



# Who Not How

Dan Sullivan

5

It is only through teamwork and collaboration that you can achieve things you previously thought impossible.

10

That's what real leadership is: Creating and clarifying the vision, and giving that vision greater context and importance for all Whos involved.

Who's executing the How.

13

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

Ronald Reagan

15

Everything you do is to confirm your bias and achieve your narrow goals. This is where most people stop in their development, highly convinced of their own perspectives and unwilling to alter those views.

20

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

28

How can you make money?

"How" costs a lot of time.

29

Increase your Freedom of Time.

34

Time is finite. We all have 24 hours. Before you can master any of the other freedoms, you must become a master of your own time.

35

Our motivation to expand as individuals leads us to seek close relationships with other people.

37

As you engage in relationships, you expand your efficacy as a person, your ability to produce results.

38

The more people you are a Who for, the more successful you will become.

39

Take a loof at your life:

Where're you lacking collaboration? Where is your vision too small?

43

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

Meredith Willson

44

Confidence is belief in your ability to imagine, conceptualize, and achieve goals.

45

Procrastination is actually a form of wisdom.

47

Killing procrastination in two steps:

Be explicit about your goal.

Ask Who can help you accomplish that goal.

48

Selective Attention

Our conscious mind filters the information and pays attention to the things that seem relevant or important.

It is for this reason that you hear your name in a loud room.

48

Your eyes only see and your ears only hear what your brain is looking for.

49

Impact Filter:

What is the project?

What's the purpose?

Why is it important?

Ideal Outcome

Best Result of Action

Worst Result of Inaction

Success Criteria for Completion

65

90 Day Moving Future:  
Achievements  
Current Areas of Focus  
Greatest Excitement  
Five New ""Jumps""

75

When you free yourself up from various tasks, you free up your mind to go to different places.

82

You need to increase the demand on yourself to focus and succeed.

82

Rise up to the level of your goals.  
Increase the demand on yourself.  
You need the pressure to succeed.

88

Transformational Leadership Theory:

Individual Consideration: attend to each team member's needs, give empathy, support, and respect.

Intellectual Stimulation: stimulate and encourage, build confidence, take learning seriously, don't micromanage.

Inspirational Motivation: articulate the vision, communicate optimism, provide meaning, be understandable, precise, powerful.

Idealized Influence: high ethical behavior, positive pride, respect and trust, because of who you are.

91

Research has found that teams who have high levels of autonomy but low goal clarity, as well as little performance feedback, actually perform worse than teams with low autonomy.

91

High autonomy, high goal clarity, with regular feedback, gets shit done.

95

Lessons are repeated until learned.

Dr. Cherie Carter-Scott

100

Having a great work ethic is something to strive for.  
You're either in the ""Time and Effort Economy"" or the ""Results Economy.""

104

Cost-Minded = Transactional and Short-Term Focused  
Investment-Minded = Investing in Whos and Long-Term Focused

112

A man of value will give more than he receives.  
Albert Einstein

116

If you're useful, and continue being generous, the world will be very good to you.

127

We remain young to the degree that our ambitions are greater than our memories.

129

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

134 Eighty percent is already getting results while a hundred percent is still thinking about it.  
Dan Sullivan

135

You can get to 80 percent of a project very quickly.

137

The worst thing you can do, is keep it to yourself.  
Being vulnerable and honest [will make you] less overwhelmed.

138

The sooner you communicate your needs the better.  
You'll get the clarity needed to be motivated."

140

Everyone on your team should want to be a hero to you and to one another.

149

The only way to be remembered fondly is to increase others' capabilities.

152

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

158

Your identity is not fixed, but rather based upon your current experiences.

163

[Make people] a part of something larger and more important. They see the bigger picture [and] put special care and attention into their work.

171

Being a hero brings out the best in human beings.  
Who do you want to be a hero to?