

The ONE Thing: The Surprisingly Simple Truth Behind Extraordinary Results by Gary Keller with Jay Papasan

Chapter 1: The One Thing

- The one thing is the best approach to getting what you want.
- *“What’s the ONE Thing you can do this week such that by doing it everything else would be easier or unnecessary?”*
- Where I’d had huge success, I had narrowed my concentration to one thing, and where my success varied, my focus had too.
- **Going Small** – The answer is that the most productive and successful people achieve more, earn more, do more, because they make getting to the heart of things the heart of their approach. They go small.
- “Going small” is ignoring all the things you could do and doing what you should do. It’s recognizing that not all things matter equally and finding the things that matter most. It’s a tighter way to connect what you do with what you want. It’s realize that **extraordinary results are directly determined by how narrow you can make your focus.**
- You need to be doing fewer things for more effect instead of doing more things with side effects. The problem with trying to do too much is that even if it works, adding more to your work and your life without cutting anything brings a lot of bad with it: missed deadlines, disappointing results, high stress, long hours, lost sleep, poor diet, no exercise, and missed moments with family and friends – all in the name of going after something that is easier to get than you might imagine.
- *“Going small is a simple approach to extraordinary results, and it works. It works all the time, anywhere and on anything. Why? Because it has only one purpose – to ultimately get you to the point.”*

Chapter 2: The Domino Effect

- Line up enough and, with a simple flick, you can start a chain reaction of surprising power.
- When one thing, the right thing, is set in motion, it can topple many things.
- A single domino is capable of bringing down another domino that is actually 50 percent larger.
- Getting extraordinary results is all about creating a domino effect in your life.
- **Toppling dominos is pretty straight-forward. You line them up and tip over the first one. In the real world, though, it’s a bit more complicated. The challenge is that life doesn’t line everything up for us and say, “Here’s where you should start.” Highly successful people know this. So every day they line up their priorities anew, find the lead domino, and whack away at it until it falls.**
- **Why does this approach work? Because extraordinary success is sequential, not simultaneous.**
- *“You do the right thing and then you do the next right thing.”*

- **The key is over time. Success is built sequentially. It's one thing at a time.**

Chapter 3: Success Leaves Clues

- Technological innovations, cultural shifts, and competitive forces will often dictate that a business' ONE Thing evolve or transform. The most successful companies know this and are always asking: "What's our ONE Thing?"
- When you get the ONE Thing, you begin to see the business world differently. If today your company doesn't know what its ONE Thing is, then the company's ONE Thing is to find out.
- Take the concept and apply it to people, and you'll see where one person makes all the difference. Who's your ONE Person?
- No one is self-made.
- *"Everyone has one person who either means the most to them or was the first to influence, train, or manage them. No one succeeds alone. No one."*
- **Passion for something leads to disproportionate time practicing or working at it. That time spent eventually translates to skill, and when skill improves, results improve. Better results generally lead to more enjoyment, and more passion and more time is invested. It can be a virtuous cycle all the way to extraordinary results.**
- The ONE Thing shows up time and again in the lives of the successful because it's a fundamental truth.
- Applying the ONE Thing to your work – and your life- is the simplest and smartest thing you can do to propel yourself toward the success you want.
- The unintended consequence of abundance is that we are bombarded with more information and choices in a day than our ancestors received in a lifetime. Harried and hurried, a nagging sense that we attempt too much and accomplish too little haunts our days.
- *"We sense intuitively that the path to more is through less but the question is, Where to begin? From all that life had to offer, how do you choose? How do you make the best decisions possible, experience life at an extraordinary level, and never look back?"*

Part 1: The Lies- They mislead and derail us

- Truthiness captures all the incidental, accidental, and even intentional falsehoods that sound just "truthy" enough for us to accept as true.
- The problem is we tend to act on what we believe even when what we believe isn't anything we should. As a result, buying into The ONE Thing becomes difficult because we've unfortunately bought into too many others – and more often than not those "other things" muddle our thinking, misguide our actions, and sidetrack our success.
- The real solutions we seek are almost always hiding in plain sight; unfortunately, they've usually been obscured by an unbelievable amount of bunk, an astounding flood of "common sense" that turns out to be nonsense.
- The challenge we face when forming our success strategies is that, just like tales of frogs, fish, explorers, and jockeys, success has its own lies too.

- **The Six Lies Between You and Success:**
 1. Everything Matters Equally
 2. Multitasking
 3. A Disciplined Life
 4. Willpower Is Always on Will-Call
 5. A Balanced Life
 6. Big is Bad
- **The six lies are beliefs that get into our heads and become operational principles driving us the wrong way.**

Chapter 4: Everything Matters Equally

- Equality is a lie.
- Understanding this is the basis of all great decisions
- When our lives are defined by our choices, the all-important question becomes, **How do we make good ones?**
- As David Henry Thoreau said, "It's not enough to be busy, so are the ants. The question is, what are we busy doing?"
- **Much To-Do About Nothing (pg. 34)**
- It seems that everywhere we turn, we're encouraged to make lists – and though lists are invaluable, they have a dark side.
- While to-dos serve as a useful collection of our best intentions, they also tyrannize us with trivial, unimportant stuff that we feel obligated to get done – because it's on our list.
- **Achievers operate differently. They have an eye for the essential. They pause just long enough to decide what matters and then allow what matters to drive their day. Achievers do sooner what others plan to do later and defer, perhaps indefinitely, what others do sooner. The difference isn't in intent, but in right of way. Achievers always work from a clear sense of priority. (Pg. 35)**
- A to-do list is simply the things you think you need to do; the first thing on your list is just the first thing you thought of. To-do lists inherently lack the intent of success. In fact, most to-do lists are actually just survival lists – getting you through your day and your life, but not making each day a stepping-stone for the next so that you sequentially build a successful life.
- **Note: this would make a great learn & lead session for personal/professional development**
- **Instead of a to-do list, you need a success list a list that is purposefully created around extraordinary results (Pg. 35)**
- To-do lists tend to be long; success lists are short. One pulls you in all directions; the other aims you in a specific direction. One is a disorganized directory and the other is an organized directive.
- *"If a list isn't built around success, then that's not where it takes you." (pg. 35)*
- *"If your to-do list contains everything, then it's probably taking you everywhere but where you really want to go." (pg 35)*

