

1.1 How to win friends and influence people by Dale Carnegie

- 1.) Don't criticize or complain
- 2.) Give honest and sincere appreciations
- 3.) Arouse in top (the other person) an eager to want; find out what they want / what they are getting out of it
- 4.) Become genuine interested in other people
- 5.) SMILE
- 6.) Call someone by his / her name
- 7.) Be a good listener (listen twice as much as you speak) encourage others to talk about themselves
- 8.) Talk in terms of the other persons interest
- 9.) Make the other person feel important
- 10.) The only way to get the best out of an argument is to avoid it
- 11.) Show respect for the other persons opinion (never say: "you're wrong")
- 12.) If you're wrong admit it quickly and empathically
- 13.) Begin in a friendly way
- 14.) Start with agreeing don't go on until you get a yes (multiple yes)
- 15.) Let top do a great deal of the talking
- 16.) Let top feel that the idea is his or hers
- 17.) Try honestly to see things from top's point of view
- 18.) Be sympathetic with top ideas & believes
- 19.) Appeal to the nobler motives
- 20.) Dramatize your ideas
- 21.) Throw down a challenge
- 22.) Begin with praise and honest appreciation
- 23.) Call attention to peoples mistakes indirectly
- 24.) Talk about your own mistakes before criticizing
- 25.) Ask questions instead of giving direct orders
- 26.) Let the other person save face
- 27.) Praise the slightest improvement
- 28.) Give top a fine reputation to live up with
- 29.) Use encouragement – make fault seem easy
- 30.) Make top happy about doing the thing you suggest

1.2 7 habits of highly effective people – Stephen R Covey

- 1.) The way we see the problem (as a problem) IS the problem (stoicism: The obstacle is the way – Ryan Holiday)
- 2.) Life is by nature highly interdependent (dependent = fragile; independent = robust; interdependent = **antifragile!**)
- 3.) Always thank and maintain the P / PC balance (P: Production; PC; production capacity)
- 4.) What matters most is HOW we respond to what we experience in life (stoicism)

- 5.) If you wait to be acted upon you WILL be acted upon (**48 laws of power**)
- 6.) Focus on your circle of influence
- 7.) **Management is doing things right; Leadership is doing the right things!**
- 8.) the key to change is a changeless sense of who you are
- 9.) peak performances are visualizers
- 10.) the core of any family or business is what is changeless: shared visions (stories) and values (principles)
- 11.) The decisions we make every day are the most important ones
- 12.) To accomplish results, focus on preserving and enhancing relationships
- 13.) Feed opportunities and starve problems
- 14.) Schedule your priorities
- 15.) People are way more important than things
- 16.) Maturity is the ability to express one's own feelings and convictions with consideration for thoughts and feelings of others
- 17.) Empathic listening is your super power (7.)
- 18.) An effective presentation is always in your circle of influence (Start: "Before we start let me see if I understand what your objections and your concerns are about this presentation and my recommendation")
- 19.) Exercise your patience like a muscle fiber -> go beyond your past limits

1.3 The obstacle is the way – Ryan Holiday

- 1.) Obstacles are neither good nor bad; they just are
- 2.) Take your situation and pretend it's not happening to you
- 3.) Control your emotions
- 4.) Be honest
- 5.) Be grateful for them
- 6.) They are your fuel
- 7.) Obstacles are needed to harden you
- 8.) Take action and work hard
- 9.) Focus on what can be controlled
- 10.) Expect obstacles and predict them
- 11.) If you can't overcome it than at least make it better for others
- 12.) **What blocks the path IS the path**
- 13.) See the positive
- 14.) The O in Obstacle stands for opportunity

1.4 The 48 laws of power (close to the art of war and how to win friends and influence people)

- 1.) The nonplayers of the power game are fake (or have given up)
- 2.) **Impatience only makes you seem weak!**
- 3.) Half of your success comes from what you do **not do**
- 4.) Never outshine the master
- 5.) Never take your position for granted

