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WITH ASSISTANCE FROM
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PEOPLE

TECHNOLOGY

JUDGMENT

REAL
OUTCOMES

“A PRACTICAL
PLAYBOOK FOR A
MORE HUMAN
AI FUTURE.”

THE OOG OPERATING SYSTEM

A HUMAN OS FOR A WORLD
RUNNING AT AI SPEED

STRATEGY

EXECUTION

AI

PEOPLE

A BETTER TOMORROW

IDEAS
PEOPLE
IMPACT

*Bigger problems
Better solutions
More people*

Output is cheap.

The operator is the bottleneck.

For more than 25 years I kept large machine systems running, including more than 3,000 software robots at HP and DXC.

When something broke, the cause was almost never the machine. It was a tired person, a decision nobody owned, or a routine that only worked on good days.

Your life breaks the same way. And it can be repaired the same way: find the lowest layer that is failing, and fix that first.

IN THE NEXT PAGES

- The moment on a motorway that started this book
- Why AI makes the human in the loop more important, not less
- The whole system on one page
- A 30-question test that shows which part of your life is failing first
- The opening of Chapter 2: Discipline

Grab a pen. The test is on page 11.

Olivier Gomez (OG)

Introduction

Before You Begin

OG FIELD NOTE

The Motorway

I didn't learn this lesson at work. I learned it on a motorway. I was driving between Brussels and Paris, or maybe on the ring road around London. I have made those drives so many times that I no longer know which trip it was. What I remember is the moment. I fell asleep at the wheel. Only for a moment. Then I was awake again, still at full motorway speed. Nothing happened. I was lucky. But that day I understood something no article about sleep had ever taught me: you can die from this. Not in twenty years, from bad habits. Right now, in one second.

Your body is a machine, and it needs maintenance like any other machine. You can't keep pushing it from A to B without looking after it and expect it to keep running. At some point it simply switches off, whether you agreed to it or not.

Today I protect eight hours of sleep. I don't see it as a luxury. It is the maintenance window.



Example day. Protect the window first; schedule the hardest thinking in your highest-energy block.

Figure 1. Eight hours is the maintenance window.

The Machines Were Never the Problem

Machine Reliability, Human Judgment

For more than twenty-five years, my job was keeping machine systems running. At HP and later DXC Technology, I helped lead an automation estate that peaked at more than 3,000 bots. They processed, checked, moved, and reported, day and night, without ever asking for a raise. When something broke at that scale, motivation never fixed it. We found the root cause, repaired the lowest layer that had failed, changed one thing at a time, and watched the numbers.

It took me years to see that the same logic works for people. This book takes that operating discipline and applies it to a human life.

Some things stay human on purpose. A machine never decides what it is for. You do. That's why the whole system sits under one rule nobody overrides: do nothing that weakens your character, even if it strengthens your position. Machine reliability and human judgment. That's the whole idea.

In all those years, the bots almost never caused the big failures. When something went badly wrong and we traced it back, the root cause was almost always human.

The machines did what they were set up to do. The people around them were running without a system.

OG FIELD NOTE

The Same Root Cause, Every Time

Over twenty-five years, I have been part of more incident reviews than I can count. Systems went down. Projects did not deliver what was promised. Margins were wiped out. Clients were overcharged. A client's reputation took a hit in front of its own customers.

Each time, the first explanations were about the surface: the software, the vendor, the timing, bad luck.

Each time, when we kept asking why, we reached something far more ordinary. A person who was exhausted and made a mistake. People who didn't communicate, or communicated badly. Someone who had no structure, so the work depended on memory and mood. An outcome that nobody really owned.

After a while, I stopped being surprised. The technology was rarely the root cause. The human system around it was. Something small had broken lower down, and the damage showed up higher up, where everyone could see it.

That pattern is the reason this book is built the way it is.

