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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.

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“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!”

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That’s what real leadership is: Creating and clarifying the vision (the “what”), and giving that vision greater context and importance (the “why”) for all Whos involved. 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.

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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.

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Frodo, a simple hobbit, was the Who tasked to take the One Ring to Mount Doom and destroy it to save Middle Earth. But Frodo couldn’t accomplish such a task on his own. He needed an entire fellowship of Whos to achieve this epic quest. When the vision is important enough, the right team of Whos will come together.

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

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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.

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According to Kegan, the basest form of psychological development is the Socializing Self, which is when a person operates out of fear, anxiety, and dependence. You don’t make your own decisions. You don’t have your own goals. Instead, you are simply trying to be accepted by your peers and will do anything you can to conform with them.

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Above the Socializing Self is the Authoring Self, which is when you’ve gone from unhealthily dependent to a much more healthy independence. You’ve developed your own sense of self. You have a worldview, 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. This is where most people stop in their development, highly convinced of their own perspectives and unwilling to alter those views.

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The Transforming Self is different from the Authoring Self in that rather than being individualistic and competitive, it is more relational and collaborative. When at this higher level, you engage in collaborative relationships for the sake of transformation. All parties have their own perspectives, beliefs, and agendas. Yet they come together for the purpose of having their own views, and even their own identities and sense of self expand. The whole becomes new and greater than the sum of all parts.

“The only way to make your present better is by making your future bigger.”

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“I only see my part of the ideation as 50 percent. Once I’ve gotten the idea 50 percent formed, then it’s time to test it on the audience who provide the other 50 percent. Every time I share the initial concept, I’m always surprised by the feedback and comments I get.”

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I used to hold on to my ideas much longer, trying to refine them myself before sharing them with the audience. I was far less open to having the ideas changed through feedback. It required far more courage to share the ideas back then. But I’ve done it so much now that my courage has been replaced with confidence.”

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Not only must the Who fully own the How, but they must have complete permission to do so.

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

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put your trust in capable Whos,

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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. The leader explains the “What” and “Why” and then allows the “Who” to execute the “How.”

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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.

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

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That’s the power of having a Who—you instantly get access to knowledge, insights, resources, and capabilities that are not currently available to you. “How” is linear and slow. “Who” is non-linear, instantaneous, and exponential.

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The first Who is always yourself: Improve yourself, value yourself, and ensure that you are in optimal form—happy, creative, and connected to the most important people in your life.

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“Creators don’t complain; complainers don’t create.”

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Our attraction to specific people, according to the Arons, is based on two factors: 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.

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More specifically, research clearly shows that your relationships—not your willpower—are what help you overcome something like an addiction. As writer and journalist Johann Hari famously stated in his hit TED Talk, “The opposite of addiction is not sobriety—it is human connection.”

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

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“You can have everything in life you want, if you will just help other people get what they want.”

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“Our eyes only see and our ears only hear what our brain is looking for.”

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CHAPTER TAKEAWAYS “How” limits you to your own knowledge and capabilities. “How” requires that you be the one to engage your time and attention into the particular task. “How” decreases your Freedom of Time. “Who” immediately connects you with different knowledge, insights, and capability. “Who” is about getting the desired result as effectively as possible. “Who” can immediately free up hundreds of hours, which you can spend in better and more meaningful ways. “Who” expands your vision for what is possible, because you no longer see yourself as the sole means of achieving the result. Self-expansion is a core human motivation, and it occurs through Whos.

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

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#1: BE RADICALLY EXPLICIT ABOUT YOUR GOALS

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The “right” Who is always ready and waiting. All you need to do is express your vision clearly.

The Impact Filter, as a one-page document, solves this most pervasive leadership conundrum, and is comprised of the following questions: What is the project? Purpose: What do you want to accomplish? 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?

Note:

The Impact
Filter

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2: ASK YOURSELF: "WHO CAN HELP ME ACCOMPLISH THIS GOAL?"

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"Having a capability is not an obligation to use it."

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CHAPTER TAKEAWAYS People waste a large portion of their lives procrastinating. Procrastination is the by-product of having a goal and asking "How?" instead of "Who?" Procrastination has many negative effects, such as decreased well-being, frustration, and ultimately, a loss of ambition. Paradoxically, though, procrastination is actually wisdom. It is your inner genius saying, "This goal is amazing! But you're not the one to do everything involved!" Leadership involves being clear and

explicit about the vision. The Impact Filter is a one-page tool for defining the vision or goal and why it is so important for all Whos involved. Asking “Who can help me achieve this?” may be a stretch if you’ve never truly committed to huge goals. There are countless brilliant and capable Whos out there waiting and wanting to help you. They need only to hear and understand your vision.