- 6.) Always say less than necessary
- 7.) Master your emotions – never appear angry
- 8.) Win through your actions NEVER through argument
- 9.) Build competence, talent or a creative skill that simply can't be replaced
- 10.) When asking for help appeal to people's self interest
- 11.) Do not build fortresses – Isolation is highly dangerous
- 12.) Never assume that the person you're dealing with is weaker or less important than you
- 13.) Do not take sides
- 14.) Be a source of pleasure – SMILE
- 15.) People want to believe in something – offer a cause (backed by Sapiens, Homo Deus, 21 Lessons for the 21st century – Yuval Noah Harari)
- 16.) If there is no enemy (or problem) invent one
- 17.) Make your accomplishments seem effortless
- 18.) Set your price high (no not enough – higher!) even those who turn you down will respect you
- 19.) Stand by your failures and leave them alone □ don't try to fix them
- 20.) Nothing in the game of power is personal
- 21.) Work for options (backed by antifragile)
- 22.) Learn to protect your independence and room to maneuver
- 23.) Make power your goal and money will follow**
- 24.) Preach the need for change but never reform too much at once
- 25.) Prepare for the fall (backed by antifragile)

1.5 the subtle art of not giving a fuck – Mark Manson

- 1.) The desire for more positive experience is itself a negative experience. And, paradoxically, the acceptance of one's negative experience is itself a positive experience – alan watts
- 2.) You will never live if you are looking for the meaning of life – albert camus
- 3.) The only way to overcome pain is to first learn how to bear it
- 4.) The secret sauce (joy) is in the solving of the problems, not in not having ones in the first place
- 5.) The solution of today's problems will lay the foundation for tomorrow's
- 6.) True happiness occurs only when you find the problem you enjoy having and enjoy solving
- 7.) Who you are is defined but what you are willing to struggle for.
- 8.) **Our values determine the nature of our problems and that determines the quality of our lives.**
- 9.) Good values are: reality -based; socially constructive; immediate and controllable
- 10.) Self – improvement should be about constantly prioritizing *better* values. (choosing better things to give a fuck about)
- 11.) We don't always control what happens to us. But we always control how we interpret what happens to us, as well as how we respond. (stoicism!)

- 12.) With great responsibility comes great power. 😊
- 13.) Certainty is the enemy of growth
- 14.) How to be less certain of yourself and more open:
 - a. What if I'm wrong?
 - b. What would it mean if I were wrong?
 - c. Would being wrong create a better or a worse problem than my current problem, for both myself and others?
- 15.) If it feels like it's you versus the world, chances are it's really just you versus yourself.
- 16.) Action isn't just the effect of motivation it is also the cause of it.**
- 17.) Action -> Inspiration -> Motivation -> more Action....
- 18.) Healthy love is based on two people acknowledging and addressing their own problems with each other's support.
- 19.) Don't put out the fires for somebody else!

1.6 Everything is fucked - Mark Manson

Being heroic is the ability to conjure hope where there is none.

Willpower is not enough to achieve self control - our emotions are what guides us. We are moved to action only by emotion.

Emotional problems can only have emotional solutions. (The thinking brain is the supporting character who imagines herself to be the hero - Daniel Kahnemann) The thinking brain constantly makes shit up that the feeling brain wants to hear.

You can't control your feelings - so self-control is an illusion! (Occurs when both brains (thinking and feeling) pursue the same course) → You feel hopeless when they're not aligned...

When we stop valuing something it ceases to be fun or interesting to us.

"We all mostly want the same things out of life. But these slight differences generate emotions, and emotion generates a sense of importance. Therefore, we come to perceive our differences as disproportionately more important than our similarities. And this is the true tragedy of men. That we are doomed to perpetual conflict over the slight differences."

The most precious and important things in life are, by definition, nontransactional.

Adulthood is the realization that sometimes an abstract principle is right and good for its own sake. Becoming an adult is therefore developing the ability to do what is right for the simple reason that it is right. An adult will love freely without expecting anything in return, because an adult understands that that is the only thing that can make love real.