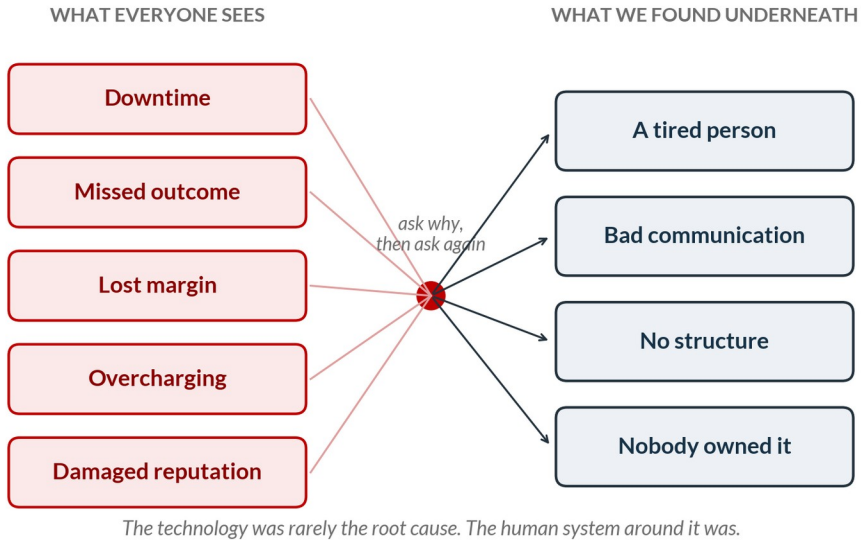


Figure 2. Where incidents really start.

A good system makes consistent behavior the easy path. A bad system needs constant willpower to get the same result. Most people are running bad systems and blaming themselves for needing willpower to do basic things. They don't need more willpower. They need a better system.

Why Now

Output Just Became Cheap

Bots were the first wave of automation. AI is a much bigger one.

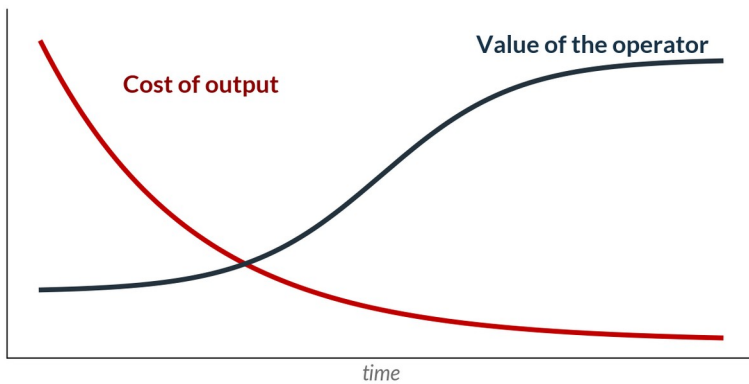
In a few years, AI has made a long list of things almost free. A first draft. A summary of a two-hundred-page report. A piece of code, a marketing plan, a translation. An answer to

almost any question you can type. For some tasks, work that took a team a week now takes one person an afternoon.

I work with this technology every day and help companies deploy it. I'm not here to scare you about it. I think it's the most powerful tool most of us will ever use.

A simple rule holds in almost every market: when something becomes cheap, something else becomes valuable. When output is cheap, the valuable thing is whatever decides what the output is for, checks whether it's right, and answers for it when it isn't.

That thing is you. The operator.



Conceptual, not measured data. When output gets cheap, judgment and ownership get valuable.

Figure 3. Output gets cheaper. The operator gets more valuable.

The Operator Is the New Bottleneck

Think about what AI can't do for you.

It can't sleep for you. It can't own a decision. It can't show up on the boring days. It can't keep the gap between what

you earn and what you spend. It can't carry the responsibility you hand over with the work. It can't make people trust you. It can't choose your friends. It can't decide who you are. It can't notice that your life has quietly drifted. And it can't tell you what your life is for.

Read that list again. It's the table of contents of this book. Every layer of the OG Operating System is a part of your life that AI can speed up around you but can't run for you. As the machines take more of the output, these layers stop being "soft skills" or "personal matters." They become the whole game.

I've already watched both kinds of people. The first kind uses AI to strip out low-value work and then puts the time back into thinking, resting, deciding, and building relationships. The second kind uses it to do more of everything, faster, until they're producing twice as much and understanding half of it.

