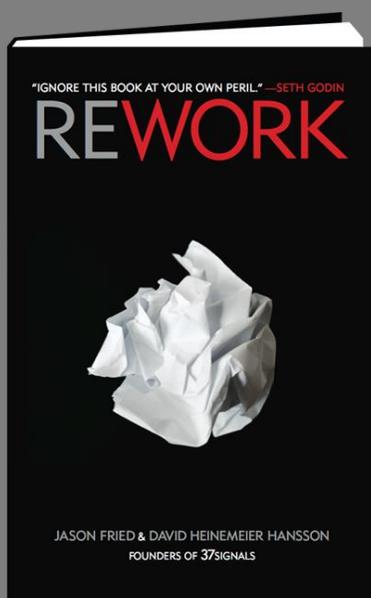


# Matthew R Mottola



## Rework

Jason Fried,  
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Operation Value Creation



Website



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## Rework Executive Summary

Authors: Jason Fried & David Haehnemeier Hanson

### About the Authors

I know your first thought, David looks like the star of a new hit MTV Show, probably the Real World. Sadly no, he is actually the founder with Jason of 37signals- a trailblazing software company that produces products used by millions of people around the world. Both contribute to Signal vs. Noise, one of the web's most popular blogs, as well as being profiled in prestigious publications such as Time, Newsweek, and Wired.



David

### Summary

This is the simplest and most practical book on building a business I've read yet. It wastes zero time (words for that matter) on valueless dialogue and rather gets right to the point with exactly what to do and not do when starting a business.



Jason

I suggest to have this summary next to the toilet at all times, always refreshing yourself with the importance of these concepts.

But I've already spent more words explaining than what's in the actual book, so with further ado, here is your executive summary!

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## Objective 1: Takedowns

### Ignore the Real World

Ignore the external, follow what YOU want to do and find a way to make that happen.

### Learning From Mistakes is Overrated

I'll be honest, I have learned my most valuable life lessons from failing. In fact, the very reason I'm able to be on this platform talking to you is because I failed in my first startup and picked up a book to learn from it (The Lean Startup).

What he is really getting at is the power of success. As he says, "Success gives you real ammunition. When something succeeds, you know what worked-and you can do it again".

**Warning:** Success isn't permanent, and as Bill Gates says, "Success is a lousy teacher. It seduces smart people into thinking they can't lose".

### Planning is Guessing

This is straight out of the Lean Startup Movement. A business plan is nothing more than a bunch of guesses, or hypotheses. The real answers lie in action.

"The only way to make uncertainty certain is to act"

### Why Grow

Place sustainability over growth.

### Workaholism

*"Workaholics aren't heroes. They don't save the day, they just use it up."*

The reason Preston is my mentor is this exact reason. He works his a\*\* off and is disciplined to the tenth power, but he always makes sure he's keeping what's most important front and center, his family.

### Enough with "Entrepreneurs"

Seriously though, how overused is this word? I feel like everyone I know that doesn't feel like working puts entrepreneur as their title. They use the word starter, I offer the word "**value creator**".

## Objective 2: Go

### **Make a Dent in the Universe**

*“This is your life’s work”*

Inspiration is perishable, and the only way to keep it is to do what you love.

### **Scratch Your Own Itch**

The easiest way to know your customer is to have the problem yourself. As he puts it, scratch your own itch and they’ll be plenty others with the same problem.

### **Start**

It starts now. Start creating. Start reading. Start writing. Greatness isn’t made overnight, it’s made from years of hard work. That’s why you need to start, and just go after what you think you want to do whatever way you can.

### **My Example**

I knew I wanted to help people, but I had no idea how. After my first startup failure I realized how uninformed I was and was mad there wasn’t someone or something to give me that info. Thus instead of just learning and throwing it away (4 years of college), I started writing about everything I was learning and writing manuals so that myself could’ve used it. Did I know what it would turn into? Hell No! In fact the books seemed random at times and I felt like I was climbing up Mount Everest with the amount of books I knew I had to read to be an expert.

However, if it weren’t for that first book summary, then the second, there is no way Preston would have given me the light of day. As mentioned before, I would send Preston these book summaries in hopes he was interested in the books and would have more free time with his family.

