

Who Not How

By Dan Sullivan (2020)



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- 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: (p.4-5)
 - 1) Other people are more than capable enough to handle much of the Hows
 - 2) 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.
- Results, not effort, is the name of the game. You are rewarded in life by the results you produce, not the effort and time you put in. (p.5)
- *Who Not How* is truly that simple. You define the vision, find the Who or Whos, and let them create the result. (p.10)
- Real leadership is: Creating and clarifying the vision (the “what”), and giving that vision greater context and importance (the “why”) for all Whos involved. (p.10)
- Once the “what” and “why” have clearly been established, the specified “Who” or “Whos” have all they need to go about executing the “How.” All the leader needs to do at that point is support and encourage the Who(s) through the process. (p.10)
- The bigger the challenge, the more essential the Who. And if you *are* the Who, you'll eventually discover that as the Who, you'll also need a Who. (p.11)
- "There is no limit to the amount of good you can do if you don't care who gets the credit." - Ronald Reagan (p.13)
- The *Transforming Self* (when you develop collaborations, particularly with world-class talent, projects, and business can quickly expand beyond the initial concept) is considered the highest form of psychological and emotional evolution (Dr. Robert Kegan) (p.15)
- The basest form of psychological development is the *Socializing Self* (when a person operates out of fear, anxiety, and dependence). (p.15)
 - You don't make your own decisions.
 - You don't have your own goals.
 - You are simply trying to be accepted by your peers and will do anything you can to conform with them.
- Above the Socializing Self is the *Authoring Self*, which is when you've gone from unhealthily dependent to a much more healthy independence. (p.15)
 - You've developed your own sense of self.
 - You have worldviews, goals, and an agenda.
 - However, you have a perceptual filter that you cannot see beyond.
 - Everything you do is to confirm your bias and achieve your narrow goals.
- The Transforming Self is different from the Authoring Self in that rather than being individualistic and competitive, it is more relational and collaborative. (p.16)
 - When at this higher level, you engage in collaborative relationships for the sake of transformation.
- If you're going to apply higher levels of teamwork in your life, you'll need to relinquish control over how things get done. (p.20)
- A core aspect of leadership is being explicit about the vision. The more explicit you are in what you want, the faster you'll attract the right Whos to help you achieve that vision. (p.21)
 - The leader explains the “What” and “Why” and then allows the “Who” to execute the “How.”

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- "How" is linear and slow (p.29)
- "Who" is non-linear, instantaneous, and exponential. (p.21)

Part 1: FREEDOM OF TIME (Free yourself up to focus your time and attention on your most high-value activities)

- Research shows that only 16 percent of creative insight happens while you're at work. (p.32)
- "Efficacy" - your ability to produce a desired result. (p.35)
- Our attraction to specific people (according to Dr. Arthur Aron and Dr. Elaine Aron) is based on two factors: (p.35)
 - Desirability: the perceived total amount of self-expansion that is possible for us through that specific relationship
 - Probability: the perceived likelihood that a close relationship with that specific individual can actually be formed.
- 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. (p.37)
- If you're focused on doing everything yourself, then you are dramatically limiting the resources you can direct toward your goals. If your resources are limited, your potential, your options, and your future are limited too. (p.37)
- You expand yourself and your efficacy through relationships! (p.38)
- Ultimately, anyone who becomes highly successful does so through relationships. (p.38)
- Success becomes increasingly about Who and less about How as you grow. (p.38)
- "Our eyes only see, and our ears only hear what our brain is looking for." (p.41)
- "A man who dares to waste one hour of life has not discovered the value of life." - Charles Darwin (p.45)
- You only have two options when you procrastinate. (p.46)
 - The first and most common approach is to ask yourself, "How do I do this?"
 - The second, and more effective option, is to simply shift the question to, "Who can help me with this?"
 - Another powerful variation of this question could be, "Who can achieve this goal for me?"
 - Who has the skills, knowledge, connections, and expertise to get this done ASAP?
- Asking "Who?" is the automatic response you need to develop every time you think of a new goal or desire. (p.46)
- Applying Who Not How, and thus killing procrastination, requires two essential steps: (p.47)
 - Be radically explicit about your goals.
 - Ask yourself: Who can help me accomplish this goal?
- The Impact Filter is a one-page document that provides a 'Who' with the critical clarity about the overall vision and their role in that vision. (p.49)
 - What is the project?
 - Importance: What's the biggest difference this will make?
 - Ideal Outcome: What does the completed project look like?
 - Best Result: If you do take action?
 - Worst Result: If you don't take action?
 - Success Criteria: What has to be true when this project is finished?
 - www.strategiccoach.com/whonothow
- One of the biggest mistakes entrepreneurs and leaders make is micromanaging their Whos and insisting that they do their jobs in a particular way, when the only thing that matters is the end result. (p.54)
 - Once success has been defined, restrain yourself from needing to know or care "How" it gets done.