Same tools. Different operators.

Knowing Was Never the Problem

There is one more reason this book is built as a system and not as a list of tips.

You can now ask any AI assistant for the best advice ever written on sleep, discipline, delegation, or money. You'll get an excellent answer in seconds, better organized than most books. The advice has become free.

And yet most people's lives won't change at all, because knowing was never the problem. Most of us already know

we should sleep more, decide faster, spend less than we earn, and say the hard thing to the people we love. We have the information. What we lack is a way to install it, run it, and repair it when it breaks.

That's what an operating system does. It doesn't tell you more. It makes what you already know actually run.

The OG Operating System in One Page

One governor. Five layers. Ten components. One repair direction.

THE GOVERNOR	Do nothing that weakens your character, even if it strengthens your position.
FOUNDATION	Health and Energy. Ownership. Discipline.
LEVERAGE	Freedom. Leverage. Communication and Sales. Relationships.
EXECUTION	Identity and Action.
CONTROL	Awareness and Feedback.
PURPOSE	Meaning.
THE REPAIR RULE	Failure propagates upward. Repair begins at the lowest failing layer and moves bottom-up.
THE INSTALLATION RULE	Change one behavior. Hold it for fourteen days. Measure what happens. Add nothing until it holds under pressure.
THE CORE DISCIPLINE	MOTIVATION SUCKS. TRUST DISCIPLINE.
THE AI-AGE PREMISE	Machines accelerate output. They do not assume ownership, protect your biology, choose your standards, maintain your relationships, or decide what deserves your life.

The OG OS Assessment

Find the lowest failing component before choosing the fix.

This assessment isn't a personality profile, and it doesn't score your whole life. It's a routing tool. Score what's true now, not what you plan to become.

NO TIME? Answer only the first statement of each component: ten questions, two minutes. Your lowest one is where to start. Come back for the full test when you can.

Scoring

- 0 · Rarely true or currently failing
- 1 · Inconsistent, dependent on favorable conditions
- 2 · True now, and still holds under pressure

Score each statement 0, 1 or 2. Then add up the three statement scores for each component, so each component scores from 0 to 6. Don't average the ten components into one flattering number. The lowest score is where you begin. If two components tie, the one lower in the stack wins.

0 • Capacity

- I protect enough sleep to make sound decisions without leaning on stimulants.
- My energy is steady enough that important work isn't routinely pushed into drained hours.
- Recovery is scheduled before exhaustion forces it.

1 • Responsibility

- Recurring complaints turn into decisions, actions, or explicit acceptance.
- I make reversible decisions without waiting for certainty I can't have.

- I can name the next move open to me even when conditions are unfair.

2 • Consistency

- The minimum version of my important behaviors survives hard days.
- My routines remove repeated decisions so I don't depend on daily willpower.
- I keep going after the novelty and visible progress are gone.

3 • Optionality

- My fixed commitments leave enough margin to refuse, pause, or change direction.
- I keep a financial, professional, and practical way out.
- I judge new opportunities on their merit, not on my inability to say no.

4 • Multiplication

- Important work can carry on for a meaningful stretch without me doing it directly.
- Repeated tasks become written processes, trained capability, automation, or assets.
- Most of my time goes where my judgment changes the outcome.

5 • Visibility

- People outside my immediate circle can accurately describe the value I create.
- I regularly put evidence of my work into forms that can travel without me.
- I start the conversation the outcome needs instead of waiting to be noticed.

6 • Trust

- My closest relationships are two-way, reliable, and able to handle honest conversation.
- Expectations and boundaries are spelled out before pressure tests them.
- I stay in major relationships and partnerships by choice, not because leaving is impossible.

7 • Alignment

- What I do again and again supports the identity I claim.
- My standards work in the present instead of living only as future goals.
- I build private evidence before I make public claims about who I am.

8 • Observation

- I do a written review on a fixed schedule.
- I track enough evidence to tell a bad event from a recurring pattern.
- At least one person can give me uncomfortable feedback without being punished for it.

