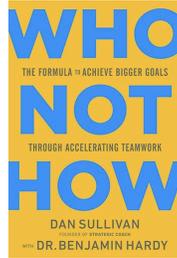


## Your Kindle Notes For:



### **Who Not How: The Formula to Achieve Bigger Goals Through Accelerating Teamwork**

**Dan Sullivan and Benjamin Hardy**

107 Highlight(s) | 0 Note(s)

Location: 149

Michael's true brilliance was only possible as he transformed into more of a team player, built around a team system, led by a genius coach.

Location: 168

It can be easy to focus on How, especially for high achievers who want to control what they can control, which is themselves. It takes vulnerability and trust to expand your efforts and build a winning team. It takes wisdom to recognize that 1) other people are more than capable enough to handle much of the Hows, and 2) that your efforts and contribution (your "Hows") should be focused exclusively where your greatest passion and impact are. Your attention and energy should not be spread thin, but purposefully directed where you can experience extreme flow and creativity.

Location: 185

This book argues that with each ascending level of success, your ability to produce results will be more and more contingent on Whos, not Hows.

Location: 241

When he presented me with this document, Dan said: "Let's do this. Here's what success looks like. Here's why this project is so important for us. Here's what we gain if we succeed. Here's what's at stake if we fail. I'm here if you need me. Go!" Who Not How is truly that simple. You define the vision, find the Who or Whos, and let them create the result.

Location: 263

When you're trying to accomplish something challenging or difficult that you've never done before, you probably need a Who. Let me say that another way: You absolutely need a Who if you're trying to accomplish something new and challenging, unless you're fine not getting the result you want in the near future.

Location: 281

Every Who needs a Who. This includes you! Whatever you're trying to do, you need a Who.

Location: 294

"There is no limit to the amount of good you can do if you don't care who gets the credit."  
—Ronald Reagan

Location: 310

With the right Whos in place, your vision and purpose will expand dramatically. This is what Dan Sullivan calls Freedom of Purpose. Your purpose and vision expand when you have powerful Whos who can take your goals to places you couldn't have imagined yourself.

Location: 314

When you develop collaborations, particularly with world-class talent, projects and businesses can quickly expand far beyond the initial concept. Harvard psychologist Dr. Robert Kegan has a term for this—The Transforming Self—and he considers it the highest form of psychological and emotional evolution.

Location: 333

Creating 10X or 100X results in your life and business may initially sound ridiculous, but it is fundamental to applying Who Not How.

Location: 335

As Dan says, "The only way to make your present better is by making your future bigger."

Location: 337

Dan fully believes in this idea and only engages in Transformational Relationships. His core motive is growth. His core focus and investment are people.

Location: 343

I'm always surprised by what becomes of the ideas and collaborations. Being surprised regularly is what keeps me young."

Location: 353

By letting Whos take care of the Hows, the final product will actually be different, and better, than you initially imagined.

Location: 356

The bigger your goals become, the better the Whos you'll need.

Location: 363

"This book is not for you. It's not for the people who work for Strategic Coach. It's not for the people in Strategic Coach. Those people get the Who Not How idea. This book is for the people who should be in Strategic Coach but aren't yet, and we have to write it for them." I did not have the confidence, gumption, or authority to say that, or many of the other things Tucker told Dan and Babs.

Location: 383

As Albert Einstein has said, "Everything that is really great and inspiring is created by the individual who can labor in freedom."

Location: 392

The more explicit you are in what you want, the faster you'll attract the right Whos to help you achieve that vision. The leader explains the "What" and "Why" and then allows the "Who" to execute the "How."

Location: 419

Who Not How can give you more time, because you'll no longer be considered the first or best option to complete a given task.

Location: 433

The promise of this book is dead serious and simple: Every time you apply Who Not How by imagining a new goal and getting Whos to work toward it, you will improve your time, increase your income, expand your relationships, and deepen your purpose.