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- Your only concern should be that it gets done.
- Who Not How is about results, not an obsession with “process.” (p.60)
 - 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.
- “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.” (p.61)
- “What is the ultimate quantification of success? For me, it’s not how much time you spend doing what you love. It’s how little time you spend doing what you hate.” - Casey Neistat (p.61)
- Rather than asking, “How are we going to do this?” ask, “Who are we going to get, either internally or externally, to make this happen?” (p.63)
- One-page Moving Future process, which helps people maximize their time every 90 days: (p.65)
 - Looking back over the past quarter, what are the things you have achieved that make you the proudest?
 - What are the current areas of focus and progress that make you the most confident?
 - Looking ahead at the next quarter, what new developments, projects, or goals are giving you the greatest sense of excitement?
 - What are the five new “jumps” (progress) you can now achieve that will make your next 90 days a great quarter regardless of what else happens?

Part 2: FREEDOM OF MONEY (Increasing your earning capacity. Having the money you need to solve whatever problem you have)

- "Efficiency is doing things right. Effectiveness is doing the right things." - Peter Drucker (p.69)
- There are two types of problems in business: (p.71)
 - Technical problems - The answer is already known, you just need to find out how to do it.
 - Your time and attention are linear and finite (p.72)
 - When you ask yourself, "How?" then (p.72)
 - You have to be the one to find out where to learn.
 - You have to be the one to actually learn how to do it.
 - Once you have learned how to do it, then you have to be the one to actually do the task for the unforeseen future.
 - If you decide to hire someone to do it for you, then you'll have to hire them.
 - Freedom of Money occurs as you direct your time and attention toward higher impact activities. (p.72)
 - Your attention is always 100 percent engaged in something, even if it's a distraction. (p.72)
 - Adaptive problems - do not have a known answer (p.73)
 - They require a creator (you are the 'Who') (p.73)
 - Engage in tasks only you can do; get 'Whos' for everything else. (p.73)
- "The most useful thing you can do for other people is appreciate their value." (p.73)
- In psychology, there is a concept known as decision fatigue. (p.75)
 - What it means is that, having lots of things on your mind and weighing decisions can really exhaust your energy and willpower.

