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10x Is Easier Than 2x: How World-Class Entrepreneurs Achieve More by Doing Less

Dan Sullivan and Benjamin Hardy

131 Highlight(s) | 0 Note(s)

Location: 177

psychological flexibility, which is defined as the ability to respond to obstacles successfully and in a way that is congruent with personal standards.⁶

Location: 179

Essentially, psychological flexibility is moving toward chosen goals even when it's emotionally difficult. You acknowledge and accept your emotions, but they don't control you.

Location: 183

A core aspect of psychological flexibility is viewing yourself as a context, rather than viewing yourself as content.^{10,11,12} This enables you to not overly identify with your thoughts and emotions, since you're not your thoughts and emotions. Instead, you're the context of your thoughts and emotions, and as you change the context, the content changes as well.

Location: 279

2x is a focus on quantity. You just add a zero and do more of what you're doing. It's linear and non-creative. It's brute force, not higher intelligence and leverage.

Location: 283

Anything that's not 10x doesn't meet the filter and gets released from your attention. According to constraint theory, the greatest human bottleneck is attention. Our attention is our most finite resource, even more finite and valuable than our time. Indeed, the quality and depth of our attention determines the quality of our time. Most people's attention is scattered, tugged, and seemingly never right here and right now.

Location: 326

10x is playing the infinite game of expanding your freedom.

Location: 329

Going 10x is the stripping away of everything that's not "the David" of your core self and highest purpose.

Location: 403

How you do anything is how you do everything. 10x becomes your filter and norm.

Location: 453

"The road to hell is paved with the pursuit of volume. Volume leads to marginal products, marginal customers, and greatly increased managerial complexity . . . Hard work leads to low returns. Insight and doing what we want leads to high returns . . . Strive for excellence in few things, rather than good performance in many . . . It is not shortage of time that should worry us, but the tendency for the majority of time to be spent in low-quality ways . . . The 80/20 principle says that if we doubled our time on the top 20 percent of activities, we could work a two-day week and achieve 60 percent more than now." — RICHARD KOCH¹

Location: 497

There are many paths to 2x or linear progress, which is one reason it's ineffective and overly complex to go 2x. There are few paths leading to 10x, making the goal simple and highly effective. Again, almost nothing will work for 10x, which is why it's so useful.

Location: 506

If you're shooting for 2x, you probably won't land much farther from where you are now and you'll exhaust enormous energy grinding inches forward. There's not enough distinction to force clarity about which direction to go. There's also not enough difference to discern what among the many things you're now doing is ultimately a waste. 10x separates the signal from the noise.

Location: 523

When you're trying to solve highly complex and particular problems, you'll need a specialist, not a generalist, to solve your problem. You can't just go to any doctor to reach optimal health. Almost everything is noise. Almost everything you're now doing is a distraction from 10x.

Location: 533

You know that working more hours does not equate to better results, but on the contrary, working more hours usually means you're grinding your wheels on not innovating your thinking

enough. Working too many hours means you're living 2x, not 10x. It means you're focused on effort, not transformation.

Location: 546

In order to clarify what matters from what doesn't, you need to specify your goal. Without knowing your goal, it's impossible to find an effective path forward.

Location: 568

Going for 10x requires letting go of 80 percent of your current life and focus and going all-in on the crucial 20 percent that's relevant and high-impact.

Location: 572

What got you here won't get you there.

Location: 597

Dan Sullivan sees entrepreneurs falling into this trap all the time, warning them that tightly scheduled entrepreneurs cannot transform themselves.

Location: 658

"We've shifted to a quality over quantity mindset," he told me. Higher quality, less quantity. 10x is qualitative, not quantitative—it's about different and better, not more. The more different and better you are for a highly specific type of person, the more asymmetric the upside in everything you do.

Location: 666

Research shows that in order to activate a flow and high-performance state, a given task requires three things: 1) clear and specific goals, 2) immediate feedback, and 3) the challenge is above and outside the current skill-level.^{12,13,14,15}

Location: 725

The needed supply always follows psychological demand—when the "why" is strong enough, you'll find the "how." Dan Sullivan regularly says, "Nothing happens until after you commit."