The values that define our identity are the templates that we apply to our interactions with others, and little progress can be made with others until we've made progress within ourselves. When we pursue a life full of pleasure and simple satisfaction, we are treating ourselves as a

means to our pleasurable ends. Therefore, self-improvement is not the cultivation of greater happiness but, rather, a cultivation of greater self-respect. Telling ourselves that we are worthless and shitty is just as wrong as telling others that they are worthless and shitty. Lying to ourselves is just as unethical as lying to others. Harming ourselves is just as repugnant as harming others. Self-love and self-care are therefore not something you learn about or practice. They are something you are ethically called to cultivate within yourself, even if they are all that you have left. This is how you change the world- not through some all-encompassing ideology or mass religious conversion or misplaced dreams of the future, but by achieving the maturation and dignity of each individual in the present, here and now.

The maturity of our culture is deteriorating.

Throughout the rich and developed world, we are not living through a crisis of wealth or material, but a crisis of character, a crisis of virtue, a crisis of means and ends. The fundamental political schism in the twenty-first century is no longer right versus left, but the impulsive childish values of the right and left versus the compromising adolescent/adult values of both the right and left. It's no longer a debate of communism versus capitalism or freedom versus equality but, rather, of maturity versus immaturity, of means versus ends.

The better things get the more we perceive threats where there are non, and the more upset we become. And it is at the heart of the paradox of progress.

Meditation is at its core a practice of antifragility!

The quality of our lives is determined by the quality of our character. And the quality of our character is determined by our relationship to our pain.

If you can tap into people's insecurities they will buy just about anything from you.

The inability to identify, tolerate, and seek out negative emotions is its own kind of confinement. If you feel okay only when life is happy and easy-breezy-beautiful-Cover-Girl, then guess what? **You are not free. You are the opposite of free. You are the prisoner of your own indulgences, enslaved by your own intolerance, crippled by your own emotional weakness.** You will constantly feel a need for some external comfort or validation that may or may not ever come.

Ask yourself: Where do you fake commitment but aren't really willing to sacrifice?

What are the tools that promote character? That turn an adolescent into an adult?

Don't hope, don't hope for better just BE better!

1.7 First Things First – Stephen R Covey

- 1.) We feel so guilty over what we are not doing, we can't enjoy what we do!
- 2.) Am I Doing the right things before Am I doing things right?
- 3.) **The significant problems we face cannot be solved by the same level of thinking that created them – Albert Einstein**

- 4.) Trust grows out of trustworthiness
- 5.) Between stimulus and response, there is a space. It is in that space that lies our power to choose our response. In our response lies growth and freedom
- 6.) If you have to convince a group -> separate them or their thoughts**
- 7.) Sharpen the saw: maintain or better increase the capability to produce results in the future (sport, meditation, rest, reading...)
- 8.) Think in terms of your roles
- 9.) The way we see the problem IS the Problem
- 10.) "You think because you understand ONE you must understand TWO, because ONE and ONE makes TWO. But you must also understand the AND"! – ancient Sufi teaching
- 11.) 3 circles (center of focus -> circle of influence -> circle of concern) the most effective use of our time is in the center of focus; when we operate in our circle of concern, we waste effort on things we have no ability to control or affect. When we operate in our circle of influence, we do some good but due to the expense of something better
- 12.) The degree to which urgency drives [you] is the degree to which importance does not! - Stephen R. Covey**
- 13.) Organizations: anytime we think that problem is "out there" – that thought is the problem
- 14.) Becoming principle centered is just that: becoming. It's not arriving; it's a lifetime quest
- 15.) Three evil C's: Comparing, competing and criticizing
- 16.) Let go of paradigms that are popular and pleasing but are based on illusions.**
- 17.) Make it comfortable to leave the comfort zone and uncomfortable to stay in!**
- 18.) Nothing can bring you peace and happiness but yourself

1.8 The values factor Dr. John Demartini

- 1.) As you can see, even when two sets of values seem to be similar, one person's values will never be quite like anybody else's. If you and another person had exactly the same values, one of you would not be necessary!
- 2.) Attention surplus order \neq attention deficit disorder
- 3.) The ABCD of negativity:
 - a. Anger and Aggression
 - b. Blame and betrayal
 - c. Criticism and challenge
 - d. Despair and depression
- 4.) In fact, these obstacles are not in your way, but simply on your way (backed by the obstacle is the way)**
- 5.) The desire for that which is unattainable (what you can't get) and the desire to avoid that which is unavoidable is the source of human suffering.
- 6.) Hell is a state of mind that emerges when you try to live with unrealistic expatiations such as**
 - a. Ease without difficulty**
 - b. Support without challenge**
 - c. Pleasure without pain.**

If that is truly what you seek, your life will disappoint you and it will be a living hell.