### **No Time Is An Excuse**

There’s always time. After work don’t hop straight on the couch. Before work do some pushups. It’s crazy what happens when your passions become a reality instead of a dream.

### **Draw A Line in the Sand**

He means create your line, and that's it. He gives the example of a sandwich place near him. They only make sandwiches with fresh bread, and if it runs out that's it. They could grab more bread, but it wouldn't be fresh and they're firm with their line in the sand.

## **Mission Statement Impossible**

You must believe and live what you say. My best advice is to love the process. If it's the process your proud of, everything else is vanity.

## **Outside Money is Plan Z**

This is one of the most important points. Maybe thanks to Shark Tank and the traditional views of starting a business, but for some reason people believe it's impossible to not have investors. However, as the authors point out, investors are the last people to help build a sustainable business.

### **My Example**

After graduating magna cum laude in accounting and finance I thought I knew everything about starting a business. Thus, when my genius idea popped in my head, the first question was how do we get funding? Because of that, all energy was directed at finding funding when it should have been directed at funding customers.

The result was 6 months into countless all-nighters I was eye to eye with our make or break seed investor telling me my idea would never work because customers would never ever use it. How did he know? He had NO idea. In fact, the famous quote was "my Wall Street brother spent 4 hours to convince me this would never work".

Now why was it make or break? Because, since all energies were spent getting funding, all additions were put on my team to get funding. I had a brilliant and accomplished executive board, but once our supposed seed investor bailed they bailed faster than your middle school date.

## **You Need Less Than You Think**

Complementing the above, the authors tell us to be frugal. Bootstrap, build out of your garage. Just remember, the value isn't in the office, but the customer.

## **Start a Business, Not a Startup**

He warns us the dangers of thinking like a "startup". You are a business, bound to  $\text{revenue} - \text{cost} = \text{profit}$ . If you take this approach from day one you have a better chance at succeeding.

## **Building to Flip is Building to Flop**

*"You need a commitment strategy, not an exit strategy"*

Just like funding, planning for an exit creates valueless energy. You know what gets you an exit? Running one hell of a business that doesn't need to exit.

## Less Mass

The less mass (infrastructure) the better. Why? Because your number one competitive advantage in the David vs. Goliath battle is your agile ability, meaning your ability to pivot and adjust faster than a large company.

### Mass:

- Long-term contracts
- Excess staff
- Permanent decisions
- Meetings
- Thick process
- Inventory (Physical or mental)
- Office politics
- Long term road map
- Hardware, software, technology lock-ins

## Objective 3: Progress

### Embrace Constraints

*“Constraints are advantages in disguise”*

Constraints are the engine to creativity. Embrace and use them to push yourself to the limit.

#### My Example

I'm attending grad school starting this fall. The 1 year program will cost around \$80,000, and I currently have \$51,000 in Loans. This remainder of \$29,000 I'm using to create a second semester constraint, meaning I currently have no way to pay for the second semester. By embracing this dynamic, I force myself to find a way to make it happen.

### Build a Half Product, Not a Half-Assed Product

The authors warn of not building a half-assed product, but rather a half product.

Immediate Application: Your MVP (Minimum Viable Product) is built to be half. Why? Because customers will pull the most important features. What's brilliant in the authors simplicity is as as

embarrassing this MVP is supposed to be, have pride in the little you create to test. Remember, your building to test not win the market.

For More: Lean Application Manual

## Start at the Epicenter

Here they advise to start at what your actually value is. They use the example of a hot dog cart. If you were to start one, the first thing you should be doing is worrying about the actual hot dog.

### My Example

We were trying to bring transparency to Wall Street. However, I remember vividly for the first 2 days spending hours worrying about the name instead of HOW we'd actually do it. You can have the best name, but unless you actually **do** something no one cares about your killer name.

## Ignore the Details Early On

This ties into above. Quit sweating the small stuff, and just focus on the big details. The authors company did this by using sharpies instead of the ball-point pens. Sharpies force them to think the big details.

### My Way

I use a value pyramid to centralize my thinking. The “big” vision, which never changes, is at the top while every detail flows through the strategy and actual products. You see how your thought process flows from the top to the bottom.



## Making the Call is Making Progress

Make decisions. It not only avoids the snowball effect (just think crap building up), but builds momentum and boosts morale.