- While writing his seminal book “Quality Control Handbook”, Juran wanted to give a short name to the concept of the “vital few and trivial many.”
- He called it “Pareto’s Principle”
- The 80/20 Principle asserts that a minority of causes, inputs, or efforts usually lead to a majority of the results, outputs, or rewards. In other words, in the world of success, things aren’t equal. A small amount of causes creates most of the results. Just the right input creates most of the output. Selected effort creates almost all of the rewards.
- **The majority of what you want will come from the minority of what you do. (pg. 38)**
- Juran’s great insight was that not everything matters equally; some things matter more than others – a lot more. A to-do list becomes a success list when you apply Pareto’s Principle to it.
- **Fig. 4 (Pg. 38)**

| To do list | Success List |
|-------------------|---------------------|
| Could do | Should do |
| Could do | Should do |
| Should do | |
| Could do | |
| Should do | |
| Could do | |

Extreme Pareto

- I want you to go small by identifying the 20 percent, and then I want you to go even smaller by finding the vital few of the vital few. The 80/20 rule is the first word, but not the last, about success.
- No matter the task, mission, or goal. Big or small. Start with as large a list as you want, but develop the mindset that you will whittle your way from there to the critical few and not stop until you end with the essential ONE. The imperative ONE. The ONE Thing. **Note: Can turn this into a module.**
- **Big ideas:**
 - o Go small – Don’t focus on being busy; focus on being productive.
 - o Go extreme – Once you’ve figured out what actually matters, keep asking what matters most until there is only one thing left.
 - o Say no – Whether you say “later” or “never”, the point is to say “not now”
 - o Don’t get trapped in the “check off” game – If we believe things don’t matter equally, we must act accordingly.
- *“We can’t fall prey to the notion that everything has to be done, that checking things off our list is what success is all about.” (Pg. 42)*
- *“The truth is that things don’t matter equally and success is found in doing what matter most.” (pg. 42)*

Chapter 5: Multitasking

- It turns out that high multitaskers are suckers for irrelevancy. They were outperformed on every measure. Although they'd convince themselves and the world that they were great at it, there was just one problem. To quote Nass, "Multitaskers were just lousy at everything."
- When you try to do two things at once, you either can't or won't do either well.
- Multitasking is about multiple tasks *alternatively* sharing one resource (CPU), but in time the context was flipped and it became interpreted to mean multiple tasks being done *simultaneously* by one resource (a person).
- Hat we can't do is focus on two things at once.
- We think we can, so we think we should.
- "*It's not that we have too little time to do all the things we need to do, it's that we feel we need to do too many things in the time we have.*" (Pg. 46)
- Researchers estimate that workers are interrupted every 11 minutes and then spend almost a third of their day recovering from these distractions.

Juggling is an Illusion

- We have an average of 4,000 thoughts a day flying in and out of our heads.
- He pull to juggle more than one task at a time is not only at the core of how we're wired, but was most likely a necessity for survival.
- To a causal observer, a juggler is juggling three balls at once. In reality, the balls are being independently caught and thrown in rapid succession. Catch, toss, catch, toss, catch, toss. One ball at a time. It's what researchers refer to as "task switching".
- "The cost in terms of extra time from having to task switch depends on how complex or simple the tasks are," reports researcher Dr. David Meyer. "It can range from time increases of 25 percent or less for simple tasks to well over 100 percent or more for very complicated tasks."
- Task switching exacts a cost few realize they're even paying.
- You can do two things at once, but you can't focus effectively on two things at once.
- We're right when we say something is "front and center" or "top of mind", because that's where focus occurs – in the prefrontal cortex.
- Take two things and your attention gets divided. Take a third and something gets dropped.
- Here's a short list of how multitasking short-circuits us:
 - o There is just so much brain capability at any one time. Divide it up as much as you want, but you'll pay a price in time and effectiveness.
 - o The more time you spend switched to another task, the less likely you are to get back tot your original task. This is how loose ends pile up.
 - o Bounce between one activity and another and you lose time as your brain reorients to the new task. Those milliseconds add up. Researchers estimate we lose 28 percent of an average workday to multitasking ineffectiveness.

- Chronic multitaskers develop a distorted sense of how long it takes to do things. They almost always believe tasks take longer to complete than is actually required.
- Multitaskers make more mistakes than non-multitaskers. They often make poorer decisions because they favour new information over old, even if the older information is more valuable.
- Multitaskers experience more life-reducing, happiness-squelching stress.
- Workers who use computers during the day change windows or check email or other programs nearly 37 times an hour.
- It may not seem so in the moment, but the connectivity of everything we do ultimately means that we each not only have a job to do, but a job that deserves to be done well.
- *“The people we live with and work with on a daily basis deserve our full attention. When we give people segmented attention, piecemeal time, switching back and forth, the switching cost is higher than just the time involved. We end up damaging relationships.” – Dave Crenshaw (pg. 52)*
- **Big ideas:**
 - Distraction is natural
 - Multitasking takes a toll
 - Distraction undermines results

Chapter 6: A Disciplined Life

- **The truth is we don’t need any more discipline than we already have. We just need to direct and manage it a little better (Pg. 54)**
- **Contrary to what most people believe, success is not a marathon of disciplined action. Achievement doesn’t require you to be a full-time disciplined person where you every action is trained and where control is the solution to every situation.**
- **Success is actually a short race – a sprint fueled by discipline just long enough for habit to kick in and take over.**
- “Discipline” and “Habit” ultimately intersect.
- Though separate in meaning, they powerfully connect to form the foundation for achievement – regularly working at something until it regularly works for you.
- So when you see people who look like “disciplined” people, what you’re really seeing is people who’ve trained a handful of habits into their lives.
- *“You can become successful with less discipline than you think, for one simple reason: success is about doing the right thing, not about doing everything right.”*
- **Personal Notes: This goes a lot again the things we are taught about success.**
- *Personal Note: Asked myself at this point if “success has been defined”*
- *Personal Note: Like that it hasn’t been defined and that it is explained as you read through the book.*

