

Index

- Abramoff, Jack, 3–6, 133, 174
- Academy of Managed Care Pharmacy (AMCP), 117
- Access to Health Care Services for All, ix, 93
- action, taking, 25, 32–33, 178–180
- Allen, Woody, 173
- Allergan, 104
- alliances
- common goals and, 97–98, 125, 126
 - with competitors, 64
 - polar opposites, partnering with, 107–109, 112
 - See also* relationship building; surrogates, finding
- American Ambulance Association, 143
- American Association of State Highway and Transportation Officials (AASHTO), 109
- American Civil Liberties Union (ACLU), 58
- American Clean Energy and Security Act, 167
- American Heart Association (AHA), 14
- American Jobs Act, 183
- American League of Lobbyists (ALL), 21
- American Library Association (ALA), xiii–xiv, 14, 101, 163, 178, 183–184
- American Medical Association (AMA), 126
- American Public Transportation Association (APTA), 109, 118–119
- American Radio Relay League (ARRL), 22–24
- American Society for the Prevention of Cruelty to Animals (ASPCA), 146
- American Society of Clinical Oncology (ASCO), 137
- Animal Fighting Prohibition Enforcement Act, 147
- animal welfare, 5–6, 16–17, 107–109, 146–147, 166–167
- Arctic National Wildlife Refuge, 84
- arenas. *See* decision-making arenas
- Ash, Margaret Kay, 97
- Association of American Publishers (AAP), xiii
- AT&T, 43
- attainable/achievable goals, 39–40, 43, 47
- attention
- being heard *vs.* agreed with, ix–x
 - of decision makers, competition for, 55
 - audience, categorizing champions, 90–91, 92, 93, 125, 126
 - opposition, co-opting of, 90, 93–94
 - rank-and-file neutrality, 90, 92, 93, 100
 - supporters, 90, 91–92, 93
- audience, knowing and understanding
- categorizing primary audience, 90–94
 - decision-making arenas for, 69–72
 - importance of, 83–84, 94, 183
 - matching materials to, 163, 164–166
 - needs, audience's *vs.* your, 89–90, 148–149, 152
 - passions and convictions of, 84–89
 - walk away points, 128–129
- Aurelius, Marcus, 130
- authenticity (charm), influence and, 24–25
- Bachmann, Michele, 55–56
- Bartlett, Roscoe, 91
- “Beam me up, Mr. Speaker.”, 147, 148
- Bell Telephone, 43
- Berra, Yogi, 29
- blast e-mails, 120–121, 124, 164
- Blumenauer, Earl, 61, 86, 92, 108, 137, 182
- Boeing, 127
- Bonner and Associates, 167–168
- Botox, 104
- Boustany, Charles, 137
- BP, 177–178

- Bradley, Lynne, 14
- Brain Injury Association of America, 104
- bribery, 3–6, 8–10
- Bridge to Nowhere, 83–84
- British thermal units (BTUs), 62
- Brockovich, Erin, 19
- budgets. *See* funding
- “built” relationships, 19
- Bush, George H.W., 63
- Bush, George W.
 on animal welfare, 147
 on education reform, 141
 on energy-efficient lightbulbs, 55, 56
 tax cuts, 33
- Butterfield, Alexander, 174
- cable industry, 43–44
- Cain, Herman, 143
- Campaign for Tobacco-Free Kids, 116
- campaign planning
 chess strategies for, 131–132
 compromise positions, 125–127, 131–132, 133
 influence reserves, creating, 118–119, 133
 keeping-track processes, 129–130, 175
 knowing what you want, 29, 36–37, 43–48
 numbers-oriented *vs.* targeted campaigns, 123–125, 133
 personalized *vs.* form messages, 119–125, 133, 147, 152–153, 160–161, 164
 planning, importance of, 115
 risks, strategizing around, 131–132
 tools for, differences in, 115–118
 trading for votes, 127–128, 144
- Capitol Punishment* (Abramoff), 4
- card-check legislation, 32
- champions, as audience, 90–91, 92, 93, 125, 126
- charm, influence and, 24–25
- chess strategies, 131–132
- Churchill, Winston, 183
- Cicero, Marcus Tullius, 115
- civility. *See* politeness and civility
- civil rights, 14, 58
- Civil War Sesquicentennial Commission Act, 31
- Clinton, Bill, 46, 62
- common ground, finding, 97–98, 125, 126, 144–145
- communications. *See* influence messages
- competition, strategies for causes, understanding, 53–57
- circling the wagons, 63–64
- decision makers’ competition, knowing, 88
- dividing and conquering, 62–63
- identifying and understanding, 40, 47, 52–65, 183
- ideological high ground, 55–57
- internal competition, 52–53
- opposition, researching, 57–62
- for resources, 54–55
- compromise positions, 125–127, 131–132, 133
- Congress, U.S.