Location: 736

The second surge Linda got by hiring her assistant, in addition to the boost she got by committing, was that now her mind and time were freed up to focus on her 20 percent, which excited her. She became greatly relieved from what psychologists call decision fatigue,^{25,26,27} which occurs when you're making numerous decisions and task switches regularly. By outsourcing literally hundreds or even thousands of micro-decisions and tasks each day to her

assistant, such as answering and writing emails, writing up contracts, finding specific information, answering calls, etc., Linda's mind and attention both relaxed and expanded dramatically.

Location: 760

Linda made 10x jumps by increasingly applying Who Not How.²⁸ Rather than staying caught in the 80 percent she didn't love, she invested in "Whos" to handle the 80 percent, as well as to organize and manage increasing aspects of her business. Dan and I wrote an entire book called Who Not How, which I strongly suggest you read or re-read. Who Not How is a fundamental principle you'll need to master if you want to make 10x a way of life.

Location: 775

The term for someone like Linda, who has a 10x mindset in a 2x organization or industry, is Rate-Buster.^{29,30}

Location: 781

Interestingly, entire organizations and industries, despite claiming they want growth, can get defensive against rate-busters who may be the very linchpin to going 10x. Even still, when you're operating at 2x your objective isn't to evolve but to maintain.

Location: 831

Initially, some of her clients were concerned about working with someone besides her. But over time, they stopped worrying about it because the level of service was the same. This is a core Who Not How obstacle that causes many people to stumble, whether in real estate or any form of entrepreneurship—believing others can't do your job for you. Also, believing your clients need you and only you to be the one manually performing the job. This is a myth born of fear and ignorance. When you test it, and let your Who take over and fully own the how, you re-train both yourself and your customers to see you and your work differently, and better. It becomes less about Whos doing it and more about the end result.

Location: 839

Hiring Whos to free-up your 80 percent isn't a cost, but a massive investment in yourself and your business. This is another major Who Not How obstacle stopping many from 10x growth—the belief that hiring talented and capable Whos is a cost they can't afford to make, rather than an investment they can't afford not to make.

Location: 872

In talking about passing her business to Brad in 1999 and then passing off regional leadership to her regional team, Linda told me, "By letting go of that, and being willing to go all-in on

growing and developing regions, I now have an organization that, in 2021, did over \$14 billion in revenue.”

Location: 905

This concept of “10x” has never been spelled-out and distilled in such clear-cut and accurate terms until this book. In each chapter of this book, you will learn the most simple, clear, repeatable, and actionable path to going 10x in your life again and again.

Location: 919

10x is non-linear—enormous growth does not require more effort, but often requires less, but better. It’s qualitatively focused—you’ve elevated your vision and focus such that you’re now transforming the value and impact of what you do for increasingly specific people.

Location: 924

Every time you go 10x by letting go of the 80 percent and going all-in on your desired 20 percent, you dramatically increase your quality and quantity of your freedoms as a person—which are time, money, relationships, and purpose.

Location: 995

Higher quality, less quantity.

Location: 997

To quote the 10x thinker, Greg McKeown, “An Essentialist produces more—brings forth more—by removing more instead of doing more.”²

Location: 1,017

Chad exhibits a quality that only the world’s top achievers do: the ability to rapidly accept a new identity. He let go of being the guy who made hundreds of cold calls a day. He let go of being the first in the office and the last to leave. He let go of being one of the top dogs at one of the biggest financial firms in the world. He let go of needing to always be available and look fancy in a suit. He let go of being the guy who answered his own emails, attended client meetings, or even had his own office. He let go of seeing busyness as a status symbol.