Location: 442

"When the student is ready, the teacher will appear." —Buddha

Location: 462

By asking "How?" Richie was going to give away his entire summer. "How" costs a lot of time.

Location: 470

“How” is linear and slow. “Who” is non-linear, instantaneous, and exponential.

Location: 475

You never reach a place where you can't improve your Freedom of Time, because it isn't solely about having all the time to do what you want. It also involves using your time on increasingly quality activities.

Location: 484

He now lives every single day like it could be his last, and even created an acronym for time: Today Is My Everything.

Location: 529

By hiring one Who, she now had all of that time back to use in whatever way she wanted. All she needed was a goal (a “what”), a reason (a “why”), and a Who.

Location: 577

The point here is, as you engage in relationships, you expand your efficacy as a person. Your efficacy is your ability to produce results, and it is based on the resources you have to put toward those results. Resources can be financial, but they can also be so much more than that. Encouragement, time, and focus are just as essential as monetary support.

Location: 584

But as you combine your efforts with other Whos, your efficacy immediately increases. Relationships are how you transform as a person. Relationships are how you transcend your current limitations. Relationships are how you produce results. Relationships are the purpose of life.

Location: 593

You expand yourself and your efficacy through relationships!

Location: 596

You need Whos: spouses, parents, mentors, teachers, coaches, collaborators, co-conspirators, and eventually, when you're ready, employees and other people who work for you.

Location: 598

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.

Location: 621

Again, getting Whos is how you get committed. Investing in your goals is how you grow into and achieve huge goals.

Location: 632

As you shift to Who Not How, you'll evolve as a person. You'll have increased self-expansion, which will transform your identity, perspectives, and resources. You'll have a growing freedom in all four key ways—time, money, relationship, and purpose.

Location: 646

“You pile up enough tomorrows, and you'll find you are left with nothing but a lot of empty yesterdays.” —Meredith Willson

Location: 659

“Personal confidence comes from making progress toward goals that are far bigger than your present capabilities.”

Location: 668

Research has shown that the number one deathbed regret for most people is that they never took steps to do what they truly wanted to do with their lives.

Location: 721

Dan has a really good quote that captures the power of selective attention: “Your eyes only see and your ears only hear what your brain is looking for.”

Location: 742

To put it more bluntly, it is actually impossible not to attract incredible Whos once your vision is defined and expressed.

Location: 762

The crazy truth, which you may not realize yet, is that you absolutely can get Whos to help you.

Location: 768

Unless you're brilliant at finding Whos, you should probably find a Who to find your Whos.

Location: 773

There are endless Whos out there. No matter what “job” you put out there, you will find a Who that wants the job.

Location: 792

when the only thing that matters is the end result. Once success has been defined, restrain yourself from needing to know or care “How” it gets done. Your only concern should be that it gets done.

Blue highlight | Location: 797

“Having a capability is not an obligation to use it.”

Location: 800

Procrastination is the by-product of having a goal and asking “How?” instead of “Who?”

Location: 851

But Who Not How is about results, not an obsession with “process.” Allow your Whos to worry about the How and trust them to achieve the desired result within the designated timeframe. Don’t micromanage their process. Let them do what they do because they are the experts, not you.

Location: 861

As he enthusiastically told me: “I now realize that my potential is virtually limitless when I focus on Who instead of How. My goals are not constrained by me. There are endless Whos out there and I can add that capability to anything I’m trying to accomplish.”

Location: 906

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

Location: 915

Even still, you can make massive progress every 90 days.

Location: 937

Your potential is virtually limitless when you stop asking “How?” and start asking “Who?”

Location: 946

“Efficiency is doing things right. Effectiveness is doing the right things.” —Peter Drucker

Location: 959

By investing in Whos you not only utilize their time and resources, but also free yourself up to focus your time and attention on your most high-value activities. In turn, your earning capacity improves. This is Freedom of Money. You can’t improve your money freedom without increasing

the Whos in your life. Freedom of Money is also about having the money you need to solve whatever problem you have.

