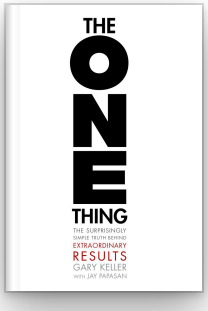
THE ONE THING

THE SURPRISINGLY SIMPLE TRUTH BEHIND EXTRAORDINARY RESULTS

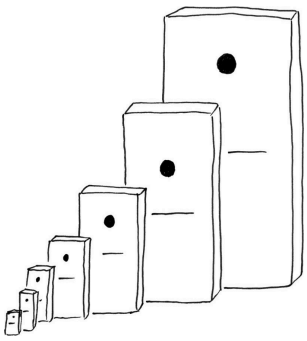
GARY KELLER
WITH JAY PAPASAN · 2013

THE FOCUSING QUESTION

"What's the ONE Thing I can do such that by doing it everything else will be easier or unnecessary?"



Ask it about the big picture, *"What's my ONE Thing?"*, and the next move, *"What's my ONE Thing right now?" "It's both a map for the big picture and a compass for your smallest next move."* The last part is *"the ultimate leverage test"*: it tells you when you've found the first domino.



THE DOMINO EFFECT

In 1983 physicist Lorne Whitehead showed a domino can knock over one 50 percent larger. Keep going: the 23rd *"would tower over the Eiffel Tower"*, and number 57 *"would practically bridge the distance between the earth and the moon!"*

"extraordinary success is sequential, not simultaneous. What starts out linear becomes geometric."

Keller's own domino. In a slump, his coach said one thing would turn it around: fill 14 key positions. *"I fired myself."* He stepped down as CEO to find those people, and growth then *"averaged 40 percent year-over-year for almost a decade."*

THE SIX LIES BETWEEN YOU AND SUCCESS

1. ~~**Everything Matters Equally**~~
   Go extreme: cut a to-do list to a short *success list*, then to one item. *"the majority of what you want will come from the minority of what you do."*
2. ~~**Multitasking**~~
   "You can do two things at once, but you can't focus effectively on two things at once."
3. ~~**A Disciplined Life**~~
   You need selected discipline: one habit at a time, kept long enough to stick (66 days on average).
4. ~~**Willpower Is Always on Will-Call**~~
   It runs down through the day, so *"do your most important work—your ONE Thing—early, before your willpower is drawn down."*
5. ~~**A Balanced Life**~~
   Counterbalance instead: go short at home, go long at work. *"magic happens at the extremes."*
6. ~~**Big Is Bad**~~
   "quite possibly the worst lie of all". Think big: *"If your goal is ten, ask the question: 'How can I reach 20?'"*

PURPOSE · PRIORITY · PRODUCTIVITY

"Live with purpose. Live by priority. Live for productivity." Productivity is the visible tip; priority and purpose sit underneath.



"Purpose without priority is powerless."

GOAL SETTING TO THE NOW

Someday goal → five-year → one-year → monthly → weekly → daily → RIGHT NOW

At each step ask the ONE Thing you can do. Then put pen to paper.

"Happiness happens on the way to fulfillment."

TIME BLOCK IT

In this order:

1. Time block your time off.
2. Time block your ONE Thing.
3. Time block your planning time.

"My recommendation is to block four hours a day." Do it early, after 30 minutes to an hour of morning priorities. *"be a maker in the morning and a manager in the afternoon."*

Protect the block:

1. Build a bunker.
2. Store provisions.
3. Sweep for mines.
4. Enlist support.



THREE COMMITMENTS

1. Follow the Path of Mastery.
2. Move from "E" to "P": from entrepreneurial to purposeful.
3. Live the Accountability Cycle: own the outcome, don't play the victim.

"Time on a task, over time, eventually beats talent every time."

FOUR THIEVES

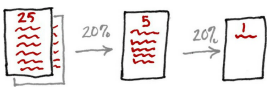
1. Inability to Say "No"
2. Fear of Chaos
3. Poor Health Habits
4. Environment Doesn't Support Your Goals

"When you say yes to something, it's imperative that you understand what you're saying no to."

WHERE THE IDEA CAME FROM

In *City Slickers* (1991), Curly holds up one finger: *"One thing. Just one thing."* And what is it? *"That's what you've got to figure out."*

In 2001 Keller's team brainstormed 100 ways to win respect in their industry, cut them to ten, then picked one: he would write a book. The series sold over a million copies *"In an industry of about a million people"*.



USE IT MONDAY

- Ask the Focusing Question each morning, for work and for life.
- Turn your to-do list into a success list of one.
- Put your time off on the calendar first, then a four-hour ONE Thing block.
- Build one new habit; give it about 66 days.
- Post a reminder: *"Until My ONE Thing Is Done—Everything Else Is A Distraction!"*

KELLER'S CAVEATS

- On 80/20: *"Don't get hung up on the numbers."*
- Habits take 18 to 254 days; 66 is the average.
- *"Sometimes the request is real, needs to be done now, and you must drop what you're doing and do it."*
- Not sure of your purpose? *"pick a direction"*; you can change your mind.
- *"I'm not saying there will only be one thing, or even the same thing, forever."*

"Success is built sequentially. It's one thing at a time." GARY KELLER