## **Be a Curator**

A curator is the person who decides what should stay or go. They say to always look to what you can remove. This creates simplicity.

## **Throw Less at the Problem**

Chef Gordon Ramsey on his show Kitchen Nighmares has a prevailing pattern when he fixes restaurants. He doesn't add items on the menu. He actually slashes most items. This applies to your business.

## **Focus On What Won't Change**

*"The core of your business should be built around things that won't change"*

The author says always focusing on the next big thing makes you focus on the fashion instead of substance.

Warning: Look at the writing on the wall. If your Blockbuster, well I think we can agree don't be Blockbuster.

## **Tone Is In Your Fingers**

It's not the arrow it's the Indian. Quit focusing so much on tools and instead focus on sharpening your "fingers" as the authors say.

*How To Build A Business Off Google Apps*

## **Sell Your By-Products**

He uses the example of the lumber industry selling their waste to emphasize not losing parts of your value chain.

### **My Example**

I'm going to grad school in the fall. Instead of taking the hundred thousand dollar education and burning all the evidence after graduation (Notes), I've made a website to house everything I'm learning. This byproduct will have many opportunities, some I can't even foresee as we speak.

## **Launch Now**

*"If you had to launch your business in two weeks, what would you cut out?"*

Next to falling victim to the “I need investors trap”, thinking you need everything perfect before launch is utter crap. Instead, launch once you have the essentials and worry about the luxuries.

The authors product BaseCamp didn’t even have billing capabilities when they launched.

## Objective 4: Productivity

### Illusions of Agreement

Reports are misleading. The author says the problem with reports is people interpret words differently. That’s why when possible draw it, or create working diagrams.

#### Example: Customer Archetype

When talking about your “dream customer”, there’s usually meeting after meeting talking about arbitrary demographics. 1: These are 99% of the time guesses, and 2: People are more than cookie cutter demographics. That’s why you need to switch to a **user narrative**, which tells the story of your customer. Example, your customer is a 45 year old father of 2 who likes going to sporting events and watches CNN and reads the Wall Street Journal, while being risk averse and having a strong loyalty to anything built in America. See the difference? This a person, NOT a number.

### Reasons to Quit

The authors outline what you should always keep in the back of your mind with each project you pursue.

1. Why are you doing this?
2. What problem are you solving?
  - Test!!!!!!!
3. Is this actually useful?
  - MVP
4. Are you adding value?
  - I believe value must always be aligned with your passion. My epiphany with auditing was I was adding no real value to my passion.
5. Will this change behavior?
  - One of the cardinal sins people fall for is building a business off of a feature. Be a behavior, not a feature.

Behavior Post

6. Is there an easier way?

- What could you be doing instead? Time is by far your most important asset. For every action there's a greater or equal to reaction. That means each decision creates something you can't do. Make sure you always understand what this action is and if it's worth it.

7. Is it really worth it?

## **Interruption is the Enemy of Productivity**

He touches on the concept of Flow here. If we were to compare sleeping with productivity, flow is equivalent to REM sleep. The importance is that REM sleep doesn't happen right away. In fact, it takes 70 to 90 minutes after you've fallen asleep.

The same is true with productivity and a flow state, which is why you must take "alone" time where distractions are limited.

The author proposes no talk Thursdays, or no talking from 10-2 some days.

## **Meetings Are Toxic**

I couldn't agree more, meetings if not structured, can be the death of momentum and morale. Their rules for meetings are:

- Set a timer. When it rings, times over, period.
- Invite as few people as possible.
- Always have a clear agenda
- Begin with a specific problem

## **Meeting Trick**

This might be my favorite meeting trick of all time, championed by Jeff Bezos at Amazon. You put an empty chair at the front of the room every meeting. That chair, placed in the most important position of the room, is the customer, and every energy is directed towards him.

## **Good Enough is Fine**

In essence, he's saying follow the 80/20 rule. This rule just states 80% of your results are generally dictated by 20% of your efforts. Find that 20 and don't be a slave to everything else.

## **Quick Wins**

*"Momentum fuels motivation."*

Momentum is accomplished by quick victories.

## **The Planner**

On a personal level, this can be accomplished by writing down all you have to do and celebrating each thing you get done. No you can't put wipe my own ass, but yes you can put write an email to X.