Location: 1,029

Your identity is fundamentally two things: it’s 1) the story or narrative you have for yourself, and it’s 2) the standards or commitments you hold for yourself.³ The scientific definition of identity is “a well-organized conception of the self, consisting of values and beliefs to which the individual is solidly committed.”⁴

Location: 1,056

According to Prospect Theory, humans have an enormous aversion to loss.⁶ We fear and avoid loss far more than we seek gain. Loss aversion primarily manifests itself in three specific forms—1) continuing to invest in something unprofitable simply because you've already invested in it (i.e., sunk cost bias),^{7,8} 2) overvaluing something you own, believe, or have created simply because it's yours (i.e., endowment effect),^{9,10,11} and 3) continuing to do something you've previously done in order to be viewed by yourself and others as consistent (i.e., consistency principle).^{12,13,14}

Location: 1,074

You see yourself as a context, not the content of your thoughts and emotions. As you evolve and expand yourself as a context, the content of your life—inside and out—simultaneously changes as well.^{15,16} You commit to the standards you want, even when it's uncomfortable for a brief time. By embracing your emotions rather than suppressing them, your identity quickly adapts to your new standards and you reach a place of acceptance.^{17,18,19,20} You've emotionally evolved and expanded as a person, wherein you feel comfortable and natural at the new standard.

Location: 1,095

How you do anything is how you do everything.

Location: 1,141

Summing up Jimmy's insights on 10x thinking in three bullets: Think exponentially, which means thinking both much bigger and non-linearly. Hyper focus on quality over quantity, and get really good at what you do. Build a team to handle everything else so you can focus on achieving quality in your craft.

Location: 1,143

To go 10x bigger, you focus on getting 10x better. To get 10x better, you continually elevate the vision and standards of what you do. You commit to your 20 percent, hyper focusing on quality over quantity. You let go of the 80 percent, knowing that effort alone is not what produces exponential results. It's crucial to note that being able to do something well, even exceptionally well, doesn't usually translate to the level of quality Jimmy is describing, which produces exponential results.

Location: 1,152

It's not effort that matters, but where that effort is directed.

Location: 1,153

It is for this reason that the proposed "10,000 rule" presented by pop-psychologist Malcolm Gladwell²⁶ is phony baloney. "It isn't 10,000 hours that creates outliers," said entrepreneur and

angel investor Naval Ravikant. "It's 10,000 iterations."²⁷ Yes, reps matter. But only when those reps are directed toward a 10x upgrade.

Location: 1,179

despite the fact that all people are driven by their goals, and that we all form a level of proficiency in whatever we focus on, the counterintuitive truth is that massive ambitions are easier than average goals. In other words, 10x is easier than 2x.

Location: 1,186

Furthermore, the 10x thinker is solving a far more nuanced and niched problem. Rather than thinking broadly, they are thinking deeply and narrowly. They're deep in their 20 percent and have freed themselves of the cognitive load of the 80 percent. They aren't trying to do 100 things decently. They're trying to do one thing at a level that's never been seen before.

Location: 1,329

James Clear understood this, and now he has the most successful non-fiction book in the world.

Location: 1,337

Being both better and different is essential and points directly to the fact that 10x is fundamentally qualitative, not quantitative. 10x means an evolution has occurred, and what you're now doing is actually incomparable to what others are doing, or what you were previously doing.

Location: 1,353

In order to become the best, you must embrace the art of quitting. Those who become the best don't hold on to any 80 percent activity or identity for too long.

Location: 1,456

Wanting is about abundance and creation. Creativity is not a scarce resource and takes nothing away from anyone else. Rather, creativity actually creates new resources and opportunities which previously didn't exist and which would not have existed without someone proactively creating them.

Location: 1,478

Wealth is the byproduct of choosing freedom, and you can create as much wealth as you want.

Location: 1,486

Value is qualitative and subjective, not quantitative and objective like money is. You can become 10x more valuable and thus wealthy without directly having 10x more money. And indeed,

money follows wealth. The quantitative follows the qualitative. 10x is qualitative. . . 10x occurs as you create more wealth, or value. You do this by creating value that is qualitatively different and better (i.e., innovative) than what currently exists in the market.

