

OVER EIGHT MONTHS ON  
THE NEW YORK TIMES BESTSELLER LIST

# SWIM WITH THE SHARKS

Without Being Eaten Alive

Outsell,  
Outmanage,  
Outmotivate,  
and  
Outnegotiate  
Your Competition



HARVEY MACKAY



0426-3 (Canada \$6.50) U.S. \$4.95



## CONTENTS

Acknowledgments	xxix
Foreword by Kenneth Blanchard	xxxii
I. "I'd like 15,000 Tickets for Tonight's Game, Please"	1
II. Harvey Mackay's Short Course in Salesmanship	11
Lesson 1     It's Not How Much It's Worth, It's How Much People Think It's Worth	13
Lesson 2     There Are Objections to Every Proposition, No Matter How Attractive . . .	17

## CONTENTS

Lesson 3	Knowing Something About Your Customer Is Just as Important as Knowing Everything About Your Product	21
Lesson 4	The 66-Question Customer Profile	25
Lesson 5	The "Mackay 66" Continued: War Stories	35
Lesson 6	Once You Attach Your Personality to a Proposition, People Start Reacting . . .	39
Lesson 7	Racial and Religious Prejudice and Human Envy Have Not Been Eliminated . . .	39
Lesson 8	How to Handle the Tough Prospect	43
Lesson 9	Create Your Own Private Club	51
Lesson 10	Short Notes Yield Long Results	53
Lesson 11	The Second-Best Place to Look for New Business	55
Lesson 12	What Every Salesperson—and Not Enough Entrepreneurs—Know	57
Lesson 13	Keep Your Eye on Your Time, Not on Your Watch	59
Lesson 14	If You Don't Have a Destination, You'll Never Get There	63
Lesson 15	Believe in Yourself, Even When No One Else Does	67
Lesson 16	Seek Role Models	69

## CONTENTS

Lesson 17	Fantasize	71
Lesson 18	The Easiest, Least Expensive, and Most Neglected Form of Advertising	75
Lesson 19	Show Me a Guy Who Thinks He's a Self-Made Man, and I'll Show You the Easiest Sell in the World	77
III. Harvey Mackay's Short Course on Negotiation		79
Lesson 20	Smile and Say No Until Your Tongue Bleeds	81
Lesson 21	Send in the Clones	85
Lesson 22	There Is No Such Thing as a Sold-Out House	89
Lesson 23	Understanding Your Banker	91
Lesson 24	The Single Most Powerful Tool for Winning a Negotiation Is the Ability to Walk Away from the Table Without a Deal	95
Lesson 25	"Calling Mr. Otis"	99
Lesson 26	The Most Important Term in Any Contract Isn't in the Contract	103
Lesson 27	Agreements Prevent Disagreements	105
Lesson 28	The Longer They Keep You Waiting, the More They Want to Deal	107

## CONTENTS

Lesson 29	He Who Burns His Bridges Better Be a Damn Good Swimmer	111
Lesson 30	Make Your Decisions with Your Heart, and What You'll End Up with Is Heart Disease	113
Lesson 31	Never Buy Anything in a Room with a Chandelier	117
Lesson 32	Everything's Negotiable	121
Lesson 33	The Buyer/Seller Battle	123
IV.	Harvey Mackay's Short Course in Management	125
Lesson 34	The Single Greatest Mistake a Manager Can Make	127
Lesson 35	When a Person with Money Meets a Person with Experience . . .	133
Lesson 36	You'll Always Get the Good News; It's How Quickly You Get the Bad News That Counts	137
Lesson 37	Throw It on the Floor	141
Lesson 38	Treat Your Suppliers the Way You Treat Your Customers	143
Lesson 39	The Time for the Renaissance Man Was the Renaissance	147
Lesson 40	Never Be Your Own Hatchet Man	151
Lesson 41	On the Other Hand, If You <i>Are</i> Going to Be Your Own Hatchet Man . . .	153

