



WhoNotHow

Your single formula for achieving bigger goals through accelerating teamwork.

Dan Sullivan
Cartoons by Hamish MacDonald

Six Ways To Enjoy This Strategic Coach Book

Text 60 Minutes	The length of our small books is based on the time in the air of a flight between Toronto and Chicago. Start reading as you take off and finish the book by the time you land. Just the right length for the 21st-century reader.
Cartoons 30 Minutes	You can also gain a complete overview of the ideas in this book by looking at the cartoons and reading the captions. We find the cartoons have made our Strategic Coach concepts accessible to readers as young as eight years old.
Audio 120 Minutes	The audio recording that accompanies this book is not just a recitation of the printed words but an in-depth commentary that expands each chapter's mindset into new dimensions. Download the audio at strategiccoach.com/go/whonothow
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WhoNotHow

The number one cause of procrastination is ambition. You come up with a new, better vision of what's possible, but you don't have the capability to pull it off—so you put it off.

The problem is that when you had the new goal, you asked yourself the wrong question. Instead of asking, “*How* do I do this?” ask yourself, “*Who* can do this?”

Your procrastination is inner wisdom that tells you the goal is really great, but you're not the one to do it. Find out how to break free from procrastination and reach new levels of success by finding the right “Whos” to do the “Hows” to achieve your goals.

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Cartoons by Hamish MacDonald.

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Introduction

Changing The Question

You now possess a single mindset and expandable graphic to guide your endlessly growing personal and organizational growth.

Procrastination exists for a very good reason and is an incredibly useful thing if you understand it properly. This belief is central to “The Joy of Procrastination” podcast series I co-host with Strategic Coach client Dean Jackson.

An idea that Dean had in between episodes is that procrastination occurs when your goal is good but you’re not the best person to perform the action to achieve the goal. Instead, your job is to create the goal as a structure, and then you have to find the “Whos”—the right people with the right talents and capabilities—to complete the necessary actions.

Who vs. How.

I immediately recognized that Dean was really onto something here. It’s often the case that after someone has an idea for something that’s bigger and better than what they already have, the first thing that pops into their head is, “How am I going to get this done?”

Achieving the goal is going to require capabilities greater than what they currently have, and so at this point, many people start to procrastinate. But a better question than “How?” is “Who?”: “Who is the best person to get this done?”

Using the simple diagram on the cover of this book, you can see that focusing on “How” leads to frustration and fatigue. But when you instead consider all of the “Whos” available to you to help you achieve your goal, it increases your energy and keeps you endlessly fascinated and motivated.

Bypassing exponential confusion.

The level of confusion in society and in people's personal lives has grown over time, and it's become harder and harder to figure out what to focus one's life on.

Complexity is constantly growing, spurred on by exponential growth in technology, and the only solution for greater complexity is greater simplicity.

If you grasp the concept and diagram in this book, then every time you have a new goal, you'll stop and ask yourself if you're the right person to work on it or if maybe you're just the right person to communicate the idea to others and take advantage of their unique capabilities.

With this mindset, you'll have immunity from all of the craziness that comes as a part of life and business in the 21st century.

Everyone immediately understands.

This mindset means the difference between frustration and freedom—not just for you, but for everyone who's important to you.

In all of my experience presenting this diagram and concept to other people, it's never taken more than three or four minutes for them to understand exactly what it's all about. And it usually happens within the first minute.

Communication is key when it comes to utilizing this method to achieve your goals; you have to be totally clear about not only what you want but why you want it. If you can clearly explain this to others, they'll immediately line up

their skills with the project. Most people like helping others, and good communication from you lets them know how they can do that.

Explains your past breakthroughs.

I've asked many people to tell me about the biggest breakthroughs they've had in their lives, both business and personal, and in every single example they shared, they utilized the capabilities of someone else instead of trying to tackle all of the work for a project by themselves.

Once someone has learned this concept and seen the diagram, they can go all the way back to their childhoods and see that their biggest breakthroughs always happened when they had a goal and enrolled other people into implementing some part of the crucial action that was necessary to achieve that goal.

The key here is that you've followed a successful strategy in the past, and that strategy is that you didn't do the "How" yourself. You involved other "Whos" in the project who used their unique skills and talents to get it done. And now that you've identified this success strategy, you can use it to accomplish all of your future goals.

Rewards who you are right now.

Every time you envision a bigger and better future, you operate according to where you'd like to see your best abilities go next. Making this idea reality will require one or more skills that you yourself don't currently have. The frustration that comes with trying to accomplish a goal without having the necessary skills can undermine the goal because it de-energizes you.

Sometimes, people start associating such negative feelings with having goals, and so they stop having goals altogether. But it's not having the goal that's frustrated you; it's that you were mentally taking on all of the necessary implementation activities yourself before you even started, and the vast majority of these activities shouldn't be yours to take on by yourself at all.

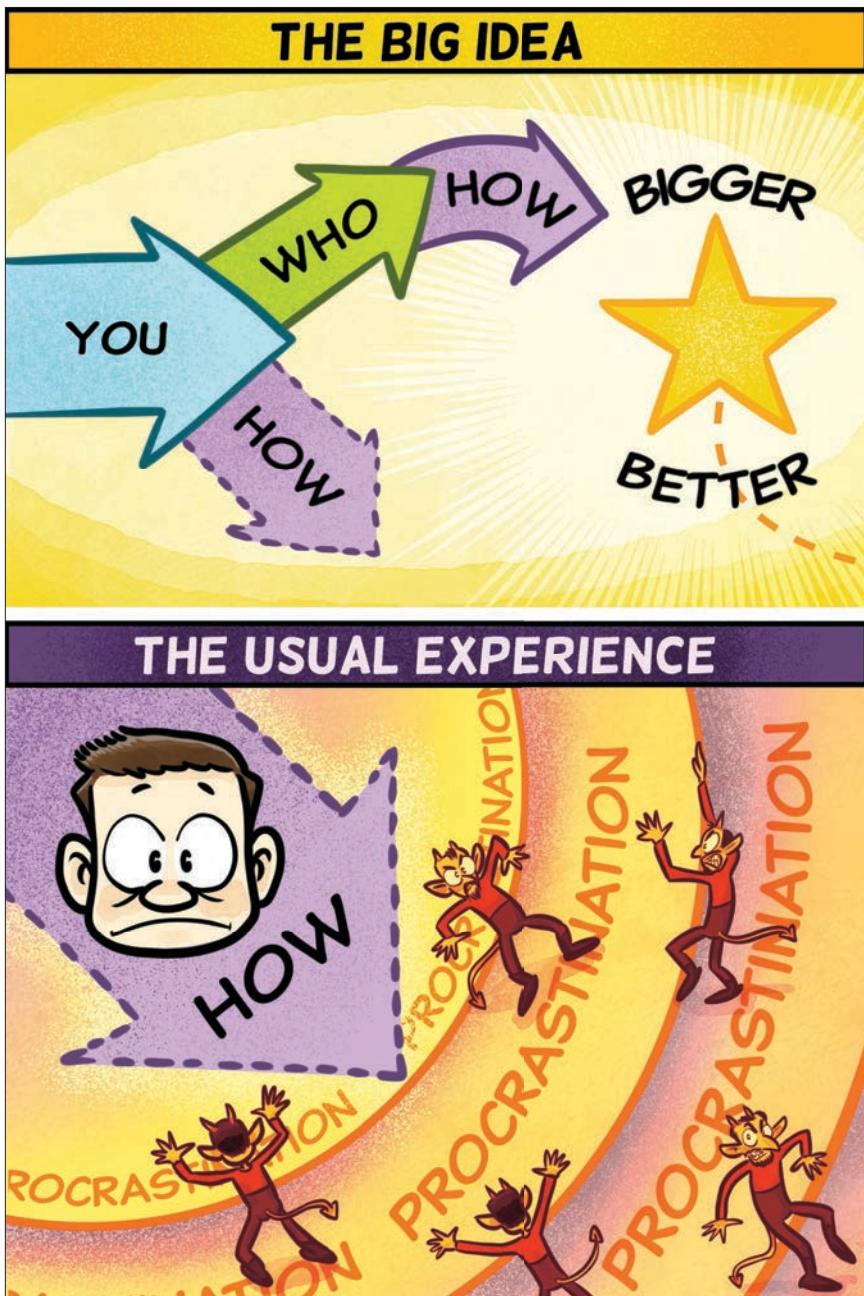
You already have everything you need to achieve your goals of a bigger and better future, and part of that is the capability to figure out who the best people are for every implementation activity that's beyond your personal best capabilities.

Multiplies everyone's capabilities.

When you take advantage of someone else's capability by enlisting them to perform an activity that takes you closer to your goal, you make that person valuable; you're telling them how they can be incredibly important and useful in your life in the immediate future, in relationship to a specific measurable goal that produces a bigger and better result.

You also give that person a chance to multiply their abilities.

We live in a technological age, and the only route to simplicity for us is teamwork with other people. That means focusing only on the part you're great at and teaming up with other people who also feel totally clear and confident about their roles in a given project. All you're asking of others is to do what they're great at and love doing but within teamwork toward a particular measurable, achievable goal.



WHO NOT HOW PAYOFFS

BYPASSING CONFUSION



EVERYBODY UNDERSTANDS



EXPLAINS BREAKTHROUGHS



REWARDS WHO YOU ARE



Chapter 1

Bigger And Better Ambition

You see all personal growth and success in terms of increasingly energizing and satisfying improvements.

Ambition is seeing yourself as a bigger and better version of who you are right now. The goals you set and achieve are not the real goals but rather measurements of your growth toward your greater ambition of improving yourself. The payoff is that in the future, you're a more capable and confident person.

There's a constant competition for your present focus and attention between who you've been in the past and who you think you'll be in the future, and you're the only one who can determine which will win.

Using the “WhoNotHow” structure, you can immediately see things differently, changing how you interpret past events so that you perceive them only as information that's useful to you now.

Becoming the desired future version of yourself can always be a freeing and liberating exercise for you instead of a painful and frustrating one. This is what determines whether your life is being guided by the future or held down by past failures.

Always wanting to grow.

The basic drive that motivates all human life, starting at birth, is the desire to grow.

You likely spend part of each day visualizing improved results in different parts of your life. What you visualize is unique to you, and you have no notion of what anyone else

is thinking about expanding in their own lives.

The main cause of most people's frustrations is that when they visualize an improvement, they take on 100 percent responsibility for it, thinking that they're the only one who can do it and that no one can help them get there.