Location: 1,505

“The people most likely to grasp that wealth can be created are the ones who are good at making things, the craftsmen. Their hand-made objects become store-bought ones. But with the rise of industrialization there are fewer and fewer craftsmen. One of the biggest remaining groups is computer programmers. A programmer can sit down in front of a computer and create wealth. A good piece of software is, in itself, a valuable thing. There is no manufacturing to confuse the issue. Those characters you type are a complete, finished product. If someone sat down and wrote a web browser that didn’t suck (a fine idea, by the way), the world would be that much richer.”

Location: 1,518

According to Dan, there are four distinct differences between needers and wanters: Needing is extrinsically motivated, whereas wanting is intrinsically motivated. Needing is security-driven, whereas wanting is freedom-driven. Needing is scarcity-minded, whereas wanting is abundance-minded. Needing is reactive, whereas wanting is creative.³ Committing to what you want most is the only way to be free.

Location: 1,555

To quote Stephen Covey, “The main thing is to keep the main thing the main thing.”⁶

Location: 1,577

There is enormous external pressure to keep the 80 percent in your life, because the 80 percent represents security but not freedom. Even still, the greatest pressure you’ll face is internal. Freedom is ultimately internal. Do you have the courage to let go of the 80 percent and go all-in on what you truly want?

Location: 1,584

Freedom to—which is internally committing to and courageously choosing what you most want, and is approach-motivated.^{7,8} You could have all the external freedoms in the world but not be free. Similarly, you could be free even if all of your external freedoms are taken. As Viktor Frankl said in *Man’s Search for Meaning*, “Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.”⁹

Location: 1,594

As the popular saying goes, “Everything you want is on the opposite side of fear.”¹⁰

Location: 1,603

As the Alcoholics Anonymous founder Bill W. stated, “All progress starts by telling the truth.”

Location: 1,608

Until you can admit and commit to what you want, then you're not free.

Location: 1,714

And at the core of this intensity of effort is in fact a quality that is genetic and inborn—not talent or brilliance, which is something that must be developed, but rather a deep and powerful inclination toward a particular subject. This inclination is a reflection of a person's uniqueness. This uniqueness is not something merely poetic or philosophical—it is a scientific fact that genetically, every one of us is unique; our exact genetic makeup has never happened before or will never be repeated...

Location: 1,736

Your life's objective is to develop mastery in and fully express your Unique Ability. There's nothing more important to master. There's nothing more important to dedicate yourself to. It's your work. Your life's work, and if you don't do it, no one else will.

Location: 1,777

Mastery is not just the ability to do something well. It's the ability to do something uniquely well. If it's not unique, innovative, and uninhibited self-expression, then it's not true mastery. Mastery and uniqueness are inseparable.

Location: 1,785

Become increasingly clear on who you are and what makes you unique and different from everyone else on this planet.

Location: 1,796

A word of warning when it comes to defining your Unique Ability. It's much, much bigger than anything you specifically do. More directly, your Unique Ability is the unique way you approach what you do when you're living at your best.

Location: 1,803

It's best to chunk your Unique Ability beyond any finite game to the higher and more infinite game—which is beyond context or any specific activity.

Location: 1,806

Given that Unique Ability is at the core of who you are and thus highly personal, it requires extreme commitment and courage to connect with, develop, and utilize your Unique Ability.

Location: 1,847

Since how you do anything is how you do everything.

Location: 1,862

If being in the relationship isn't a compelling offer, one that offers 10x transformation and growth, then it's a no-go for a Buyer.

Location: 1,864

Trying to make the payoffs equal or "fair" is a transactional approach and fails to appreciate the uniqueness of each participant's individual context, vision, and desires.

Location: 1,868

In transformational relationships, there are no losers. Everyone wins in the ways they want, and no justification is required for what each party wants.