- 7.) The quality of your life is based on the quality of the questions you ask: "What is it that I would absolutely love to do, and how do I get handsomely paid to do it?"
- 8.) Link every topic and obstacle to your highest value and goal (page 177)
- 9.) If the voice and vision inside of you is louder than all opinions and objections that you bring in from the outside, you're going to master your life
- 10.) Wisdom flows from understanding that every trait has two sides and is ultimately neither good nor bad until someone unwisely labels it so.
- 11.) The secret is to see a balanced equation: The drawbacks to every benefit and the benefit to every drawback

12.)Page 126 ATTACH FOTO

- 13.) No human being on earth can offer another person perpetual support without challenges. It just can't be done. That would be like attempting to find a one-sided magnet. And receiving both support and challenge together is a wiser outcome anyway. If we only ever received support, we would become juvenily dependent on the person giving it to us.
- 14.) Whatever is highest on your scale of values, you tend to bring order and organization to. Spend your money on and get inspired by.
- 15.) In a society that does not know how to value everyone's hidden genius, many people are mistakenly labeled as learning disabled or even an idiot
- 16.)If you don't fill up your day with high priority, inspiring tasks our day will fill up with many frustrating, low priority tasks or distractions ☐ schedule your priorities every day!**

- 17.) If you don't set the agenda other people will rule you
- 18.) Find the admirable traits you recognize in others in you

19.)Friend in Houston selling business ideas

- 20.) Give your business purpose (page 235)
- 21.) When your why is big enough, your "hows" take care of themselves.

22.)The wealthy pay themselves first (backed by Rich dad poor dad)

23.)Raise your savings in the same amount that you are raising your lifestyle

24.)There is no failure there is only feedback

- 25.) In order to build wealth, you have to value wealth building

26.)Fear of losing money or not making money: There is nothing outside of you that is keeping abundant sources of money away from you! Not providing a service not appreciating the value and purpose of money, and valuing yourself is what keeps money away from you.

- 27.) Fear is simply an unrealistic expectation based on an imbalanced perspective. It is the assumption that as we imagine the future, we will experience more challenge than support, more pain than pleasure, more negative than positive or more loss than gain. It ignores 12) life is a balanced equation!

- 28.) The five S of leadership (page 309)

- 29.) If you don't have money working for you, as its master, you will be working for it, as its slave.

30.)Don't expect people to live outside their highest values (backed by the book how to win friends and influence people)

- 31.) Whenever you don't see the full equation (12.) you unconsciously create symptoms to make sure that you DO see it. So by creating symptoms you give the opportunity to achieve wisdom, balance, and ultimately wellness.
- 32.) See love as a balanced equation (12.)
- 33.) Nothing in this world is ever truly lost (example father who lost daughter and found the same traits in various social interactions)
- 34.) William James father of modern psychology**
- 35.) Addiction is not a disease it is a strategy. People become addicted to certain substances or behaviors because they believe (subconsciously) that they will derive more benefit than disadvantage from those substances or behaviors. If they can see that they will derive more benefit from some other behaviors – the viable alternatives – they will be able to drop the addiction and turn to those new behaviors. Understand where the addiction truly comes from and find other ways to get the traits!
- 36.) Getting over addiction **Page 370 attach foto**
- 37.) "The most powerful weapon on earth is the human soul on fire" – Ferdinand Forch
- 38.) Nobody ever betrays you – You betray You (backed by Extreme Ownership)
- 39.) Whatever field your life you're not leading you will attract leadership from outside!
- 40.) Surround yourself with inspiring people
- 41.) How can this particular task help me serve my highest value.

