WHO NOT HOW

THE FORMULA TO ACHIEVE BIGGER GOALS THROUGH ACCELERATING TEAMWORK

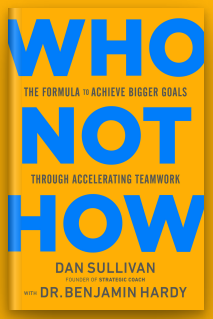
THE QUESTION TO STOP ASKING

~~"How can I accomplish this?"~~

THE BETTER QUESTION

"Who can help me achieve this?"

The usual first question, "How do I achieve this goal?", is *"actually the worst possible question you could ask."* A How is you, alone. A Who brings their own skill: **"Who" is non-linear, instantaneous, and exponential.**



DAN SULLIVAN FOUNDER OF STRATEGIC COACH
WITH DR. BENJAMIN HARDY · HAY HOUSE, 2020

TWO ESSENTIAL STEPS

1. **Be radically explicit about your goals.**
2. **Ask yourself: Who can help me accomplish this goal?**

Then step back: *"Let your Who do their How."* To get more done through others *"you'll need to relinquish control over how things get done."*

What you keep. *"For every How in his life except the few activities he deems his Unique Ability, Dan finds a Who."* Unique Ability is *"the activities that bring them the most excitement and energy and produce the biggest impact."*

JORDAN NEEDED A WHO

Drafted by the Bulls in 1984, Michael Jordan was swept in the first round of the playoffs three seasons running. Then came Whos:

- **1987:** Scottie Pippen, who helped him *"evolve from a one-man show to more of a team player."*
- **1989:** coach Phil Jackson and the triangle offense.
- Trainer Tim Grover.
- **1991–1998:** six championships.

"Michael Jordan needed a Who, not a How."

Hardy's point: potential is *"contextual and relational"*, not fixed.

THE IMPACT FILTER™ · Dan's one-page tool for every new goal

1. PROJECT	...	
PURPOSE	What do you want to accomplish? What is your motivation?	3. SUCCESS CRITERIA
IMPORTANCE	What is the difference this will make? What impact will this have?	What specific results must be true for this project to be a success?
IDEAL OUTCOME	What does the completed project look like? What is the payoff?	1 2 3 ...
2. SELLING YOURSELF		
BEST RESULT	What's possible if you do take action.	
WORST RESULT	What's at risk if you don't take action.	

"The purpose of the Impact Filter is first to sell yourself on the vision, because you can't sell other people unless you're sold yourself." — Dan. Free form: strategiccoach.com/whonothow

THE FOUR KEY FREEDOMS · the book's four parts. Every Who you add should improve *"all four key ways—time, money, relationship, and purpose."*

PART 1

FREEDOM OF TIME

Time *"is not fixed, but flexible."* Free it by *"delegating or outsourcing all predictable Hows to other people, external companies, or even technology."*

One Practice Manager freed Sharon Duncan *"500 hours per year"*; she now goes to ballgames with her mother. Dan and Babs take three months off a year.

PART 2

FREEDOM OF MONEY

"Money avoids the person who doesn't value their time."

"You can't have money freedom until you achieve time freedom." And a Who is not an expense: *"Whos, when selected properly to fit within your vision, are never a cost. Whos are an investment."*

PART 3

FREEDOM OF RELATIONSHIP

Access to the Whos you need, and deeper relationships. Test each one: *"How do I feel when I'm with this person?"* Avoid takers. Be selective:

"The buyer can reject the seller, not the other way around."

PART 4

FREEDOM OF PURPOSE

Stop competing and start collaborating. Going 10X bigger in your vision *"forces you to get Whos involved"*, and over time *"Your Whos become your purpose."*

"The only way to make your present better is by making your future bigger." — Dan

PROCRASTINATION IS WISDOM

"Procrastination is wisdom—if you listen to it."

It happens when you want something more but *"lack the knowledge and capability to do it."* Treat it as *"a very powerful signal telling you that it's time to get another Who involved."*

Lars Ulrich said what he wanted in a classified ad in *The Recycler*. James Hetfield answered. Together they founded Metallica.

BE A GOOD WHO FOR OTHERS

The idea *"goes both ways."* Like Joe Polish, ask *"What's in it for them?"* rather than *"What's in it for me?"*

- Create value first, and keep creating it.
- Do your homework.
- Bring immediate results.
- Volunteer.
- Be grateful.

"Every Who needs a Who. This includes you!"

WORKING WITH YOUR WHOS

- **Lead with clarity.** Set the "what" and the Success Criteria, then give autonomy: *"autonomy without clarity is ultimately a disaster."*
- **80 percent rule.** *"Eighty percent is already getting results while a hundred percent is still thinking about it."* (Dan)
- **Ask early.** Hardy hid being stuck on this book until he got sick. Tucker Max's reply: *"Why didn't you tell me sooner?"*
- **Ask yourself:** *"Who do you want to be a hero to?"*

THE BOOK IS ITS OWN PROOF

Hardy pitched the book; the next morning Dan handed him an Impact Filter. A publisher said no in 2018. In 2019 Tucker Max introduced them to Hay House's CEO, and *"Within weeks"* there was a deal. Dan, the lead author, *"didn't write one word"* of it.

Dan's own start: bankrupt and divorced on the same day, August 15, 1978. He began a *"What I Want"* journal and kept it daily for 25 years. In 1982 he met Babs, later his wife and cofounder. Strategic Coach has since trained more than 20,000 entrepreneurs.

USE IT THIS QUARTER

- *"Add at least one Who to your goals in the next 90 days"*.
- For any problem with a known answer, ask *"Who can do this for me?"*
- Every 90 days, look back at what made you proudest, then name five new "jumps" for the next quarter.
- Not brilliant at finding people? *"find a Who to find your Whos."*

THE FINE PRINT

- *"Of course, you need to work hard."*
- *"The first Who is always yourself"*.
- Problems with no known answer *"require a creator"*, and that creator is you.
- *"not all Whos require money"*; his dad's advice saved Richie Norton three months.
- Expect a result *"slightly different than the initial vision."*
- Hardy says the book is *"not a perfect explanation of Dan Sullivan's ideas"*, and it openly promotes Strategic Coach.

"Every Who is a transformational, not transactional, relationship."