

The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers? Straight Talk on the Challenges of Entrepreneurship

by Ben Horowitz

A printable to-do list of the most effective habits from this book. Check one off each day you do it.

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01

Write the brutal facts

State the current problem without optimism padding or blame language.

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02

Name the decision owner

Clarify who will decide, by when, and what information still matters.

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03

Communicate the why

Explain hard moves in direct language so people do not fill silence with rumors.

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04

Separate pain from avoidance

Do not confuse a painful decision with a wrong decision.

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05

Protect the real constraint

Identify whether cash, people, product, or trust is the limiting factor.

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06

Hold one executive standard

Make the same accountability rules apply to senior people as everyone else.

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07

Cut the denial loop

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