Location: 1,872

"A finite game is played for the purpose of winning, an infinite game for the purpose of continuing the play. . . Finite players play within boundaries; infinite players play with boundaries. . . Only that which can change can continue."²⁶

Location: 1,874

When you're in a finite game, you're playing the game. When you're in the infinite game, you're continuously changing the game. Being an infinite-player means you're striving to continue playing and transforming the game. Only that which can continue can compound and grow exponentially. Only that which can change can continue. Only that which effectively adapts can successfully evolve and not be filtered-out. Evolution and compounding go hand-in-hand. If something comes to an end, then so do the compounding effects. The only way for something to continue, and thus experience compounding and transformational results, is by effectively evolving. If something stops evolving, it will eventually stop compounding. As Naval Ravikant said, "Play long-term games with long-term people. All returns in life, whether in wealth, relationships, or knowledge, come from compound interest."²⁷ This is why the infinite game is so crucial.

Location: 1,893

You can only go 10x by embracing a purely wanting approach to life, because 10x isn't inherently something anyone needs, but only something you can have if you choose the freedom to want and create it.

Location: 1,904

To become a true master at what you do, you can't merely be an expert at something. Expertise is the ability to do something well. Mastery is the ability to do something uniquely well.

Location: 1,946

To be clear, this book was written with high-level entrepreneurs in mind, who not only have a great deal of freedom in their lives but also who continually seek and create greater freedom in their lives and trajectories. 10x is fundamentally about freedom.

Location: 1,956

If you want to 10x, you have to radically change 80 percent of your life. This is a scary thought.

Location: 2,021

When you're measuring yourself against ideals, it's like measuring yourself against the moving horizon and then being mad at yourself for not being at the horizon. News flash: You can't ever reach the horizon. Similarly, you can't reach your ideals because no matter how far you go, your ideals will always stretch way, way beyond where you're now at.

Location: 2,031

Fundamentally, the gap is an unhealthy need you've placed on something outside of yourself to avoid facing the truth within.

Location: 2,053

And how can you possibly have both—where you're stretching and transforming toward huge dreams yet fully happy and satisfied with where you now are? Again, it all comes down to how you measure yourself and your experiences.

Location: 2,055

The gain is a proactive, creative, and internal approach to measuring yourself and your experiences. When you're in the gain, you're never measuring yourself against anything external. You're only measuring yourself against yourself. More directly, you're measuring yourself against where you were before.

Location: 2,072

In the gain, you're antifragile. Everything happens for you, not to you. Every experience has something to offer. Every moment you learn and become better, not bitter as a result.

Location: 2,096

Whatever you focus on expands. Whatever you see, you create more of. By focusing on the gains in your life, you'll begin to feel like you're always winning. You'll begin to see and create more gains from every day and every experience. Consequently, you'll be able to create more gains from every day.

Location: 2,116

Every time you let go of the 80 percent, you're gaining massively.

Location: 2,121

Go forth, my friend, into your 20 percent and let's see how insane your 10x transformation can be! When you're in the gain, everything happens for you. You become antifragile. Every experience is valuable. You continually learn from every experience.

Blue highlight | Location: 2,194

Identify five of your past 10x jumps. Give each of your previous 10x jumps a name and a timeline. For example, mine could be named: Getting on the mission (2006-2008), getting into BYU (2010-2011), getting married and into a PhD program (2011-2014), growing my family and becoming a well-paid professional author (2014-2019), 10xing as an author and evolving emotionally as a person (2019-present). Clarify the 20 percent of each of your 10x jumps, as well as the 80 percent that you let go of at each level. As you reflect on the 20 percent of each 10x jump you've made, reflect on how that 20 percent helped you further develop your Unique Ability.

Location: 2,207

As Thich Nhat Hahn said, "There is no way to happiness—happiness is the way." Take a deep breath. Exhale. You're in the gain. You're making amazing progress.

Location: 2,218

You Become What You Focus On

Location: 2,227

Fitness function is similar to looking at the direction and destination of an airplane. A slight tweak in direction—even a few degrees different—over a long enough period of time leads to massive differences.

Location: 2,245

By defining your fitness function, you'll know where to focus your energy. You'll know the 20 percent to go all-in on. And you'll know when you're being successful. No one else has the exact same goals or standards you do. Therefore, measuring yourself against someone else's

results or standards is a losing game because you're not ultimately optimizing for the same thing. You're not playing the same game . . .