This results in misery, especially when you see other people around you making headway, and you feel like you're being left behind.

Seeing your future self.

An important point to understand is that all of our goals are very socially driven.

When we're alone, we probably don't make big improvements because if it doesn't involve relationships with other people, we probably don't feel a compelling reason to do it.

We need for our goals to involve a response from people outside of ourselves.

As strong as the social aspect of our goals is, all of our desired improvements are components of who we want to be in the months and years ahead.

Every night, we'd all like to be improved in some way from the people who we were when we woke up that morning. Every day, there's a checklist of things we'd like to see be better by the time we go to bed.

There are different forms that this growth can take. One form is just expanding something that's already good, and

another is growing in capabilities you're currently deficient in or even lacking in entirely.

In every case of growth, you need to have a clear picture of what it is you want. In other words, can you fully see what needs to have happened for you to have made this improvement?

Other people sharing their stories can be a big help here, which is part of the social influence involved even when the goals seem to pertain all or mostly to ourselves.

More exciting than now.

What you're always looking for is a new, higher starting point, and that's what goals are. You're getting somewhere that has a measurable completion, but that completion gives you a new starting point to do something else.

We're constantly guided toward an experience in the future in which we see ourselves as being higher in capability and confidence, and being more excited about who we are and about what's possible beyond that point.

Some people think of goals as a reality that's separate from themselves, but that's inaccurate. A goal is an expression of who you are right now, but *more* of you from a capability standpoint and from a confidence standpoint. As soon as you imagine having achieved each of your goals, you experience a greater sense of capability and confidence.

New, higher platform.

We desire both excitement and expansion. Even if we like things the way they are, we'd like to take the excitement

level up and to expand our capability and confidence so we can take on more in the future.

Think of it as a platform. After every new achievement becomes real, you're operating on an elevated platform of performance and impact. You instinctively want to jump to a higher platform because you know from experience that every time you do this, more things become possible.

Each time you jump to a higher level, things are more fascinating and motivating, and this is why, once you complete one goal, you move on and envision the next jump.

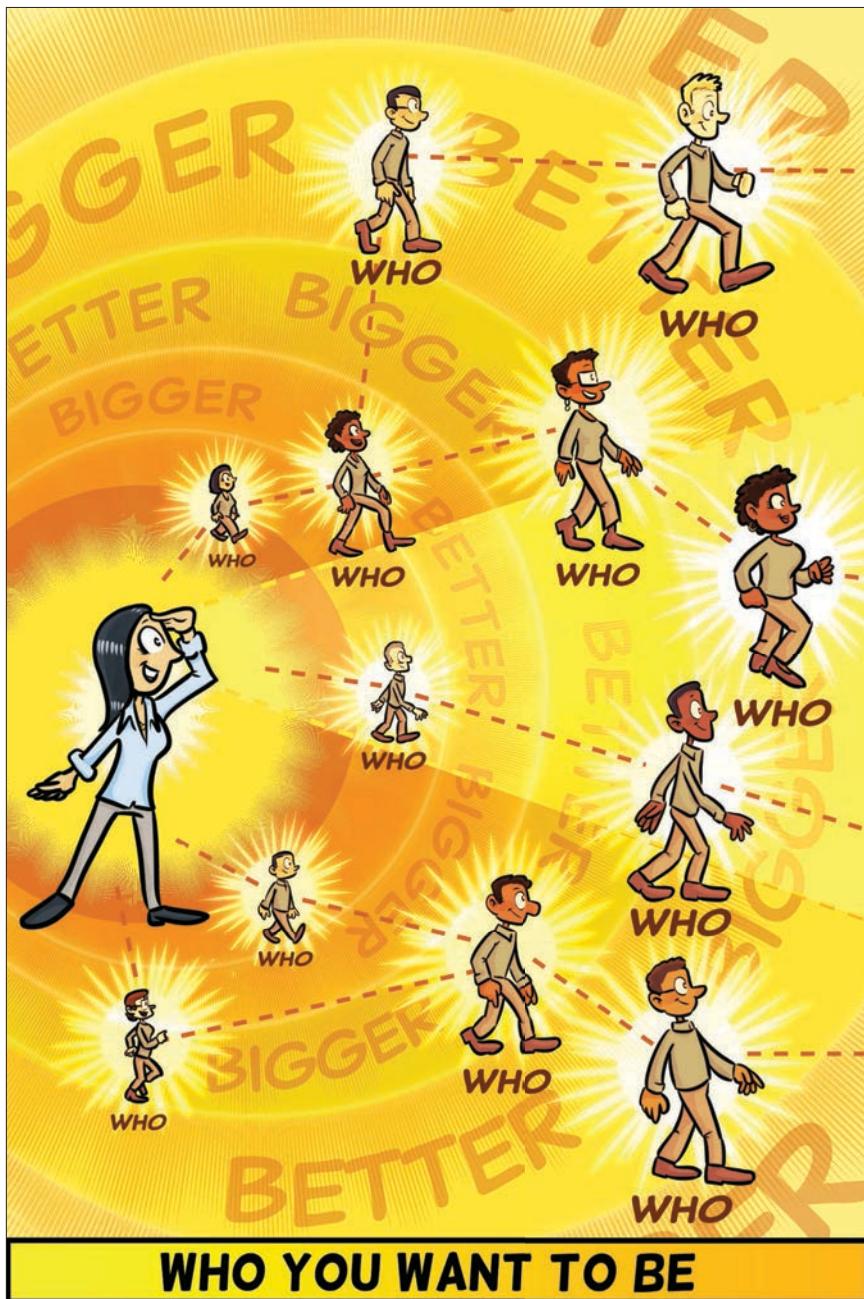
Intellectual and emotional.

When you envision what you can be like in the future, you experience both intellectual engagement and emotional commitment. If you can't experience it emotionally, then you probably won't intellectually engage with it in the first place.

People who try to keep emotions away from their intellectual engagement tend to frustrate themselves and others because they either don't go anywhere but feel like they're making progress, or else they double down on ideas that just aren't working.

To expand outside of yourself, you need to approach others with your thoughts, including why you're both intellectually and emotionally committed to the goal. Then, it will simply be up to the other person whether they want to be involved.

They have to be able to see that if they join you, their capability and confidence will increase as they jump to a higher platform along with you.





Chapter 2

Avoiding The “How” Trap

You train yourself to never again be the person who has to achieve a new goal in isolation or be the one who has to do all the “Hows.”

Even if we’re born into positive, supportive environments, the truth is that we all still start off alone. It takes time for an infant to understand they’re not alone, that there are other people in the world.

There’s nothing about the way we’re born or raised that guarantees we’re going to understand the “WhoNotHow” concept of collaboration and teamwork with other people to achieve our goals.

The best way to understand the concept is to look back at all of your past goals and achievements to see that when you’ve enlisted other people’s help, it worked, and when you didn’t, it was far more difficult.

Starting off alone.

A lot of us are still in an early stage of overcoming the isolation that all humans experience as babies and children. We see ourselves as operating alone inside of our own world, largely separate and cut off from what others are doing.

Adopting this shift in mindset from individualism to teamwork might seem like a risky proposition, but that’s always the case with a concept that’s different from what we’ve been taught is the norm.

The same could be said about taking an entrepreneurial approach, accepting that your earning power is based strictly on what you achieve and that you won’t be provided

with opportunities until you first create value for others.

Anxiously on your own.

Our individual anxieties in life are often the result of feeling that we're restricted inside our own capabilities. This anxious sense of isolated restriction increases the frustration we feel when we fail to achieve our goals.

There have probably been goals and aspirations you've shut down as soon as you realized that your personal capabilities wouldn't get you there.

When you're of the mindset that you won't achieve bigger and better results unless it's an extension of your individual capability, it puts an enormous emphasis on competition rather than collaboration, and that's a field in which payoffs are scarce.

It also cuts you off entirely from seeing the combining power of your capability with someone else's capability.

Collaboration is “cheating.”

A lot of people think of soliciting the capabilities of others to achieve their goals as cheating. Growing up, we see this mindset in our parents and teachers. The school system trains us to think this way, emphasizing the “How” method by requiring us to take tests and do projects on our own.

If you collaborate with someone else on a test, or if you didn't work on an assignment completely by yourself, it's considered cheating.

This prepares you for a life of “Hows,” where all of your suc-

cess is based on your individual ability to perform particular “Hows” that are valued in some way outside of yourself.

Once you get into the working world, however, you’re frequently rewarded for how well you work with others. Indeed, to progress beyond certain points, you have to jump to WhoNotHow thinking and consider who the best people are to complete certain tasks in a given project.

Believing that you’re 100 percent responsible for all of the “Hows” is a trap you’ve trained and educated yourself to stay inside of, but it isn’t cheating to ask others to collaborate on achieving your individual goals.

If you present the goal in the right way—“This is what the goal is, and this is why it’s important that we achieve it”—it might become the goal of the other person as well. They might see where they can jump to a higher level in their own capabilities if they participate in the project.

That’s when individual goals become teamwork goals, and the bigger and better results that you envisioned will be shared results.

Captive to your “Hows.”

In the past, when you’ve visualized a bigger and better goal for yourself, it’s likely that you’ve automatically assumed you had to personally take on all of the “Hows”—all of the efforts and actions—necessary to achieve the goal.

You’ve spent a lifetime being captive to your “Hows,” not being able to expand, not being able to reach a higher platform in any part of your life.

But since you've trapped yourself by thinking one way, maybe you can liberate yourself by thinking in an entirely new way. It's a binary experience, either one way or the other. If it's all "Hows," it's a zero experience, but if you go in the direction of "Who," the possibilities are unlimited.

If you're an entrepreneur, you've made a choice to pursue freedoms, and there's no better way to achieve these freedoms than adopting a WhoNotHow mindset.

Escape using a neglected power.