1.9 The willpower instinct – Dr. Kelly Mc. Gonigal

- 1.) Meditate! No seriously meditate!
- 2.) Self-control is like a muscle.
- 3.) Choose your willpower battles wisely. Even as you strengthen your self-control you cannot control everything you think, feel, say and do.
- 4.) Put your willpower where your goals are!
- 5.) We take more risks when we are hungry.
- 6.) **If we want to strengthen self-control, we may need to think about how we can best support the most exhausted version of ourselves – and not count on an ideal version of ourselves to show up and save the day.**
- 7.) What you will do tomorrow won't be totally different from what you will do today.
- 8.) **Framing:** Don't think about the stuff as "the right thing to do" but as the stuff that brings you closer to your goal(s)
- 9.) Remember the why – I did this so I must really be committed to (living healthy, becoming successful, etc.)
- 10.) Think about the exception today as if you would make it for the rest of your life
- 11.) Moving beyond the traps of moral licensing requires knowing that who we are is the self that wants the best for us – and the self that wants to live inline with our core values. When this happens, we will no longer view the impulsive, lazy, or easily tempted self as the "real" us. We will no longer act like someone who must be bribed, tricked, or forced to pursue our goals. And then rewarded for making any effort at all.
- 12.) For change to stick we need to identify with the goal itself NOT the halo glow we get from being good.
- 13.) There is growing evidence that when people pay close attention to the experience of their false rewards, the magical spell wears off. If you force your brain to reconcile what it expects from a reward (happiness, bliss, satisfaction, an end to sadness or

stress) with what it actual experiences, your brain will eventually adjust its expectations. When we free ourselves from the false promise of reward, we often find that the thing we were seeking happiness from was the main source of our misery.

- 14.) Dopamine is for taking action, for pursuing happiness not for happiness itself
- 15.) Feeling bad leads to giving in. So, you also need to give up the self-control strategies like guilt, shame and self-criticism- that only makes us feel worse.
- 16.) **Self-compassion being supportive and kind to yourself, especially in the face of stress and failure – is associated with more motivation and better self-control. Forgiveness not guilt helps you get back on track.**
- 17.) Anticipate where you might be tempted – that increases the chance that you will keep your resolutions.
- 18.) Choose an anti-charity – every time you violate your resolutions you donate money to a cause you don't support!
- 19.) Convince people that the habit they are having (and you want to change) is the habit of a group of people they would never want to be a member of.
- 20.) Pride sustains and increases reserve – for it to work we need to believe that others are watching, or we can report the success to others.
- 21.) **The willingness to think what you think and feel what you feel – without necessarily believing that it is true, and without feeling compelled to act on it – is an effective strategy for treating anxiety, depression, food cravings, an addiction. Giving up control of our inner experiences gives us greater control of our outer actions.**
- 22.) Thought suppression doesn't work – it hurts.
- 23.) Focus on positive action rather than prohibition
- 24.) **If we truly want piece of mind and better self-control, we need to accept that it is impossible to control what comes into our mind. All we can do is choose what we believe and what we can act on.**
- 25.) **Read the Willpower experiments again! Read this book whenever struggle with something.**

2. Philosophy books

2.1 Enchiridion – Epictetus

- 1.) Destroy desire completely for the present. For if you desire anything which is not in our power, and which it would be good to desire, nothing yet is before you.
- 2.) It is the act of an ill instructed man to blame others for his own bad condition.
- 3.) Seek not that the things which happen should happen as you wish; but wish the things which happen to be as they are, and you will have a tranquil flow of life.
- 4.) Disease is an impediment (obstacle) to the body but not to the will.
- 5.) Never say about anything, I have lost it - for you never truly own anything.
- 6.) It's in your control to not be disturbed
- 7.) If you are free of desires, you can't be bought.
- 8.) For whatever of these things results, it is in my power to derive benefit from it.
- 9.) If it should ever happen to you to be turned to externals in order to please some person, you must know that you have lost your purpose in life.
- 10.) Expect to be ridiculed
- 11.) For another will not damage you, unless you choose: but you will be damaged than when you shall think that you are damaged.
- 12.) I farted and it stinks – Na'ama 24.01.2021 :D
- 13.) **The man did not know the rest of my faults, for he would not have mentioned these only.**
- 14.) **Than think of both times, of the time when you will enjoy the pleasure, and of the time after the enjoyment of the pleasure when you will repent (regret) and will reproach yourself: But set on the other side the consideration how much better it is to be conscious that you have gained this victory. (when you think about treating yourself, sinning)**
- 15.) **When you have decided that a thing ought to be done and are doing it, never avoid being seen doing it, though the many shall form an unfavorable opinion about it. For if it is not right to do it, avoid doing the thing; but if it is right, why are you afraid of those who shall find fault wrongly ?**
- 16.) **A philosopher expects all advantage and all harm from himself.**
- 17.) **Don't tell people about what you learned. For even sheep do not vomit up their gras and show to the shepherds how much they have eaten, but when they internally digested the pasture, they produce externally wool and milk.**