## CONTENTS

Lesson 42	Little Things Don't Mean a Lot; They Mean Everything	155
Lesson 43	How to Spot a Winner	159
Lesson 44	Your Best People May Spend Their Most Productive Time Staring at the Wall	161
Lesson 45	It's More Fun When It's Spontaneous	163
Lesson 46	Have You Ever Seen a Stand-up Strike?	165
Lesson 47	It Isn't Practice That Makes Perfect; You Have to Add One Word: It's Perfect Practice That Makes Perfect	167
Lesson 48	Trust the Experts . . . to Be Wrong	171
Lesson 49	It Isn't the People You Fire Who Make Your Life Miserable, It's the People You Don't	173
Lesson 50	The Best Way to Chew Someone Out	175
Lesson 51	Never Let Anyone, Particularly a Superstar, Pick His or Her Own Successor	177
Lesson 52	Give More Conventions and You Can Give Fewer Raises	179
Lesson 53	How Many Salespeople Do You Have?	181
Lesson 54	Get Bored Easily	183
Lesson 55	Ask an Old Grizzly	185

## CONTENTS

Lesson 56	Knowing When Not to Work Hard Is as Important as Knowing When To	187
Lesson 57	Owning 1 Percent of Something Is Worth More Than Managing 100 Percent of Anything	191
Lesson 58	Dig Your Well Before You're Thirsty	195
Lesson 59	Treat Your Own People the Way You Treat Your Customers	197
Lesson 60	How to Be Fired	201
Lesson 61	You Can't Solve a Problem Unless You First Admit You Have One	203
Lesson 62	If You Can Afford to Buy Your Way Out of a Problem, You Haven't Got a Problem	205
Lesson 63	"I Have Never Seen a Bad Résumé"	207
Lesson 64	The Acid Test for Hiring	213
Lesson 65	If You Want to Be Santa Claus, Your Sled Better Be Able to Pull a Trailer	215
Lesson 66	What's the Best Way to Save Time?	217
Lesson 67	Don't Get Mad and Don't Get Even, Either	221
Lesson 68	Know Thine Enemy	223
Lesson 69	Don't Be Intimidated by a Reputation	235
V. Quickies		237

## CONTENTS

Quickie 1	Gratitude Is the Least Deeply Felt of All Human Emotions	239
Quickie 2	It's Not Your Last Good Idea	241
Quickie 3	Buy Cheap Cars and Expensive Houses	243
Quickie 4	How to Get to Know a Celebrity	245
Quickie 5	The Best R&D Firm in the World is Never More Than a Phone Call Away	249
Quickie 6	"Nothing Is Greater to One Than One's Self Is"	251
Quickie 7	There Is No Such Thing as a Bad Memory	253
Quickie 8	Put Your Memory Where Your Mouth Is	255
Quickie 9	Stay Sharp by Predicting the Future	257
Quickie 10	It Usually Pays to Look Good, but Sometimes It Pays a Lot More to Look Bad	259
Quickie 11	Take a Millionaire to Lunch	261
Quickie 12	It's Not Only Who You Know, but How You Get to Know Them	263
Quickie 13	To a Normal Person, \$10 Million Will Seem Like Enough	265
Quickie 14	How to Beat the Law of Supply and Demand	267
Quickie 15	There Is a Place in the World for Anyone in the World Who Says, "I'll Take Care of It"	269

## CONTENTS

Quickie 16	Never Give the Same Speech Once	271
Quickie 17	There Are Two Times in Life When You're Totally Alone: Just Before You Die and Just Before You Make a Speech	273
Quickie 18	The Beauty of Cash	277
Quickie 19	The Meaning of Life	279
VI.	Helping Your Kids Beat the Odds	281
	Helping Your Kids Beat the Odds	283
	Don't Plan on Sticking Around Just to Collect the Gold Watch	285
	Find Something You Like to Do and Make It Pay	289
	Make Believe Your Parents Are Right Some of the Time	291
	There's No Future in Saying It Can't Be Done	295
	It's Harder to Be a Success When Your Parents Already Are	297
VII.	The Closer: How to Succeed	299
	How to Succeed	301
	Determination + Goal-Setting + Concentration = Success	307