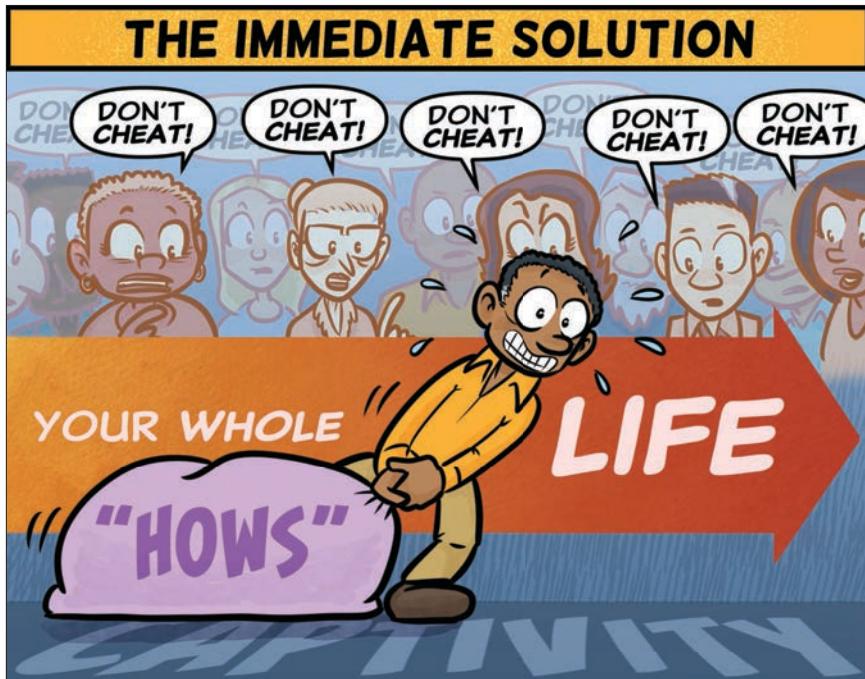
It's now time to discover that something that's always made you feel like a failure and a fraud, something you've always kept to yourself as a guilty secret, is actually the inner capability that will enable you to permanently escape from the "How" trap.

All you have to do is change your mind to take complete advantage of a fully developed power that's been growing stronger and stronger in you ever since you were born.

What I'm referring to is the ability to procrastinate, which we'll go into further in the next chapter.

You've likely always thought of your procrastination as a deep, dark secret that you should ensure no one finds out about. But in reality, it's an incredible ability, and up until now, it's been a hidden, neglected power that can lead you in the right direction to achieve even your biggest goals.





Chapter 3

Procrastination As Wisdom

You're totally clear on the fact that every time you procrastinate, it's an inner message telling you that some other "Who" should do the "How."

For most of human history, it was crucial that people learned essential "Hows" in order to be safe and to survive. In modern society, it's still crucial to learn the basics like how to read, write, and do math.

To be functional in the world, you'll have to do a lot of things requiring you to have mastered a great deal of "Hows," but many of the people who teach you this set it up as the road you'll be on for your entire lifetime.

But you don't have to just continue mastering your "Hows," and if you're an ambitious person, then something in your brain will tell you whenever it's the right time to look for the right "Whos" instead.

Everybody's secret "bad."

When you've had a clear goal that you procrastinated on, you probably felt bad. Indeed, we always feel worse thinking back on the goals we procrastinated on than those we didn't even if we ultimately achieved them.

You've most likely felt that your procrastinating indicates some sort of deficiency in yourself and that it's something to feel guilty about. So much so, in fact, that you've likely kept the fact that you procrastinate a secret.

But what the procrastination has really been trying to tell you is that you should be looking at the "Who" instead of the "How" to achieve your goal.

Ambition forces a stop.

Every ambitious person procrastinates because it's ambition itself that stops you from moving directly into confident achievement.

You procrastinate because you've envisioned something that's bigger and better than what you have now and you realize that achieving that goal will require some amount of "Hows" that you don't currently possess.

The one great "How" you have is that very ability to see things in the future that are bigger and better. But these big ideas immediately put you in a quandary because you're emotionally connected with the objective but can't see how to get there.

Thinking that you have to do all the "Hows" yourself comes from what you were taught in the system you were raised in. But no existing system was designed for you, and you don't need to fit yourself into any system.

If you're going to be a uniquely successful individual, you have to depart from the general training and find the specific solution that works for you and the people around you.

The goal is great, but not the method.

To use your procrastination productively, it's important to recognize that the procrastination isn't opposed to your goal—it's opposed to the immediate method that only involves you and that you think is necessary. It's resisting and questioning the method you have in mind for achieving the goal, which is to do all the "Hows" yourself.

Procrastination doesn't mean that you have anything to feel guilty about, and it doesn't mean that you won't be able to get to the bigger and better future you've envisioned.

When you procrastinate, it means that doing everything on your own, which is something you previously thought was necessary, isn't the way to go about it now.

Once you recognize this, procrastination stops being a hurdle for you and instead becomes a capability.

Uniquely wise division of labor.

Every time you procrastinate in the face of a bigger and better goal, it's because an inner wisdom is telling you that your role is to define the goal and that other individuals will supply all of the necessary "Hows."

Procrastination immediately shows you how you can become uniquely wise about dividing your capabilities from everyone else's capabilities so that you're doing only the part of the project you're great at. Then, you go out and find all of the capabilities that are different from yours that can be part of the team that achieves your goal for you.

If you're seeing how things can improve for yourself and your company, it means that you've already improved and even mastered certain "Hows," but you reach a point where continuing to try to do everything yourself isn't the best idea.

You can only take things up to a certain point before you're no longer restricting yourself to what you're great at and what you love doing, and that's when you have to hand it

off to someone who has the unique capability for that specific activity.

Think of it this way: as soon as you procrastinate, borders have been established for you. You can take things up to the borders of your capability, but no further. The person to then hand it off to is someone who is not only better than you at doing the next part, but someone who loves the activity and the opportunity to express their skill.

There are fundamental “Hows” each of us needs to learn to do in order for humanity to survive, but this shift in mind-set from you doing everything yourself to having a team of “Whos” all working within their own areas of unique capability to achieve the goal is a shift from humanity surviving to the individual thriving. If you’re going to emerge as a uniquely successfully individual, you have to depart from the general training to get to the specific solution that works for you and for the people around you.

You’re the creative trigger.

When most people have big goals, they procrastinate, and this has been such a negative experience for some people that they stop having goals.

Now that you know that procrastination is a skill for you to use, you have gained freedom from such negative feelings and associations. You know that your procrastinations don’t stand in opposition to your goals.

You can now be increasingly more ambitious because you’re totally clear and confident that your entire role in achieving every one of your bigger and better goals is to supply the focus for new creative teamwork.



THE BREAKTHROUGH STORY

PROCRASTINATION



YOU'RE THE
CREATIVE
TRIGGER



UNIQUELY WISE
DISTRIBUTION
OF LABOR



IS WISDOM!

Chapter 4

Who Can Do The “How”?

Your new automatic response to every new goal is, “Who’s the best person to do this for me?”

Thinking about who can help you with a goal or project is an undeveloped ability in most people because school teaches us that we have to do everything completely by ourselves.

For some people, even after they’re finished school, the burden of all the “Hows” they feel they must do themselves is something they’re always carrying around with them. They think of involving other people in achieving their goals as cheating.

I’ve met people who have had a lot of success in life who don’t feel successful because of the goals they either didn’t achieve or achieved with the help of other people. Each of those cases felt like either failure or cheating to them.

It’s time to shift that mindset and realize that letting others do the “Hows” of your goals isn’t cheating but is really the best way to make progress and grow, for both you and for others.

Test: you do nothing.

Here’s the test I do every time I have a new goal: I ask, “Can I achieve this goal by doing nothing?”

The answer is usually no—I have to do *something*. But the something that I have to do is create a framework so that other people can understand how they can use their capabilities toward achieving the goal.

You know now that what’s going to be required to get to

your new goals won't fit entirely within your capabilities, and in some cases, you actually won't have any of the necessary capabilities to achieve the goal on your own.

So, you can follow each new visualization of every new goal with this test question: "After I define each new goal for others to understand, how can I do nothing and have other people supply all of the 'Hows' necessary to achieve my desired result?"

You have to perform the first "How" yourself—clarifying the goal and the steps involved—because otherwise no one would fully understand what you're trying to achieve. You have to explain what the goal is and why it's important in order to find the best "Whos" for the "Hows" of the goal. And then those "Whos" can take it from there.

This approach to your goals really drives resourcefulness. It gets you super focused on which parts only you can do and then actively becoming wise and intelligent about who else you can find and how else you can tap into other people's capabilities. And then you see that between nothing and everything, you have a particular role, and it focuses you in on what you can do to trigger the teamwork.

Vision creates new capabilities.

Every time you visualize and define a new goal, you're not only identifying a bigger and better result, you're also bringing into existence entirely new teamwork: "Whos" doing all of the required "Hows" on all of your projects.

Every person who joins in on each project is going to discover something new about their own capabilities and is

going to have the opportunity to perform an activity they love doing while working toward a goal they now share in.

All of this utilizing, combining, and improving of capabilities begins with you visualizing a bigger and better goal and then acknowledging that you shouldn't be doing all of the "Hows" on your own.

Existing or new players.

You can't envision the necessary teamwork at the same time that you envision the new goal because the teamwork doesn't exist yet, but you know that every new goal you have for the rest of your life will lead you to new kinds of collaboration.

The collaboration you organize will be with both existing and new "Whos," and it will always be what you use to achieve all of the "Hows" of your bigger and better goals.

Once you've triggered the vision, you'll then trigger the ideal teamwork, which will involve negotiating with people in terms of time, talent, and capabilities.

We grow and learn whether we're working on our own goals or on someone else's. Using your capabilities in a new way attracts others, especially if it's in a teamwork setting with others performing "Hows."

Like the person who envisioned the goal, no one person executing a "How" could achieve the goal entirely on their own. And you'll communicate to each team member why the project is important for everybody involved, making it exciting and motivating for them to participate.

“Whos” achieve your vision.

You’ve probably felt for years that moving forward in your life would always involve isolating, frustrating, and shameful guilt about failing to achieve some of your goals, but that’s now a thing of the past.

Moving forward, you’re going to use an ever-expanding network of “Whos” to move toward the goals you envision. In the past, you’ve felt trapped, but it’s been a strictly internal captivity that you’ve become habituated to.

It’s as if you thought you were living in a one-room dwelling, but now that you’ve shifted your mindset, you realize that you’re in a house with hundreds of rooms.