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“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.”

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“Who can help me eat better?”

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Here are the questions on the one-page Moving Future process, which will help you improve your time every 90 days: Looking back over the past quarter, what are the things you have achieved that make you the proudest?

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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?

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CHAPTER TAKEAWAYS Your potential is virtually limitless when you stop asking “How?” and start asking “Who?” When you ask “Who?” you can create results 10X or even 100X faster than if you ask “How?” You can apply Who Not How both personally and professionally. You can free up thousands of future hours by finding Whos. By freeing yourself up from Hows, you’ll have a reborn sense of purpose and clarity. You’ll feel like you’ve been given another life to live. Every 90 days, you can free up your time, energy, and focus by getting Whos to support your ambitions in all aspects of your life.

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Motivationally, supply actually follows perceived demand. When you believe something must be done, you somehow find the ability to get it done. This is why deadlines are so powerful.

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CHAPTER TAKEAWAYS You can't have money freedom until you achieve time freedom. By freeing up your time, you get the invaluable benefit of freeing up your mind. By freeing up your time, you can focus on higher impact activities—such as strategizing or creating—which will automatically increase your income. Improving how you spend your time automatically improves your ability to make money. Making the single decision to add a Who to a specific area of your life eliminates decision fatigue in that area. 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.

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

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Transformational leaders embody four characteristics: 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. You give empathy and support, keep communication open, and place challenges before your team so they can grow. 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. You stimulate and encourage creativity in your team, and you nurture and help team members to think independently. You help them build confidence so they can make their own decisions and take their own risks. You take learning very seriously, placing high value on it, and you see unexpected situations as opportunities to learn. You allow your team members to ask you questions, and ultimately, make their own decisions about how to better execute their own tasks. 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. You challenge your team to increase their personal standards, while you communicate optimism about future goals, and provide meaning for the task at hand. Every member of your team needs a strong sense of purpose in order to be motivated to act. 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. 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. They'll exhibit

encouragement and optimism about the future and believe in their abilities. 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, you instill positive pride and create a culture among your team, and you gain respect and trust. People follow you because of who you are. You have high moral authority. People want to be with you, learn from you, help you, and be transformed through your vision.

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from the 'Time-and-Effort Economy' to the 'Results Economy.'

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Put simply, autonomy without clarity is ultimately a disaster.

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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. 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.

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CHAPTER TAKEAWAYS If you're truly committed to a result, you'll need to focus on Who, not How. Extreme commitment comes from clarity of vision and the autonomy to execute that vision in whatever way the Who sees fit. Transformational leaders invest in their Whos, challenge them, help them clearly see the vision, and ultimately, get their Whos just as committed and invested as they are. Without clarity of vision, autonomy is not effective. With clarity of vision, as well as consistent feedback on results, autonomy leads to high performance. Leaders should be committed to results, not to a particular process. Rather than micromanaging the process, leadership should provide freedom and autonomy as well as extreme clarity and high standards of excellence.

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"No one ever lost any advantage by being humble, interested, and useful."

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Whos are an investment. If you're investment-minded, then you will be transformational in your relationships, including the relationship you have with yourself. 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.

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CHAPTER TAKEAWAYS Focusing on How will greatly limit your ability to make money. Believing that doing all of the Hows yourself is noble is a limiting belief. It's not noble. When you focus on How, it's often based on a scarcity mind-set and cost avoidance. Trying to avoid costs by engaging in Hows will cost you and your future huge in the long run. By seeing Whos as an investment, rather than a cost, you can quickly 10X or more your income and revenue. By seeing Whos as an investment, rather than a cost, you can create transformational relationships, in which all parties give more than they take, rather than transactional ones. By seeing yourself as an investment, rather than a cost, you can expand your Freedom of Time, Money, Relationship, and Purpose.

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Joe doesn't believe he has the answers to everyone's questions. Instead, he believes that with the right "genius network," any problem in the world can be solved.

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

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"Try not to become a man of success, but a man of value. Look around at how people want to get more out of life than they put in. A man of value will give more than he receives."

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Rather than asking, "What's in it for me?" which is the common question, Joe asks, "What's in it for them?"