## **Don't Be a Hero**

They say to not forget the importance of quitting. It contradicts with all Nike T-Shirts but it's the companies and people who can adapt that accel.

## **Go To Sleep**

Noone likes the boring tired guy. Sleeping is essential for our success.

## **Your Estimates Suck**

As someone from Boston, his example is incredible. The Big Dig highway project finished five years later and billions over budget. I remember vividly how upset everyone was by how outright stupid those in charge were.

The solution is to break thing into the smallest chunks. Turn a twelve week project into twelve one week projects.

## **Long Lists Don't Get Done**

Just like the estimates above, the actual lists to accomplish the tasks must be broken down to their smallest components.

## **Make Tiny Decisions**

*"Big decisions are hard to make and hard to change"*

One of the worst aspects of big decisions is people don't realize it's time to quit when they've invested so much. The authors say, "Once ego and pride are on the line, you can't change your mind without looking bad".

For you finance guys, this sounds like a decision hedge. What I mean is making tiny decisions keeps it effectively temporary. This means you can always turn back.

## Objective 5: Competitors

### Don't Copy

Some college professors might cringe at the above words, but if you copy you don't actually understand. The authors warn that copying puts you in the passive position and doesn't actually teach you or make anything sustainable.

### Decommoditize Your Product

Have you guys ever heard Warren Buffet talk about a moat? He means businesses must have the protection of having something no one else can copy. It might be a patent (until the patent runs out), or a proprietary process (until that magic runs out), but the only fool proof moat is YOU.

#### Example: Pat Flynn, Smart Passive Income

My favorite example is Pat Flynn at Smart Passive Income. There are plenty of guys who talk and know about passive income. BUT Pat Flynn formed his brand around him. He injects himself and his audience builds their relationship to him, NOT just his "product". My favorite example of how his personality is injected into everything his brand does, is he lists his actual personal balance sheets from when he started until now. How awesome is that???

### Pick A Fight

*"If your competitor sucks, so say"*

If your competitor doesn't suck then why are you wasting your time making something better? The authors say to pick this fight and position yourself as the anti-your competitor.

#### My Example

Most "coaches" or "entrepreneurs" are complete sleezebags. Author Robert Kiyosaki has a good foundation but his courses and seminars are a complete upsell to sell valueless crap promising the world and delivering just another upsell.

The Investors Podcast is the opposite. They're investing education is completely free online, no gimmicks, no upsells, FREE. Why? Because the personality of Preston is injected into the brand.

### Underdo Your Competition

Trying to become your competitor is an arms-race dead end. Instead, pick out the most important problems and fix that, not even caring about the hairy, difficult, nasty problems.

## Who Cares What They're Doing?

*"If you're planning to build "the iPod killer" or "the next Pokemon," you're already dead. You're allowing the competition to set the parameters."*

Focus on yourself, everything else is noise.

## Objective 6: Evolution

### Say No By Default

*"Use the power of no to get your priorities straight"*

Many successful people mention their ability to say no as one of their strengths. A word of caution from a millennial, unless you say yes you won't know what can happen. If your uncertain of what you **want** to do, I wouldn't be so quick to pull the no trigger.

### Let Your Customers Outgrow You

It comes down this, do you want the best for your customers or the best for you. If you put your customers first, the law of reciprocity will work for you.

Even more important, if your customers aren't first, where's your intention?

### Don't Confuse Enthusiasm With Priority

*"The enthusiasm you have for a new idea is not an accurate indicator of it's true worth"*

My Solution: Take 2 weeks to let the idea mature in your head and test it through talking to people (NOT your mom or friends).

To learn how to test reference here ([Lean Startup](#))

### Be At-Home Good

The "At-Home Good" product is the one that under-promises and over-delivers. It's the one when you actually bring it home you're overwhelmed with how good it really is.

### Don't Write It Down

The authors say to ditch the fancy spreadsheets of what customers are saying.

Sounds crazy at first I know, but it makes a lot of sense. Why? Because what's important will be mentioned over and over.

## Objective 7: Promotion

### Welcome Obscurity

*“Be happy your in the shadows”*

The time no one knows about you is the best time to test and tweak. Perfect your product BEFORE mass market, because mass market will slash any chance they can.