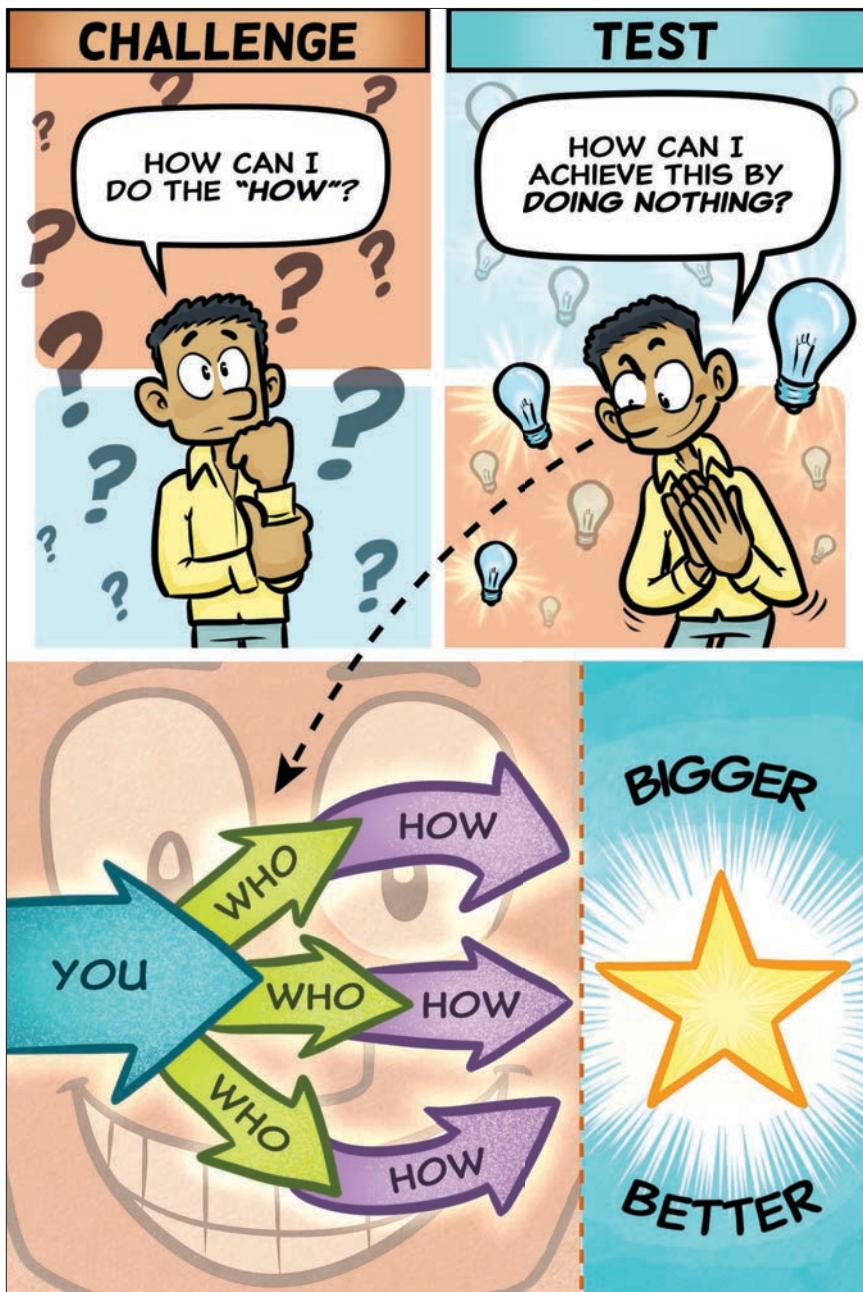
You design the achievement.

Once you trigger a bigger and better goal, you don’t have to have all of the “Whos” in mind right away. If you go out to just enough of those other “rooms” to start, then other “Whos” you involve will think of who else would be perfect for the project and your network grows.

You’re not only accessing the “Hows” of every “Who,” but also their wisdom.

Every goal will call for a particular number of “Whos” who can do the necessary number of “Hows,” and while it can’t always be known before the project gets going, the teamwork will develop and create itself as it moves toward the goal. It’s not mechanical, it’s organic.

And your only role to start every new teamwork project is simply to define what the achievement is so that all of the necessary “Whos” can do all of the necessary “Hows.”



YOUR "WHO" MULTIPLIERS

EXISTING
PLAYERS

NEW
PLAYERS

WE'RE
READY!



YOU'RE THE DESIGNER

Chapter 5

Defining “What” And “Why”

In this new “Who” approach, your first steps are to define the “What” and the “Why” that clarify the “Hows.”

The more you become a master of “What” and “Why,” the less your own “How” is required.

This is because you’re transferring the vision you came up with to someone else so that they can grasp it themselves. The more clearly you articulate the vision and purpose to the “Whos” who will be completing the tasks involved, the more confident you’ll be in the decisions they’ll make along the way to execute the goal and the less you’ll need to be personally involved.

The best way to fully and clearly communicate your goal to others is with a tool we call The Impact Filter, which you can download at strategiccoach.com/go/whonothow. This is an exercise that won’t take you more than half an hour to fill out and will crystallize the success criteria, the best and worst possible outcomes in taking on the project, and more.

To fully understand the power of this amazing tool, make sure to read another book in this series, *Extraordinary Impact Filter*.

Exactly what you want.

You’ve been trained all your life to respond to having new goals by figuring out if you can do it all yourself. But now you’re going to train yourself to automatically and immediately translate every new bigger and better goal into a game plan for other “Whos” who will supply you with all the “Hows” needed to achieve the goal.

When you complete an Impact Filter to send to potential “Whos,” you’ll be laying out exact, measurable criteria for what the successful completion of the project will look like.

You’ll completely avoid the mistake that some leaders make in keeping the vision to themselves and hoping or even expecting that everyone else working on it will somehow figure out the desired result.

And why you want it.

Once you’ve explained the “Why” behind your goal, the “Whos” you’ve presented it to will ask themselves, “Why would I be interested in doing this?” and that’s a question you have to answer clearly and satisfactorily in order to get their buy-in.

You have to provide not only the explanation of why achieving the goal is important and valuable to you but why it will be great for them too.

The process of achieving your goal has to allow each “Who” to achieve personal goals, to make progress, and to expand their capabilities.

For many people, these transformative types of payment are even greater than financial rewards.

Best result, worst result.

Using The Impact Filter, dramatically contrast the possible payoffs and the possible setbacks that can come from engaging in this project. These payoffs and setbacks you illustrate should be both practical and emotional.

The “best result” you outline should paint a picture of the best possible outcome of completing this project successfully. The “worst result” should describe what will happen if you aren’t successful or if you don’t take action on this project at all.

Having these vivid descriptions will sell both you and your “Whos” on the project. Remember that you’re talking about something that doesn’t exist yet, so you can’t assume that people will automatically be on board with your idea. No one can see it the way you see it unless you communicate it in a way that involves them and engages their best interests.

That’s what The Impact Filter is: a way of thinking, preparation, and communication that can serve as your master process and technique for any kind of project.

100% success checklist.

It’s vital to give each of your “What” and “Why” game plans a complete checklist of results that lets everyone on the “Who” team know exactly what success will look like.

Every result that you include must be a measurable one—either a number or an event that will have happened or won’t have happened.

This will clarify and simplify things for everyone you want to be involved in achieving the goal because it will give them a vision like you have of what the great results will be of their individual and combined contributions.

Another reason why it’s critical to be clear in this section of your Impact Filter is that when people are unclear about success criteria, they know they’re going to be held

accountable for the results but don't know how they're going to be measured and determined. This kind of guessing game causes stress and does nothing to forward results.

What gets better, and why.

What you're providing is a vision of success for everyone's bigger and better future that will become powerfully real as soon as the new game plan is successfully completed.

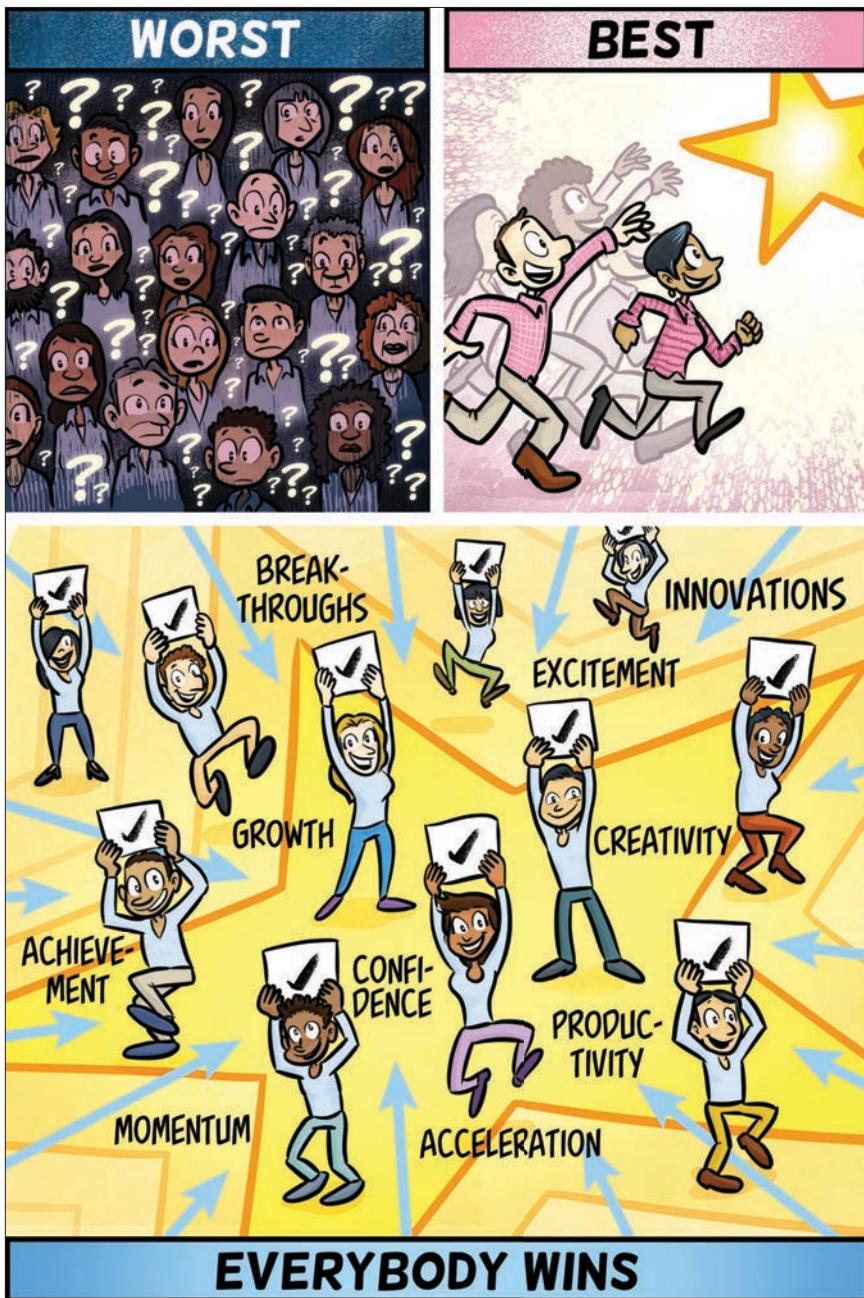
This vision includes the opportunity to achieve even bigger and better goals as an even more powerful "Who" team.