Blue highlight | Location: 962

As you'll learn in Chapter 6, if you have enough money to solve a problem then you don't have a problem.

Location: 964

I Know I'm Being Successful When: I can wake up every day and ask, "What would I like to do today?" My passive revenue exceeds my lifestyle needs. I can live anywhere in the world I choose. I'm working on projects that excite me and allow me to do my best work. I can disappear for several months with no effect on my income. There are no whiny people in my life. I wear my watch for curiosity only. I have no time obligations or deadlines. I wear whatever I want all the time. I can quit anytime.

Location: 989

Dean believes time is very important, but actually sees attention as the crown jewel. Your attention is always 100 percent engaged in something, even if that's distraction.

Location: 994

You can have way more money if you commit to having more money.

Location: 1,011

"Once I made a decision, I never thought about it again." —Michael Jordan

Location: 1,029

In psychology, there is a concept known as decision fatigue. What it means is that, having lots of things on your mind and weighing decisions can really exhaust your energy and willpower. Even small stressors, like finding a parking spot or worrying about being late for a meeting, can tax your mind.

Location: 1,049

Beyond keeping you out of flow, making lots of decisions exhausts your willpower and ultimately drains your vision.

Location: 1,053

Do you want a freed-up mind or a caged one? What would happen in your life if you made the single decision to add a Who rather than deal with the decision fatigue resulting from juggling a myriad of details? The longer you wait to invest in Whos, the more limited your thinking will be.

Location: 1,090

They worry about the amount of money they'll have to pay their Who, rather than thinking about how that Who could elevate their vision and free up their time.

Location: 1,101

Make the decision to add a Who and free yourself of the complexity of decision fatigue in that area. The research is very clear on this point: the more decisions you have to make, the lower the quality those decisions will become.

Location: 1,116

Money avoids the person who doesn't value their time.

Location: 1,134

You need to increase the demand on yourself to focus and succeed. You need an environment and situation forcing you to rise up to the level of your goals.

Location: 1,135

Pressure can bust pipes or make a diamond.

Location: 1,138

They want money freedom without having earned time freedom.

Location: 1,139

Freedom comes through purpose, investment, and teamwork.

Location: 1,150

Eliminating decision fatigue from your life should be one of your primary goals if you want to be a high performer and increase your income.

Location: 1,173

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

Location: 1,174

Escalation of Commitment: Every time you invest yourself in something, you become more committed to it.

Location: 1,189

Transformational Leadership Theory is the number one leadership theory in the world as of the writing of this book. Transformational leaders embody four characteristics: Individualized Consideration:

Location: 1,194

Intellectual Stimulation:

Location: 1,198

Inspirational Motivation:

Location: 1,205

Idealized Influence:

Location: 1,208

Even more, she needed to get her Whos just as invested and committed, which she did by by investing in them, by challenging them, and by helping them have transformational experiences.

Location: 1,223

The focus for entrepreneurs always has to be on results or there's no revenue coming in. If you work for an entrepreneur, guess what! This is true for you too.

Location: 1,224

it's important to understand that the business you work in exists inside the Results Economy, even if you're sheltered somewhat from seeing that.

Location: 1,227

If you want greater freedom in your life, you'll need to focus on results. You'll need to let Whos achieve the result for you.

Location: 1,229

According to Self-Determination Theory, every human being has three basic psychological needs related to their work: A sense of competence  
Autonomy in how they do their work  
Positive and meaningful relationships

Location: 1,232

Social environments that support these three needs create high levels of intrinsic motivation, psychological and physical wellness, and enhanced performance in all of their people. But how these needs are applied is a critical part of the formula.

Location: 1,237

Put simply, autonomy without clarity is ultimately a disaster.

