

NOTES FROM: *Who Not How*, by Dan Sullivan and Dr. Benjamin Hardy

SUMMARY: Whatever your limitations, there is someone out there who can help you move beyond them. The best way to solve a problem is to find someone who already knows how to solve it, and that's pretty much the "one-sentence summary" of this incredibly valuable business book.

Instead of asking, "*How can I solve this problem for myself?*" a better question is to ask, "*Who can I get to help me solve this?*" Asking the former is just asking for burnout, frustration, and inferior results. Because the truth is that there are people out there who are *experts* at doing the things you either hate to do, are bad at, or both, and they are *more* than willing to help you achieve your goals.

It's a mindset shift more than anything - retraining your brain to see potential and opportunities for collaboration and ease, rather than slugging through your daily tasks thinking you have to do everything yourself. You are limited in what you can do alone, but together, there's almost nothing we *can't* do.

"If Michael Jordan couldn't *get to*, let alone win, a championship by himself, why would you even consider trying to pursue your goals on your own?"

"You are rewarded in life by the results you produce, not the effort and time you put in."

"Who can help me to achieve this?"

"Once you're committed to the result you want, you'll find that Who. When you do find that Who, you'll see how ridiculously simple it was *for them* to produce your desired result, then you'll begin to see just how small you've been playing. You'll begin to set bigger and bigger targets, and you'll commit to those targets faster by getting the Who that is equipped to produce the result."

"If you're going to apply higher levels of teamwork in your life, you'll need to relinquish control over how things get done."

"The leader explains the 'What' and 'Why' and then allows the 'Who' to execute the 'How.'"

TIME: "Today Is My Everything."

"Employees, collaborators, and consultants work for you not because they are beneath you, but because they believe in you. You become an incredibly important Who in their life, giving them a mission to be part of, a way to provide for themselves and their families, and a way to build competence and confidence. The more people you are a Who for, the more successful you will become."

“The best way to measure your progress is by noting the amount and quality of collaborations happening in your life.”

“Will you stop tolerating the wasteful and painful use of your time?”

“You get in life what you tolerate.”

“Efficiency is doing things right. Effectiveness is doing the right things.”

“If money can solve your problem, then you don’t have a problem.”

“The research is very clear on this point: the more decisions you have to make, the lower the quality those decisions will become. You need to make fewer, but better, decisions. You need Whos to handle all of the involved decisions – whether that be scheduling or organizing – and set the stage *for you*. Don’t set your own stage and then perform on top of that. Just show up and give the best show you can, whatever that looks like for you.”

“The ability of the average man could be doubled if it were demanded, if the situation demanded.”

“Every time you invest in a vision, your commitment to that vision increases.”

“When a team has 1) high autonomy, 2) high goal clarity, and also 3) gets regular feedback on their results, then their performance shoots through the roof.”

“It is the role of the leader to determine the “what” – which is the desired outcome or goal – and to provide clarity, feedback, and direction when needed. *It is not the role of the leader to explain how the job is done.* The Who determines how they will best go about getting the job done. All they need is clarity about what specifically ‘done’ looks like.”

“What’s in it for them?”

“If you work on something important for twenty years, it will transform everything around you.”

“Always be the buyer.”

“Just because someone wants to work with you doesn’t mean they can.”

“A painting is never finished - it simply stops in interesting places.”

“Eighty percent is already getting results while a hundred percent is still thinking about it.”

“All progress starts by telling the truth.”

“Your ability to connect with people, learn, and collaborate is becoming increasingly valuable in today’s society.”

“My mom, who told me that reading was more important than going to school. And my dad, who taught me to be a hero.”