

**Great businesses have a point of view, not just a product or service.**

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**Writing a plan makes you feel in control of things you don't actually control.**

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**Don't sit around and wait for someone else to make the change you want to see.**

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**Stuff that was impossible just a few years ago is simple today.**

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**Failure is not a prerequisite for success.**

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**Don't make assumptions about how big you should be ahead of time.**

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**You have the most information when you're doing something, not before you've done it.**

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**When you build what you need, you can assess quality directly instead of by proxy.**

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**Solving your own problem lets you fall in love with what you're making.**

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**What you do matters, not what you think or say or plan.**

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**When you want something bad enough, you make the time.**

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The perfect time to start something never arrives.

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Start a business, not a startup.

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You need a commitment strategy, not an exit strategy.

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Huge organizations talk instead of act, and meet instead of do.

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Build half a product, not a half-assed product.

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Getting to greatness starts by cutting out stuff that's merely good.

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The real world isn't a place, it's an excuse. It's a justification for not trying.

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The big picture is all you should be worrying about in the beginning. Ignore the details.

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It's the stuff you leave out that matters.

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Decide. You're as likely to make a great call today as you are tomorrow.

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The longer it takes to develop, the less likely it is to launch.

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Focus on substance, not fashion. Focus on what won't change.

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When good enough gets the job done, go for it.

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**When you make tiny decisions, you can't make big mistakes.**

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**Pour yourself into your product.**

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**You rarely regret saying no but you often regret saying yes.**

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**Instead of outspending your competitors, out-teach them.**

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**Let customers look behind the curtain.**

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**Better your customers grow out of your product, than never grow into them.**

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**You can't paint over a bad experience with good marketing.**

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**All companies have customers. Fortunate companies have audiences too.**

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**Don't hire for pleasure; hire to kill pain.**

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**Leave the poetry in what you make, there is beauty in imperfection.**

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**Marketing is not a department, it's the sum total of everything you do.**

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**Don't make up problems you don't have yet.**

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**A business without a path to profit is a hobby.**

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## FIRST

The new reality  
Takedowns  
Ignore the real world  
Learning from mistakes is overrated  
Planning is guessing  
Why grow?  
Workaholism  
Enough with “entrepreneurs”

## GO

Make a dent in the universe  
Scratch your own itch  
Start making something  
No time is no excuse  
Draw a line in the sand  
Mission statement impossible  
Outside money is Plan Z  
You need less than you think  
Start a business, not a start-up  
Building to flip is building to flop  
Less mass

## PROGRESS

Embrace constraints  
Build half, not half-ass  
Start at the epicenter  
Ignore the details early on  
Making the call is making progress  
Be a curator  
Throw less at the problem  
Focus on what won't change  
Tone is in your fingers  
Sell your by-products  
Launch now

## PRODUCTIVITY

Illusions of agreement  
Reasons to quit  
Interruption is the enemy of productivity  
Meetings are toxic  
Good enough is fine  
Quick wins  
Don't be a hero  
Go to sleep  
Your estimates suck  
Long lists don't get done  
Make tiny decisions

## COMPETITORS

Don't copy  
Decommoditize your product  
Pick a fight  
Underdo your competition  
Who cares what they're doing?

## EVOLUTION

Say no by default  
Let your customers outgrow you  
Don't confuse enthusiasm with priority  
Be at-home good  
Don't write it down

## PROMOTION

Welcome obscurity  
Build an audience  
Out-teach your competition  
Emulate chefs  
Go behind the scenes  
Nobody likes plastic flowers  
Press releases are spam  
Forget about the Wall Street Journal  
Drug dealers get it right  
Marketing is not a department  
The myth of the overnight sensation

## HIRING

Do it yourself first  
Hire when it hurts  
Pass on great people  
Strangers at a cocktail party  
Resumes are ridiculous  
Years of irrelevance  
Forget about formal education  
Everybody works  
Hire managers of one  
Hire great writers  
The best are everywhere  
Test-drive employees

## DAMAGE CONTROL

Own your bad news  
Speed changes everything  
How to say you're sorry  
Put everyone on the front lines  
Take a deep breath

## CULTURE

You don't create a culture  
Decisions are temporary  
Skip the rock stars  
They're not thirteen  
Send people home at 5:00  
Don't scar on the first cut  
Sound like you  
Four-letter words  
ASAP is poison

## CONCLUSION

## INSPIRATION IS PERISHABLE

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