

Who Not How:

The Formula to Achieve Bigger Goals Through Accelerating Teamwork

by Dan Sullivan, Benjamin Hardy, et al.
Book Summary, ChatGPT

CAPACITY: Leadership
Baton Exchange

CORE IDEA (Mindset Shift)

The central message of *Who Not How* is that the question you ask yourself determines your potential. Instead of asking “**How can I do this?**”, the breakthrough comes from asking “**Who can help me do this?**” This simple but powerful shift opens exponential possibilities in productivity, creativity, freedom, and impact. The authors show that even successful icons like athletes and entrepreneurs succeed through the *right Whos*—not just personal talent. These lessons are practical for business leaders, creatives, teams, and individuals looking to scale their results.

WHY THIS MATTERS

Most people try to solve everything themselves—leading to overwhelm, procrastination, and limited growth. By focusing on *who* can help, you:

- Free up more **time** to focus on what you do best.
 - Earn more because your energy is spent on high-value work.
 - Build stronger **relationships** and teams.
 - Expand your **purpose** and personal fulfillment.
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KEY PRINCIPLES IN THE BOOK

1. Shift from “How” to “Who”

Instead of figuring out *every step*, identify *who* has the skills, passion, or capacity to help. This moves you out of overwhelm and into collaboration.

2. Delegation is Not Weakness

Letting go of trying to do everything yourself isn’t giving up control—it’s multiplying your impact by engaging others who shine in areas you don’t.

3. Procrastination Is a Signal

When you’re procrastinating on something, it often means it doesn’t belong in your unique skill set. It’s a sign to find a “Who.”

4. Freedom Comes in Four Forms

The book frames success as *freedom*—of time, money, relationships, and purpose. Each expands when you rely on the right collaborators rather than trying to handle everything yourself.

5. Create Transformational Work Relationships

Collaboration should be mutually empowering—where both parties grow rather than just trade tasks.

CHAPTER-BY-CHAPTER SUMMARY

Introduction – The Question That Changes Everything

The authors introduce the central premise: **your future is determined by the questions you ask**. Most people ask “*How do I do this?*” which traps them in limitation. The transformational question is “*Who can help me do this?*”—opening the door to collaboration, leverage, and exponential growth.

Chapter 1 – How Thinking Keeps You Stuck

“How” thinking forces you to rely on your current knowledge, skills, time, and energy. It often leads to overwhelm, procrastination, and stalled goals. The chapter explains why self-reliance alone becomes a ceiling rather than a strength.

Chapter 2 – Who Thinking Expands the Possible

“Who” thinking immediately shifts your focus outward. Instead of solving problems alone, you begin designing outcomes and building relationships. This chapter emphasizes that **great results are always co-created**, not solo achievements.

Chapter 3 – Time Is Created by Who, Not How

Trying to do everything yourself consumes time; collaboration creates time. By involving the right Whos, you gain margin to focus on your highest-value activities—your unique contribution.

Chapter 4 – Procrastination Is a Signal

Procrastination is reframed as a clue, not a character flaw. It often indicates misalignment between the task and your strengths. The solution isn’t discipline—it’s finding the right Who.

Chapter 5 – Unique Ability and Team Multiplication

You grow fastest when you operate in your **Unique Ability**—the work that energizes you and produces your greatest results. Whos allow you to stay in this zone by handling complementary work.

Chapter 6 – Trust Is the New Control

Letting go of control is difficult, but necessary. This chapter explores how **trust-based collaboration** leads to higher performance than micromanagement or self-dependence.

Chapter 7 – The Four Freedoms

The authors define success as growth in four areas:

- **Time Freedom**
- **Money Freedom**
- **Relationship Freedom**
- **Purpose Freedom**

Each freedom expands when you stop trying to do everything yourself.

Chapter 8 – Transformational Relationships

The goal is not transactional delegation but **transformational partnerships**—relationships where both parties grow, win, and evolve together.

Chapter 9 – Designing a Who-Based Future

This chapter challenges readers to design their goals assuming collaboration from the start. Big futures require intentional relationship-building, not heroic individual effort.

Conclusion – You Are the Result of Your Whos

Your life trajectory is shaped by the people you choose to partner with. The final invitation is to stop asking “How can I do this?” and instead build a life centered on the right Whos.

ASK YOUR MENTOR

Pick a few questions to discuss.

1. Where have you seen “How thinking” limit your effectiveness as a leader?
 2. What mindset shift was hardest for you when you began delegating or collaborating more?
 3. How do you personally discern what belongs in your unique ability vs. what doesn’t?
 4. Can you share a time when procrastination revealed the need for a “Who” in your life?
 5. How do you help yourself or others reframe procrastination as information rather than failure?
 6. What helped you learn to trust others with meaningful responsibility?
 7. How do you balance accountability with trust when working with a team?
 8. How do you identify the right Whos for important goals or seasons?
 9. What distinguishes a transformational relationship from a transactional one in your experience?
 10. How do you invest in Whos before you “need” them?
 11. How does Who Not How align with biblical ideas of the Body of Christ and spiritual gifts?
 12. In what ways has collaboration helped you walk more fully in your God-given calling?
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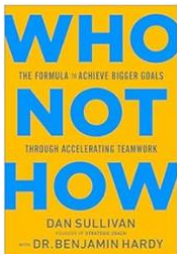
PERSONAL INVENTORY

1. Where in your life are you still asking “How?” instead of “Who?”
What results might you get by shifting your question?
 2. What tasks do you procrastinate on most, and who might be a better fit to handle them?
 5. What relationships have you built (or need to build) that could expand your impact?
 6. How do you balance trusting others with maintaining clarity on outcomes you care about?
 7. What obstacles (internal or external) make it hard for you to delegate or collaborate?
 8. Where might self-reliance be subtly competing with faith and obedience in my life?
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GO DO...Putting it into Action

Pick a couple.

1. What is one goal I should redesign assuming collaboration from the start? When will I do that?
 2. Who might God already be placing in my life as part of that future? When and how will I reach out?
 3. How can you create environments where people feel empowered to contribute as Whos? When and how will you do this?
 4. In your team or organization, who are the untapped “Whos” you could involve to accelerate results? When and how will you reach out to them?
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Sources & Resources

ChatGPT pulled from at least these sources to create this summary:

[Summaries](#), [Growth Summary](#), [Blinkist](#), [SoBrief](#)

Link to
Purchase
the book