- **The trick to success is to choose the right habit and bring just enough discipline to establish it.**
- What you will be is someone who has something regularly working for you because you regularly worked on it. You'll be a person who used selected discipline to build a powerful habit.
- Not to oversimplify, but it's not a stretch to say that Phelps (Michael) channeled all of his energy into one discipline that developed into one habit – swimming daily.
- **The payoff from developing the right habit is pretty obvious. It gets you success you're searching for. What sometimes gets overlooked, however, is an amazing windfall: it also simplifies your life.**
- Your life gets clearer and less complicated because you know what you have to do well and you know what you don't.
- *"The fact of the matter is that aiming discipline at the right habit gives you license to be less disciplined in other areas. When you do the right thing, it can liberate you from having to monitor everything.*
- Research suggests it takes an average of 66 days to create a habit.
- The easier behaviours taking fewer days on average and the tough ones taking longer.
- Sustain the discipline long enough on one habit, and not only does it become easier, but so do other things as well. It's why those with the right habits seem to do better than others. They're doing the most important thing regularly and, as a result, everything else is easier.
- **Big Ideas:**
 - o Don't be a disciplined person- be a person of powerful habits.
 - o Build one habit at a time.
 - o Give each habit enough time
- *"If you are what you repeatedly do, then achievement isn't an action you take but a habit you forge into your life." (pg, 60)*

Chapter 7: Willpower is Always on Will-Call

- **When we tie our success to our willpower without understanding what that really means, we set ourselves up for failure.**
- For will to have its most powerful way, there's more to it than that. Construe willpower as just a call for character and you miss its other equally essential element: timing. It's a critical piece.
- Willpower is always on will-call is a lie.
- Only three out of ten toddlers managed to delay their gratification until the researchers returned (Stanford Marshmallow study)
- Children who had successfully waited for the second treat seemed to be doing better. A lot better. (later on in life)
- Willpower or the ability to delay gratification was a huge indicator of future success.
- Success in the experiment predicted higher general academic achievement, SAT test scores that were on average 210 points higher, higher feelings of self-worth, and better stress management.

- On the other hand, “low delayers” were 30 percent more likely to be overweight and later suffered higher rates of drug addictions.
- *“When you have your will, you get your way. Although character is an essential element of willpower, the key to harnessing it is when you use it.” (Pg. 65)*
- Willpower has a limited battery life but can be recharged with some downtime. It’s a limited but renewable resource.
- Make it through a tough day in the trenches, and the lure of late night snacking can become your diet’s downfall.
- The more we use our mind, the less minding power we have.
- *“Willpower is like gas in your car...When you resist something tempting, you use some up. The more you resist, the emptier your tank gets, until you run out of gas.” (Pg. 66)*
- Most of our conscious activity is happening in our prefrontal cortex, the part of our brain responsible for focus, handling short-term memory, solving problems, and moderating impulse control. It’s at the heart of what makes us human and the center of our executive control and willpower.
- Advanced research shows us why this matters (**Ref: Journal of Personality and Social Psychology 2007 article**)
- Studies concluded that willpower is a mental muscle that doesn’t bounce back quickly. If you employ it for one task, there will be less power available for the next unless you refuel.
- **Food that elevate blood sugar evenly over long periods, like complex carbohydrates and proteins, become the fuel of choice for high-achievers – literal proof that “you are what you eat.”**
- One of the real challenges we have is that when our willpower is low we tend to fall back on our default settings.
- When our willpower runs out, we all revert to our default settings. This begs the question: *what are your default settings?*
- **We lose our willpower not because we think about it but because we don’t. Without appreciating that it can come and go, we let it do exactly that. Without intentionally protecting it every day, we allow ourselves to go from a will and a way to no will and no way. It success is what we’re after, this won’t work.**
- **You make doing what matters most a priority when your willpower is its highest.**
- **List of what taxes willpower (Pg. 70)**
- Every day, without realizing it, we engage in all manner of activities that diminish our willpower. Willpower is depleted when we make decisions to focus our attention, suppress our feelings and impulses, or modify our behaviour in pursuit of goals.
- When it comes to willpower, timing is everything. You will need your willpower at full strength to ensure that when you’re doing the right thing, you don’t let anything distract you or steer you away from it. Then you need enough willpower the rest of the day to either support or avoid sabotaging what you’ve done.
- **Do your most important work – your ONE Thing- early.**

- **Big Ideas:**
 - Don't spread your willpower too thin.
 - Monitor your fuel gauge
 - Time your task

Chapter 8: A Balanced Life

- Nothing ever achieves absolute balance. Nothing. No matter how imperceptible it might be, what appears to be a state of balance is something entirely different – an act of *balancing*.
- Balance is lived practically as a verb. Seen as something we ultimately attain, balance is actually something we do.
- A balanced life is a lie.
- We hear about balance so much we automatically assume it's exactly what we should be seeking. It's not.
- **Purpose, meaning, significance – these are what make a successful life.**
- The act of living a full life by giving time to what matters is a balancing act.
- **Extraordinary results require focused attention and time. Time on one thing means time away from another. The is makes balance impossible.**
- In an effort to attend to all things, everything get shortchanged and nothing gets its due.
- **Knowing when to pursue the middle and when to pursue the extremes is in essences the true beginning of wisdom. Extraordinary results are achieved by this negotiation with your time.**
- *“The reason people shouldn't pursue balance is that the magic never happens in the middle; magic happens at the extremes.”*
- The dilemma is that chasing the extremes presents real challenges. We naturally understand that success lies at the outer edges, but we don't know how to manage our lives while we're out there.
- When you gamble with your time, you may be placing a bet you can't cover. Even if you're sure you can win, be careful that you can live with what you lose.
- So if achieving balance is a lie, then what do you do? Counterbalance.
- **Replace the word “balance” with “counterbalance” and what you experiences makes sense. The things we presume to have balance are really just counterbalancing.**
- **Counterbalancing done well gives the illusion of balance.**
- **When we say we're out of balance, we're usually referring to a sense that some priorities – things that matter to us- are being underserved or unmet.**
- **The idea of counterbalancing is that you never go to far that you can't find your way back or stay so long that there is nothing waiting for you when you return.**
- Counterbalancing is not only about your sense of well-being, it's essential to your well-being.