Reference: Early Adopters

### Build an Audience

*“An audience can be your secret weapon”*

Your audience is the fans who are screaming for your advice. The internet has created opportunities for every one of us to gain an audience based off the value we create.

How? Write, blog, make videos, anything that adds value to the audience and vision you want to fulfill.

Reference: How to Build an Audience

### Out-Teach Your Competition

This complements above. The best way to add value is to teach.

Nobody likes the used car salesman. They're sleazy, sneaky, and thanks to the internet they're now exposed. What this means for you and anyone looking to start a business is now your no longer “selling”, but rather **“teaching”**.

### Emulate Chefs

Why chefs? Not just any chefs, but the big chefs- Emeril Lagasse, Mario Batali, why do we know them over the million others?

Because they share. They share their recipes and all their techniques.

You can do the same in whatever endeavor you pursue. Bring people on your journey, teach people what the process has taught you.

## **Go Behind the Scenes**

***“Give people a backstage pass and show them how your business works”***

How awesome are restaurants that have an open kitchen? I’m talking everything open, from the food prep to the chef working his magic.

Why am I a sucker to these? For one they create instant transparency, but most importantly I get to see the whole process. I get to see how they operate and perform the magic.

## **Nobody Likes Plastic Flowers**

How boring are “perfect” people? Seriously, who is actually perfect? Nobody.

The worst is people or “professionals” who come across as perfect. Not only are they dull and boring, they are completely un-relatable.

That is why you must embrace your flaws. There is a Japanese principle of *Wabi-Sabi*, which values character and uniqueness over a shiny façade. Embody this character, and ditch the shiny façade.

Secret...SHHH

You guys want the best present for your girlfriend? Yes this summary just went this way.... The best present I’ve given thus far is a bouquet of flowers, with one plastic one that says “I’ll be loving you until the last flower dies”. BOOM, tell me how it works!

## **Press Releases Are Spam**

This message isn’t as much about press releases as it is everything you do in interacting with people. Instead of mass emailing and seeing who bites, call the person, write a personal note, do anything to establish that connection and have you stand out.

### **My Example: Grad School**

The generic grad school process is you take the GMAT’s, write 3 essays, then hope and pray your different than the thousands of other applicants. I said FU to that approach and rather showed up with my own pitch deck and an 80 page manual I wrote to prove I was real.

I contacted the department head of the program and asked for 30 seconds of her time. She gave me that with no time more (I literally introduced myself, dropped off the pitch, then it was over). I then attended every possible opportunity where I could have an excuse to show my face.

The result, I got in. The part of the story I left out...based off my GMAT score I was completely unqualified (My GMAT's...yikes), but because I made myself unique I was able to impress them enough to forget about the standard qualifications.

## **Forget About the Wall Street Journal**

The authors say to focus on getting your story into a trade publication or picked up by a niche blogger.

## **Drug Dealers Get It Right**

Bold, yes, but they understand the give to get formula. What I mean is this, they gave a little away upfront because they know this will bring back more in return.

What this means for you is give value for free to get people interested. Give them articles, whitepapers, anything to help introduce them to your value.

## **The New Marketing Approach**

Internet marketing has opened up doors unimaginable to the average Joe. It is based around this give-to-get formula and for more reference below.

Reference: DotCom Secrets Notes

## **Marketing Is Not a Department**

***“Accounting is a department. Marketing isn’t.”***

Marketing is something you're doing 24/7/365. On top of that, it's something everyone in your organization must have pride about. If they love the product, they'll love talking (marketing) about it.

## **The Myth of the Overnight Sensation**

***“You will not be a big hit right away”.***

This is the most common misconception and what guys like Robert Kiyosaki and most pyramid schemes exploit. You will NOT get rich overnight.

Rather, you will get rich when you least expect it. Instead, you must LOVE the process, and take pride in this process.

## Objective 8: Hiring

### Do It Yourself First

*“Never hire anyone to do a job until you’ve tried to do it yourself”.*

For some reason it feels so cool to say you employ people, and just like the feeling of funding, you gain a certain internal prominence when you have a large team.

However, this can be the death of your business. It can rid of your agility, not to mention if that employee ends up not being who you thought they were in the honeymoon stage.