Years down the road, people remember teamwork goals because they were fun. Part of what's compelling about teamwork is the accountability factor, where you don't want to let your teammates down.

It's only in this experience of teamwork that we actually experience the true joy of our own "How." That's when you really get to play in your own little sandbox. We actually have the greatest experience of ourselves when we're in teamwork with other people. We're freed up in a great team from doing stuff we were otherwise secluded in and felt stuck doing.

We each have a sense of personal uniqueness but if you're constantly cooped up in a "How" world, your uniqueness can become negative because you're isolated inside of it. When you expand out to teamwork, your uniqueness is completely integrated with other people's uniqueness. That's a massively liberating experience.





Chapter 6

Endless “Who” Breakthroughs

By creating bigger and better results for others, you also develop expanding “Who” capabilities for yourself.

Every quarter, more “Whos” are entering into my life who supply additional “Hows.” Choosing “Who” over “How” leads to shortcuts in getting things done and increases my overall capability to accomplish goals.

Always at the center of everything is you trying to expand out into the world and enlisting the right team members to achieve the goal. Keep in mind that those team members are doing it for your project, but they’re not doing it for your reasons. They have their own reasons for participating.

Some of these “Whos” involved will be good only up to a certain level. After that, you have to go above that level of “Whos” in order to reach new levels of capability and achieve bigger goals.

And all of this will happen naturally, because it’s cyclical: by using “Whos” to get bigger results, you’re drawing in new, better “Whos” and then getting even bigger results.

Each goal creates more “Whos.”

The formula will always stay simple, but it expands.

Every single new goal that you visualize will immediately enable you to identify and attract new “Whos” into both your personal and business life.

It all starts with the vision. Your goals require you to facilitate

teamwork in order to arrive at the bigger and better future you've envisioned.

Strategic Coach started out with just Babs and me and a concept called The Strategy Circle. Gradually, teamwork began to form around the simple exercise of The Strategy Circle, and we're now a 130-person team with 3,000 active clients, and we're in eight cities and three countries.

All of the other concepts in the Program are later generations of The Strategy Circle. Every time I'm designing a new exercise, I go back to the center. We've attracted many more "Whos," but it's still the same basic process at the center of it all.

Instant change of future.

Whenever you see a bigger and better goal, you're seeing a future that's superior to anything you've done before and superior to where you are right now. What this does is get you to favor the future over everything else for a time.

Not everyone realizes that the future is made up. And the best way to make up the future is with your own goals rather than other people's warnings or predictions. Other people's predictions are meaningless in the face of your ability to create your own bigger and better goals.

And your new, expanding process of having useful new goals that generate new "Who" capabilities enables you to endlessly transform your future into bigger and better possibilities.

You have the power to control your own future, and this will

include not only ever-growing goals and ever-expanding networks of capabilities, but also unpredictable and exciting opportunities that will come as a result of more and more capable “Whos” entering your orbit.

Starting life over fresh.

Your entire understanding of your past, present, and future has been altered for the better because of this single, simple concept of WhoNotHow.

This is a permanent alteration, as you can’t “unsee” the vision you’ve now experienced. Your owning and adopting the WhoNotHow concept is going to allow you to start your life over fresh, again and again.

With every new goal will come new teamwork consisting of the most capable “Whos,” and you’ll keep jumping to higher and higher levels of capability from which you can confidently envision and then achieve bigger and bigger goals.

Your brain mobilizes other brains.

Your single role for the rest of your life is an ever-more creative process of using your brain to define increasingly more powerful goals, which automatically mobilizes the creative and productive brains of an expanding number of “Whos.”

It’s when we can’t see the capabilities that we stop having, or at least stop pursuing, the bigger goals. As you recognize the increasing number of capabilities you can access, your vision of your bigger future goals will expand.

You don’t need to know exactly how each “Who” is going to go about achieving each “How.” The agreed on “What” and

“Why” eliminate the need for control. All you need is to have the confidence that they will get it done. This is enough to free you up from the “How” and focus your time on envisioning and defining your goals for the future.

You’re the starter of things as well as the helper of things. Just as you’re accessing “Whos” to help you achieve your goals, you’re being a “Who” in someone else’s world, enabling them to get to their own goals.

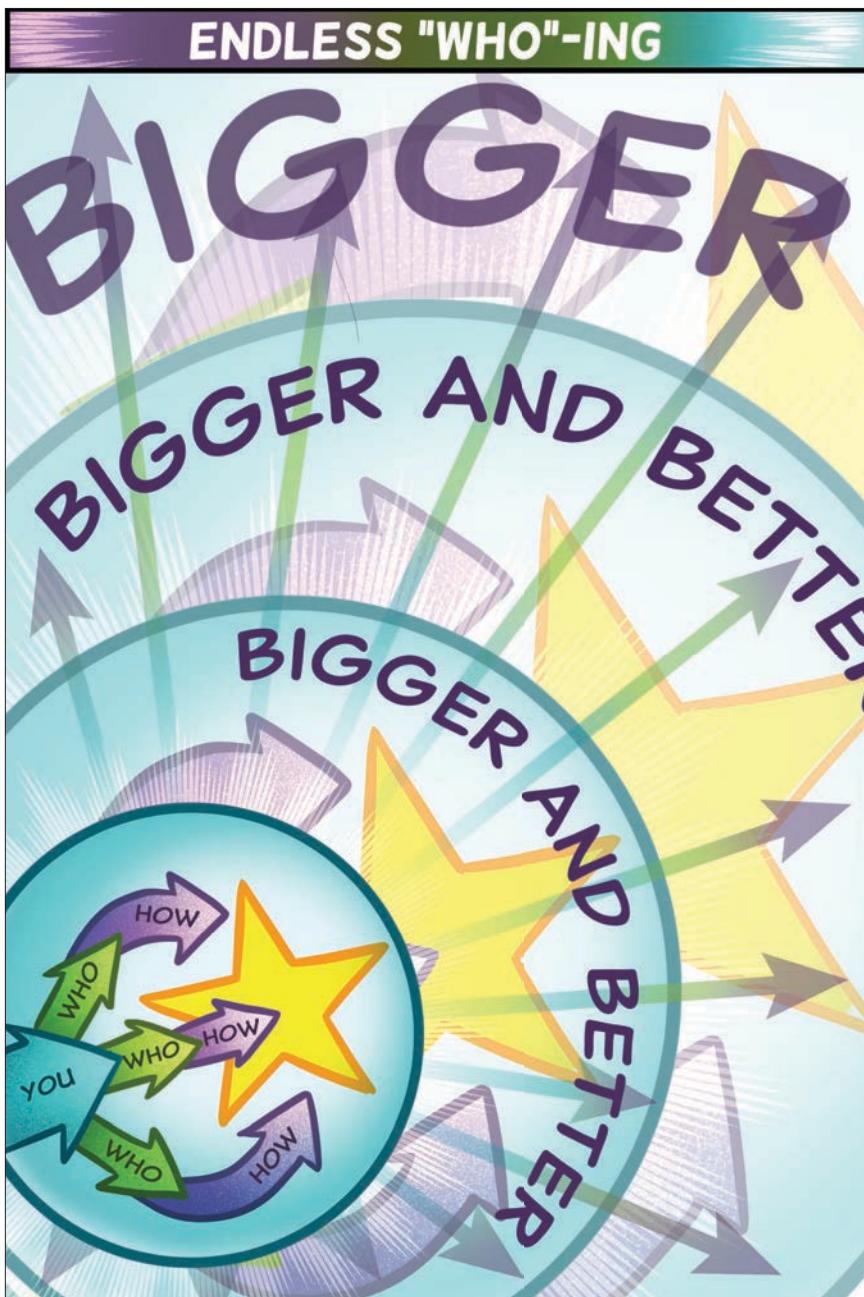
Capabilities multiplying capabilities.

With the WhoNotHow mindset, you’re confidently and permanently at the center of your own creative and productive universe in which your ambitious goals continually trigger activities that involve an expanding number of unique capabilities continually multiplying one another.

Everybody has visions of being more capable than they currently are, of achieving more than they’re currently achieving, doing activities that are rewarding for them.

But unless they get clear on this distinction between “Who” and “How” and what they are and what they should be involved in, they get frustrated, lonely, or both. It’s like all of the power lines are laid, but there’s no power going through them.

What’s necessary is the flip in your mind of recognizing that you’re not the crucial “How” that’s going to get you to the goal you have in mind. You have to engage in teamwork, and it has to be reciprocal. It has to be a win-win for everybody.





Chapter 7

More Fascinated And Motivated

As your “Who” capabilities expand, your future always becomes more exciting and energized.

Someone who thinks, “How am I going to do this?” every time they have a new goal will start off doing the part of the “How” they’re good at and then go on to thinking, “Now I have to learn how to do this, and this, and this.”

Starting almost from scratch with every project, and doing the “How” yourself when there are more suited “Whos” out there, is a laborious process, and your energy for this will be different in your teens than in your twenties, your thirties, and later on.

Eventually, there’s going to be a wear-out factor, and your dislike of doing all the “Hows” is going to cut off your ability to visualize a bigger and better future because having a new goal will just seem like more grind, more work, and more fatigue.

The complete opposite of this is someone who knows that with every new idea, their role is only to provide the “What” and the “Why,” and then to continue involving themselves only in the activities they love and find energizing while other “Whos” execute all the necessary “Hows” to get to the goal.

Endlessly interesting.

The best approach and process is to envision a bigger and better future, get the best “Whos” for the project involved, explain the “What” and the “Why,” and then get the “Whos” off and running right away to achieve the goal.

The moment you’re finished with the part of the project you

do best, it's started expanding outward for you. It's getting done, and you're free to immediately move on to another bigger and better idea.

This is endless because there's no natural limit to seeing bigger and better things or to finding "Whos" to do the "Hows."

We all hit a wall at some point where our imagination is bigger than what we're personally capable of achieving. But then, if we simply make this switch to thinking, "Well, now I need a 'Who' in order to move forward," all of a sudden, the possibilities are endless.