Location: 2,252

The scariest and most courageous thing you'll ever do is to be yourself.

Location: 2,276

As author Robert Kiyosaki stated, "Intelligence is the ability to make finer distinctions."²⁰

Location: 2,312

What does all of this have to do with 10x and clarifying your 20 percent? Put bluntly, as a person, you are now in the process of becoming someone specific. You are optimizing for something—whatever your standards are—even if that something isn't well defined or intentioned. You're making finer distinctions and developing expertise in whatever you're focusing on. In our world of distraction, many people are developing finer distinctions and expertise in random things like celebrities' lives, video games, etc.

Blue highlight | Location: 2,317

Whatever you focus on expands.

Location: 2,319

The number one goal of life is developing mastery in your Unique Ability and thus living out your unique calling and purpose at the highest possible level. There is no end or ultimate "arrival" to this process. It's a continuing process of developing higher value and quality of freedom in all key areas, and doing so in your own unique way.

Location: 2,386

It also begs a question Dan encourages you to ask yourself: Who do you want to be a hero to?

Location: 2,397

and develop? 10x is about better, not bigger. Hence, to get your Dream Check, you'd become 10x better and more valuable in some unique and specific way to whomever you want to be a hero to.

Location: 2,408

Ideals are like a horizon in the desert. They provide illumination and direction but are unreachable. No matter how many steps you take toward the horizon, it will continually move out of reach. Ideals are the same.

Location: 2,443

The entrepreneurs who make the fastest and biggest 10x jumps escape the soul-sucking corporate or bureaucratic model of time.

Location: 2,449

To go 10x, you approach time qualitatively, not quantitatively. This is actually what Einstein's relatively theories are based on and it's a more accurate view of time than the outdated and mechanical Newtonian models.

Location: 2,457

No two people are having the same experience of time. Twenty-four hours for me and 24 hours for you are not the same. Time expands or contracts based on the speed and distance an object moves through space in a given direction.

Location: 2,469

Kairos is an ancient Greek word meaning the right or opportune moment. Kairos is what many philosophers and mystics would refer to as "deep time" or "alive time." In kairos-time, the world seems to stop entirely. It can be measured in long exhales, a shared laugh, a colorful sunset, a courageous moment. It is qualitative time where you move forward in the present, untethered by any moving clock or calendar.

Location: 2,478

If you're in chronos, time will pass you by. You'll be caught in paralysis-by-analysis or busyness but not real movement.

Location: 2,481

Chronos-time passes whether you're conscious or not. But kairos-time can only be experienced when you're fully absorbed in the moment. The more you live in kairos, the more in flow you'll be. The more peak experiences you'll have. The more awe, self-expansion, and meaning you'll experience.

Location: 2,528

The definition of the word rejuvenation is "to make young or youthful again: to give new vigor to." Rejuvenation is about making yourself, your enthusiasm, your excitement, and your ambitions young again.

Location: 2,537

The objective is to get increasingly larger checks for the same amount of work.

Location: 2,538

Just think about yourself: Have you 10xed the value and price of your best performances—even if the amount of time working technically didn't change?

Location: 2,541

Being busy isn't how you become world-class.

Location: 2,548

The more successful you become, the more recovery takes the front seat to everything else. Research shows that recovery is essential for flow and increased high performance.^{10,11,12,13,14,15}

Location: 2,566

There's now an entire subsection of occupational psychology growing around the importance of work-recovery called psychological detachment from work.^{17,18,19,20} True psychological detachment occurs when you completely refrain from work-related activities as well as obsessive thoughts during nonwork time. Research has found that people who psychologically detach from work experience: Less work-related fatigue and procrastination.²¹ Increased physical health and increased engagement (vigor, dedication, and flow) at work, especially during highly demanding times.²² Greater marital satisfaction even with a heavy workload.²³ Increased overall quality of life.²⁴ Greater mental health.²⁵ If you're never fully unplugged, you're also never in the zone.