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Don't reach out to someone unless you have something meaningful to offer them.

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"Be nice to the people on your way up, because you'll meet them on the way down."

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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.

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CHAPTER TAKEAWAYS Never enter a relationship without having first created value in that relationship. Never stop creating value and nurturing your relationships. Always ask "What's in it for them?" rather than "What's in it for me?" Know what the other person cares about. Get to know them, their context, and their goals. Give relevant value. Don't waste their time. Do your homework. If you want to develop transformational relationships, then approach relationships in a transformational, rather than transactional, way. Bring a result to the table. Make the pie bigger for everyone involved. Don't come with big promises of future results. Bring immediate results. Don't promise what you can't deliver. Be a generous giver who is truly committed to service and growth, not status. Be nice to the people you meet on the way up because they are the same people you meet on the way down. Be grateful in large and small ways to the people in your life and you'll attract incredible abundance.

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Looking back on her former self, Kate recognizes that it was actually ego that kept her burning the candle at both ends. She genuinely believed she was the only person who could successfully do most of what was required.

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company around the ideal lifestyle she wanted to have. She had firmer boundaries and clearer priorities.

people who can truly utilize what she has to offer.

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“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.

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When you begin saying “no” to people, obligations, and situations you don’t feel fully aligned with in your gut, then and only then will you be able to expand your confidence and purpose. Instead, you will engage only in high-value relationships, where both Whos—yourself and the other person—are totally aligned and can enhance each other in powerful ways.

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CHAPTER TAKEAWAYS In order to have Freedom of Relationship, you can no longer engage with people that don’t align with your vision. You can build buffers and systems to ensure you no longer directly work with people who aren’t relevant. As you say no to people and opportunities that don’t align with the vision of your future self, your confidence will increase. Your team will also become more confident in you as a leader. Your current self no longer tolerates situations and people that your former self once tolerated. Your future self will not tolerate nor engage with situations or people that you currently tolerate. As you make courageous decisions based on the future you want to create, you can make bolder leaps into your freedom and success.

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Rather than sitting by yourself, trying to perfect the idea without feedback, it’s far more effective to throw your ideas out there fast, get feedback from your team, and then adjust as you go.

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“Emotion, which is suffering, ceases to be suffering as soon as we form a clear and precise picture of it.”

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“All progress starts by telling the truth.”

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CHAPTER TAKEAWAYS Wherever you see brilliant work happening, collaboration is happening. You don't have all the answers. It's wise to consider yourself ignorant on most things, and to seek other people's perspectives and solutions. Apply the 80 percent rule to move projects forward by not over-obsessing about your part of the project. Get feedback fast! Be radically open and honest in your communication. Ask for help when you need it. Seek to be a hero to those you work with, and you'll do your best work for them.

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“A creative man is motivated by the desire to achieve, not by the desire to beat others.”

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Said Viktor Frankl, “Life is never made unbearable by circumstances, but only by lack of meaning and purpose.”

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

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“Competition is for losers.”

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

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CHAPTER TAKEAWAYS Focusing on “How” makes you rigid and non-collaborative in your

thinking. Focusing on “How” stresses you out, because you’re already busy and can’t juggle it all. Focusing on “How” leads you to being isolated in your goals, and ultimately slows your progress. Being isolated in your goals diminishes your dreams. Competition stunts creative innovation and limits your future. Collaboration immediately expands your Freedom of Purpose and vision, because what you can do with others is exponentially more than what you can do by yourself. Collaboration allows you to focus on what you want to focus on and not feel guilty about getting help. Collaboration transforms the initial intent of the project into something surprisingly better and more impactful than you would have planned on your own. By expanding your vision, your Freedom of Purpose also expands.

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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.

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“When you see talent like that,” Lee told me, “you get them on board and then find out what to do with them. All you need to do for people like Chrissy is set the stage and let them go.”

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“I think of a hero as someone who understands the degree of responsibility that comes with his freedom.”

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There is a culture of caring at the company.

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That janitor had a purpose for the work he was doing, and with purpose, you can do your finest work—no matter what that work is.

CHAPTER TAKEAWAYS Only through Whos can the most important miracles and blessings happen in your life. Only through Whos can your purpose and life be transformed and expanded. Whos help you see potential in your future, and in your work, that you can't presently see for yourself. Whos expand your vision, giving you the confidence to pursue big goals. Your Whos become your purpose.