The automatically expanding teamwork that takes place around each of your new goals means that everything in your future is going to be increasingly intriguing and exciting for you. You'll no longer get bogged down in boring or irritating aspects of projects. You'll be "Who'd up" to focus only on what you love to do.

Unpredictably creative.

As you become more successful and capable in visualizing new goals and finding the right "Whos" for all of the "Hows," your overall teamwork with others will create new, better, and different results that you couldn't have predicted when you first visualized each new goal.

When you do all the "Hows" yourself, the goals you aim for are bigger and better for you, but when you use teamwork to achieve your goals, you start creating bigger and better goals that are good for everybody and that get everyone excited about participating in the project.

The team itself makes the goal bigger and better because the “Whos” will come back to you saying that not only can they perform the “Hows” to achieve your goal, they can also do other “Hows” that you might not have even been aware were possible and make use of technologies you may not have known existed.

So, the final results of the projects you initiate will be much bigger than you thought they’d be, with payoffs that had never even occurred to you.

Exponentially productive.

Simply removing yourself as the person who takes on all of the “Hows” of achieving your bigger and better goals endlessly multiplies all of your productivity.

You do what you’re great at—defining the “What” and the “Why” of your idea—and then hand it off to “Whos” who have capabilities that have in some cases been developing for decades. Each person working on the project is doing what they’re best at and what they find fascinating and motivating.

Meanwhile, you won’t be doing a greater amount of work, and the work that you are doing you’ll find much more satisfying than when you forced yourself to handle every “How” yourself. You’ll be freed up creatively as well as in terms of your time and energy.

And you’ll be aware that all of the “Whos” working on your idea will be experiencing something new and using their skills in a new and satisfying way that will benefit them and allow them to expand their capabilities.

Collaboratively certain.

You can be sure that all of this maximizing of creativity, productivity, growth, and satisfaction will happen every single time you respond to having a goal by engaging in the WhoNotHow method.

Every new goal you visualize for yourself will automatically generate all of the collaboration with other “Whos” that will be needed to achieve that goal.

You’ll know right away that the collaboration will form in just the right way to achieve the goal, and the more you do it, the more confident you’ll be about this collaborative approach.

Transformatively satisfying.

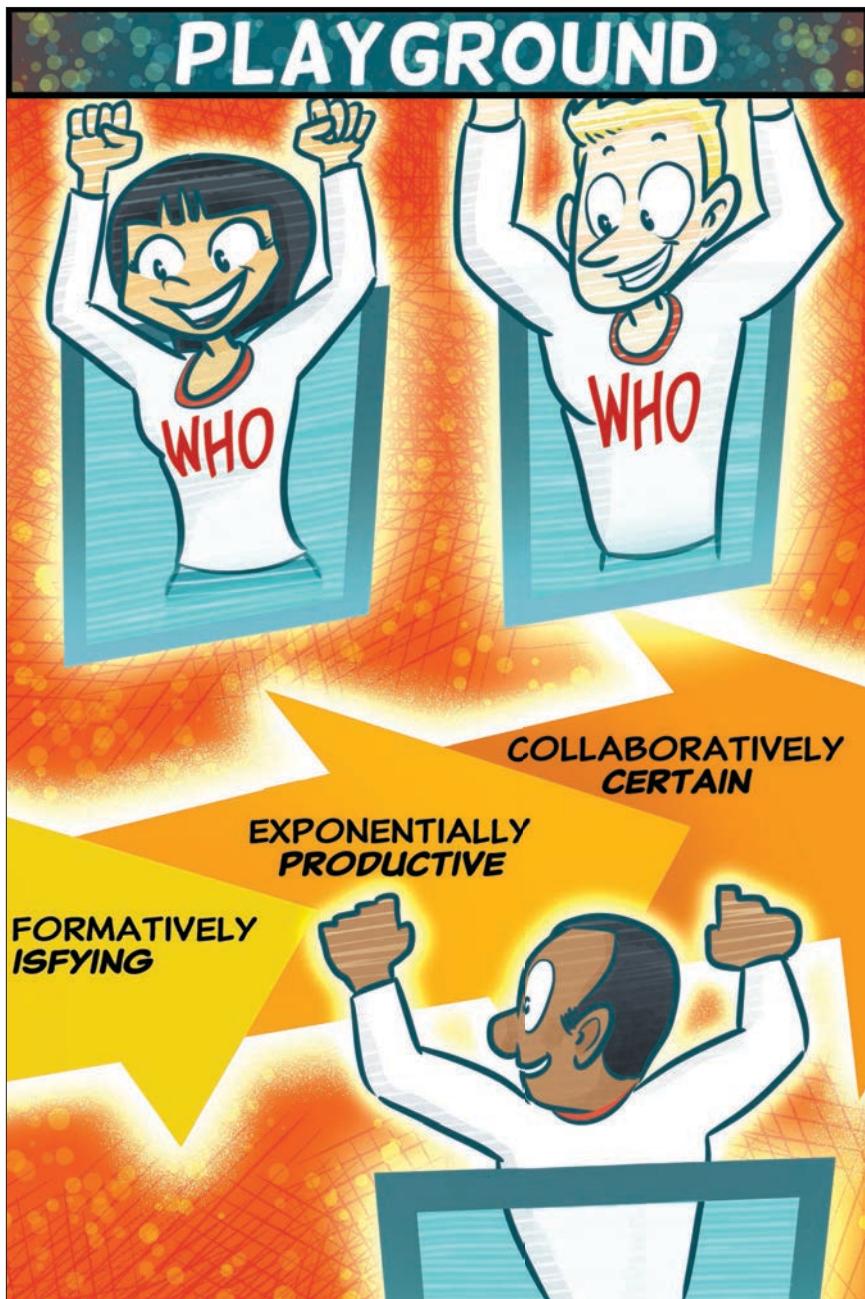
Your endlessly transforming WhoNotHow capability will prove to be deeply satisfying in ways that will continually surprise you.

If you did all the “Hows” yourself to achieve a new goal, the process and results wouldn’t be any different than anytime in the past when you’ve done all the “Hows” yourself.

But when you engage in teamwork and find the right “Whos” to do all the “Hows,” you’re allowing them to do it how they see fit, giving them the freedom to use their unique capabilities and insights, and that transforms the project.

The “Whos” do it in ways that are transformatively faster, easier, and cheaper, and you’ve acquired this massive new capability, which is teamwork capability.





Chapter 8

Multiplying “Who” Networks

As long as you can keep adding new “Whos,” your future continually grows through even bigger goals and achievement.

Most people think of their future as consisting of individual, personal achievements, as though everyone’s on their own stairway going up on their own.

But people who recognize the power of collaborating with others know that while achievements can start with you having a goal, they can end up expanding out all around you, 360 degrees.

And it’s not only you that improves—every single person you’re collaborating with on a project improves their capabilities, and the new opportunities that arise can come from any number of directions.

By recognizing this power, you’ll collaborate whenever possible, and your network of “Whos” will keep growing as you keep jumping to higher and higher levels.

Achievements generate goals.

Not only is your growing WhoNotHow capability going to accelerate your daily success and improvement, each of your new achievements is going to automatically generate new goals.

If the process of seeing and achieving new goals keeps getting easier, why would you ever want to stop? Achievements generate goals, and goals generate achievements. It’s a closed loop system where the growth generates new growth.

It's an enjoyable experience that you'll want to keep participating in forever, and one happy byproduct is that you're also going to be motivated to stay in shape physically because you'll want to be able to keep up. You'll want to make sure you have the physical energy to tap into the teamwork energy.

If you were doing all the "Hows" by yourself, you might reach your goal and then say, "That was exhausting. I'm not going to go through all of that again." But maintaining the mindset of reaching your goals through "Whos" not "Hows" will keep the system of new achievements and new goals going for you because it will always be energizing.

"Whos" attract new "Whos."

Something else that will keep growing as long as you stick with it is your network of "Whos" because each individual "Who" in your network will invariably connect you with more "Whos," and this makes it even more possible to expand your future achievements and results.

I never worry about getting into trouble with a new idea or initiative because I consider the world I'm working with as 50 percent of the partnership. I always try to put new things out quickly so I can start getting feedback on them right away. Your audience or clients are the best people to let you know how you're doing.

If people who will write checks for your ideas aren't seeing what you're planning and giving you feedback, you can never be at more than 50 percent. You can think of it as using your customers and clients as "Whos."

That's why being 80 percent in action is ten times better than being 100 percent still getting ready. Putting something out there in the world is giving the world the opportunity to speak and be part of the process, and you'll find that new and better "Whos" will show up as a result.

Outward networking teams.

More and more, you're going to recognize that your personal capability is being at the center of an ever-expanding network of highly skilled, talented, and enthusiastic teams of "Whos" that are endlessly transforming your bigger and better goals into powerful achievements and results.

Remember that the expansion of networking is endless, as every individual in your "Who" network can be expanding their own "Who" network all the time, just as you are.

You're going to keep working at uncluttering yourself from "Hows" that you shouldn't be involved in. Anytime you cross over from performing your unique capability into executing a "How" you shouldn't be doing, you're impeding the progress of outward expansion. You're getting in someone else's way when you do that.

With the WhoNotHow method, you have a clear station, and stepping over to do a "How" that isn't one of your unique capabilities is introducing nothing but static.

Visualize, define, achieve, repeat.

As you continually master and expand your WhoNotHow capability, it consists of the single following formula: visualize, define, achieve, and repeat.

You envision something that's bigger and better than it is right now, with measurable results that will determine the success of the project. You then define the "What" and the "Why" so that others can say, "I understand what you want, and here's how I can use my abilities to get there."

Once you've achieved the goal, you start the process over again. Being in charge means seeing the vision and bringing in the energy to electrify the process. But how it actually gets done is under the control of the "Whos" who have the capability to do the "Hows."