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- Right now, your mind is locked up with whatever you are presently thinking about. Until you free up your time, your mind will be caged. (p.75)
- Some people don't invest in Whos because they don't view them as an investment, but as a cost. (p.79)
 - 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.
- Make the decision to add a Who and free yourself of the complexity of decision fatigue in that area. (p.80)
 - 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.
- In psychology, this idea is called the Pygmalion Effect, and what it means is that as people, we are either rising or falling to the expectations of those around us. When the demands are high, we show up. When they are low, we settle. (p.81-82)
- You need to increase the demand on yourself to focus and succeed. (p.82)
 - You need an environment and situation forcing you to rise up to the level of your goals.
 - In order to do that, you need to increase the demand on yourself and others to produce the desired result.
 - You need the pressure to succeed.
 - You add that pressure by increasing your investment.
 - This forces you to better use your time, which enables you to increase your income capacity or Freedom of Money.
- "Don't twist yourself out of shape to be attractive to people you don't want to work with." (p.83)
- You can't have money freedom until you achieve time freedom. (p.83)
- Escalation of Commitment: Every time you invest yourself in something, you become more committed to it. (p.86)
- Transformational Leadership Theory is the number one leadership theory in the world.
- Transformational leaders embody four characteristics: (p.88-89)
 - Individualized Consideration: The degree to which, as the leader, you attend to each team member's needs, act as a mentor or coach to each member, and listen to concerns and needs.
 - a. You give empathy and support
 - b. Keep communication open
 - c. Place challenges before your team so they can grow
 - d. You give respect and celebrate the individual contribution that each person can make to the team
 - Intellectual Stimulation: The degree to which, as the leader, you challenge people's assumptions, take risks, and solicit ideas from your team.
 - a. You stimulate and encourage creativity in your team, and you nurture and help team members to think independently
 - b. You help them build confidence so they can make their own decisions and take their own risks
 - c. You take learning very seriously, placing high value on it, and you see unexpected situations as opportunities to learn
 - d. You allow your team members to ask you questions, and, ultimately, make their own decisions about how to better execute their own tasks
 - e. You don't micromanage
 - Inspirational Motivation: The degree to which, as the leader, you articulate a vision that is appealing and inspiring to your team.

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- a. You challenge your team to increase their personal standards, while you communicate optimism about future goals and provide meaning for the task at hand
 - b. Every member of your team needs a strong sense of purpose and more effective options
 - c. Purpose and meaning provide the energy that drives the group forward. As the visionary and leader, your ability to powerfully and persuasively communicate the vision is essential
 - d. You must make the vision understandable, precise, powerful, and engaging so that your team will become increasingly willing to put more effort into completing their tasks
 - e. They'll exhibit encouragement and optimism about the future and believe in their abilities
 - f. They'll draw from your confidence and embody that within themselves.
- Idealized Influence: As the leader, you act as a role model for high ethical behavior
 - a. You instill positive pride and create a culture among your team
 - b. You gain respect and trust
 - c. People follow you because of who you are
 - d. You have high moral authority
 - e. People want to be with you, learn from you, help you, and be transformed through your vision
- Entrepreneurs have crossed 'the risk line' from the 'Time-and-Effort Economy' to the 'Results Economy.' (p.90)
 - For them, there's no guaranteed income, no one writing them a paycheck every two weeks.
 - The focus for entrepreneurs always has to be on results or there's no revenue coming in.
- According to Self-Determination Theory, every human being has three basic psychological needs related to their work: (p.91)
 - A sense of competence
 - Autonomy in how they do their work
 - Positive and meaningful relationships
- 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. (p.91)
- However, 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. (p.91)
- Autonomy without clarity is ultimately a disaster. (p.91)
 - The Who will wander in circles freely but will not go in a meaningful direction.
 - 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.
 - They become frustrated and lose their confidence.
 - It's not because they lack the resources or capability, but because they have bad leadership.
- 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. (p.92)
 - 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.
- 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. (p.92)
 - At the same time, you give them full autonomy in how they make that Success Criteria real.
- Without clear boundaries, your Who will lose motivation. (p.92)