Location: 1,238

This brings us to the primary issue with leadership: Lack of clarity of vision and inability to articulate that vision leaves Whos with no identity and no clear purpose.

Location: 1,244

All they need is clarity about what specifically “done” looks like.

Blue highlight | Location: 1,248

By having clear Success Criteria, meaning what has to be true when this project is finished, you can ensure your Who doesn't get lost.

Location: 1,254

“Always reward creators. Never reward complainers.”

Location: 1,262

Leaders should be committed to results, not to a particular process.

Location: 1,313

“If you have enough money to solve a problem, then you don't have a problem.”

Location: 1,402

Focusing on How will greatly limit your ability to make money.

Location: 1,436

Your ability to succeed is based on the quality of the people in your life.

Location: 1,446

First and foremost, when it comes to connecting with someone, you should want to be connected with them. It shouldn't be a chore. There shouldn't be any desire to avoid contact or escape from them. There should be no need for posturing or posing. But rather, you should feel completely free to be yourself, and ultimately, who you aspire to be.

Location: 1,452

“I don't want to work on a relationship. I just want a relationship that works,”

Location: 1,485

The moral to the story: Don't reach out to someone unless you have something meaningful to offer them. That "something" needs to be real and relevant, not just a compliment or flattery. True and real value. And if you want the relationship to continue, you must continue creating value.

Location: 1,487

When creating relationships with Whos, ask yourself, "What's in it for them?" When creating a vision, be sure that vision aligns with your Whos' objectives and clearly helps them achieve what they personally want.

Location: 1,494

Joe loves this quote: "Be nice to the people on your way up, because you'll meet them on the way down."

Location: 1,518

When you generously and sincerely thank them in specific ways for the big and small things they do for you, you'll be changed as well. You'll become a kinder, humbler, and happier person. You'll also attract increasing Whos into your life, because gratitude attracts and creates abundance.

Location: 1,580

YOU LEARN MORE ABOUT A LEADER BY WHAT THEY SAY "NO" TO THAN ANYTHING ELSE

Location: 1,645

"Look, there's absolutely no pressure for you to work with us. This is a two-way interview, and we are both evaluating if it's a great fit. If you choose a different advisory firm, we will be absolutely fine. We only want to work together if we are excited and 100 percent on the same page for goals and expectations. Being aligned and upfront with each other from day one is crucial to a successful long-term relationship. And in the end, that's what it's all about."

Location: 1,673

Dan has a saying for this: "Always be the buyer." What he means is that, in every situation you're in, you should be the one who is buying, not selling. The buyer can reject the seller, not the other way around. Chad is a buyer. He chooses his clients. Just because someone wants to work with him doesn't mean they can. That's Freedom of Relationship.

Location: 1,682

“Personal confidence comes from making progress toward goals that are far bigger than your present capabilities.”

Location: 1,758

The longer you try to perfect your idea before feedback, the slower the transformation process.

Location: 1,760

Finally, get used to “publishing” or sending out imperfect work. Nothing is ever truly “finished,” only “done.” Done is better than perfect.

Blue highlight | Location: 1,762

“What people want to buy most is their own future.”

Location: 1,793

But as Dan says, “Always make your learning greater than your experience.” Hopefully, I learn from this experience so I don’t have to needlessly repeat it in the past.

Location: 1,817

Wherever you see brilliant work happening, collaboration is happening.

Location: 1,831

Said Viktor Frankl, “Life is never made unbearable by circumstances, but only by lack of meaning and purpose.” The more deep and powerful your sense of purpose, the more meaningful your life will be.

Location: 1,911

COMPETITION COMES FROM A SCARCITY MIND-SET AND EGO “Competition is for losers.”  
—Peter Thiel

Location: 1,945

“The only way you can make your present better is by making your future better.”

Location: 2,168

With Who Not How, you can avoid unneeded complexity and decision fatigue. You can be freed up to focus on what most excites and expands you, your “Unique Ability.”