems. And there are lots of leadership books written by introverts. There are lots of speaking from stage books that are written by introverts. What I'm highlighting to people is **you can't learn off an extrovert because they'll say it's easy, you just do this. And it's not easy for us to just do that. But what we need to do is find an introvert that has succeeded in a so-called extroverted arena and then learn the system that they used to succeed.**

[12:48] Craig: Matthew, I like how you're presenting this as being a huge opportunity. And in a scale from an introvert to an extrovert, there's a lot of variants there. I would suggest there's areas that some people are introvert in and yet they're still extrovert in other areas. So you get these combinations. And I was thinking, one of the things that I noticed being from an introvert standpoint, is coming into the network room, if you will, that cocktail party, that networking session, from an introvert standpoint, what is your system aligned with to be able to take on that room? By the way, Shye and I love systems. We've grown in our businesses due to system so this is really important to us.

[13:32 Matthew: Well, look, what I will say firstly is there are times that we behave more introverted, and there are times that we behave more extrovert. I mean, you put an extrovert in front of 10,000 people, they're still going to get uncomfortable if that's the first time they've spoken from stage. So the fact is the confusion is one of the things that I'm really trying to clarify. Because yes, some people are shy, some people have social anxiety, some people now even say, "Oh, you know, before COVID I was extroverted but now I'm feeling more introverted." And then other people say, "You know, I used to be really introverted, but now I'm extroverted," like being an introvert was a bad thing. **You can't actually change your paradigm, what you've got to realize is you still draw your energy either from being with people, or you drain your energy from being by yourself, however, you can drain your energy.** If I'm an introvert, I can learn a system so that networking is a little bit less anxiety-riddled, and therefore it drains my energy less. That doesn't mean it gives me energy, it just means it takes away less, so that's why it's so important to have a great system.

One of the things that I find is that the average introvert, what they tend to do is they say, "Oh my gosh, I've got to go networking because my pipeline's running thin and my business, I don't have enough clients, obviously I can't get paid enough. We eat what we kill." So we're like, okay, I need to go networking but I don't want to go networking. So the first thing I do is well, can I go to a networking event? If I'm a business coach, can I go to a business coach meet-up? Well, of course you can't because there's no ideal client's there. So you can do that. So you're like, okay, so I'm going to go to a networking event, let's quickly look on meetup.com. Let's find an event and let's book it. And maybe we find an event for four weeks' time, and they're like, now, last thing I want to do is think about networking until that event comes on. So we keep it as far from our mind as possible. And then about an hour before the event, we get a reminder and it says you've got to go to this virtual event or you've got to go to this live event. And so we then spend the next 30 minutes trying to talk ourselves out of going, and then we begrudgingly leave because we say that we have to go, and then we arrive, we don't know anyone there. First person we walk up to sells insurance and we're like, "Oh my God, what a waste of time." Well, of course, it's a waste of time, you've done no preparation, you were set up to fail.

Now, we look around and we see all these extroverts that we think are doing so well, but they're walking around like transactional people, do you want to buy from me? No. "What about you? What about you? That's not going to lead to healthy relationships in the long run either. So you get some extroverts and some introverts that do what I call aimless networking, which is where they all sit around doing small talk. And even when somebody asked them what they do, they kind of put it down because they don't want to come across as salesy. Again,

that's not going to work either, which is why everybody walks away with a stack of business cards going networking doesn't work. The truth is it does work, you're just doing it wrong.