📖 Re read the book once a year!

2.2 Letters from a Stoic – Seneca

- 1.) For we are mistaken when we look forward to death; the major portion of death has already passed.
- 2.) It is not the man who has too little, but the man who craves more, that is poor.
- 3.) He who need riches least, enjoys riches most.
- 4.) Surrendering to pleasure means also surrendering to pain.
- 5.) **It is for this reason that men sink themselves in pleasures, and they cannot do without them when once they have become accustomed to them, and for this reason they are most wretched, because they have reached such a path that what was once superfluous to them has become indispensable. And so they are the slaves of their pleasures instead of enjoying them.**
- 6.) Be a true friend to yourself.
- 7.) If you would enjoy real freedom, you must be the slave of philosophy. For the very service of philosophy is freedom.
- 8.) Unblessed is he who thinks himself unblessed.
- 9.) Work ethic advice: Cherish some men of high character, and keep him ever before your eyes, living as if he were watching you, and ordering all your actions as if he observed them.
- 10.) We can get rid of most sins, if we have a witness who stands near us when we are likely to go wrong.
- 11.) **Happy is the man who can make others better, not merely when he is in their company, but even when he is in their thoughts.**
- 12.) Don't give someone power over you by avoiding them.
- 13.) Time is something we of which we should keep strict account.
- 14.) It is more important to keep your resolutions that you already made than to go on and make new ones.
- 15.) Men do not care how nobly they live, but only how long, although it is within the reach of every man to live nobly, but within no man's power to live long.
- 16.) How to achieve true virtue: It comes from a good conscience, from honorable purposes, from right actions, from contempt of the gifts of chance, from an even and calm way of living which treads (steps) but one path.
- 17.) Be deaf to those who love you most of all; they pray for bad things with good intentions.
- 18.) **Only the poor man counts his flock!**
- 19.) Life ends at a final date, but it perishes every day – mindfulness / carpe diem
- 20.) **The language of truth is Simple**
- 21.) Why will no man confess his faults? Because he is still in their grasp; only he who is awake can recount his dream, and similarly a confession of sin (fault) is a proof of sound mind.
- 22.) The place where one lives, however, can contribute little towards tranquility; it is the mind which must make everything agreeable to itself.

- 23.) There is a pleasure in being in one's own company as long as possible, when a man has made himself worth enjoying.
- 24.) We must make ready for death before we make ready for life
- 25.) It is in the power of any man to despise all things, but of no man to possess all things. The shortest cut to riches is to despise riches.
- 26.) Every honorable act is voluntary – that which is not free can not be honorable; for fear means slavery
- 27.) A body free from pain and a soul free from disturbance. These goods, if they are complete, do not increase; for how can that which is complete increase.
- 28.) No man is unhappy except by his own fault.
- 29.) No man can set in order the details unless he has already set before himself the chief purpose of his life.
- 30.) Let speech harmonize with life; our words should aim not to please, but to help
- 31.) As long as you live keep learning how to live
- 32.) It is with life as it is with a play – it matters not how the action is spun out, but how good the acting is.
- 33.) But what folly it is, when the beginnings of certain things are situated outside our control, to believe that their endings are within our control!
- 34.) Wisdom is the perfect good of the human mind; philosophy is the love of wisdom, and the endeavor to attain it.
- 35.) Study, not in order to add anything to your knowledge, but to make your knowledge better.
- 36.) He is most happy who has no need of happiness, and that he is most powerful who has power over himself.
- 37.) Nature does not bestow virtue; it is an art to become good.
- 38.) It is the unexpected that puts the heaviest load upon us therefore, nothing ought to be unexpected by us.
- 39.) You need to remove the blindfold otherwise all directions given are useless.
- 40.) Forgetting trouble is the way to cure it.
- 41.) A state with defective laws will have defective morals**
- 42.) Never believe that anyone who depends on happiness is happy.
- 43.) Don't run from danger! Face it since we are more exposed if we turn our back to it.
- 44.) Liberty can not be gained for nothing. If you set a high value on liberty, you must set a lower value on everything else.
- 45.) The poor lack much but the greedy man lacks all!
- 46.) A greedy man does good to none, but he does most evil to himself.
- 47.) We have sufficient strength by nature. The reason we fail is unwillingness the excuse inability.**
- 48.) These individuals have riches just as we say that we have a fever, when really the fever has us.**
- 49.) Nothing is heavy if one accepts it with a light heart, and nothing need provoke one's anger if one does not add to one's pile of troubles by getting angry.
- 50.)
- 51.)