9 • Reason

- I protect time for something that stays worthwhile without recognition or income.
- I can explain why the system runs, beyond achievement, status, and momentum.
- My calendar reflects what I'd still call important under a mortality test.

Scorecard

Component	Score / 6	Evidence / failure signal · Date: _____
0 · Capacity		
1 · Responsibility		
2 · Consistency		
3 · Optionality		
4 · Multiplication		
5 · Visibility		
6 · Trust		
7 · Alignment		
8 · Observation		
9 · Reason		

How to Read the Result

0 to 2 · Failing now. Repair this component before adding pressure above it.

3 to 4 · Unstable. It works in favorable conditions and breaks under load.

5 to 6 · Holding. Maintain it and move to the next-lowest component.

A strong total score doesn't make up for a broken foundation. Nine high scores and one failing score still give you a system with a predictable point of collapse.

If every component scores 5 or 6, there is nothing to repair right now. Keep running the weekly review, and take the assessment again when a score drops.

WHERE YOUR SCORE TAKES YOU

Each component has its own chapter in the full book. Start with your lowest score. If two are equal, start with the lower layer.

YOUR LOWEST SCORE	IS YOUR FIRST CHAPTER
0 • Capacity	F Chapter 0 • Health and Energy
1 • Responsibility	F Chapter 1 • Ownership
2 • Consistency	F Chapter 2 • Discipline (starts on the next page)
3 • Optionality	L Chapter 3 • Freedom
4 • Multiplication	L Chapter 4 • Leverage
5 • Visibility	L Chapter 5 • Communication and Sales
6 • Trust	L Chapter 6 • Relationships
7 • Alignment	E Chapter 7 • Identity and Action
8 • Observation	C Chapter 8 • Awareness and Feedback
9 • Reason	P Chapter 9 • Meaning

CHAPTER 2

Discipline

MASTER RULE

Discipline creates everything you want.
Motivation creates nothing.

Component 2 of 10: Discipline. Primitive: Consistency. Requires: Ownership supported by sufficient Capacity. Feeds: Every operational layer above.

IN THIS CHAPTER	
1 Discipline beats motivation	p. 20
2 Do the boring things every day	p. 23
3 Your body follows your standards	book
4 Routines remove decision fatigue	book
5 Under pressure, you fall back to your habits	book
RULE CARD	p. 26
WHEN IT FAILS	book
INSTALL	book

READ THIS IF

- You are waiting to feel ready before you start.
- You start strong and quit by week three.
- The boring part is where your plans go to die.

THE OPERATIONS VIEW

In a production system, this is the scheduled job. It runs at six o'clock whether anyone feels like it or not, and that's exactly why it's reliable.

NAME IT**The Six O'Clock Job.**

A scheduled job doesn't ask how it feels. It runs at six because six is when it runs. The goal of this chapter is to turn the important parts of your life into six o'clock jobs.

MOTIVATION SUCKS. TRUST DISCIPLINE.

This is the chapter that turns the foundation into daily behavior, and the place where the book's core claim is most exposed. Motivation is a feeling. Feelings are weather. You can't run a system on weather. You can run a system on a structure that doesn't need the weather to cooperate. That structure is discipline.

One Breath**RULE**

When the stakes are real, nobody relies on feeling like it. They rely on a system they built before they needed it.

I dive a lot, and much of it is apnea: one breath, no tank, and a surface that's always further away than it looks.

Down there, nobody asks how motivated you feel. The water doesn't care whether you had a good week, slept badly, or are in the mood. You follow the routine you prepared on land, the same way every time. In apnea, if your discipline fails, you're dead. I mean that literally. It is also why the first rule of apnea is never to dive alone. If you want to try it,

learn with a qualified instructor and always dive with a buddy.

Most of life isn't that dramatic. Miss a workout and nobody drowns. Skip the dishes and the kitchen survives. And that's exactly the problem. Because one missed day costs so little, we let our feelings make the call. Day after day, the small misses add up to a life that runs on mood.

I learned more about discipline from holding my breath than from any book about motivation.

