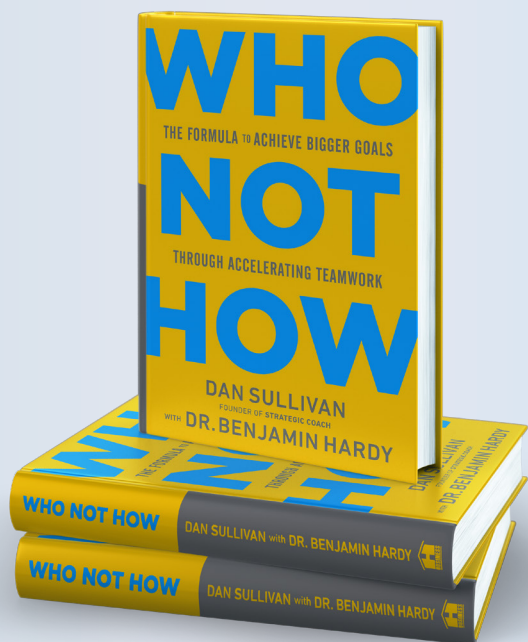


BOOK SNAPS™

Zooming In On Your Next Read



Who Not How

By Dan Sullivan

Dan Sullivan is the world's foremost expert on entrepreneurship and has coached more successful entrepreneurs than anyone on the planet. He is the co-founder of Strategic Coach®, the leading entrepreneurial coaching program in the world, and author of more than 50 publications on entrepreneurial success. Over the past 30-plus-years, Strategic Coach has provided teaching and training to more than 20,000 entrepreneurs. www.strategiccoach.com

Copyright © 2020 by Dan Sullivan • Hay House, Inc.

Why and How to Shift Your Thinking to “Who”

American culture highly values independence. We are conditioned from our earliest educational experiences that the end all, be all goal is to do things all by ourselves. So prevalent is this idea that we end up shouldering an unsustainable amount of responsibility in our personal and professional lives. We limit ourselves in what we can accomplish because we fail to enlist the help of others in reaching our goals. We even subconsciously set smaller goals than we could actually achieve if we would only shift our thinking in one simple, but incredibly powerful way. We must stop asking ourselves “how” we can get something done and instead start asking ourselves “who” can help us get something done.

Dan Sullivan is regarded as one of the most effective entrepreneurial coaches in the world. He has authored more than 30 publications and has over 35 years experience coaching, speaking, strategic planning, and consulting with entrepreneurial-minded organizations and individuals who aim to achieve their full potential. In *Who Not How*, Sullivan partnered with Benjamin Hardy, the “who” Sullivan turned to to write the book based on his own concepts and tools. In it, they lay out why and how to shift your thinking to “who” in order to “consistently achieve bigger and more powerful results, without having to do all the work.”

The Paradigm Shift

The core essence of the book lies in making a seemingly simple paradigm shift. We are asked to pose a question to ourselves. “What would happen for us if we would shift our mind set from “how” to “who?” Would that shift make it possible to expand your potential, opportunities, and capabilities? High achievers are especially adept at focusing on How. They often fail to see all of the Whos in their life that could provide “perspectives, resources, and abilities to go beyond” what they could accomplish alone. This trap ensnares us when we refuse to let go of control and allow ourselves to be vulnerable and put trust in a team of others. But if we can focus on Who instead of How, we stand to gain immeasurably in our personal and professional lives.

We just need to recognize that “1) other people are more than



capable enough to handle much of the Hows, and 2) that our efforts and contributions (our Hows) should be focused exclusively where our greatest passion and impact are.” If we can do that, we will improve our results, not our efforts, and the results will be astonishing. We can actually retrain our brains to stop limiting our potential by relying only on ourselves. We have more connections to others than we realize and we can leverage those connections in transformative ways. The rest of the book shows us how to put Whos into practice to free us in relation to time, money, relationship, and purpose.