 federal agencies *vs.* in decision making, 38, 69–70
 House and Senate, decision makers in, 71, 76–78
 legislative processes, 21, 70–71
 liability of members, 111
 lobbyists, influence on, 19
- reelection concerns, 9, 10, 22, 85, 87, 106
- Republican *vs.* Democratic rule of, 103–104
 See also House of Representatives, U.S.
 See also Senate, U.S.
- Congressional Ethics rules, 17–18
- Congressional Management Foundation (CMF), 19, 85, 97, 121, 160, 162, 185
- Congressional Research Service (CRS), 5, 85–86
- Consequences for Juvenile Offenders Act, 176
- constitutional rights, 58
- Consumer Products Safety Commission (CPSC), xiii–xiv, 178
- contributors, as influencers, 102–103
- Cooperative Alliance for Refuge Enhancement (CARE), 109
- Corporation for Public Broadcasting (CPB), 60–61
- corruption, political, 6–9
- Council of State Restaurant Associations, 143
- court reporters, 21–22
- cover letters, 121
- Cunningham, James, 37
- Daily Show, The*, 185
- Dance of Legislation, The* (Redman), 21
- death panels, 137
- debt ceiling, U.S.
 government, 41–42
- decision makers
 campaign materials, matching to, 164–166
 communication methods to reach, 157–164
 finding and identifying, 38–39, 42, 47, 70–74, 88
 giving credit to, 180–181

- go-to people, finding, 70–72
- influencers for, 99–107
- insults about, avoiding, 142–144, 185–186
- numbers-oriented *vs.*
 - personal campaigns to, 123–125, 133
- Plan B decision makers, 73–74
- researching and
 - understanding, 45–46, 84–88
- time of, respecting, 55, 165
- walk away points of, knowing, 128–129
- decision making
 - causes, understanding, 32–36
 - in Congress., 38, 69–70
 - controversial decisions, 33–34, 51
 - must-do *vs.* may-decisions, 33–34
 - self-interest and, 22
 - for short- *vs.* long-term causes, 35–36
 - taking action and, 25
- decision-making arenas
 - and next* questions, 74–76
 - Plan B decision makers, finding, 73–74
 - rules of the game, 76–79
 - understanding, importance of, 69–72
- democracy, perceptions of, 11
- Dicks, Norman “Norm,” 127
- Doran, George, 37
- “du jour” issues, connecting to, 140–142, 176, 178
- Economist* magazine, 137
- Edison, Thomas, 56
- education reform, 141
- egg industry, 107–109
- Einstein, Albert, ix
- Elementary and Secondary Education Act, 141
- Eliot, T.S., xiii, 137
- e-mails, for communication
 - benefits of using, 160–161, 164
- blast e-mails, 120–121, 124, 164
- persistence *vs.* stalking and, 174
- personalized *vs.* form messages, 119–123, 133, 147, 152–153, 160–161, 164
- Employee Free Choice Act, 32
- enthusiasm. *See* passions and convictions
- environmental causes, 15–16, 19, 46, 75, 84
- E-rate program, 144–145
- Eshoo, Anna, 138, 139
- ethics and honesty
 - Abramoff and, 3–6, 133, 174
 - Astroturf and, 167–168
 - bribery and corruption 3–6, 8–10
 - charm and authenticity, 24–25
 - in influence importance of, 17–18
 - lying *vs.* good influence, 11–12
 - thank yous, sincerity in, 181–182
- Facebook, 101, 162, 174
- Family Smoking Prevention and Tobacco Control Act, 116
- faxes, for communication, 29, 160
- Federal Communications Commission (FCC), 23, 139
- federal court systems, 70–71
- Federal Transit Administration (FTA), 118
- filibusters, 78