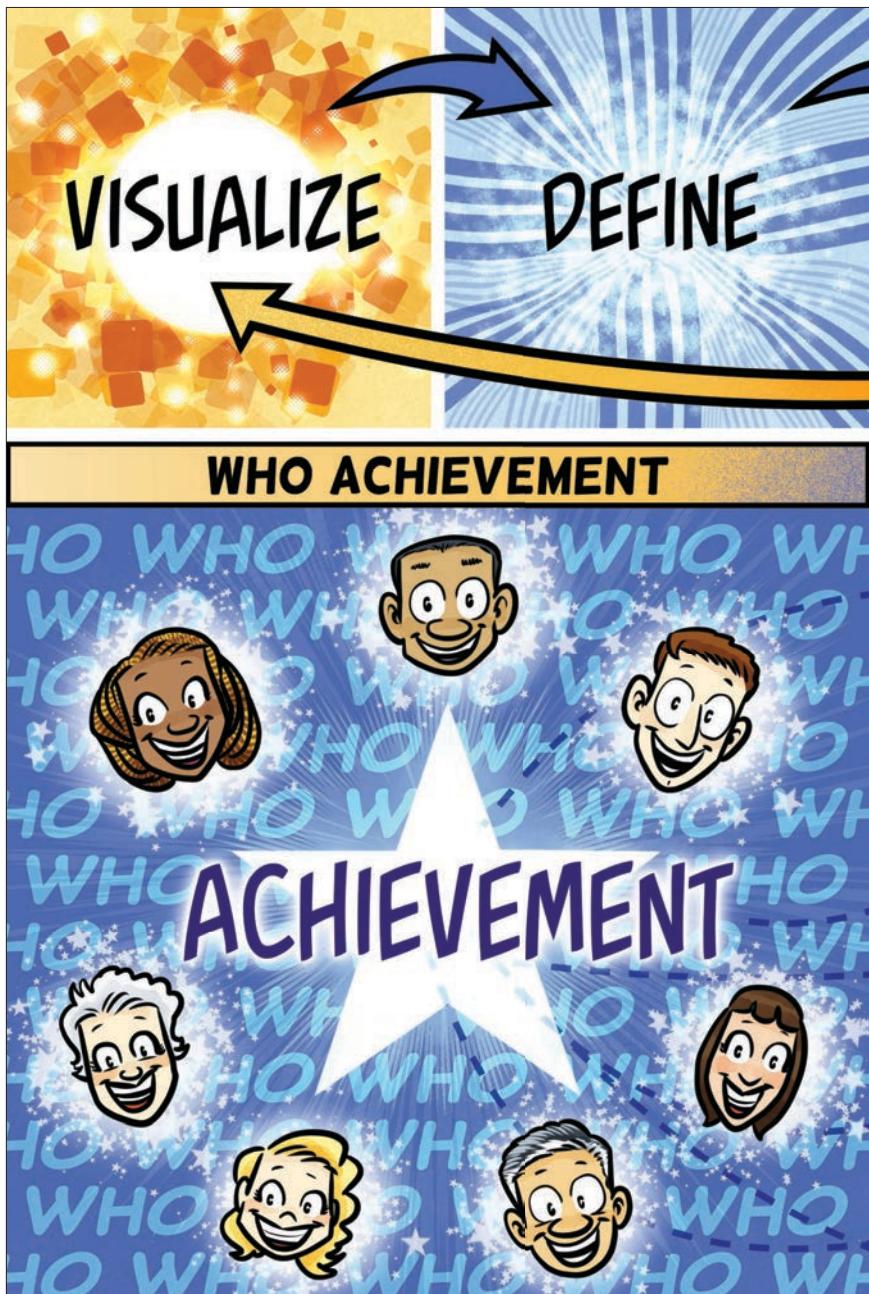
Everything grows, nothing ends.

You're now totally clear about the dramatic difference between "doing How" and "doing Who."

In the former, you'll always become more fatigued, progress will slow, growth will stop, and your ambition will end. In the latter, "doing Who," you'll always become more energized, progress will accelerate, growth will multiply, and your ambition will never end.

What you do with this great ability of yours to visualize things being bigger and better in the future makes all the difference. If you draw the wrong conclusion about what should come next after you visualize a new goal, it will cause you enormous unhappiness.

But if you draw the right conclusion, which is that your job is only to communicate the "What" and the "Why" of your vision, then you'll be successful in the most satisfying ways, and there will be no reason why this fantastic, exponential process shouldn't go on forever.





Conclusion

Endless “WhoNotHow” Future

You’re amazed that as you get older, your bigger future keeps making you feel younger.

When we think negatively, it affects how we feel physically. It can keep our mood down and also lower our motivation so that we don’t even want to attempt to achieve new goals that might improve our situation if we accomplished them.

But there’s a positive opposite to this correlation, which is that when we think positively using the mindset outlined in this book, for example, we feel high levels of energy and motivation. We’re confident about taking on new goals and projects, and every new success that we have furthers the cycle of gaining greater capability and confidence, which we take with us into working on every new goal and new project.

Growing yourself younger.

As you keep connecting with other people as you go forward, and you keep expanding your capability and your network of capable “Whos,” you’re going to find yourself experiencing a strange development: as you get older according to the calendar, everything about your mindset, your capability, your progress, and your achievement is going to keep becoming more energized, powerful, and significant.

The more that you and your WhoNotHow networks grow, the younger you’re going to feel. And not only does excitement about the future make your body feel great and you feel younger, you’re going to feel encouraged to do all the things that younger people do regarding living an active lifestyle.

Generally speaking, older people are less active than younger people because there are fewer things they're excited about in the future, but this won't apply to you, even as you get older, because for all intents and purposes, you're going to actually feel younger as you're technically aging.

You now have a formula for always making your future bigger than your past while engaging in less laborious, fatiguing work than you used to do.

Age measured by collaboration.

You'll be able to measure, from one calendar year to the next, how much easier, faster, cheaper, and more transformatively powerful your expanding collaboration with your network of "Whos" becomes.

And you'll always know that as great as the collaboration is today, it will be even bigger and better next year. It's a profound effect because it's an exponential one.

You're not growing your capability like you did in the old days where you were working on an individual skill and got better at it from one year to the next. This is a massive skill that's going out in all directions.

And you haven't had to go through the decades of development of the skill—you get to access each skill that's necessary to achieve your goals just by accessing the "Who."

Every single "Who" participating in teamwork on a project is bringing potentially all of the skills they've been developing in their lifetime to the table, all for the purpose of achieving the bigger and better result you've envisioned, regardless of

whether every “Who” has different motivations for wanting to achieve the same result.

There's simply no way to come close to that level of productivity if everyone is on an isolated track, working by themselves. It's the collaboration that magnifies what everyone can achieve.

Bypassing scarcity and decline.

As people your own age get older and start to decline in success and feel scarcity of friends, money, and purpose, it can have a powerful effect on you. You might start to feel that you should be going through or inevitably will go through the same thing they are.

In many cases, though, this sort of age-associated decline has more to do with societal expectations than with anything that's natural or necessary.

If you change the age you have in mind for retiring, or you eliminate it entirely, your body will follow the directions from your mind and you'll keep doing what you love and creating a bigger future for yourself well past the age that most people you know are probably getting out of their businesses.

You have no reason to slow down or feel a sense of scarcity. You're bypassing this self-generated trap that's caught so many other people.

Those you know who haven't been able to free themselves from the “How” approach to personal improvement will fail to grow, while your mastery of WhoNotHow will enable you to completely and permanently bypass their frustration, fatigue, and failure.

Sense of timeless acceleration.

You've permanently entered a remarkable way of experiencing every area of your life every day: on the one hand, you're aware of your personal and organizational progress speeding up, and on the other hand, it feels like your actual time is enjoyably slowing down and stopping.

The formula will always be the same: have a bigger and better goal, define the “What” and the “Why,” get the “Whos” to execute the “Hows,” expand your teamwork of “Whos,” and initiate bigger and better projects. That’s it.

And this formula works no matter what’s happening in the economy or the outside world. You have your own economy, which means you don’t need to stress about any outside factors.

Humanity is your capability.

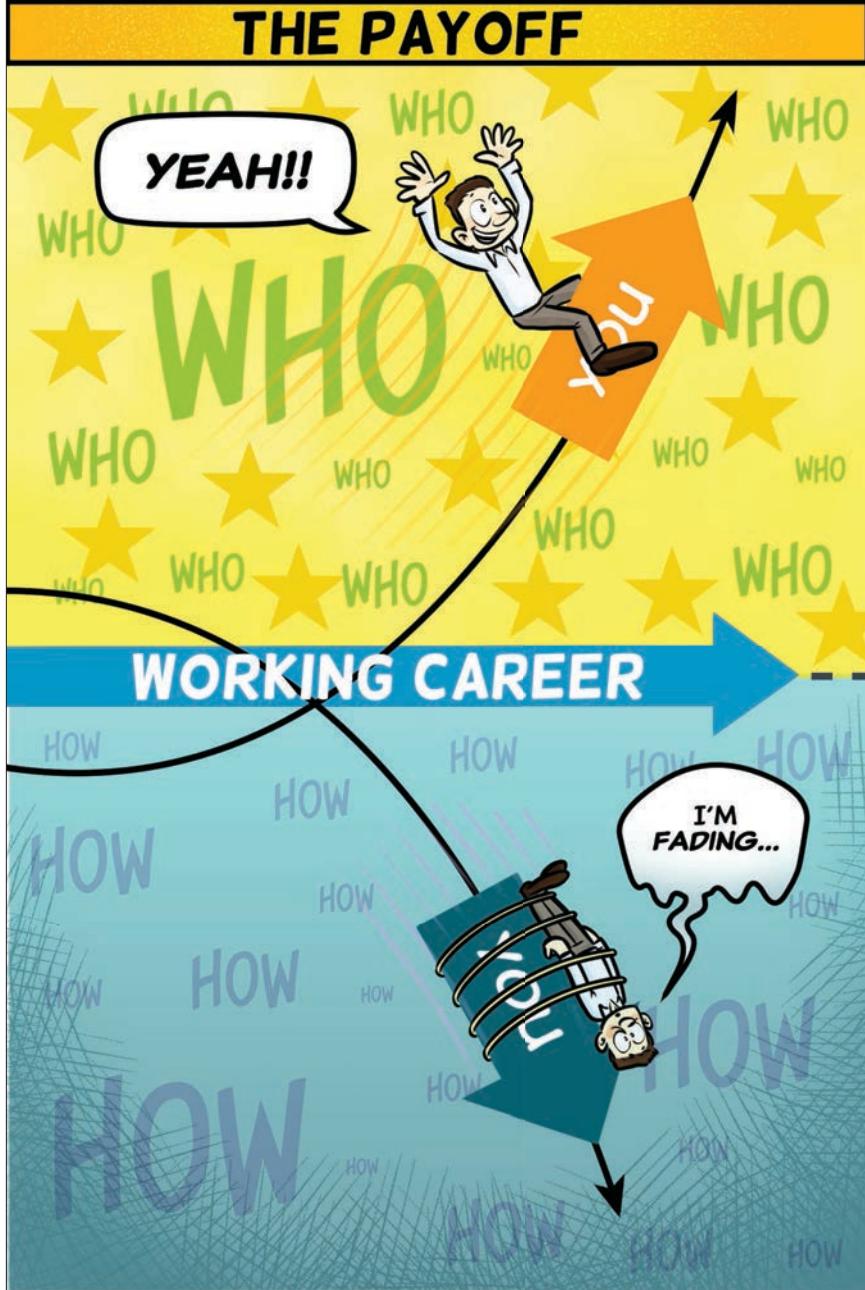
In always refraining from engaging with the “Hows” to achieve your goals, instead always choosing to expand your creative and productive network of “Whos,” you’ll increasingly take advantage of the growing collaborative power of humanity itself.