2.3 Meditations – Marcus Aurelius

- 1.) Everywhere at each moment you have the options:
 - a. To accept this event with humility (will)
 - b. to treat this person as he should be treated (action)
 - c. to approach this thought with care, so the nothing irrational creeps in (perception)
- 2.) Hire good personal teachers and to accept the resulting cost as money well spend
- 3.) Don't choose the easy way out – deal with it on the spot
- 4.) The world is maintained by change
- 5.) **Do external things distract you? Then make time for yourself to learn something meaningful; stop letting yourself be pulled in all directions** referenced in 7 habits of highly effective people – Stephen R Covey
- 6.) The present is all you can give up (dead) since that is all you have and what you do not have you cannot lose
- 7.) Doctors keep their tools handy for emergency's: **keep your philosophy ready!**
- 8.) Our inward power (motivation) when it obeys nature (true to your values) turns obstacles into fuel – referenced by every story of success
- 9.) Things have no hold on the soul; they stand there unmoving outside of it; disturbance comes only from within from our own perceptions
- 10.) Choose not to be harmed and you won't feel harmed, don't feel harmed and you haven't been harmed
- 11.) Most of what we say and do is not essential. If you can eliminate it you'll have more time and more tranquility. Ask yourself at every moment "Is this necessary?"
- 12.) Constant awareness – that everything is born from change.
- 13.) Nothing that goes on in anyone else's mind can harm you. Nor can the shifts and changes in the world around you.
- 14.) Take the shortest route, the one that nature planned – to speak and act in the healthiest way. Do that and be free of pain and stress, free of all calculation and pretension.
- 15.) **Philosophy requires only what your nature already demands**
- 16.) Nothing can happen to me that isn't natural; I can keep from doing that God and my own spirit don't approve. No one can force me to.
- 17.) **The things you think about determine the quality of your mind**
- 18.) **What stands in the way becomes the way**
- 19.) So other people hurt me? That's their problem. Their character and actions are not mine. What is done to me is ordained by nature, what I do by my own.
- 20.) Be tolerant with others and strict with yourself
- 21.) **Nothing has meaning to my mind except its own actions. Which are within its own control. And its only the immediate (present) ones that matter. Its past and future actions too are meaningless.**
- 22.) You don't have to turn this into something. It doesn't have to upset you. Things can't shape our decisions by themselves.
- 23.) What is outside my mind means nothing to it. Absorb that lesson and your feet stand firm.
- 24.) And why should we feel anger at the world? As if the world would notice!