- **There are two types of counterbalancing: the balancing between work and personal life and the balancing within each.**
- *“In the world of professional success, it’s not about how much overtime you put in; the key ingredient is focused time over time.” (Pg. 81)*
- **To achieve an extraordinary result you must choose what matters most and give it all the time it demands. This requires getting extremely out of balance in relation to all other work issues.**
- In your personal world, awareness is the essential ingredient. Awareness of your spirit and body, awareness of your family and friends, awareness of your personal needs – none of these can be sacrificed if you intend to “have a life,” so you can never forsake them for work or one for the other.
- Whether or not to out of balance isn’t really the question. The question is: *“Do you go short or long?”*
- In your personal life, go short and avoid long periods where you’re out of balance. Going short lets you stay connected to all the things that matter most and move them along together. In your professional life, go long and make peace with the idea that the pursuit of extraordinary results may require you to be out of balance for long periods.
- Going long allows you to focus on what matters most, even at the expense of other, lesser priorities.
- In your personal life, nothing gets left behind. At work, it’s required.
- *“Imagine life is a game in which you are juggling five balls. The balls are called work, family, health, friends and integrity. And you’re keeping all of these in the air. But one day you finally come to understand that work is rubber ball. If you drop it, it will bounce back. The other four balls – family, health, friends and integrity – are made of glass. If you drop one of these, it will be irrevocably scuffed, nicked, perhaps even shattered.”*
- **The question of balance is really a question of priority.**
- When you change your language from balancing to prioritizing, you see your choices more clearly and open the door to change your destiny.
- *“When you act on your priority, you’ll automatically go out of balance, giving more time to one thing over another.” (Pg. 82)*
- To be able to address your priorities outside of work, be clear about your most important work priority so you can get it done.
- When you’re supposed to be working, work, and when you’re suppose to be playing, play. It’s a weird tightrope you’re walking, but it’s only when you get your priorities mixed up that things fall apart.
- **Big Ideas:**
 - Thing about two balancing buckets – Separate your work life and personal life into two distinct buckets so you can counter balance.
 - Counter balance your work bucket – your work life is divided into two distinct areas – what matters most and everything else.
 - Counterbalance your personal life bucket – acknowledge that your life actually has multiple areas and that each requires a minimum of attention for you to feel you “have a life”

Chapter 9: Big is Bad

- For some reason there is the fear that big success brings crushing pressure and stress, that the pursuit of it robs them of not only time with family and friends but eventually their health.
- The good news is that science isn't about guessing, but rather the art of progressing. And so if your life.
- *"None of us know our limits. Borders and boundaries may be clear on a map, but when we apply them to our lives, the lines aren't so apparent."* (Pg. 86)
- **No one know their ultimate ceiling for achievement, so worrying about it is a waste of time.**
- When you allow yourself to accept that big is about who you can become, you look at it differently.
- Thinking big is essential to extraordinary results. Success requires action, and action requires thought. But here's the catch – the only actions that become springboards to succeeding big are those informed by big thinking to begin with.
- Doing something one way doesn't always lay the foundation for doing something better, nor does a relationship with one person automatically set the stage for a more successful relationship with another.
- Carol Dweck's work with children revealed two mindsets in action – a "Growth" mindset that generally thinks big and seeks growth and a "fixed" mindset that places artificial limits and avoids failure.
- **Big stands for greatness – extraordinary results. Pursue a big life and you're pursuing the greatest life you can possibly live. To live great, you have to think big. You must be open to the possibility that your life and what you accomplish can become great.**
- **Only living big will let you experience your true life and work potential.**
- **Big Ideas:**
 - o Think Big- avoid incremental thinking that simply asks, "What do I do next?"
 - o Don't order from the menu –don't choose from the available options; imagine outcomes that no one else has.
 - o Act bold – Big thoughts go nowhere without bold action.
 - o Don't fear failure – Extraordinary results aren't built solely on extraordinary results. They're built on failure too. In fact, it would be accurate to say that we fail our way to success. When we fail, we stop, ask what we need to do to succeed, learn from our mistakes, and grow.

Part 2: The Truth – The Simple Path to Productivity

- We overthink, overplan, and overanalyze our careers, our businesses, and our lives; that long hours are neither virtuous nor healthy; and that we usually succeed in *spite* of most of what we do, not *because* of it. I discovered

that we can't manage time, and that the key to success isn't in all the things we do but in the handful of things we don't.

- **Success comes down to this: being appropriate in the moments of your life.**

Chapter 10: The Focusing Question (GOLDEN EGG)

- "Don't put all your eggs in one basket" is all wrong, I tell you "put all your eggs in one basket, and then watch that basket." Look around you and take notice; men who do that do not often fail. It is easy to watch and carry the one basket. It is trying to carry too many baskets that breaks most eggs in this country. – Andrew Carnegie in his talk "The road to Business Success"
- **Answers come from questions, and the quality of any question is directly determined by the quality of the questions. (Pg. 104)**
- "Judge a man by his questions rather than his answers" – Voltaire
- "The power to question is the basis of all human progress" – Indira Gandhi
- Questions engage our critical thinking. Research shows that asking questions improves learning and performance by as much as 150%.
- **One of the most empowering moments of my life (the author) came when I realized that life is a question and how we live it is our answer. (Pg. 105)**
- How we phrase the questions we ask ourselves determines the answers that eventually become our life.
- To get the answers we seek, we have to invent the right questions – and we're left to devise our own.
- "Anyone who dreams of an uncommon life eventually discovers there is no choice but to seek an uncommon approach to living it." (Pg. 106)

What's the ONE Thing I can do such that by doing it everything else will be easier or unnecessary? – The Focus Question!

- The Focusing Question can lead you to answer not only "big picture" questions (Where am I going? What target should I aim for?) but also "small focus" ones as well (What must I do right now to be on the path to getting the big picture? Where's the bull's eye?)
- It tells you not only what your basket should be, but also the first step toward getting it.
- It shows you how big your life can be and just how small you must go to get there.
- It's both a map for the big picture and a compass for your smallest next move.
- **The Focusing Question always aims you at the absolute best of both by forcing you to do what is essential to success – make a decision.**
- To stay on track for the best possible day, month, year, or career, you must keep asking yourself the Focusing Question.
- **The FQ collapses all possible questions into one: "What's the ONE Thing I can do/such that by doing it/everything else will be easier or unnecessary?"**
- The answer will be one thing versus many. It forces you toward something specific. It tells you right up front that, although you may consider many

- options, you need to take this seriously because you don't get two, three, four, or more.
- "Can do" is an embedded command directing you to take action that is possible.
 - Action you "can do" beats intention every time.
 - There's a criterion your answer must meet. It's the bridge between just doing something and doing something for a specific purpose.
 - "Such that by doing it" lets you know you're going to have to dig deep.
 - "Everything else will be easier or unnecessary" is the ultimate leverage test. It tells you when you've found the first domino.
 - It says that when you do this ONE Thing, everything else you could do to accomplish your goal will now be either doable with less effort or no longer even necessary.
 - The Focusing Question asks you to find the first domino and focus on it exclusively until you knock it over.
 - **Big Ideas:**
 - Great questions are the path to great answers.
 - The FQ is a double-duty question
 - The Big Picture Question: "What's my ONE Thing?" – keeps your relationships with friends, family, and colleagues in perspective and your daily actions on track.
 - The small-focus question: "What's my ONE Thing right now?" - Prepares you for the most productive workweek possible.

