



THE QUIET OPERATING SYSTEM

The Scorecard

Thirty-three laws. One page. Studied, applied, working.

ROMAN VAIL

Print this page. Carry it with you. Mark each box as the law moves through you. **Studied** — you have read the law. **Applied** — you have run its Move This Week. **Working** — it is producing a visible, measurable effect on the business.

THE LAW	STUDIED	APPLIED	WORKING
I THE LAWS OF DEMAND <i>how want is built</i>			
① Visible Scarcity — Availability is the assassin of want.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
② The Crowd — The brain reads the line before the menu.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
③ The Waiting List — Mastery without a wait is taken for granted.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
④ The Curiosity Gap — The brain cannot abide an unresolved question.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
⑤ The Cut Menu — Every option added is a decision deferred.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
⑥ Manufactured Anticipation — Delay is desire's mother.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
⑦ The Open Loop — An unfinished story is the one the brain cannot drop.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
⑧ Permission Over Interruption — Invited beats interrupted, every time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II THE LAWS OF PRICE <i>how worth is commanded</i>			
⑨ The Frame — The container is more expensive than the contents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
⑩ Visible Craft — Hide the work, hide the price.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
⑪ The Story Tag — A thing with a story has no copies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
⑫ Subtraction — Designers add. Masters remove.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
⑬ Identity Pricing — Convenience is a sale. Identity is a subscription.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
⑭ The Anchor — The first number named is the only one that matters.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
⑮ The Decoy — The middle is sold by the option nobody chooses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
III THE LAWS OF TRUST <i>how a sale becomes a lifetime</i>			
⑯ The Deposit — Friction is a filter. Apply it at the door.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
⑰ Visible Progress — Invisible progress is forgotten progress.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
⑱ The Named Asset — A named product becomes a possession.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
⑲ The Peak-End — The last sixty seconds overwrite the journey.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
⑳ Personalization — To be seen is to be kept.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
㉑ Information Differentials — What you withhold protects what you build.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
㉒ The Witness — Praise from a stranger is evidence.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
㉓ The Admitted Flaw — A weakness disclosed becomes a strength.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
㉔ The Consistent Surface — Small leaks drain large promises.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IV THE LAWS OF THE SELF <i>who you must become</i>			
㉕ The Long Pause — Urgency is the seller's emergency, not yours.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
㉖ The Invisible Number — Wealth disclosed is wealth diminished.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
㉗ The Quiet Comeback — A wound healed in silence is invisible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
㉘ The Pre-Mortem — Study other people's catastrophes first.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
㉙ Asymmetric Information — Edge is what you know that they do not.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
㉚ The Calm Witness — The last to speak owns the room.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
㉛ The Inner Circle — The people closest set the ceiling.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
㉜ Selective Visibility — Three rooms: front, middle, back.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
㉝ The Long Game — Arriving early is the cheapest preparation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

QUIETLY · DELIBERATELY · FORMIDABLY

Re-read the book in ninety days and mark this page again. Repeat at six months, and at one year. The book is the manual. This page is the calendar.

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