This chapter is about building that system for the parts of your life where the stakes feel small but add up to everything.

The Dishes Don't Care How You Feel

RULE

Your problem isn't effort. It's design.

Here's my honest confession: motivation leaves me all the time, and for more than the hard things. For the gym and the weights, yes. But also for the dishes, for taking the trash out, and for going through my inbox and answering every client who is waiting on me.

If I waited to feel like doing those things, they wouldn't get done. Some weeks, none of them would.

You train hard for two weeks, then life gets in the way and the training disappears. You manage your money carefully for a month, then one expensive week breaks the structure and you promise yourself you'll restart next month. You build a morning routine and protect it fiercely, until one day

you don't, and the whole thing collapses because doing it imperfectly feels worse than not doing it at all.

The pattern is always the same: high intensity, short duration, collapse, restart. It looks like inconsistency and feels like a flaw in your character, but it's a design problem. The system was built on motivation, which rises and falls by nature, instead of on structure, which doesn't.

You're running the wrong machine. The one you're running is built to produce inspiration, and it does that job well. The trouble is that inspiration was never going to produce the result you want.

AI Stress Test • AI Makes Starting Free. Finishing Is Still Expensive.

AI has made beginning almost free. In one afternoon you can have a plan, a logo, a strategy, a prototype, or a first chapter. It feels like progress. Often it's just novelty on an industrial scale, and the tool can hand you fresh starts faster than discipline can finish any of them.

So starting is no longer the rare skill. The rare skill is continuing once the novelty wears off: keeping the standard, checking the output, fixing the errors, and showing up again on Wednesday. AI can generate version two. It can't decide that you'll still be there for version fifty.

AI STRESS TEST

**AI MAKES
CHEAPER**

Starting anything: a plan, a prototype, a first chapter.

STAYS YOURS

Finishing, and the boring middle where results are made.

SUB-RULE 1 Discipline beats motivation**Motivation Is Not the Engine****RULE**

Motivation is weather. Discipline is architecture. Build the architecture.

Motivation is useful for starting things and useless for keeping them going. That's its nature. It responds to novelty, so it rises when something is new and fades once repetition sets in. If you build your life on motivation, you've built a system designed to fail the moment things turn routine.

Discipline takes motivation out of the loop. The question "do I feel like doing this today?" stops mattering, because whether you do it was settled long ago. You made the decision when conditions were good. You set the standard then. Now the standard runs, whatever the conditions happen to be.

That sounds restrictive, but it works the other way. When the basics are no longer up for debate every morning, the energy you spent on the debate goes to the things that really need your judgment.

When most people try to get more disciplined, they try to be that friend for themselves. They play both parts, the one who doesn't want to go and the one who insists. It rarely works. The same brain is making both arguments, and the case for staying in bed always has the warmer position. So don't try to win the argument. Build a life where the argument never happens, where the behavior is so built into your structure that skipping it would take real effort. That design is what discipline really is. White-knuckle willpower has very little to do with it. What you want is an environment built so the right behavior is also the easiest one.

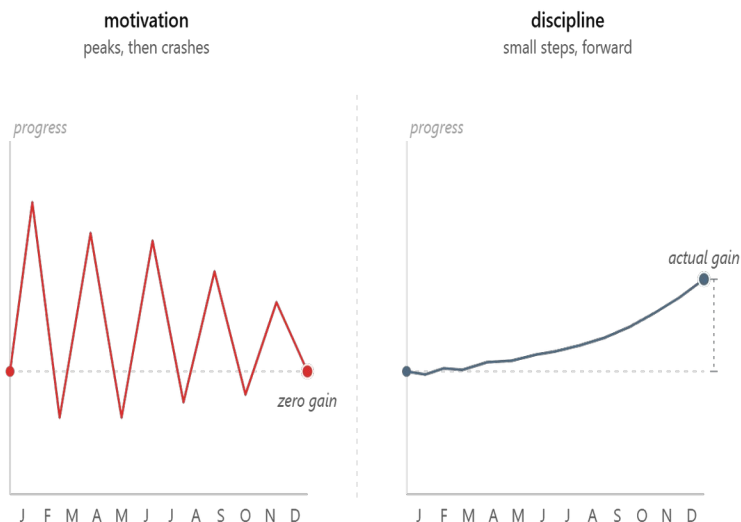


Figure 4. Motivation cycles and resets; discipline compounds.

