



IT DOESN'T HAVE TO BE CRAZY AT WORK

People put in 60, 70, 80 hours a week at work but spend hardly any time on the work itself.

DON'T CHANGE THE WORLD



Bury the hustle. You can play with your kids, enjoy the company of your friends and still be a success.

No Goals Goals

Focus on making things better for yourself and your customers instead of chasing arbitrary goals.

Don't Disrupt, Solve

You don't have to disrupt or democratize the industry to make a difference in the world.

The Six-Week Plan



Every six weeks, decide what you want to work on next. The future is unpredictable.

No Pain, Lots of Gain



Listen to your discomfort, it may put you on the right path.

BE LESS PRODUCTIVE AND MORE EFFECTIVE

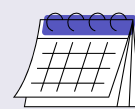


8 hours a day of uninterrupted work will help you achieve more than 12 hours, sliced into meetings.

How to protect your time:

- One big thing for hours at a time
- Cut daily status meetings
- Write daily updates
- Group small tasks

"You can't outwork the whole world." Hard work is only one aspect of effectiveness. The right leverage is another.



The Curse of The Work Calendar

The shared work calendar means someone can steal time from you whenever they want.



SUSTAINED EXHAUSTION IS NOT A BADGE OF HONOR, IT'S A MARK OF STUPIDITY.

THEY'LL DO AS YOU DO

- 1 A company is not a family**
We work together and help each other. But we will not take a bullet for the company.
- 2 Workaholism is a disease**
You can't stop the spread if you are the one bringing it to the office.
- 3 If you want to know, ask**
Get out and ask questions. Make it obvious that providing real answers is safe.
- 4 Weekends are off limits**
5 days out of 7 is enough for most jobs. Create this balance for everyone.
- 5 No a**holes rule**
Hire someone your team wants to work with, not the polished resume.

BAD HABITS BEAT GOOD INTENTIONS

"Micromanagers tend to stay micromanagers... hustlers tend to stay hustlers."

No matter how good your intentions are, your bad habits will eat them for breakfast.

- Write, don't present**
Create a culture of writing ideas down and asking for feedback.
- Hard deadline, flexible scope**
Embrace the flexible deadline. Cut the non-essentials and focus on must haves.
- Disagree, and commit**
Offer your ideas, and if you disagree with the decision, commit anyway

HOW TO WIN IN BUSINESS

- 1: How to build a product**
Settle the debate about whether your product is useful by launching quickly, and learning from customers.
- 2: How to beat competition**
Focus on your customers. That's it. Customers want to pay a good price for a good product.
- 3: How to keep customers happy**
People don't like change. "Sell new customers on the new thing. Let old customers keep what they have."
- 4: How to win in business**
 - Keep calm
 - Stay profitable
 - Hire the right people
 - Treat customers with respect
 - Do it for a long time



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