### Hire When It Hurts

*“Don’t hire for pleasure; hire to kill pain”*

Complementing above, don’t hire until it is absolutely necessary.

### Pass on Great People

It might be tough, but the authors recommend to not hire just because it’s a good person. I’ll be honest, I’ve heard from many successful sources if you come across people that blow you away, find a way to keep them in your circle. The challenge is in not sacrificing the agility and structure of your company.

### Strangers At A Cocktail Party

He uses the example of small talk at a stranger’s party when it comes to hiring. When you hire too fast, this is the environment you create, in which everyone’s scared to offend someone and the culture becomes dull and fake.

### Resumes Are Ridiculous

*“If someone sends out a resume to three hundred companies, that’s a huge red flag right there”*

I know most of you (myself included) spent hundreds of thousands of dollars on degrees to add to the resume, but the authors warn of the resume trap. As they say, resumes are just too easy. Anyone can take the time to make a killer resume.

### My Example: My Projects

The “jobs”, which really were projects, that have taught me the most and provided me the most success, were jobs I went out and made by networking and connections. For example, I helped my hitting coach start his business

when I was a sophomore in college. There was no indeed application, rather a conversation that I took one step further and made into an opportunity for myself.

## **Years of Irrelevance**

It's not the number of years someone was in a position, but rather the impact of what happened in those years.

## **Forget About Formal Education**

*"I have never let my schooling interfere with my education"*

*– Mark Twain*

Focus on people's results, NOT the supposed education behind them.

## **Everybody Works**

With a small team, everybody works.

## **My Trap**

I added an experienced and accomplished executive board. At first all was great, they added some credibility, but as time played on it I realized I was in deep water with the amount of equity I gave up and the amount of work they actually did. They were AWESOME people, and it was MY fault in letting them do nothing.

## **Hire Managers of One**

A manager of one means somebody who comes up with their own goals and executes them. These are the type of people you need. You find them by looking at their backgrounds and seeing if they started things on their own and saw it through.

## **Hire Great Writers**

*"Clear writing is a sign of clear thinking"*

The authors say when deciding between different candidates, hire the better writers.

## **The Best Are Everywhere**

In today's society, the authors say to hire the best no matter where they're from. I can say from personal experience, I helped lead a team in California, India, and a founder who was traveling the world. It is more difficult, but as long as you set the direction and hire people who are managers of one the best work will get done.

## **Test-drive Employees**

The authors warn of taking someone just for an interview. He says to use creative types of simulations.

### **My Experience**

NO EQUITY TALKS UNTIL MILESTONES ARE ACCOMPLISHED. The truth comes out in time, and when deciding a cofounder and your founding team, make sure they're there for your mission and not the money.

## **Objective 9: Damage Control**

### **Own Your Bad News**

This is more of a life lesson than a business lesson. Own the bad news. A person's true character is how they react to adversity. Own it, and move on from it, you'll be surprised the experiences that come out of mistakes.

#### **My Experience: The mistake that earned the relationship of a lifetime.**

In my early days helping lead a back end marketing automation team, we had a problem in which our mass email sequences wouldn't stop when people responded. I had an irate voicemail from someone blasting everything from our business to the actual email copy.

Instead of deleting the voicemail, I called the man and sincerely apologized, owning up to how bad the mistake was and I fully owned up to the names the message called us. Surprisingly, the man kept talking and asking about our product.

The man ended up being one of my favorite prospects and we still have a relationship today.

### **Speed Changes Everything**

Respond quickly to all problems from your customers. The authors said that is real customer service and will significantly differentiate your business.

### **How to Say You're Sorry**

We all know the generic crap apologies people and businesses have. They give 3 suggestions:

- 1: Use I, NOT We
- 2: Take ownership
- 3: The Golden Rule: How would you want to be apologized to.

Pretty simple huh?

### **My Example**

On New Years I woke up to a \$240 bill from Uber for a 10 mile ride. Obviously I was drunk, but I remembered vividly ordering the ride. When I looked online it wasn't just me, but practically the internet blew up with people irate over "surge pricing". I called and emailed Uber numerous times, just to hear Uber say how "sorry" they were about the surge pricing but then nothing happened.

