

Productivity is bullshit because it doesn't delegate decisions.

- It doesn't get you out of the doing

Parkinson's Law - the more money we have, the more we spend. The more time we have, the more we use it.

- You need **organizational efficiency**. Managing resources so the most important work gets done
- It's about **doing less with less to achieve more**

When you are familiar with something you're comfortable doing it.

Survival Trap - reactionary, to survive the day.

Moving from **Doing** --> **Designing**

- **Doing** - every entrepreneur starts here. You know it well, you do it well. Most businesses get stuck here
- **Deciding** - you assign tasks to other people but they are just task rabbits. They complete a task and then ask you "what should I do next?". They don't make decisions.
- **Delegating** - you empower them to make decisions on how to complete that task. You **must reward your employees ownership of a task, not the outcome**. If you punish them for making the wrong decision, they will come back to you for you to make the decision for them. Must get past this perfection mindset.
- **Designing** - The business runs the day to day on its own, and you are the architect of the flow. You are overseeing the work, to the degree that you want to.

Player, Coach, Owner

- **Players** - makes split-second decisions
- **Coach** - picks the players, has the game-plan
- **Owner** - designs the team, lays out the vision for the franchise, and then watches from afar. Owner is optimizing every element of the franchise (sponsorships, promotions, deals...)

Need a Landmark

- People traveling through the desert with no landmark tend to walk in circles. You need stars or the moon or the sun to walk in a straight line.

- Same for business - need something in the distance to shoot for
- A business that does not devote time to determine where it wants to go is destined to spin in circles

Big Beautiful Audacious Noble Goal - "Big BANG" (the landmark)

- Set a massive landmark out there that you are heading towards. That is extraordinary. And the nobility is the positive effect it has on others and serves your soul.

4 week sabbatical

- Commit to this in the next 18 months so you plan for the business to run itself

QBR - Queen Bee Role

- What single action does our business hinge it's success on?
- Worker bees have their primary role, let's say pollinating, but before that comes protecting the queen
- All of our employees have their primary roles but before that comes the **QBR**

Hiring

- Hire on enthusiasm and other traits that cannot be trained for
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