OG FIELD NOTE**Discipline Is Not a Mood**

People sometimes ask where I find the motivation. I don't. I stopped looking for it years ago.

My mornings run the same way. I fast, and I run on coffee. That is what works for me, and it is no prescription. If you want to try fasting, talk to your doctor first. I don't touch a screen in the morning, so the first hours of the day belong to my own thinking, not to someone else's inbox.

I also know my weak spots. My memory is not great, so I don't trust it. I write everything down. I keep to-do lists for everything and I track what needs doing all the time, so nothing depends on me remembering it. That is not a productivity trick. It is a structure built around a weakness I stopped pretending I don't have.

It starts with the smallest thing possible: I make my bed. That's the habit from Admiral William McRaven's "make your bed" speech, and he was right about why it works.¹ The first task of the day is done before the day has a chance to negotiate.

Training, food, the garden, the house, cleaning, clients. None of it depends on how I feel that morning. It was decided in advance. The benefit is not the bed or the list. The benefit is that "do I feel like it?" never gets a vote.

OG FIELD NOTE**Thirty Years, Once a Week**

I have worked out at least once a week for thirty years. Every week. Thirty years straight.

I don't have a bodybuilder's body, and that was never the point. The point is that the body I have today is maintained, and it is maintained by one rule I don't negotiate with.

There were plenty of weeks when I trained without any wish to be there. Those are the weeks that count. Anyone can train when they feel like it. The streak is built on the weeks when you don't.

People talk about discipline in weeks: a thirty-day challenge, a twelve-week program. Real discipline is measured in years. Pick something small enough that you can keep it for the rest of your life. Then keep it.

SUB-RULE 2 Do the boring things every day**The Boring Things Compound****RULE**

Boredom is the price of stability. People who flee it stay at the starting line.

Progress comes from actions that feel like nothing while you do them and only count once they pile up, far more than from dramatic moments. The training session you didn't feel like doing. The hour of focused work while distractions kept calling. The money decision made by rule instead of by impulse.

These actions compound because they're consistent, and there's nothing special about them beyond that. Consistency is rare, though. Most people can put up with boredom for a

short while, then they go looking for something new: a new program, a new approach, a better system. Very often the search for a better system is really an escape from the discomfort of sticking with the current one long enough for it to work.

Boredom doesn't mean something is wrong. Very often it means the system has settled in. Stay.

Here's the part that runs against instinct. The moment a routine gets boring is often the moment it starts to work. The first weeks of any new system feel exciting because they're new, which also means the system hasn't been tested and hasn't had time to produce anything. Excitement signals potential that hasn't been proven. Boredom signals stability, and compounding needs stability.

People who keep dropping systems at the boring stage drop them just before they start paying off. They confuse a lack of excitement with a lack of progress. The progress is happening. You just can't see it while it happens. It shows up later, as the result the abandoned system would have delivered if you'd let it keep running.

So the discipline is to spot this pattern and refuse to act on it. When boredom shows up, take it as confirmation that the system is doing its job. Stay with it. The result is coming.

Boredom is not the problem. It is the checkpoint.



When it gets boring, it has started to work. Stay.

Illustrative.

Figure 5. The boring part is where most people quit, and where results begin.

THE EXTRACT STOPS HERE

Chapter 2 goes on in the full book: three more sub-rules, the boredom test, what to do when this layer fails, and how to install the rule in fourteen days. Here is the chapter's Rule Card, so you can see where it goes.

Chapter 2 Rule Card

RULE CARD

CHAPTER 2 • DISCIPLINE • F • FOUNDATION • PRIMITIVE: CONSISTENCY

MASTER RULE

Discipline creates everything you want.
Motivation creates nothing.