Needless to say, I take Lyft whenever possible now. Thanks Uber.

### **Everyone On The Front Lines**

Remember the game telephone? Someone would start the chain by saying something like "Ryan smells" and before you know it, "Ryan has a crush on Jessica and smells like poop and hasn't showered since 1<sup>st</sup> grade" ends up being the supposed message.

The same is true with your customer experience. The farther removed your employees are from the customer experience, the more they just won't care.

Most of us have been there, working some horrible job, having no consideration to the receiver on the other end. This is the death of your users experience, and it's YOUR job to make sure this doesn't happen.

### **User Narrative**

In product development, The Lean Startup avoids this problem by using a User Narrative to relay the development cycle to engineers/ development team. It works like this, instead of giving engineer's a bunch of features, management gives engineers a story of the how the user will use your product.

### **Take a Deep Breath**

*"When you rock the boat, there will be waves"*

What the authors are saying is take a deep breath and let things sit before giving in to the knee jerk reaction.

## Objective 10: Culture

### **You Don't Create a Culture**

You guys should know by now my obsession with psychology. Never is it more present than with people try to “create” behaviors. You don't create behaviors, in fact attempting usually creates the reverse of what you wanted. For example, when your parents told you to do your homework, did you? I didn't....

### **Decisions Are Temporary**

*“Optimize for now and worry about the future later”*

Just like taking a deep breath, don't stress about things that “could” happen. Optimize today and let tomorrow play out. The only way to make uncertainty certain is to act, so make small decisions and face tomorrow when it comes.

### **Skip the Rock Stars**

*“Cut the crap and you'll find that people are waiting to do good work”*

Why are Google and booming tech companies so damn fun to work at? I mean seriously, they have slides, nap pods, and hilarious hats.

That's because the environment is more important than getting “rock stars”.

### **They're Not Thirteen**

*“When you treat people like children, you get childrens work”*

People will amaze you when you put your trust in them.

### **My Example: Generating \$100,000 because my boss treated me like a big shot**

When I was a freshman in college (zero business experience, plenty of BS Gen-Eds though), I was interning at a manufacturing company that had recently been acquired. For some reason I had the balls (or nerves) to ask the CEO to give me real work. I basically told him I could do anything and to throw the hardest project on me- Did I know what that meant? Hell no.

But for some crazy reason he did. He gave me a denied grant (Which an actual consulting firm had written) and the financial statements and said good luck. I ended up revising the grant and using Investopedia to teach myself financial statements then break down which divisions were most profitable and created a growth plan.

Instead of teaching or treating me like I was 13, he gave me the work like I was the VP of strategy. The results? Our grant was accepted (\$100,000) and he was impressed (I think) by my projections. A couple years later I joked with him about that moment saying, "You know I had no business knowledge right", to which he replied "you do now".

## **Send People Home at Five**

Instead of asking for more hours, find out how to optimize the hours you have.

- ALSO respect weekends. I can say from personal experience, there is nothing more demoralizing than the boss who expects you to work on weekends.

## **Don't Scar on The First Cut**

Stay away from policies. Policies only create bureaucracies, and they are collective punishment for the misdeeds of an individual.

Talk to the individual instead.

## **Four-Letter Words**

*"They're not fuck or shit. They're need, must, can't, easy, just, only, fast."*

These words close off creativity and the possibility of a solution.

## **ASAP is Poison**

Just please don't ASAP. It is so lame.

## **Conclusion**

### **Inspiration is Perishable**

*"Inspiration is like fresh fruit or milk: It has an expiration date"*

The point is this: Inspiration doesn't wait for you. If an idea pops into your head, do it, because the inspiration won't wait until it's "convenient".

**My Example: Making a website in 2 hours**

You heard me right, I made my website in 2 hours. It happened like this: I spent up to 20 hours trying to learn Squarespace. Nothing seemed to work, my site looked like crap, and I felt as useless as the friend who never drives.

However, one night I couldn't sleep, and at 2 in the morning pixie dust sprinkled in my head and POOF, the blueprint of how to use Squarespace popped in my head. Instead of still trying to sleep, I got up, went to my computer, and built my website until 4 in the morning. I've made little adjustments since, but the website was built in those hours from 2 AM to 4 AM.

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