So one of the things that I find, though, is most people don't do enough planning and preparation beforehand. For me, **networking is a lot more about strategy than it is about tactics in the room.** I still don't know where to hold my hands when I go into the room. I still struggle sometimes to keep eye contact. And some might say my posture is not always immaculate. I feel uncomfortable in the room, sometimes still I just know how to work a strategy, and that's why it works so well for me. Now, when I go networking, when I talk about strategy, I'm actually talking about the kinds of people we're speaking to and doing that planning and that research. So I'll give you an example. I had a language coach out of California, that taught kids and adults Mandarin, and she comes to me with a problem. She's like, "You know, I charge \$50 to \$80 an hour for private consultation. And I go to networking events to try and get clients and now there's all these new people that are moving into California, they're willing to charge \$30 to \$40 an hour for private consultation to start up their own businesses." And I mean truth, somebody says, "Oh, I teach Mandarin to you," you're going to either say, "Oh, I don't need to learn that," well, that's conversation over, or you're going to say, "Oh, I need that. How much do you charge?" And we're straight into talking about price, which is uncomfortable. And for her because of all these cheaper competitors, there are all these people that were charging less than her, so because of that she became less and less desirable. Not only that, she had to deal with competitors in China that were offering to do it for \$12 an hour on Craigslist. And then some people in networking would say, "Oh, yeah, I'm learning Mandarin. I found this great website where I teach someone in China English, and they teach me Mandarin, we just don't charge anyone anything." So now she's competing against free, and she's like, "How do I network and how do I sell more effectively to compete against this?" And I'm like, well, there is no competing with that. You're in a crowded marketplace and of course, the only difference outside of few tactics which I could teach you is going to be price. I said, what we need to do is learn to avoid that battle altogether. When we, my bet is you won't even be in the same networking rooms.

So what we did is we started to look at all the clients that she'd worked with over the years. Over the years, I mean, she worked with hundreds of people. But what I noticed is there were two people specifically, and it really was only two that she helped with more than just language tuition. These are executives being relocated across to China. And I noticed she helped him with three things—the first thing is the difference between the requirement of rapport in China versus rapport in the Western world. I mean, in the Western world, if we're trying to sell something, we're really bad salespeople. At the end of a 45-minute meeting, we might say something horrible like, do you want to move forward? And the person will either say yes, no or everyone's favorite, let me think about it. Now a week from now if we check in with them and they still say they want to think about it, we know we're getting basically no chance of getting that deal. Yet in China, they're going to want to see you maybe five or six times before they discuss business. They're probably going to want to see you drunk over karaoke once or twice. It just the kind of character of the person that you're speaking to, because they're talking about 25, 50, 100 year deals, not 12 or 24 month contracts like we do here. And she helped them understand that. She also helped them understand the difference between E-commerce in China and the Western world and also the importance of respect, like learning the language isn't enough, you've got to reduce your accent, how to handle a business card and why it matters so much in the East. And I said, "Wendy, stop, you're doing so much more for these people than just language tuition. What are you doing?" She's like, "What do you mean? They're just a few things. I'm just trying to help." And I said, "Well, Wendy you're stuck in your functional skill." Now everyone listening here probably does a ton more for their clients than they mention when they're first networking or when they're first selling to people, of course you do, otherwise, you have no one singing you praises and no one I'm willing to pay you a premium, you will struggle to articulate that. I said, "Wendy, you're stuck in your functional skill. Is it fair to assume as a result of the assistance that you're giving

these people, they're going to be more successful when they get to China?" She's like, "Yeah, I mean, that's the point, right?" I said, "Great." I said, "Then let's call you the China's success coach."

Now, for a second, let's forget about Mandarin and let's focus on creating what we ended up calling a China Success Intensive, which was a five-week program that worked with the executive, the spouse, and any children being relocated across to China. Now, she loved the idea of this. She's like, "Do I just go out networking to sell this to people?" And I said, "Firstly, we've got to work out what networking rooms you would go to. So let me ask you, who do you think your ideal client is?" And she's like, "Well, obviously, the executive." I said, "Yeah, that makes sense." I mean, if I was going to China, I'd be terrified. I mean, I was terrified moving from Australia to the United States, as if it is not your ideal client. And she's like, "Well, obviously the organization's would pay." And I said, "Yeah, you're right. I mean, organizations, a lot of times have hundreds of thousands, if not millions of dollars riding on the executive being successful." I said, "It's not your ideal client, though." Frustrated, she's goes, "Who then?" I said, "To me, I think your ideal client would be the immigration attorney." She looked at me puzzled and I said, "Think about it for a second, these people make \$5,000 to \$7,000 to do a visa, for that they've got to handle all the paperwork, all the bureaucracy that comes with the visa, plus they got to pay, you get a client a lot of the times, plus they've got officers, they've got staff, they'd be lucky to make \$3,000." I said, "Just offer them \$3,000 for a simple introduction." I mean, she started networking with these groups of people and they loved the idea. They're like, "Double my profit for a simple introduction, what would I have to say?" And we said, "It's easy, all you've got to do is say, congratulations, you've now got your visa, just want to double check you're as ready as possible to be relocated across to China." And Wendy would say to them, "Yeah, I think we're safe, we're got our visa now. Thank you. We've got our place sorted, we're learning the language, kids are getting pretty good at it, so I think we're good to go." And they will just respond with, "There's a lot more to it than that. I think you need to speak to the China's success coach." Wendy would then get on the phone with the easiest sale in the world. I mean, these people were terrified to go, the organization was motivated to pay, and they were recommended by their attorney. Wendy went from struggling to make \$50 to \$80 an hour for private consultation and struggling in the networking room to making \$27,000 for the easiest sale in the world, all by changing the way she frames what she does.