- First Amendment, 14
- Fitch, Bradford, 19, 85, 162, 185
- follow-ups, 173–174
- forgeries, avoiding, 168
- for-hire lobbyists, 12–15
- for-love lobbyists, 12–15
- formative arguments, 150–151, 152
- form *vs.* personalized messages, 119–123, 133, 147, 152–153
- Fox News, 59, 137
- Franklin, Ben, 15
- friends, as influencers, 101
- funding
 - competition for, 54–55
 - decision makers’ budgets, considering, 87, 88
 - federal budget processes, 45–46
 - influence and, 87, 88, 102–103, 104
 - Corbett, Peter, 69
 - Gaugin, Paul, 51
 - gifting rules, 17–18
 - goals
 - common goals and alliances, 97–98, 125, 126, 144–145
 - keeping-track processes for, 129–130, 175
 - knowing what you want, 29, 36–37, 43–48, 70
 - multiple paths to, 73–74
 - SMART goals, 37, 47–48, 70–44, 186
 - vagueness in, avoiding, 186
- go-to people, finding, 70–72
- government resources and spending, 40–41, 54–55
- grassroots strategies, 5–6, 14, 40, 87, 104, 116–117, 167–168
- grasstops, 104, 116
- Gravina Island Bridge, 83–84
- Great Ape Protection and Cost Savings Act, 90
- Groups *vs.* individuals, 19–20
- guidance, influence *vs.*, 6

- Hamilton, Alexander, 129
- Harkin, Tom, 21
- Health Care Affordability and Accessibility for All, ix, 93
- health care reform, 40, 85, 93, 137–138
- Honest Leadership and Open Government Act, 8
- honesty. *See* ethics and honesty
- House of Representatives, U.S.
election/reelection campaigns, 9, 10, 22, 85, 87, 106
- Ethics Committee, 17–18
- hierarchy within, 99–100
- House and Senate, decision makers in, 71, 76–78
- House Ethics Committee, 17–18
- people represented by, rates of, 124
- Republican *vs.* Democratic control of, 4–5, 103–104
- Rules Committee, 77
- Ways and Means Committee, 55, 71, 86
- Humane Society of the United States (HSUS), 5–6, 17, 55, 107–108, 146, 166–167
- Humane USA, 5
- Hurricane Katrina, 23, 34–35, 177
- ideological high ground, 55–57
- individuals *vs.* crowds, 19–20
- influence, essentials of, xii–xiv, 12–26
- influence, good *vs.* bad influence, 6–12
- influence messages, crafting common ground, finding, 97–98, 125, 126, 144–145
- effective message content, 119–123, 152–153
- language, importance of, 94, 144
- personalized *vs.* form messages, 119–123, 133, 147, 152–153, 160–161, 163
- popular “du jour” issues, connecting to, 140–142, 176, 178
- power of positions, assumptions on, 138–140
- puppies and children rule, 146–148, 153
- in real world, 152–153
- self-editing in, 143–144
- SPIT (specific, personal, informative, timely) formula, 122, 123, 148–152
- strong positions, starting from, 131–132
- influence messages, delivery methods for audience preferences and, 157–164, 175–176
- being merciful in, 162–163, 164
- e-mails, 120–121, 124, 160–161, 164
- faxes, 29, 160
- for follow-ups, 173–174
- meetings, 158–159, 163
- postal mail, 162, 164
- social media, 101, 161–162, 164, 174, 181
- telephone calls, 159–160, 164
- thank yous, 181–182
- voice mails, 159–160
- influence messages, delivery strategies for Astroturf, avoiding, 167–168
- lemons into lemonade, 166–167
- message material *vs.* delivery method, 164–166, 187
- methods for, 157–164
- in real world, 169
- influence no-nos, 142–144, 185–187
- influence reserves, 118–119, 133