Don’t worry about scarcity. Don’t worry if there are enough “Whos” out there. There always are, and like you, they’re always looking for opportunities to do what they’re great at and love doing and to expand their own capabilities.

With WhoNotHow, you have a formula for always expanding your capability.



THE PAYOFF



The Strategic Coach Program

For Ambitious, Collaborative Entrepreneurs

You commit to growing upward through three transformative levels, giving yourself 25 years to exponentially improve every aspect of your work and life.

“WhoNotHow” is a crucial capability and a natural result of everything we coach in The Strategic Coach Program, a quarterly workshop experience for successful entrepreneurs who are committed and devoted to business and industry transformation for the long-term, for 25 years and beyond.

The Program has a destination for all participants—creating more and more of what we call “Free Zone Frontiers.” This means taking advantage of your own unique capabilities, the unique capabilities around you, your unique opportunities, and your unique circumstances, and putting the emphasis on creating a life that is free of competition.

Most entrepreneurs grow up in a system where they think competition is the name of the game. The general way of looking at the world is that the natural state of affairs is competition, and collaboration is an anomaly.

Free Zone Frontier

The Free Zone Frontier is a whole new level of entrepreneurship that many people don’t even know is possible. But once you start putting the framework in place, new possibilities open up for you. You create zones that are purely about collaboration. You start recognizing that collaboration is the natural state, and competition is the anomaly. It makes you look at things totally differently.

Strategic Coach has continually created concepts and thinking tools that allow entrepreneurs to more and more see their future in terms of Free Zones that have no competition.

Three levels of entrepreneurial growth.

Strategic Coach participants continually transform how they think, make decisions, communicate, and take action based on their use of dozens of unique entrepreneurial mindsets we've developed. The Program has been refined through decades of entrepreneurial testing and is the most concentrated, massive discovery process in the world created solely for transformative entrepreneurs who want to create new Free Zones.

Over the years, we've observed that our clients' development happens in levels of mastery. And so, we've organized the Program into three levels of participation, each of which involves two different types of transformation:

The Signature Level. The first level is devoted to your *personal* transformation, which has to do with how you're spending your time as an entrepreneur as well as how you're taking advantage of your personal freedom outside of business that your entrepreneurial success affords you. Focusing on improving yourself on a personal level before you move on to making significant changes in other aspects of your life and business is key because you have to simplify before you can multiply.

The second aspect of the Signature Level is how you look at your *teamwork*. This means seeing that your future

consists of teamwork with others whose unique capabilities complement your own, leading to bigger and better goals that constantly get achieved at a measurably higher rate.

The 10x Ambition Level. Once you feel confident about your own personal transformation and have access to ever-expanding teamwork, you can think much bigger in terms of your *company*. An idea that at one time would have seemed scary and even impossible—growing your business 10x—is no longer a wild dream but a result of the systematic expansion of the teamwork model you’ve established. And because you’re stable in the center, you won’t get thrown off balance by exponential growth. Your life stays balanced and integrated even as things grow around you.

And that’s when you’re in a position to transform your relationship with your *market*. This is when your company has a huge impact on the marketplace that competitors can’t even understand because they’re not going through this transformative structure or thinking in terms of 25 years as you are. Thinking in terms of 25 years gives you an expansive sense of freedom and the ability to have big picture goals.

The Free Zone Frontier Level. Once you’ve mastered the first four areas of transformation, you’re at the point where your company is self-managing and self-multiplying, which means that your time can now be totally freed up. At this stage, competitors become collaborators and it becomes all about your *industry*. You can consider everything you’ve created as a single capability you can now match up with another company’s to create collaborations that go way beyond 10x.

And, finally, it becomes *global*. You immediately see that there are possibilities of going global—it's just a matter of combining your capabilities with those of others to create something exponentially bigger than you could ever have achieved on your own.

Global collaborative community.

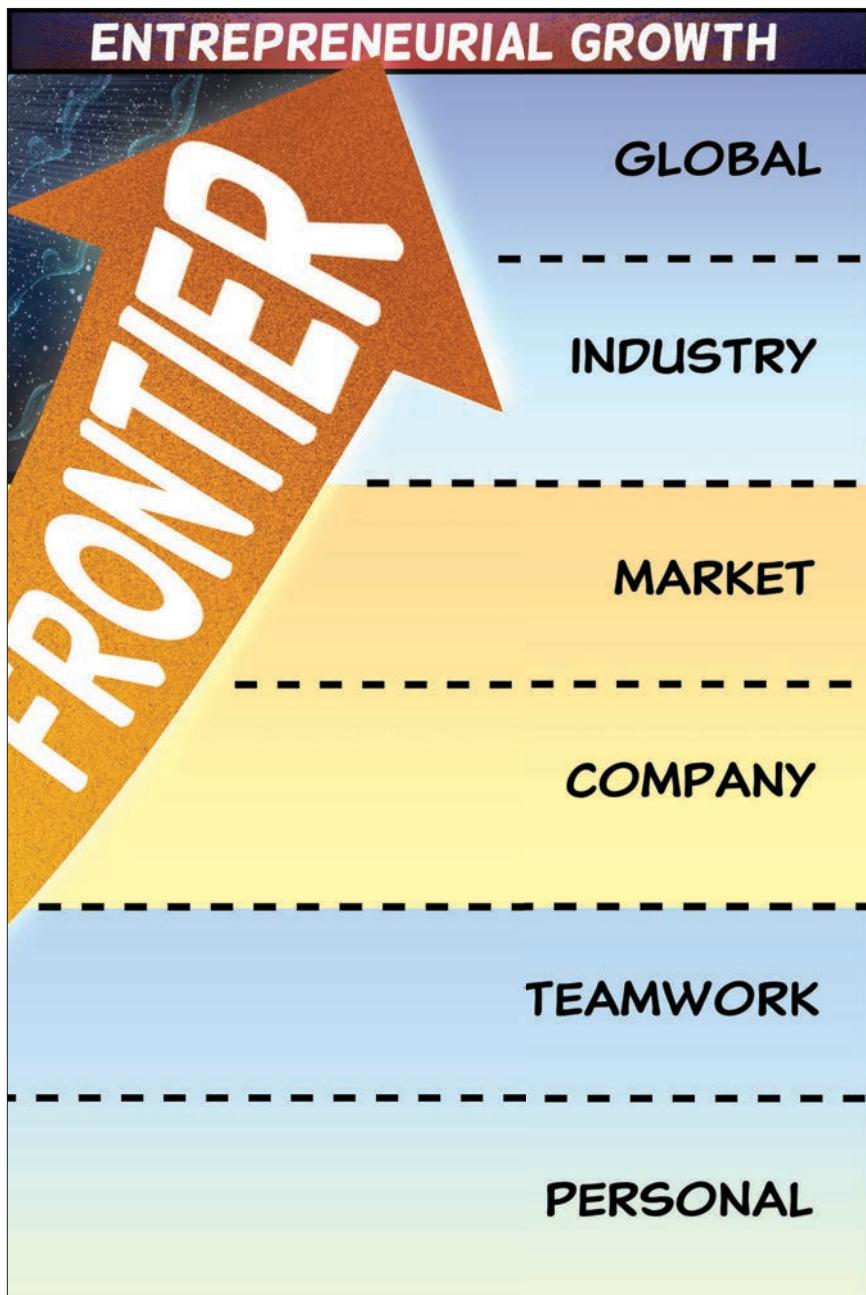
Entrepreneurism can be a lonely activity. You have goals that the people you grew up with don't understand. Your family might not comprehend you at all and don't know why you keep wanting to expand, why you want to take new risks, why you want to jump to the next level. And so it becomes proportionately more important as you gain your own individual mastery that you're in a community of thousands of individuals who are on exactly the same journey.

In The Strategic Coach Program, you benefit from not only your own continual individual mastery but from the constant expansion of support from and collaboration with a growing global community of extraordinarily liberated entrepreneurs who will increasingly share with you their deep wisdom and creative breakthroughs as innovators in hundreds of different industries and markets.

If you've reached a jumping off point in your entrepreneurial career where you're beyond ready to multiply all of your capabilities and opportunities into a 10x more creative and productive formula that keeps getting simpler and more satisfying, we're ready for you.

For more information and to register for The Strategic Coach Program, call 416.531.7399 or 1.800.387.3206, or visit us online at strategiccoach.com.





About The Author

Dan Sullivan



Dan Sullivan is the founder and president of The Strategic Coach Inc. and creator of The Strategic Coach® Program, which helps accomplished entrepreneurs reach new heights of success and happiness. He has over 40 years of experience as a strategic planner and coach to entrepreneurial individuals and groups.

He is author of over 30 publications, including *The 80% Approach*™, *The Dan Sullivan Question*, *Ambition Scorecard*, *Wanting What You Want*, *The 4 C's Formula*, *The 25-Year Framework*, *The Game Changer*, *The 10x Mind Expander*, *The Mindset Scorecard*, *The Self-Managing Company*, *Procrastination Priority*, *The Gap And The Gain*, *The ABC Breakthrough*, *Extraordinary Impact Filter*, *Capableism*, and *My Plan For Living To 156*, and is co-author with Catherine Nomura of *The Laws of Lifetime Growth*.



WhoNotHow

The number one cause of procrastination is ambition. You come up with a new, better vision of what's possible, but you don't have the capability to pull it off — so you put it off.

The problem is that when you had the new goal, you asked yourself the wrong question. Instead of asking, "*How* do I do this?" ask yourself, "*Who* can do this?"

Your procrastination is inner wisdom that tells you the goal is really great, but you're not the one to do it. Find out how to break free from procrastination and reach new levels of success by finding the right "Whos" to do the "Hows" to achieve your goals.

For more information about Strategic Coach[®]:

1.800.387.3206

Toll Free From The UK: 0800 051 6413

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