What people have got to realize is before they go networking, what they've got to do is say, what are the things I do outside the scope of my functional skill? For Wendy, it was rapport, ecommerce, and respect. And then ask yourself, what's the higher-level benefit? For Wendy, it was China success. For me, I'm a branding consultant. I'm a social media strategist. I'm a sales trainer. I'm a networking trainer, the master in neurolinguistic programming. I'm too many things, and truthfully no one cares. And if I started to explain that in a networking room, you'll see yourself talking to someone that looks like they're getting a fire hose of information and they're just trying to look at how to get away from you. You have to make it simple for them.

So Wendy would go to a networking room, and firstly, she'd go to the right room, she'd go to a room with only immigration attorneys or where immigration attorneys hung out. She would do a research because truthfully, these days you can connect with people before you go. Meet up has got LinkedIn profiles connected, every other group has got a Facebook page, and you connect with people before you go and know who you're talking to. So when you walk in the room, it makes sense to be talking to them, they recognize you and you know who you're speaking with so you don't end up speaking to the wrong person. Firstly, you'll want to ask them what they do so that you can then give them value first, but then eventually, they'll say, "Oh, my gosh, I can't believe I haven't asked you, what is it that you do?" And Wendy just responded with "Oh, and the China's success coach." Now you think about it, you don't know what that is. The person's brain almost has a malfunction. And because they work with people being relocated to China, of course, they're interested, they're going to lean forward. For me, I go into a room and somebody says, "What is it that you do?" And if I say I'm a sales trainer, "Oh, no, I tried sales training, I can't sell. I'm an introvert." Now I've got to defend that they can. If I say I'm a marketer, they go, "Oh, I need marketing, how much do you cost" But when I say I'm the Rapid Growth Guy, again, their brain almost has

a short circuit. "Oh, my God, I don't know what that is. What exactly is that?" And then I get to talk about my mission and passion to helping introverted service providers obtain rapid growth in their business. And then I can segue into stories because they asked not because I'm trying to stuff something down their throat that they didn't ask for. See how every part of networking is about planning and preparation so that you're ready to answer that question? And then you have to have planned stories, and you need to talk about your passion and mission, not what it is that you do and all the jargon that we usually talk about.

[24:44] Craig: Matthew, I really appreciate the deep dive you just did. I wonder, from the perspective of a business owner who knows that they have a number of introverts on their staff than extroverts, what can they be doing? What can I as a business owner be doing as first steps to helping my introvert employees become better, more involved, more successful?

[25:06] Matthew: Absolutely. So the first thing that you need to do is, again, help them realize that if they're introverts, they're not second-class citizens. And if they're extroverts, they still have their own burdens to bear and they have their own skills gaps. Now, the truth is that, you know, I just spoke at the ISP Leadership Summit, which is where all the high-level sales leaders of most of the biggest companies in America go to get their education and training on how to train their salespeople. And I said, the first thing you need to do is help them realize what they are, and again, tell them not to be ashamed. Because if you're asking a person that's a salesperson whether you're an introvert or extrovert, they're going to say, "I'm an extrovert, because I don't want you to fire me." Well, no, you need to say it's only about where you draw your energy from, explain what it is, get them to listen to this episode so they realize it's only about where they draw their energy and get them to diagnose themselves. Well, actually, when I hang out with a lot of people, I'm usually pretty tired afterwards. But when I hang out by myself, I'm raring to go or, you know, when I'm by myself, I'm climbing the walls and I want to go and hang out with people. And when I go networking, I'm always thinking about which bar we could go out later to keep the conversation going. So as long as you start to educate them on firstly, help them understand who they are or understand themselves more effectively, then once you've done that, what you need to do is if they're introverts, the number one focus is about inspiring them that they can. **So if they've got a job that is predominantly a quiet job, then give them the book quiet so that they don't feel like that's a bad thing. You know, a lot of people think that when you've got a quiet job, that that's a bad thing. It's not. I mean, there's a lot of quiet jobs that are essential for businesses to continue moving forward.**

