

This Is Marketing: You Can't Be Seen Until You Learn to See by Seth Godin

Book Highlights by Coach Erin Brimmer

Chapter Twenty – Organizing and Leading a Tribe

- It's not your tribe That's the first thing I say to people who talk about the folks they're lucky enough to work with and lead. The tribe doesn't belong to you, so you don't get to tell the members what to do or to use them for your own aims.
- The tribe would probably survive if you went away. The goal is for them to miss you if you did.
- Marshall Ganz is the brilliant Harvard professor. He has articulated a simple three-step narrative for action: the story of self, the story of us, and the story of now.
- When you talk about your transition—from who you used to be to who you became—you are being generous with us. It's not about catastrophizing your situation or the faux empathy of online vulnerability. Instead, the story of self is your chance to explain that you are people like us. That you did things like this. That your actions led to a change, one we can hear and see and understand.
- The story of us is the kernel of a tribe. Why are we alike? Why should we care? Can I find the empathy to imagine that I might be in your shoes?
- The story of now is the critical pivot. The story of now enlists the tribe on your journey. It's the peer opportunity/peer pressure of the tribe that will provide the tension for all of us to move forward, together.
- I am not alone. I did not do this alone and I see in you the very pain I saw in myself. Together, we can make this better.
- Manipulation is the tribe killer
- When you're so sure you're right that you're willing to burn things down, it turns out that everyone is standing in a burning building sooner or later.
 - "Challenge your people to explore, to learn, and to get comfortable with uncertainty." "Find ways to help others on the path find firm footing." "Help others write rules that allow them to achieve their goals."
 - "Build a team with the capacity and the patience to do the work that needs doing." "If you bring your positive ideas to the fore, again and again, you'll raise the bar for everyone else."
 - "Celebrate your people, free them to do even more, make it about the cohort, and invite everyone along. Disagree with institutions, not with people."
- The mission of the marketer. To engage with people and help them create the change they seek. To understand their worldviews and talk and act in ways that align with who they are and what they want. To connect people to one another in an infinite game of possibility.
- Shared interests, shared goals, shared language. Your opportunity as a marketer is the chance to connect the members of the tribe. They're lonely and disconnected, they fear being unseen, and you, as the agent of change, can make connection happen.
- Most of all, the tribe is waiting for you to commit.
- Once you're part of a tribe, your success is their success.
- There are always new ideas beckoning the early adopters. They're on the prowl, and they'll be the first to leave. But those who admire the status quo might leave as well, once the tension is

gone. They might have embraced your restaurant, your software, or your spiritual movement for a while, but the original status quo, the one they walked away from, persists as well, and without persistent and consistent inputs and new tension, they'll show up a bit less for you.

- The best marketers are farmers, not hunters. Plant, tend, plow, fertilize, weed, repeat. Let someone else race around after shiny objects.
- Zig Ziglar was a door-to-door salesman of pots and pans.
- He got in his car, found a new town, and moved in. He took a room for weeks at a time. He showed up and kept showing up.
- By continuing to organize demonstration dinners, he got to know the people in town. He might engage with someone in the middle of the curve five or six or seven times over the course of a month.
- The easy sales aren't always the important ones.

Chapter Twenty-One – Some Case Studies Using the Method

- "How do I get an agent?"
- The method isn't to go out and find an agent. The method is to do work so impossibly magical that agents and producers come looking for you.
- Telling someone else is what humans do. It's particularly what we do if we work with ideas. Telling others about how we've changed is the only way to relieve our tension.
- Tesla understood that no one who bought one of the first fifty thousand Teslas actually needed a car. They all had perfectly fine cars. So Elon Musk created a car that changed the story that a specific group told themselves, a story that undid their status as early adopters and as tech geeks and as environmentalists and as those that supported audacity.
- Making a car that could have the impact the Tesla did on the story of luxury cars wasn't easy. Musk chose to go to difficult extremes in positioning the car on behalf of his fans: it's the fastest, the safest, and the most efficient car of its size, ever. All three.
- NRA. They have only five million members, less than 2 percent of the population, but have used that base to change the attitude and focus of thousands of lawmakers. They are regularly vilified by the masses but continue to confound expectations in their impact, revenue, and profile.
- By activating those members and making it easy for them to talk to their friends, they're able to create significant leverage. A Pew study shows that gun owners are more than twice as likely to contact government officials about their issues than nonowners are.
- Getting the boss to say yes. If you can dig deep and see the status roles, can decode dominion versus affiliation, and can use trust to earn enrollment, the process can change.
- You can produce better by serving the people you market to.