Chapter 11: The Success Habit

- *"The choice we face is whether or not we want to form habits that get us what we want from life. If we do, then the FQ is the most powerful success habit we can have." (Pg. 112)*
- **The FQ is the foundational habit I use to achieve extraordinary results and lead a big life. (GOLDEN EGG) - (p.g. 113)**
- Because I want my life to matter, I approach each area by doing what matters most.
- **The FQ can direct you to your ONE Thing in the different areas of your life. Simply reframe the FQ by inserting your area of focus.**
- **Fig. 16 - Life and the areas that matter most in it. (Use this for Set Yourself Sunday)**
- Say the category first, then state the question, add a time frame, and end by adding "such that by doing it everything else will be easier or unnecessary".
- Priorities could include:
 - Spirituality
 - Physical Health
 - Personal Life
 - Relationships
 - Business
 - Finances
- **Big Ideas:**

- Understand and believe it.
- Use it.
- Make it a habit
- Leverage reminders
- Recruit support

Chapter 12: The Path to Great Answers

- **The FQ helps to identify your ONE Thing in any situation. It will clarify what you want in the big areas of your life and then drill down to what you must to do get them.**

- It's really a simple process: You ask a great question, then you seek out a great answer. As simple as two steps, it's the ultimate success habit.
- Great questions, like great goals, are big and specific. They push you, stretch you, and aim you at big, specific answers.
- Small & specific questions aim you in a specific direction, but there's nothing truly challenging about this question. Low goals don't require extraordinary actions so they rarely lead to extraordinary results.
- Small & broad questions are more of a brainstorming question. Great for listing your options, but requires more to narrow your options and go small.
- This is the kind of average question most people ask and then wonder why their answers don't deliver extraordinary results.
- Big & broad questions lack specifics and leaves more questions than answers.
- Big & Specific questions – when you ask a Great Question, you're in essence pursuing a great goal.
- **A big, specific question leads to big, specific answer, which is absolutely necessary for achieving a big goal.**

- **Turning it into the FQ goes to the heart of success by forcing you to identify what absolutely matters most and starts there. Why? Because that's where big success starts too.**

- Find Great Answers
- The challenge of asking a Great Question is that, once you've asked it, you're now faced with finding a Great Answer.
- **Answers come in three categories: doable, stretch, and possibility.**
- "Doable" - You probably already know how to do it and won't have to change much to get it.
- "Stretch" – while this is still within your reach, it can be at the farthest end of your range. You'll most likely have to do some research and study what others have done to come up with this answer.
- Extraordinary results require a Great Answer.
- If you want the most from your answer, you must realize that it lives outside your comfort zone.
- A possibility answer exists beyond what is already known and being done. As with a stretch goal, you can start out by doing research and studying the lives of other high achievers. But you can't stop there. In fact, your search has just begun. Whatever you learn, you'll use it to do what only the greatest achievers do: benchmark and trend.

- A Great Answer is essentially a new answer.
- Your first ONE Thing is to search for clues and role models to point you in the right direction. The first thing to do is ask “*Has anyone else studied or accomplished this or something like it?*”
- In my experience books and published works offer the most in terms of documented research and role models for success.
- The research and experience of others is the best place to start when looking for your answer.
- With a stretch approach this was your maximum, but now it is your minimum. It’s not all you’ll do, but it becomes the hilltop where you’ll stand to see if you can spot what might come next.
- A new answer usually requires new behaviour
- **Big Ideas:**
 - Think Big and Specific
 - Think possibilities
 - Benchmark and trend for best answers

Part 3: Extraordinary Results- Unlocking the Possibilities Within You

- **There is a natural rhythm to our lives that becomes a simple formula for implementing the ONE Thing and achieving extraordinary results: Purpose, priority, and productivity. Bound together, these three are forever connected and continually confirming each other’s existence in our lives.**
- Your big ONE Thing is your purpose and your small ONE Thing is the priority you take action on to achieve it. The most productive people start with purpose and use it like a compass. They allow purpose to be the guiding force in determining the priority that drives their actions.
- The more productive people are, the more purpose and priority are pushing and driving them.
- “*All businesspeople want productivity and profit, but too many fail to realize that the best path to attaining them is through purpose-driven priority.*” (Pg. 134)
- A business can’t have unproductive people yet magically still have an immensely profitable business. Great businesses are built one productive person at a time.

Chapter 13: Live with Purpose

- Our destinies are determined by our decisions, our lives shaped by our choices.
- Live with purpose. Live by priority. Live for productivity.
- Charles Dickens reveals Purpose as a combination of where we’re going and what’s important to use. He implies that our priority is what we place the greatest importance on and our productivity comes from the actions we take.

- **Purpose sets our priority and our priority determines the productivity our actions produce.**
- Who we are and where we want to go determine what we do and what we accomplish.
- One of our biggest challenges is making sure our life's purpose doesn't become a beggar's bowl, a bottomless pit of desire continually searching for the next thing that will make us happy. That's a losing proposition.
- Martin Seligman – believes there are five factors that contribute to our happiness: positive emotions and pleasure, achievement, relationships, engagement, and meaning. Of these, he believes engagement and meaning are the most important.
- To be financially wealthy, you must have a purpose for your life. In other words, without purpose, you'll never know when you have enough money, and you can never be financially wealthy.
- Purpose is the straightest path to power and the ultimate source of personal growth – strength of conviction and strength to persevere.
- When you have a definite purpose for your life, clarity comes faster, which leads to more conviction in your direction, which usually leads to faster decisions.
- Knowing why you're doing something provides the inspiration and motivation to give the extra perspiration needed to persevere when things go south.
- **What's the ONE Thing I can do in my life that would mean the most to me and the world, such that by doing it everything would be easiest or unnecessary?**
- **Big Ideas:**
 - Happiness happens on the way to fulfillment
 - Discover your big why – Discover your purpose by asking yourself what drives you.
 - Absent an answer, pick a direction
- *"Pick a direction, start marching down that path, and see how you like it. Time brings clarity, and if you find you don't like it, you can always change your mind. It's your life." (Pg. 145)*

Chapter 14: Live by Priority

- **Live with purpose and you know where you want to go. Live by priority and you'll know what to do to get there.**
- When your life is on purpose, living by priority takes precedence.
- Our life is driven by the purpose we give.
- Purpose has the power to shape our lives only in direct proportion to the power of the priority we connect to it. Purpose without priority is powerless.
- Whenever I teach goal setting I make it my top priority to show how a goal and a priority work together.
- The truth is we have goals and plans for only one reason – to be appropriate in the moments of our lives that matter.