Now, for the people that are however in sales roles, networking roles, you need to give them books that inspire them that they can actually be the top performer, not accept subpar performance. Now, I would even suggest that you inspire a lot of the people in quiet jobs that they can do those things by perhaps getting them to listen to The Introvert's Edge Podcast, because there they can learn that they can sell, they can lead, they can speak from stage, because a lot of people have accepted quiet jobs. I mean, you might have Zig Ziglar in your mix, where they just accepted a data entry job like I almost accepted a data entry job. If the company hadn't shut down, I probably would have still been doing a data entry job, and I love this much more. **So spend some time inspiring your introverted team members that they can, then set up a training plan. For extroverts, help them realize that they need to do active listening classes, they need to learn how to empathize better, maybe emotional intelligence course,** you know, by Daniel Goldman might be a really great direction to go.

Now, if they're an introvert, help them realize that firstly they shouldn't treat a system like martial arts. Get them to gravitate to one system of networking or one system of sales and follow it as a step-by-step process. Now, I wouldn't even suggest they learn to network and sell or speak from stage all at the same time, that's going to be too overwhelming. Get them to pick one system and focus on it as a systems methodology. Now, I know at this stage, probably people are expecting to say, "Well, if they're going to be in sales or they want to get in sales or networking, they should buy my books," in truth, my publisher hates me when I say this, but you don't need to buy my books to do that. My suggestion is that you go to the introvertsedge.com or the

introvertsedge.com/networking, and there you're going to be able to download the first chapter of both of my books. And the reason I say that is for salespeople, a lot of the times just getting them to read the first chapter will help them realize that they can sell and actually be exceptional salespeople as introverts, and then I map out the full seven step process. And what I'll do is often say, "If you just grab the seven step process, look at what they currently say and try and fit it in under those steps," they'll quickly realize that some things don't fit, and they'll have to throw that out. They shouldn't be saying it to client, that's all the jargon stuff. Then they'll realize there's some things out of order, and then they'll realize there's some gaping holes. And when they fill in those gaps very quickly, they'll double their sales easily within 60 days. And then the same applies for networking, you know, again, applying a systems approach, getting them to realize that they can follow that, they'll easily massively step up their results.

[29:13] Shye: Matthew, we want to thank you so much, it has been so great having you on the show today. And you've really given us a lot of different ways to think of introversion and extraversion. But most importantly, you've given us some things we can really do to dig in here. So thank you so much for your time.

[29:27] Matthew: My absolute pleasure. Thanks for having me on.

[29:31] Shye: Is there anything else you'd like to leave with our audience?

[29:33] Matthew: You know, one thing I might suggest is that for those people that are like, "well, how do I come up with my unified message and how do I discover my niche so I go to the right networking rooms and I have the right thing to say," I would actually recommend, there's actually a template that I provide and that you can go to, if you go to MatthewPollard.com/growth, there you can download that template and really work through your message and your niche yourself. I did this at the National Freelance Conference a few years ago, and literally at the end of the session, I said, "Put your hands up if you now have a unified message that you believe when you go to networking will excite, inspire people to want to know more, and you've identified a niche of willing to buy clients." 97% of the room put their hands up. The sad thing was the whole session was only 45 minutes long. When I say keep your hands up if this is the most time you spend on marketing since you started your business, 85% of the room kept their hands up. So I really recommend that people go to MatthewPollard.com/growth, download that template, find a partner to work through so you can get out of your own head, ideally someone that's not in your industry, and start crafting that message so you don't define yourself by your functional skill in any more networking events.

[30:39] Craig: Our guest today has been Matthew Pollard, author of the new book *The Introvert's Edge to Networking: Work the Room, Leverage Social Media, Develop Powerful Connections*. You can learn more about Matthew and find links to his free chapter to his new book and more on our website at businessownersradio.com.

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