- influencers, for decision makers contributors and funders, 102–103, 104
- friends, 101
- importance of, 99–107
- staff, 100–101, 104
- superiors, 99–100, 104
- influence situations decision-making arenas, 69–79
- scope of, controversial or easy, 33–34
- understanding, 74–76
- insults, avoiding, 142–144, 185–186
- interruptions, avoiding, 55, 157, 159–160, 163, 165
- in interstate commerce clause, 75
- Iraq war, 176
- Jacobellis v. Ohio* (1964), 24–25
- Jefferson, William, 8
- job creation, 140–141, 183–184
- Job Killing Health Care Reform Act, 140–141
- Kasich, John, 166
- Katrina, Hurricane, 23, 34–35, 177
- keeping-track processes, 129–130, 175
- Kreidler, Mike, 85
- language, importance of, 94, 144
- “Lenny Skutniks,” 149
- Librarians. *See* American Library Association
- LinkedIn, 101, 162
- lobbyists being heard *vs.* agreed with, ix–x

- congress, influence on, 19, 121–122
 regulations for, 8–9
 societal mistrust of, 3
 three types of, 12–15
 unethical behavior by, 3–6
- logic
 good influence *vs.*, 10–11
 ideological high ground *vs.*, 55–57
 power of positions, assumptions and, 139
 “right answers” logic, 11
- Lupus Foundation of America, 14, 20
- Margolies-Mezvinsky, Marjorie, 62
- Maryland General Assembly, 74
- materials, crafting, 164–166
See also campaign planning; influence messages, crafting
- McLuhan, Marshall, 152
- measurable goals, 38–39, 42, 47
- Medicare, 19, 41, 56, 110, 125–126, 137, 150
- meetings, for communication, 158–159, 163
- Miller, Arthur, 37
- Miller/Wenhold Capitol Strategies, 21, 87
- MSNBC, 59
- Muskingum County Animal Farm, 166
- National Alliance of Public Transportation Advocates (NAPTA), 64
- National Association for the Advancement of Colored People (NAACP), 167–168
- National Association of Exclusive Buyer Agents (NAEBA), 73–74
- National Association of Home Builders (NAHB), 177
- National Court Reporters Association (NCRA), 21–22
- National Electrical Manufacturers Association (NEMA), 56
- National Institute of Neurological Diseases and Stroke, 39
- National Institutes of Health (NIH), 38, 39, 54
- National Spinal Cord Injury Association, 104
- National Stroke Association, 38–40, 104, 181–182
- Native Americans, 4, 16, 143
- natural disasters, 23, 34–35, 177
- negotiation, 128–129
- networking *vs.* netplaying, 19, 107
- networking, social media for, 101, 161–162, 164, 174, 181
- New Orleans, 177
- New York Times*, 137
- Next Generation 9-1-1 Advancement Act, 34–35
- Ney, Bob, 4
- 9/11 attacks, 140, 176
- Nixon, Richard, 173–174
- No Child Left Behind Act, 141
- Northern Mariana Islands, 4
- NPR, 14, 60–61
- numbers-oriented campaigns, 123–125, 133
- Obama, Barack
 co-opting opposition strategies used by, 93
 on health care and financial reforms, 40, 93
 on job creation, 183
 on lobbying regulations, 9
 on voluntary medical consultations, 137
- Obama Care, ix, 93
- obstacles, influence situations and, 52–53
- Ohio, 166
- Olivier, Laurence, 83
- opportunities, creating
 giving credit to others and, 180–181
 lemons into lemonade, 166–167
 popular “du jour” issues and, 140–142, 176, 178
- opposition, strategies for
 common ground with, 97–98, 125, 126, 144–145
 competition, understanding, 51–60
 co-opting and marginalizing, 90, 93–94