- **The truth about success is that our ability to achieve extraordinary results in the future lies in stringing together powerful moments, one after the other.**
- What you do in any given moment determines what you experience in the next.
- Economics have long known that even though people prefer big rewards over small ones, they have an even stronger preference for *present rewards over future ones* – even when the future rewards are MUCH BIGGER.
- ***Hyperbolic discounting – the farther away a reward is in the future, the smaller the immediate motivation to achieve it.***
- **Goal setting to the Now will get you there.**
- By thinking through the filter of Goal Setting to the NOW (GSN), you set a future goal and then methodically drill down to what you should be doing right now.
- **Pg. 15- Fig. 24: Goal Setting to the Now diagram**
- By doing this, you're training your mind how to think, how to connect one goal with the next over time until you know the most important thing you must do right NOW
- *"It's why most people never get close to their goals. They haven't connected today to all the tomorrows it will take to get there. Connect today to all your tomorrows. It matters." (Pg. 152)*
- People tend to be overly optimistic about what they can accomplish, and therefore most don't think things all the way through. Researchers call this the "planning fallacy"
- **Visualizing the process – breaking a big goal down into the steps needed to achieve it- helps engage the strategic thinking you need to plan for and achieve extraordinary results. This is why GSN really works.**
- Your last step is to write down what matters. Much has been written about writing down goals and for very good reason – it works.
- **Those who wrote down their goals were 39.5 percent more likely to accomplish them. Writing down your goals and your most important priority is your final step to living by priority. (pg. 154)**
- **Big Ideas:**
 - There can only be ONE
 - Goal Set to the Now
 - Put pen to paper

Chapter 15: Live for Productivity

- Productive action transforms lives.
- *Productive* is exactly what Scrooge was, and there's no better word than *productivity* to describe what you want from what you do when the outcome matters.
- *"Every minute of every day, the question is never will we be doing something, but rather what that something is we'll be doing" (Pg. 157)*

- **In the end, putting together a life of extraordinary results simply comes down to getting the most out of what you do, when what you do matter.**
- How we use our time determines the money we make.
- If money is a metaphor for producing results, then it's clear – a time-managing system's success can be judged by the productivity it produces.
- **The most successful people are the most productive people.**
- Productive people get more done, achieve better results, and earn more in their hours than the rest. They do so because they devote maximum time to being productive on their top priority, their ONE Thing.
- **Time blocking is a very result-oriented way of viewing and using time. It's a way of making sure that what has to be done gets done.**
- Time blocking harnesses your energy and centers it on your most important work. It's productivity's greatest power tool.
- Block off the appropriate time each day so it becomes a habit. Everything else- other projects, paperwork, email, calls, correspondence, meetings, and all the other stuff- must wait.
- When you time block like this, you're creating the most productive day possible in a way that's repeatable every day for the rest of your life.
- **If disproportionate results come from one activity, then you must give that one activity disproportionate time.**
- **"Today, what's the ONE Thing I can do for my ONE Thing such that by doing it everything else will be easier or unnecessary?"**
- Once you've done your ONE Thing for the day, you can devote the rest of it to everything else. Just use the FQ to identify your next priority and give that task the time it deserves.
- When you know your ONE Thing, make an appointment with yourself to tackle it.
- *"Great success shows up when time is devoted every day to becoming great." (Pg. 163)*
- **To achieve extraordinary results and experience greatness, time block these three things in the following order:**
 - **Time block your time off**
 - **Time block your ONE Thing**
 - **Time block your planning time**
- Extraordinarily successful people launch their year by taking time out to plan their time off.
- By planning their time off in advance, you are, in effect, managing your work time around your downtime instead of the other way around.
- When you intend to be successful, you start by protecting time to recharge and reward yourself.
- Resting is as important as working.
- After you've time blocked your time off, time block your ONE Thing.
- You can't happily sustain success in your professional life if you neglect your personal "re-creation" time
- **The most productive people, the ones who experience extraordinary results, design their days around doing their ONE Thing. Their most**

- important appointment each day is with themselves, and they never miss it.**
- If they complete their ONE Thing before their time block is done, they don't necessarily call it a day. They use the FQ to tell them how they can use the time they have left.
 - The most productive people work on event time (ref: A geography of time by Robert Levine)
 - **The key to making this work is to block time as early in your day as you possibly can. Give yourself 30 minutes to an hour to take care of morning priorities, then move to your ONE Thing.**
 - **Ref: Paul Graham Essay (2009) – Maker's Schedule, Manager's Schedule.**
 - Normal business culture gets in the way of the very productivity it seeks because of the way people traditionally schedule their time (or are allowed to).
 - **Graham divides work into two buckets: Maker (do or create) and manager (oversee or direct). "Maker" time requires large blocks of the clock to write code, develop ideas, generate leads, recruit people, produce products, or execute on project or plans. This time tends to be viewed in half-day increments. "Manager time", on the other hand, gets divided into hours. This time typically has one moving from meeting to meeting, and because of those who oversee or direct tend to have power and authority, "They are in a position to make everyone resonate at their frequency."**
 - **To experience extraordinary results, be a maker in the morning and a manager in the afternoon.**
 - Time block your planning time- this is when you reflect on where you are and where you want to go. For annual planning, schedule this time late enough in the year that you have a sense of trajectory, but not so late that you lose your running start for the next.
 - Block an hour each week to review your annual and monthly goals.
 - In effect, you could say that when you time block your planning time, you're really time blocking your time to time block. Think about it.
 - For time blocks to actually block time, they must be protected.
 - It's your job to protect your time blocks from all those who don't know what matters most to you, and from yourself when you forget.
 - Extraordinary results-oriented people – the very people what have the most demands on their time – do this every day. They keep their most important appointment.
 - The toughest part is navigating a high level-request. How do you say no to anyone important- your boss, a key client, your mom – who asks you do to do something with a high sense of urgency?
 - One way is to say yes and then ask, "If I have that done by (a specific time in the future), would that work?"
 - Most often, these requests are more about an immediate need to hand off a task than about a need for it to be done immediately, so the requester usually wants to know it *will* get done.