Freedom of Time

In this section, readers learn how to free up more and more of their time “by delegating or outsourcing all predictable Hows to other people, external companies, or even technology.” When we ask ourselves How to make money, we bog ourselves down. “How” thinking costs us a great deal of time. Select people can gain you “access to knowledge, insights, resources, and capabilities that are not currently available to you.” With How you get “slow and linear” results while Who can get you “non-linear, instantaneous, and exponential” results. And this provides you with the first of the four freedoms you get with Who Not How: Freedom of Time.

Freedom of Time is a flexible, ever-changing and infinite entity that is directly impacted by the Whos you recruit into your life. One of the best features of this freedom is that it never maxes out! In theory, one could continually improve upon the amount of time you have free. As you do, you spend that newly found time doing activities that are of higher quality and more in line with what you actually want to do with your time.

Entrepreneurs struggle with the constraints of time because they are often reluctant to relinquish control of their business to others. They feel they must be involved in every single aspect of the operation and as a result, they live, eat, breathe, and sleep the work. This is detrimental in many ways, including to the business itself. As an entrepreneur, your goal should be to create a “Self-Managing Company of capable Whos” that are able to manage themselves and handle all the business of your organization because you “have made the vision abundantly clear and exciting.”

Instead of carrying the load entirely by yourself, you expand your resources that can be aimed toward achieving your goals. This directly impacts “your potential, your options, and your future” in unlimited ways. Essentially, “you combine your efforts with other Whos” and see an immediate increase in your efficacy. Effort does not transform your life and free your time. It is relationships that “transform you as a person, transcend your current limitations, produce results, and get purpose in your life.”

Who are some of the Whos you need to make this shift and gain freedom of time? They are “spouses, parents, mentors, teachers, coaches, collaborators, co-conspirators, and eventually, when you’re ready, employees and other people who work for you.” In order to recruit these Whos and determine who may be a good connection for your life, ask yourself some questions.

Is there an area in which you are working solo where you could be collaborating? What is your vision and is it limited or expansive? Are there any relationships in your life that are not being fostered to their full potential? In doing this, think about both your personal life and your business. The two are inextricably intertwined for entrepreneurs.

Freedom of Money

This section of the book opens with a quote from Peter Drucker that clarifies the difference between efficiency and efficacy. He says, “Efficiency is doing things right. Effectiveness is doing the right things.” Monetary growth goals can be more efficiently realized by enlisting Whos that will keep you from being distracted by activities that are not productive. Making more money is “a skill you can develop and master” if you put the correct Whos in place. When you “invest 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.” As a result, you are able to produce greater income and ultimately, gain Freedom of Money.

High-value activities are those that you personally get excited about and that have the greatest impact on your revenue. They are the activities that you are seemingly born to do, that you excel at, and that stoke the fire in your belly. They are activities you would choose to do over others and that only you can do. And if you put the right Whos in place, they will be the only activities you actually do! Imagine waking up in the morning and asking yourself how you would like to spend your time today. With Freedom of Money, you can!

In this way, Freedom of Time and Freedom of Money impact one another. They have a cascading effect. The more time you have available to spend on those things that you are uniquely gifted at and qualified to do, the more money you make. Further, the more time you have, the more space you will have within your mind to dream up new goals and visions. Unburdened, your creativity will flow more freely and the next big thing just may come to you.

You must be careful not to mistake an investment for a cost. When considering hiring Whos that will free up your time, and effectively free up your ability to generate more money, you cannot look at the pay they will receive as an expense. It is an investment that will pay for itself and increase your income in the same way a real estate or stock investment could be expected to grow your assets.

Freedom of Relationship

Surrounding yourself with mentors and “higher-level Whos” is an integral component to reaching more aggressive goals. You will begin using your time in more efficient ways, increasing your goals, and achieving more. Cultivating relationships that will increasingly get you to the next stage is paramount. But building relationships with people who will be your Whos is not approached in the same way that you normally would when connecting with someone as a potential friend, for example. In fact, it is handled



Through collaboration you have the power to make bigger, longer lasting impacts than you would on your own.

in “almost the exact opposite way that is typical in society.” You have to approach these new relationships generously, offering up how the relationship will be good for the other person. It cannot be about how you will benefit from the relationship.