 polar opposites, partnering with, 107–109, 112
 researching opposition, 57–62
 trading for votes with, 127–128, 144
See also competition, strategies for
- Pacelle, Wayne, 5–6
- Palin, Sarah, 84, 137–138
- passions and convictions
 audience’s passions, knowing, 84–88
 causes, enthusiasm for, 31–32
 for-love lobbyists and, 12–15
 fun, incorporating, 187
 influence and, 12–15
 lying and, 11
 puppies and children rule, 146–148, 153
 reason *vs.* extreme passion, 17
- patient advocacy groups, 104
- Paul, Ron, 128–129
- PBS (Public Broadcasting Service), 61
- people-oriented influence reserves, 118–119, 133
- Perriello, Tom, 167

- perseverance
 as essential part of influence, 21–22
 failure and redefining success, 183–184
 giving up, avoiding, 187
 reaching goals and, 39–40, 43, 47
- persistence, message
 delivery methods and, 169
- persistence *vs.* stalking, 163, 174–176, 187
- personalized *vs.* form messages, 119–123, 133, 147, 152–153, 160–161, 164
- Poe, Ted, 108
- politeness and civility
 authenticity and charm, 24–25
 in follow-ups, 178–180
 insults, avoiding, 142–144, 185–186
 relationship building and, 109–111
 unintentional insults, 143
- politicians
 corrupt behavior by, perception of, 6–9
 sneaky behavior by, 77–78
 societal mistrust of, 3
 trusting relationships with, 18
- popular “du jour” issues, 140–142, 176, 178
- postal mail, for communication, 162, 164
- Preston Gates, 4
- public broadcasting, 14, 60–61, 125
- public relations campaigns.
See campaign planning
- public transportation, 64, 109, 118–119
- radio operators, 22–24
- rank-and-file neutrality, 90, 92, 93, 100
- Ready, Fire, Aim approach, 70
- Ready to Learn program, 61
- Reagan, Ronald, 149–150, 178
- realistic goals, 40–41, 43, 47, 183
- reason/reasoning, influence and, 15–17
- reauthorization, 141
- Redman, Eric, 21
- reelection, congressional, 9, 10, 22, 85, 87, 106
- relationship building
 citizen advocates, 16–17, 40–41, 97, 104, 116, 120
 as essential part of influence, 18–19
 insults, avoiding, 142–144, 185–186
 netplaying *vs.* networking, 19, 105–107
 one-on-one relationships, 18–19
 politeness and civility for, 109–111
 positive relationships, 18–19, 105–107, 142–144, 185–186
 tools for, difference, in, 115–118
 toxic people, avoiding, 109–111
See also influence messages
- relevant
 of campaign materials, 164–166
 as essential part of influence, 22–24
 of causes and needs, 33–34
- Republican party, congressional control of, 4–5
- research
 on competition, 57–62
 on decision makers, 45–46, 84–89
 on popular “du jour” issues, 141–142
 on self, 60–62
 social media for, 101, 161–162, 164, 174, 181
- reserves, influence, 118–119, 133
- resource-oriented influence reserves, 118–119, 133
- resources, for support, 54–55
- risks, strategizing around, 131–132
- Roll Call*, 111
- Roosevelt, Franklin Delano, 3
- SAFETEA-LU, 83–84
- Schneider, Judy, 5, 85
- Schoolhouse Rock* cartoon, 76–77
- school librarians, 183–184
- self-editing, 143–144
- self-interest
 audience self-interest, understanding, 83–89
 benefits to others *vs.*, 146–148
 knowing what you want and, 29, 36–37, 43–48
- self-knowledge
 compromise positions, 125–127
 knowing what you’re talking about, 45–46, 48