- **Sometimes the request is real, needs to be done now, and you must drop what you're doing and do it. In this situation, follow the rule " If you erase, you must replace" and immediately reschedule your time block.**
- When I first began to time block, the most effective thing I did was to put up a sheet of paper that said, "Until my ONE Thing is Done –Everything else is a Distraction!"
- Your own need to do things instead of your ONE Thing may be your biggest challenge to overcome. Life doesn't simplify itself the moment you simplify your focus; there's always other stuff screaming to be done. Always. So when stuff pops into your head, just write it down on a task list and get back to what you're supposed to be doing.
- **Here are four proven ways to battle distractions and keep your eye on the ONE Thing:**
 - o **Build a bunker-** Find somewhere to work that takes you out of the path of disruption and interruption.
 - o **Store provisions-** Have any supplies, materials, snacks, or beverages you need on hand and, other than for a bathroom break, avoid leaving your bunker.
 - o **Sweep for mines-** Turn off your phone, shut down your email, and exit your internet browser.
 - o **Enlist support-** tell those most likely to seek you out what you're doing and when you'll be available.
- If, ultimately, you continue a tug-of-war to make time blocking take place, then use the FQ to ask
- **What's the ONE Thing I can do to protect my time block every day so that by doing it everything else I might do will be easier or unnecessary?**
- **Big Ideas:**
 - o Connect the dots- tap into your purpose and allow that clarity to dictate your priorities.
 - o Time Block your ONE Thing- The best way to make your ONE Thing happen is to make regular appointments with yourself
 - o Protect your time block at all costs – TB only works when your mantra is "nothing and no one has permission to distract me from my ONE Thing."
- **The people who achieve extraordinary results don't achieve them by working more hours. They achieve them by getting more done in the hours they work.**

Chapter 16: The Three Commitments

- Achieving extraordinary results through time blocking requires three commitments. First, you must adopt the mindset of someone seeking mastery.
- Second, you must continually seek the very best ways of doing things.

- Third, you must be willing to be held accountable to achieve your ONE Thing.
- When you can see mastery as a path you go down instead of a destination you arrive at, it starts to feel accessible and attainable.
- Mastery is a way of thinking, a way of acting, and a journey you experience.
- I believe the healthy view of mastery means giving the best you have to become the best you can be at your most important work.
- Since there is always another level to learn, mastery actually means you're a master of what you know and an apprentice of what you don't.
- More than anything else, expertise tracks with hours invested (10,000 hours rule)
- Time on a task, over time, eventually beat talent every time.
- The more productive you are, the more likely you are to receive several additional payoffs you would otherwise have missed. The pursuit of mastery bears gifts.
- *"Mastery is a pursuit that keeps giving, because it's a path that never ends." (pg. 178)*
- Ref: George Leonard's book, Mastery.
- **The path to mastering something is the combination of not only doing the best you can do at it, but also doing it the best it can be done.**
- Continually improving how you do something is critical to getting the most from time blocking.
- No matter the task, all natural ability has a ceiling of achievement, a level of productivity and success that eventually tops out.
- When you're going about your ONE Thing, any ceiling of achievement must be challenged, and this requires a different approach – a Purposeful approach.
- **Highly productive people don't accept the limitations of their natural approach as the final word on their success.**
- They pause just long enough to examine their options, they pick the best one, and then they're right back on track.
- With a "P" mindset ("P" standing for "Purposeful"), you can achieve breakthroughs and accomplish things far beyond your natural abilities.
- The Purposeful person follows the simple rule that "a different result requires doing something different." Make tis your mantra and breakthroughs become possible.
- The Purposeful approach says, "I'm still committed to growing, so what are my options?" You then use the FQ to narrow those choices down to the next thing you should do.
- Actions determine outcomes and outcomes inform actions.
- **Taking complete ownership of your outcomes by holding no one but yourself responsible for them is the most powerful thing you can do to drive your success.**
- Accountability is most likely the most important of the three commitments.
- When life happens, you can be either the author of your life or the victim of it. Those are your only two choices – accountable or unaccountable. This may

- sound harsh, but it's true. Every day we choose one approach or the other, and the consequences follow us forever.
- Being willing to address reality head-on gives us a huge edge. It puts us in a position to start thinking about what we can do differently.
 - The accountable manager looks for solutions.
 - No one is born a victim; it's simply an attitude or an approach. But if allowed to persist, the cycle becomes a habit. The opposite is also true. Anyone can be accountable at any time – and the more you choose the cycle of accountability, the more likely it is to become your automatic answer to any adversity.
 - **Highly successful people are clear about their role in the events of their life.**
 - **One of the fastest ways to bring accountability to your life is to find an accountability partner.**
 - Whatever the case, it's critical that you acquire an accountability relationship and give your partner license to lay out the honest truth.
 - An AP provides frank, objective feedback on your performance, creates an ongoing expectation for productive progress, and can provide critical brainstorming or even expertise when needed.
 - Ongoing accountability is best provided by someone who you agree to be truly accountable.
 - Individuals who wrote down their goals and sent progress reports to friends were 76.7 percent more likely to achieve them.
 - *Ref: Ericsson's research on expert performance.*
 - **“The single most important difference between these amateurs and the three groups of elite performers is that the future elite performers seek out teachers and coaches and engage in supervised training, whereas the amateurs rarely engage in similar types of practice.” – Ericsson**
 - An AP will positively impact your productivity. They'll keep you honest and on track. Just knowing they are waiting for your next progress report can spur you to better results.
 - **Big Ideas:**
 - Commit to be your best.
 - Be purposeful about your ONE Thing
 - Take ownership of your outcomes
 - Find a coach
 - **When you time block your most important priority, protect your time block, and then work your time block as effectively as possible, you'll be as productive as you can be.**

Chapter 17: The Four Thieves

- **The Four Thieves of Productivity:**
 - **The inability to say “no”**
 - **Fear of Chaos**
 - **Poor Health Habits**

