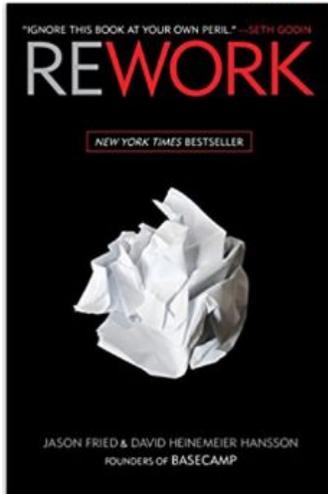


PTN REFRESHED THERAPIST BOOK CLUB

January 2018



Rework

Jason Fried, & David Hansson

Suggested Reading Schedule:

Week 1: Chapters *Takedown* + *Go* (pp. 1-62)

Week 2: Chapters *Progress* + *Productivity* (pp. 65-130)

Week 3: Chapters *Competitors*, *Evolution*, + *Promotion*
(pp. 133-196)

Week 4: Chapters *Hiring*, *Damage Control*, *Culture* (+
Conclusion and Resources) (pp. 199-278)

Main point: "Today, anyone can be in business." (p. 10)

Overview: The authors of *Rework*, offer ideas for re-conceptualizing business--including business ownership, practices, and foundations.

#refreshtips: As you read, apply the ideas to service businesses and/or therapy practice.

Big ideas

- ★ **"The real world** isn't a place, it's an excuse." (p. 14).
- ★ "Unless you're a fortune-teller, **long-term business planning is a fantasy**" (p. 19).
 - "Plans let the past drive the future."
- ★ **Other people's failures** "have nothing to do with you" (p. 16).
- ★ "Figure out **the next most important thing**, and do that" (p. 20).

- ★ "Small is not just a stepping stone. **Small is a great destination** in itself" (p. 23).
- ★ Too many hours (i.e. workaholism) lead to "inelegant solutions." (p. 25)
- ★ The new business owner (p. 26).
- ★ "You should **feel an urgency**. This is your life's work" (p. 31)
- ★ **Regarding your business offerings:** "When you solve your own problem, the light comes on. You know exactly what the right answer is" (p. 32).
- ★ **The importance of action:** "What you *do* is what matters, not what you think or say or plan" (p. 38).
- ★ "**No time is no excuse** . . . When you want something bad enough, you make the time." (p. 40).
- ★ **Profit Planning:** "A business without a plan to profit isn't a business, it's a hobby" (p. 56).
 - "What really matters is how to actually get customers and make money" (p. 88).
- ★ **Start at the epicenter**, with "the stuff you have to do" (p. 72).
- ★ **Making the call (p. 77):**
 - "Swap 'let's think about it' for 'let's decide on it.'"
 - "You want to get into the rhythm of making choices."
 - "You're as likely to make a great call today as you are tomorrow."
 - "Decisions are temporary" (p. 251).
- ★ **Be a curator:** "It's the stuff you leave out that matters."
- ★ "When you impose a deadline, you gain clarity" (p. 93).
- ★ **Questions to "ensure you're doing work that matters"** (pp. 100-102)

- ★ **The alone zone (p. 105):** "Long stretches of alone time are when you're most productive."
- ★ **"Meetings are toxic" (p. 108).** Rules for meetings (p. 109-110)
- ★ **Judo solutions (p. 112):** "one that delivers maximum efficiency with minimum effort."
- ★ Don't **"smother your sparks"** by waiting too long to offer your product/service (p. 115).
- ★ **Simplify:** "Do less than your competitors to beat them" (p. 144)
- ★ "Let your customers outgrow you" (p. 156).
- ★ **New ideas:** Let them "cool off" before acting on them. (p. 159)
- ★ **Share who you are** (side note: I call this your "personal brand") (p. 176-186)
- ★ **"Marketing** is the sum total of everything you do" (p. 194).
- ★ "Strangers at a cocktail party" (p. 208)
- ★ **Location freedom:** "Hire the best talent, regardless of where it is" (p. 225).
- ★ **Customer service:** "Getting back to people quickly is probably the most important thing you can do when it comes to customer service" (p. 235).
- ★ **Apology Lesson (p. 238):**
 - No conditions (if, but, etc.)
 - Use "I"
 - Take it case-by-case
 - Understand the severity
 - How would you feel if you were on the other end?
- ★ **Rockstar environment (p. 253)**
 - Trust
 - Autonomy

- Responsibility
- ★ "You don't need more hours, you need **better hours**" (p. 258).
- ★ **"Inspiration is a now thing" (p. 270):** "If you want to do something, you've got to do it now."

Memorable quotes

- "To do great work, you need to feel that you're making a difference. That you're putting a meaningful dent in the universe. That you're part of something important." (p. 31).
- "If you're going to do something, do something that matters" (p. 32).
- **"It's entirely your responsibility to make your dreams come true" (p. 41).**
- "When you don't know what you believe, everything becomes an argument . . . But when you stand for something, decisions are obvious" (p. 44).
- "Limited resources force you to make due with what you've got. There's no room for waste. And that forces you to be creative" (p. 67).
- "You often can't see the details that matter most until *after* you start building" (p. 75).
- "It's not the gear that matters. It's playing what you've got as well as you can" (p. 88).
- "Stop imagining what's going to work. Find out for real" (p. 94).
- "Interruption is the enemy of productivity" (p. 104).
- "If you aren't motivated by what you're working on, it won't be very good" (p. 114).
- "Out-teach your competition" (p. 173)
- ". . . be intentionally involved in every aspect of your business" (p. 199).
- "Writing is today's currency for good ideas" (p. 221)
 - Read it out loud (p. 263)

- Does it sound conversational?
 - Think of one person. Write for one person.
 - "No one should be shielded from direct criticism" (p. 242).
 - "Culture is the byproduct of consistent behavior" (p. 247).
 - "Talk to customers the way you would talk to friends" (p. 262)
 - "When everything is high priority, nothing is" (p. 268)
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Resources

Official Rework site: <https://basecamp.com/books/rework>

Signal vs. Noise blog, on Medium: <https://m.signalvnoise.com>

Reflection

“Small is not just a stepping stone. Small is a great destination in itself” (p. 23). To you, what does this mean for therapy business?

In regard to business owners, the authors describe a “new group of people . . . starting businesses”: ***“They are just doing what they love on their own terms and getting paid for it.”***

How would you define this type of business for yourself?

“It’s entirely your responsibility to make your dreams come true” (p. 41). If you believe this, what is one thing you must change?

Take a look at the questions on pages 53-54. List what you need to get started or move forward in business (only the essential):

“Act like an actual business and you’ll have a much better shot of succeeding” (p. 57). Do you struggle seeing yourself as a business owner, or potential business owner? Why or why not? How can you act like your practice, or service, is a business?

“What’s your byproduct?” (p. 91). What can you sell that your main product or services already require?

What do you stand *for*, and what do you stand *against*? (p. 142)

“An audience can be your secret weapon” (p. 170). How can you build an audience? What does “building an audience” mean to you?

“Don’t be afraid to give a little away for free--as long as you’ve got something else to sell” (p. 191). What are you selling? What can you give away for free?