 knowing what you want, 29, 36–37, 43–48
- questions, answering and, 46, 48
- researching self, 60–62
- SMART goals and, 37, 47–48, 70–44, 186
- selling out, 10
- Senate, U.S., 62, 71, 76–78
- September 11 attacks, 140, 176
- Sheketoff, Emily, xiii–xv, 101, 173–174, 178
- Shimkus, John, 35
- 60 Minutes*, 174
- Skutniks, Lenny, 149
- Small Business Liability Relief and Brownfields Revitalization Act, 176
- SMART goals
 attainable/achievable goals, 39–40, 43, 47

- described, 37, 47–48, 70–44, 186
- measurable goals, 38–39, 42, 47
- realistic goals, 40–41, 43, 47, 183
- specific goals, 37, 42, 47, 70–38
- timely goals, 41–43
- snail mail, for
communication, 120
- social media
as communication
method, 101, 161–162, 164
- follow-ups via, 174
- thank yous via, 181
- special interests
described, 13, 20
- for-love lobbyists and, 13–14
- good causes *vs.*, 26
- for government resources, 54–55
- relevance and, 22–24
- trade associations, 14
- See also* causes and needs
- specific goals, 37, 42, 47, 70–38
- specifics, SPIT formula, 148–149, 152
- SPIT (specific, personal, informative, timely)
formula, 122, 123, 148–152
- staff, as influencers, 100–101, 104
- Stahl, Lesley, 174
- stalking *vs.* persistence, 163, 174–176, 187
- State of Union address, 149
- Stewart, Jon, 185
- Stewart, Potter, 24–25, 29
- Stone, W. Clement, 157
- stroke-associated groups, 38–40, 104, 181–182
- success, redefining, 183–184
- Sullenberger, Chesley B.
“Sully,” 149
- superiors, as influencers, 99–100, 104
- supporters, as audience, 90, 91–92, 93
- Supreme Court, 70, 77
- surrogates, finding
importance of, 97–98, 111–112, 175
- influencers for decision makers, 99–105, 104
- netplaying *vs.* networking, 105–107
- polar opposites,
partnering with, 107–109, 112
- politeness and civility in, 109–111
- positive impacts for,
knowing, 98–99
- real-world applications, 111–112
- tactics
- Tactic 1: Your Effort Is a Cause, 31–32
- Tactic 2: Know the Nature of What You’re Selling, 32–36
- Tactic 3: Set a SMART Goal, 37–43
- Tactic 4: Know Why You Want What You Want, 43–45
- Tactic 5: Know What You’re Talking About, 44–48
- Tactic 6: Identify the Competition, 52–53
- Tactic 7: Know What You’re Competing For, 53–57
- Tactic 8: Research the Opposition, 57–60
- Tactic 9: Research Yourself as if *You* Were the Opposition, 60–62
- Tactic 10: Divide and Conquer, 62–63
- Tactic 11: Circle the Wagons, 63–65
- Tactic 12: Find Your Decision Maker, 70–72
- Tactic 13: Find Your Plan B (and Plan C and Plan D) Decision Maker, 73–74
- Tactic 14: Ask the *and* Next Question, 74–76
- Tactic 15: Know the Rules of the Game, 76–80
- Tactic 16: Know What Gets Them Up in the Morning—and Keeps Them Up at Night, 84–89
- Tactic 17: Know What They Need from You, Not What You Want to Give Them, 89–90
- Tactic 18: Categorize Your Primary Audience into Champions, Supporters, and the Rank and File, 90–94
- Tactic 19: Know Who Will Be Positively Impacted, 98–99
- Tactic 20: Know Who Influences Your Decision Maker, 99–105
- Tactic 21: Don’t Network—Netplay, 105–107
- Tactic 22: Partner with Polar Opposites, 107–109
- Tactic 23: Remain Civil, Even with Those You Really Don’t Like, 109–112