Location: 2,576

Your ability to turn 100 percent "on" and work in a flow state is in equal proportion to your ability to turn 100 percent "off" and fully release and let go.

Location: 2,578

Focus is contraction. Recovery is expansion.

Location: 2,591

As Naval Ravikant said, "In an age of infinite leverage, judgement is the most important skill."

Location: 2,616

"Tightly scheduled entrepreneurs cannot transform themselves."

Location: 2,628

It's counterintuitive, but in order to go 10x, you need to work less, not more.

Location: 2,669

Apply the principle to yourself and your situation. Stack similar activities and meetings together on the same days. Don't scatter meetings throughout your week. Open more of your days for doing your best work and getting 10x better at your craft. Do this for even a short period of time and others will be shocked by how radical your progress and transformation are.

Location: 2,715

It's also crucial to note that if you're going 10x, you're not a manager. . . Managers don't go 10x. You're a visionary and Transformational Leader. Leaders don't manage. They build teams of leaders that manage themselves.

Location: 2,756

Commit to scheduling Free Days throughout your week, month, and year. Choose the number of Free Days that scares you a little bit. You'll be surprised that you achieve more and better results by doing less.

Location: 2,764

Stop working when you've completed your three important tasks. Don't work longer than is necessary. Productive and busy are opposites. Be in the gain, not the gap.

Location: 2,942

Rather than trying to be everything for a large group of people, USCCA narrowed in on a niche, targeted group of people. As Tim explained to me, "Go for the fringes of the bell curve. Going for the middle is death to growing a culture, community, and business."

Location: 2,964

They just want an easy-button that provides those for them. The reason people join any organization or association is psychographic alignment. All humans have a deep desire to feel a sense of belonging and connection to a group of people with shared beliefs and culture."

Location: 2,975

Timeless ideologies are based on principles, not politics. The definition of principle is "a fundamental truth or proposition that serves as the foundation for a system of belief or behavior or for a chain of reasoning."

Location: 3,044

Whenever you're facing a client or prospect, have that outward facing initial contact and systemized process be handled by a Who, not you.

Location: 3,085

As an example, to get this book where I wanted it, I knew I needed an editor that really knew business books. It took me less than an hour to think of Helen, who is a top-tier editor of business books like these and has worked on huge titles with household-name-level authors.

Location: 3,087

Question: What happens if I get the wrong Who and waste tons of money? This happens regularly. Get in the gain, not the gap. Everything happens for you, not to you. The reason you got the wrong Who is because you weren't clear on what you wanted, and you weren't being a great "Buyer," using Dan Sullivan's language. When you're a "Buyer" rather than a "Seller," you're very clear on the results you want to create, you have high standards for everything you do, and you only work with increasingly high-impact players who are proven and committed.

Location: 3,136

Trust in leader is a highly researched concept and is a crucial aspect of Transformational Leadership.¹⁸ Without trust, there is no Transformational Leadership. It's the mediating force that enables leaders to inspire those they lead to elevate and transform themselves to create results and reach the new standard.

Location: 3,143

When the "why" is strong enough, you find the "how."

Location: 3,207

Having a self-multiplying team is a natural extension of having a self-managing team.

Location: 3,267

Frank Sinatra didn't move his own pianos. Neither should you—whatever that means for you.

Location: 3,331

You do this by stripping more and more layers of the David away.

Location: 3,370

All the while, you'll continuously be expanding your four freedoms: Freedom of Time Freedom of Money Freedom of Relationship Freedom of Purpose Each of these four freedoms is qualitative and individual. They are based far more on quality and value than on quantity and comparison.

Location: 3,416

Not all dots are created equal. Not all activities are created equal. You could get thousands of “dots” or contacts but get only a handful of actual baptisms.

Location: 3,426

When you insist on doing what you’ve been doing, 10x is essentially impossible.

Location: 3,434

What about you? What is your 10x vision? What is your 20 percent? What is your Unique Ability?