- **Environment Doesn't Support Your Goals**

- *"One "yes" must be defended over time by 1,000 "nos."*
- **The way to protect what you've said yes to and stay productive is to say no to anyone or anything that could derail you.**
- When you say yes to something, it's imperative that you understand what you're saying no to.
- Focusing is about saying no – Steve Jobs
- The art of saying yes is, by default, the art of saying no. Saying yes to everyone is the same as saying yes to nothing.
- The more things you do, the less successful you are at any one of them.
- Saying yes to your ONE Thing is your top priority. As long as you can keep this in perspective, saying no to anything that keeps you from keeping your time block should become something you can accept.
- Leverage your Yeses – preprinted scripts, frequently asked questions pages or files, written explanations, recorded instructions, posted information, checklists, catalogs, directories, and prescheduled training classes can all be used to effectively say yes while still preserving your time block.
- **The Three Foot Rule:** Making it your mission to limit who and what can get within three feet of you. **A request must be connected to my ONE Thing for me to consider it.**
- Your talent and abilities are limited resources. Your time is finite. If you don't make your life about what you say yes to, then it will almost certainly become what you intended to say no to.
- Messes are inevitable when you focus on just one thing. While you whittle away on your most important work, the world doesn't sit and wait. It stays on fast forward and things just stack up while you bear down on a singular priority.
- When you strive for greatness, chaos is guaranteed to show up. In fact, other areas of your life may experience chaos in direct proportion to the time you put in on your ONE Thing.
- **Depending on your situation, your time block might initially look different from others. Each of our situations is unique.**
- **If you have to beg, then beg. If you have to barter, then barter. If you have to be creative, then be creative. Just don't be a victim of your circumstances.**
- *"When you argue for your limitations, you get to keep them." (P.g. 198)*
- **Personal energy mismanagement is a silent thief of productivity.**
- **High achievement and extraordinary results require big energy.**
- Begin early with meditation and prayer for spiritual energy; starting the day connecting with your higher purpose aligns your thoughts and actions with a larger story.
- Then move straight to the kitchen for your most important meal of the day and the cornerstone of physical energy: a nutritious breakfast designed to fuel your day's work. You can't run long on empty calories, and you can't run at all on an empty tank. Figure out easy ways to eat right and then plan all your daily meals a week at a time.

- Fueled up, head to your exercise spot to relieve stress and strengthen your body.
- If you have limited time to exercise, the simple thing to do is to wear a pedometer. Toward the end of the day, if you haven't walked at least 10,000 steps, make it your ONE "exercise" Thing to reach your 10,000 step goal before you go to bed. This one habit will change your life.
- **Productive people thrive on emotional energy; it fills their heart with joy and makes them light on their feet.**
- Grab your calendar and plan your day.
- Last, in the evening when it's time for bed, get eight hours of sleep. Powerful engines need cooling down and resting before taking off again, and you're no different.
- Protect your sleep by determining when you must go to bed each night and don't allow yourself to be lured away from it.
- When you've connected proper sleep with success, you'll have a good enough reason to get up and you'll go to sleep at the right time.
- **The Highly Productive Person's Daily Energy Plan:**
 - o **Meditate and pray for spiritual energy**
 - o **Eat right, exercise, and sleep sufficiently for physical energy**
 - o **Hug, kiss, and laugh with loved ones for emotional energy**
 - o **Set goals, plans and calendar for mental energy**
 - o **Time block your ONE Thing for business energy**
- **When you spend the early hours energizing yourself, you get pulled through the rest of the day with little additional effort.**
- **Your Environment must support your goals**
- Your environment is simply who you see and what you experience every day.
- For you to achieve extraordinary results, the people surrounding you and your physical surroundings must support your goals.
- Attitude is contagious; it spreads easily. As strong as you think you are, no one is strong enough to avoid the influence of negativity forever.
- While attitude thieves will rob you of energy, effort, and resolve, supportive people will do what they can to encourage or assist you.
- Who you hang out with also has serious implications for you health habits.
- ***James H. Fowler – Connected: the surprising power of our social networks and how they shape our lives***
- But not only do their attitudes and health habits influence you, their relative success does too. If the people you spend your time with are high achievers, their achievements can influence your own.
- Hanging out with people who seek success will strengthen your motivation and positively push your performance.
- No one succeeds alone and no one fails alone. Pay attention to the people around you.
- The individuals in your life will influence you and impact you- probably more than you give them credit for. Give them their due and make sure that the sway they have on you sends you in the direction you want to go.

- **To succeed at doing your ONE Thing you have to be able to get to it, and your physical environment plays a vital role in whether you do or not.**
- What you see and hear from the time your alarm rings to when your time block begins ultimately determines if you get there, when you get there, and whether you're ready to be productive when you do.
- **When you clear the path to success- that's when you consistently get there.**
- Having an environment that doesn't support your goals is all too common, and unfortunately and all-too-common thief of productivity.
- **Big Ideas:**
 - o Start saying "no"
 - o Accept chaos
 - o Manage your energy
 - o Take ownership of your environment
- ***"I cannot believe that the purpose of life is to be happy. I think the purpose of life is to be useful, to be responsible, and to be compassionate. It is above all, to matter, to count, to stand for something, to have made some difference that you lived at all. – Leo Rosten***

Chapter 18: The Journey

- Whatever you can see, you have the capacity to move forward. And when what you go for is as vast as you can possibly envision, you'll be living the biggest life you can possibly live.
- *"When you life the limits of your thinking, you expand the limits of your life. It's only when you can imagine a bigger life that you can ever hope to have one." (Pg. 209)*
- Extraordinary results require you to go small.
- Think small and your life's likely to stay small. Think big and your life has a chance to grow big.
- At any moment in time there can be only ONE Thing.
- **Actions build on actions. Habits build on habits. Success builds on success.**
- Your journey toward extraordinary results will be built above all else on faith.
- On your way to living a life worth living, doing your best to succeed at what matters most to you not only rewards you with success and happiness but with something even more precious. No regrets.
- *"A life worth living might be measured in many ways, but the one way that stands above all other is living a life of no regrets" (Pg. 212)*
- Live your life to minimize the regrets you might have at the end.
- **Book reference: Bronnie Ware's – The Top Five Regrets of the Dying**
- The five most common were:
 - o Realizing, too late, that happiness was a choice
 - o Not giving the time and effort that friends deserved
 - o No expressing themselves and having those feeling weigh heavy on them

- Too much time spent working to make a living and choosing that over building a life
- Most common: *I wish I'd had the courage to live a life true to myself, not the life others expected of me.*
- *"When I put the man together, the world just fell into place." (pg. 216)*
- **Success is an inside job**
- **Put yourself together, and your world falls into place.**
- **When you bring purpose to your life, know your priorities and achieve high productivity on the priority that matters most every day, your life makes sense and the extraordinary becomes possible.**