Chapter Twenty-Two – Marketing Works, and Now It's Your Turn

- Perfect closes the door. It asserts that we're done, that this is the best we can do. Worse, perfect forbids us to try.
- Better opens the door. Better challenges us to see what's there and begs us to imagine how we could improve on that. Better invites us in and gives us a chance to seek dramatic improvement on behalf of those we seek to serve.

- Good enough isn't an excuse or a shortcut. Good enough leads to engagement. Engagement leads to trust. Trust gives us a chance to see (if we choose to look). And seeing allows us to learn. Learning allows us to make a promise. And a promise might earn enrollment. And enrollment is precisely what we need to achieve better. Ship your work. It's good enough. Then make it better.
- Help!
 - When we offer it, we're being generous. When we ask for it, we're trusting someone else to see us and care about us.

Chapter Twenty-Three – Marketing to the Most Important Person

- Is marketing evil? If you spend time and money (with skill) you can tell a story that spreads, that influences people, that changes actions. Marketing can cause people to buy something that they wouldn't have bought without marketing, vote for someone they might not have considered, and support an organization that would have been invisible otherwise.
- Are marketers evil? Based on a long career in the business, I'd have to answer, "Some of them."
- I think it's evil to persuade kids to start smoking, to cynically manipulate the electoral or political process, to lie to people in ways that cause disastrous side effects. I think it's evil to sell an ineffective potion when an effective medicine is available. I think it's evil to come up with new ways to make smoking acceptable so you can make a few more bucks.
- Marketing is beautiful when it persuades people to get a polio vaccine or to wash their hands before performing surgery. Marketing is powerful when it sells a product to someone who discovers more joy or more productivity because he bought it. Marketing is magic when it elects someone who changes the community for the better.
- Just like every powerful tool, the impact comes from the craftsman, not the tool.
- The question, one I hope you'll ask yourself, is What are you going to do with that impact?
- Marketing works for society when the marketer and consumer are both aware of what's happening and are both satisfied with the ultimate outcome.
- Just because you can market something doesn't mean you should. Ethical, public marketing will eventually defeat the kind that depends on the shadows.
- What do we do about the noise in our heads? Where do we find the strength to bring our better to the world? Why is it so hard to develop a point of view? Why do we hesitate when we say to the world, "Here, I made this"? And what's the alternative to hesitating?
- These don't sound like marketing questions, but in fact, if you let them sit unanswered, they're getting in the way of your marketing.
- Too many people with something to offer are holding themselves back.
- We need your craft, without a doubt. But we need your change even more.
- If we're going to take it personally every time someone doesn't click on a link, every time someone doesn't renew, we can't possibly do our work as professionals. And thus we get stuck in search of perfect. Stuck without empathy. Stuck in a corner, bleeding and in pain, because we've been personally maligned. One way to avoid that is to realize that marketing is a process and a craft.
- Realize that as a marketer, the better you are trying to teach or sell to the right person is worth far more than what you are charging.

- If you hesitate to market your offering properly, it's not that you're being shy. It's not that you're being circumspect. It's that you're stealing, because there's someone who needs to learn from you, engage with you, or buy from you. Someone will benefit from your better if you get out of your way and market it.
- There's a student who's ready to sign up. There's somebody who wants a guide, who wants to go somewhere. If you hesitate to extend yourself with empathy, to hear them, you're letting us down.
- Make something you're proud of. Market something you're proud of. But once you've done that, once you've looked someone in the eye and they have asked, "Will you do that again for me?," once you have brought value to a student because you taught them and helped them get to the next step, do it again, and then do it again. Because we need your contribution. And if you're having trouble making your contribution, realize your challenge is a story you are marketing to yourself.

A Simple Marketing Worksheet

- Who's it for?
- What's it for?
- What is the worldview of the audience you're seeking to reach?
- What are they afraid of?
- What story will you tell? Is it true?
- What change are you seeking to make?
- How will it change their status?
- How will you reach the early adopters and neophiliacs?
- Why will they tell their friends?
- What will they tell their friends?
- Where's the network effect that will propel this forward?
- What asset are you building?
- Are you proud of it?