SUB-RULE 1

Discipline beats motivation

SUB-RULE 2

Do the boring things every day

SUB-RULE 3

Your body follows your standards

SUB-RULE 4

Routines remove decision fatigue

SUB-RULE 5

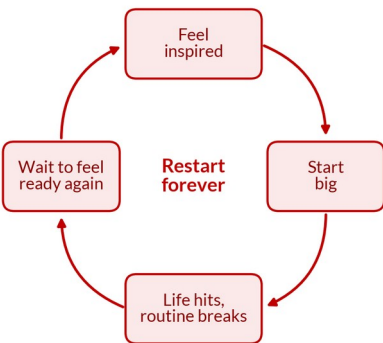
Under pressure, you fall back to
your habits

THE MANTRA

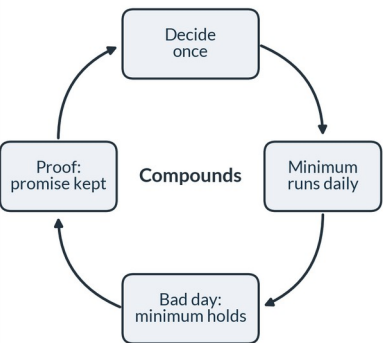
MOTIVATION SUCKS. TRUST
DISCIPLINE.

Two loops. Only one of them compounds.

THE MOTIVATION LOOP



THE DISCIPLINE LOOP



Motivation restarts. Discipline compounds.

Figure 6. The mechanism: motivation restarts, discipline compounds.

Why I Wrote This

I have two children. My son, Paul, is at engineering school, and a big part of what he's learning is AI. He is starting his working life at the exact moment these tools are changing what work is.

We talk about it often, but rarely about which tool to learn, since the tools will keep changing. We talk about what doesn't change: who owns the result, how you keep going when nobody is watching, who you trust, and what you do when the plan fails.

During those conversations I realized I had answers. But they were scattered across more than twenty-five years of work, mistakes, and lessons I had paid for. They didn't form a system. My children couldn't inherit scattered lessons. They could inherit a system.

Children learn mostly by watching you, but they only see the surface. They don't see what you do at work. They don't see how you behave when you're alone with other adults, in the meetings, the negotiations, the hard calls. Most of what I know that is useful happened exactly where they couldn't see it.

I also believe something many people won't like to hear. Being successful isn't that complicated. It takes a small number of things, done consistently, for a long time. Most people who don't get there had enough talent. What they didn't do was aim clearly and keep grinding toward it.

So I wrote this book for them first. In the book, every chapter ends with a short note to Paul, but each note is meant for both of them.

Then I gave the manuscript to Paul and we went through it together, chapter by chapter. We weren't fixing typos. We were testing it. Could he understand every rule? Could he see how to use it in his own life? He was the first reader of this system, and its first reviewer.

In the age of AI, information costs almost nothing.

Ownership, discipline, and judgment still have to be built by hand. That's what I wanted to pass on.

And the first thing I told him is the one most people get wrong: don't wait to feel motivated.

Your lowest score is your first chapter

You now have the map, the test and your first result. The full book gives you the repair for every layer.

- All ten chapters, each with its rules, its Rule Card, a mechanism diagram and an AI Stress Test. Plus the rest of Chapter 2.
- The Symptom Router: start from what hurts and find the layer to fix first.
- The OG Operating Protocol: what to run every day, week, month and quarter.
- The fourteen-day installation: one rule at a time, measured.
- 23 OG Field Notes from my own life and career.

GET THE BOOK

olivier-gomez.com/the-og-operating-system/

Know someone who keeps starting over? Send them this PDF.
It's free.

MOTIVATION SUCKS. TRUST DISCIPLINE.

SOURCES CITED IN THIS EXTRACT

1. McRaven, W. H. Make Your Bed: Little Things That Can Change Your Life... And Maybe the World. New York: Grand Central Publishing, 2017. Based on his commencement address at the University of Texas at Austin, 17 May 2014.

Human-written, AI-assisted.

This extract shares my experience and my opinions. It is not medical, psychological, financial or legal advice. If you are in danger or in crisis, get help first.

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