There is a system that is “higher level, strategic, and conscious” and understanding how to use it will gain you access to nearly anyone. In doing that, you will be able to collaborate in ways that are 10-100 times greater than they were before you forged these intentional connections. Your growth as a person and in business can be “dramatic and unexpected.” The system outlined is based on the work of Joe Polish, who is the mastermind behind Genius Network. It teaches you how to transform your mindset in regard to your standard for relationships, not just professionally, but with all whom you are connected.

“The goal is for you to refine your own filter so that you experience true Freedom of Relationship, which means you have not only increasing access to whatever Whos you need to achieve your goals, but also have deeper and higher quality relationships overall.” This is important because your level of success is directly impacted by the quality of all the people in your life, personally and professionally. Freedom of Time and Freedom of Money have a symbiotic relationship with one another, as mentioned earlier. Those two freedoms also impact the Freedom of Relationship.

As you improve upon your freedoms in relation to time and money, you naturally get “greater access to Whos that not only help you achieve your goals but also give you a deeper sense of meaning and purpose in your life.” You should be drawn to the people with which you seek connections. They should excite you, support you, inspire you, and most importantly, allow you to be completely yourself when you are with them. If you have to pose or posture, they are not the right Whos for you.

Freedom of Purpose

We all have a deep-seeded reason for being here that we commonly label as our “purpose.” *Who Not How* can help you grow your “confidence and vision for your future” to ensure that you make the most powerful and meaningful impact possible in your life. Freedom of Purpose expands your ability to “see deep meaning and value in what you’re doing.” One of the key tenets of this freedom is to avoid competing with others. Instead, seek to collaborate.

Competition assumes scarcity while collaboration relies on abundance. Through collaboration you have the power to make bigger, longer lasting impacts than you would on your own. Your purpose will be expansive with others instead of shrinking

and possibly disintegrating all together when going it alone. Isolation hinders your purpose. Freedom of Purpose opens things up so that your purpose is about more than just yourself. The problem with going it alone is that it breeds anxiety, inflexibility, and cynicism. The “antidote to being isolated in your goals” is asking yourself, “Who can help me accomplish this?”

When you pull Whos into your life to help you further your personal purpose, you get the joys only available when you work together with others. This approach bucks tradition that was ingrained in us back to our earliest educational years. Many of us were taught to be individualistic in our learning and that relying on others was tantamount to cheating. *Who Not How* rejects that notion. It is not sneaky or dishonest or wrong to reach out and bring together a team of people that will help you fulfill your life’s purpose. It is actually the best way to make an even greater impact than you imagined possible.

The promise of *Who Not How* is to unlock unlimited potential by shifting your mind in a simple but incredibly powerful way. It all boils down to one simple edit of a question most of us ask anytime we have an idea. “How can I do this?” Dan Sullivan’s coaching tells you to throw that question out of your thinking. Ask instead, “Who can help me do this?” Who is the key, not How. If you can center all that you do around this shift, your personal and professional life will be improved in innumerable ways.

If you have a business but the work of running it feels like it is killing you, start asking Who instead of How. If you want to focus your time and energy on activities that thrill you and that you alone are uniquely capable in doing, you’ve got to start asking Who. Dan Sullivan’s teachings will “expand your abundance of wealth, innovation, relationships, and joy.” It is possible to live a life that is filled with purpose, in which you only do those things that you choose to do, not those things that you feel you must do even though they drain you of all your inspiration, time, and motivation. These life-changing results are available to you if you only ask Who can help you. Readers may not appreciate that the main concepts are repeated time and again throughout the book but that repetition serves to hammer the point home. Your goals may be yours alone, but you do not need to achieve them by yourself.