- Tactic 24: Don’t Bring a Knife to a Gunfight (or a Screwdriver to a Nut and Bolt), 115–118
- Tactic 25: Create an Influence Reserve, 118–119
- Tactic 26: Don’t Be a Nigerian Prince, 119–123
- Tactic 27: Numbers Don’t Always Matter, 123–125
- Tactic 28: Do *Not* Start with Your Compromise Position, 125–127

- tactics (*continued*)
- Tactic 29: Trade for Votes, 127–128
 - Tactic 30: Know the Walk-Away Points, 128–129
 - Tactic 31: Keep Track, 130–131
 - Tactic 32: Strategize around the Risks, 131–133
 - Tactic 33: Don't Rest on the Power of Your Position, 138–140
 - Tactic 34: Connect to the Issue du Jour, 140–142
 - Tactic 35: Do *Not* Be Insulting—Whether on Purpose, in Secret or by Accident, 142–144
 - Tactic 36: Find the Common Ground, 144–145
 - Tactic 37: Remember the Puppies and Children Rule, 146–148
 - Tactic 38: Use the SPIT Formula, 148–153
 - Tactic 39: Pick the Delivery Method That Works for Your Audience, Not You, 157–164
 - Tactic 40: Have the Proper Materials, 164–166
 - Tactic 41: Turn Lemons into Lemonade, 166–167
 - Tactic 42: No Astroturf, 167–169
 - Tactic 43: Know the Difference between Persistence and Stalking, 173–176
 - Tactic 44: Control the Uncontrollable, 176–178
 - Tactic 45: What to Do if You Succeed, 178–180
 - Tactic 46: Don't Take Credit— Even if You Deserve It, 180–181
 - Tactic 47: Say Thank You, 181–182
 - Tactic 48: Avoid Failure by Redefining Success, 183–184
 - Tactic 49: Really Don't Do These Five Things, 185–187
 - Tactic 50: Have Fun, 187
 - targeted *vs.* form messages, 119–123, 133, 147, 152–153, 160–161, 163
 - tax-related legislation, 62, 86
 - telecommunications, 13, 43–44, 138–140
 - Telecommunications Act, 13
 - Tele-Communications Inc. (TCI), 13
 - telephone calls, for communication, 159–160, 163, 174
 - thank yous, importance of, 181–182
 - Thompson, Terry, 166
 - Tigua tribe, 4
 - time, decision maker's, 55, 165
 - timeliness, importance of, 35–36, 41–43, 151–152
 - toothpick rule, 9
 - toxic people, avoiding, 109–111
 - tracking information, 129–130, 175
 - trade associations, 14
 - trading for votes, 127–128, 144
 - Traficant, Jim, 147
 - Training for Real Time Writers Act, 21
 - transportation programs, 64, 109–110, 118–119
 - trust, relationships and, 18
 - Trust for America's Health (TFAH), x
 - Twitter, 162, 174
 - uncontrollable events, 176–178
 - unemployment, 140–141
 - unions, 32–33
 - United Cerebral Palsy, 104
 - United Egg Producers (UEP), 107–108
 - U.S. Airways flight 1549, 149
 - U.S. Chamber of Commerce, 32–33, 93, 177
 - U.S. Congress. *See* Congress, U.S.; House of Representatives, U.S.; politicians
 - U.S. Postal Service, 33
 - U.S. Department of Health and Human Services, 20
 - vague goals, avoiding, 186
 - voice mail, 159–160
 - votes, trading for, 127–128, 144
 - Washington Post*, 103
 - Wasserman Schultz, Debbie, 110
 - Water for the World Act of 2012, 108
 - Watergate scandal, 173–174
 - wedding gifts, 17
 - Weicker, Lowell, 173
 - Wenhold, Dave, 21–22, 87, 187
 - West, Allen, 110
 - win-win situations
 - authenticity and charm for, 25
 - compromise and trading for votes, 127–128, 144
 - manipulation *vs.*, 7
 - opposites, partnering with, 107–109, 112
 - perseverance and, 21
 - Young, Don, 84
 - YouTube, 162
 - Ziglar, Zig, 39