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- Boundaries and clarity create motivation.
- In order to be motivated, you need clarity and simplicity.
- Boundaries help clarify your path toward your desired aims.
- According to Expectancy Theory, one of the core motivation theories in psychology, motivation requires a clear and tangible outcome, as well as a path to getting that outcome. (p.92)
- "If you have enough money to solve a problem, then you don't have a problem." - Dan Sullivan (p.99)
- Our culture has brainwashed us into avoiding costs rather than making powerful investments in ourselves and our futures. (p.100)
 - As a result, we willingly do all sorts of "busy" or ineffective work outside our expertise and passion, falsely believing that "working hard" or engaging in such tasks is worth it.
- You're either in the "Time and Effort Economy" or the "Results Economy." (p.100)
 - Far too often, people wear their hard work as a badge of honor.
 - But in reality, they are engaging in Hows that could easily be handled by a Who to more effectively produce the desired result.
- When you're investment-minded, you're not short-term in your thinking. (p.104)
- If you're cost-minded, then by nature, you're transactional and short-term focused. (p.104)
- If you're investment-minded, then you will be transformational in your relationships, including the relationship you have with yourself. (p.104)
 - You'll be long-term focused, having an increasingly growing vision of your future.
 - You'll see that by investing in Whos, your future can dramatically grow.
- Believing that doing all of the Hows yourself is noble is a limiting belief. It's not noble. (p.105)

Part 3: FREEDOM OF RELATIONSHIP (Having access along with a deeper and higher quality relationship with your Whos)

- Your ability to succeed is based on the quality of the people in your life. (p.111)
- Don't reach out to someone unless you have something meaningful to offer them. (p.114)
 - 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.
- If you don't yet know how to connect with people in this more conscious and reciprocal manner, a great way to learn is simply by volunteering. (p.115)
 - Learn to serve other people without any expectation for reward.
 - Learn to devote yourself to a cause, and to other people's goals, even if you get no fanfare.
- You learn more about a leader by what they say "no" to than anything else. (p.122)
- "Never allow someone to be your priority while allowing yourself to be their option." - Mark Twain (p.127)
- "Always be the buyer." (p.128)
 - 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.
- Choose your clients. (p.129)
 - Just because someone wants to work with you doesn't mean they can.
 - That's Freedom of Relationship.
- "No matter how brilliant your mind or strategy, if you're playing a solo game, you'll always lose out to a team." - Reid Hoffman (p.131)
- The longer you try to perfect your idea before feedback, the slower the transformation process. (p.136)
- Get used to "publishing" or sending out imperfect work. (p.136)
 - Nothing is ever truly "finished," only "done."

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- Done is better than perfect.
- In order for one to be motivated, they need a clear path forward. (p.138)
 - Often, you need a Who to help you formulate that path, so you can get yourself moving again.
- Genuinely seek to be a hero to your team (your Whos) (p.139)
- As a leader, you should want nothing more than to be a hero for your team. (p.140)
 - That can and should become your purpose, to be a hero.

Part 4: FREEDOM OF PURPOSE (The sense of vision and purpose you have for your life)

- By adding Whos to what you're doing, with greater capabilities and perspectives where you're weak, the initial vision you had will automatically expand. (p.147)
 - Your goal becomes far better than anything you could conjure up on your own.
- According to research by Dr. David Logan, a business professor at the University of Southern California, most business cultures are what he calls, "Stage 3 Culture," which is epitomized by internal competition wherein each person is out for themselves, willing to backstab, gossip, or do whatever it takes to get the position above their colleagues. (p.150)
- Much rarer are "Stage 4 Cultures," which emphasize teamwork and collaboration—focusing on the quality and characteristics of the group rather than the individual. (p.150)
 - Stage 4 Cultures are far more productive and successful than Stage 3 Cultures in business and sports.
- A keystone concept in psychology is known as the fundamental attribution error (also known as correspondence bias or over-attribution effect), which is the tendency for people to overemphasize dispositional or personality-based explanations for how a person acts while underemphasizing situational explanations. (p.155)
- When driven by purpose, you stop doing the minimum required. (p.164)
 - You really go deep within yourself.
 - You become a creator.
 - You become willing to go above and beyond the "call of duty."
 - You put your soul into your work.
 - You genuinely seek to address the particular problem you're trying to solve.
 - You genuinely care about the people you're serving.