- 25.) Pain is neither unbearable nor unending.
- 26.) The mind without cravings is a fortress: No place is more secure. Once we take refuge there, we are safe forever.
- 27.) There is always a choice
 - a. The choice how to think about it
 - b. The choice if and how to react
- 28.) Winning in Life by being the best version of YOU
- 29.) Help others and don't expect anything in return

2.4 Man's search for Meaning – Viktor E. Frankl

- 1.) For Success, like happiness, cannot be pursued; it must ensue(result), and it only does so as the unintended side effect of one's dedication to a cause greater than oneself or as the byproduct of one's surrender to a person other than oneself.
- 2.) There are things which must cause you to lose your reason or you have none to lose
- 3.) The truth – that love is the ultimate and the highest goal to which man can aspire.
- 4.) Human freedom: to choose one's attitude in any given set of circumstances, to choose one's own way (stoicism!)
- 5.) Dostoevsky: There is only one thing that I dread: not to be worthy of my sufferings
- 6.) If there is meaning in life there must be meaning in suffering since it is an unavoidable part of it.
- 7.) Teach man that it doesn't matter what he expects from life but rather what life expects of him.
- 8.) The meaning of life differs from man to man and from moment to moment thus it is impossible to define the meaning of life in a general way.
- 9.) Man doesn't need equilibrium / homeostasis and the discharge of tension at any cost but the call to of a potential meaning waiting to be fulfilled by him.
- 10.) Each man is questioned by life; and he can only answer to life by answering for his own life; to life he can only respond by being responsible – **Responsibility**
- 11.) Liberty with Responsibility**
- 12.) Virtue is independent of (the surrounding) conditions and only dependent of your decisions (in that moment).
- 13.) Humans are not in search of happiness but rather of a reason to become happy
- 14.) **Analogy for the meaning of life: Consider a movie: it consists of thousands upon thousands of individual pictures, each of them makes sense and carries a meaning, yet the meaning of the whole film cannot be seen before its last sequence is shown.**
- 15.) In the past nothing is irretrievably lost, but rather, on the contrary, everything is irrevocably stored and treasured.

2.5 The Choice – Edith Eger

- 1.) Freedom lies in learning to embrace what happened
- 2.) Freedom means we muster the courage to dismantle the prison brick by brick
- 3.) Freedom is gained by taking risks that are necessary to true self-realization: it means embracing our fears so that we aren't imprisoned by them

- 4.) To be passive is to let others decide for you; to be aggressive is to decide for others; to be assertive is to decide for yourself and to trust that there is enough, that YOU ARE enough
- 5.) Say yes to yourself -be conscious (Carl Jung)
- 6.) The truth is, we will have unpleasant experiences in our lives, we will make mistakes, we won't always get what we want. This is part of being human. The problem – and the foundation of our persistent suffering – is the belief that discomfort, mistakes, disappointment signals something about our worth. The belief that the unpleasant things in our lives are all we deserve.
- 7.) The only place we can exercise our freedom of choice is in the present – NOW.**
- 8.) You can live to avenge the past or you can live to enrich the Present.
- 9.) When you have something to prove you aren't free
- 10.) When we grieve its not just over what happened – we grieve for what didn't happen
- 11.) You can't heal what you can't feel**
- 12.) Forgiveness isn't easy, it is easier to hold grudges to seek revenge
- 13.) I can see that the past doesn't taint the present, the present doesn't diminish the past.
- 14.) The only antidote to brokenness is the whole self. Maybe to heal isn't to erase the scare, or even to make the scar (cover the wound) . To heal is to cherish the wound.
- 15.) Learn to thrive, learn to forgive yourself and help other do the same
- 16.) When you lose your temper, you might feel strong in the moment but really you're handing over your power.

2.6 Mastery – George Leonard

- 1.) Awareness: The real juice of life, whether it be sweet or bitter, is to be found not nearly so much in the products of our efforts as in the process of living itself, in how it feels to be alive.
- 2.) The courage of a master (learner) is measured by his or her willingness to surrender
- 3.) To love the plateau of learning is to love what is most essential and enduring in your life.
- 4.) The essence of boredom is to be found in the obsessive search for novelty. Satisfaction lies in mindful repetition, the discovery of endless richness in subtle variations on familiar themes.
- 5.) To see the teacher clearly look at the students!
- 6.) Be aware of the way homeostasis works: expect resistance and backlash take these signals as an indication that your life is definitely changing – just what you've wanted.
- 7.) Don't be surprised if some of the people you love start covertly (secretly) or overtly (openly) undermining your self-improvement. They don't wish you harm its just homeostasis at work.
- 8.) Push through backsliding but be aware of your own limitations (don't risk injury or mental damages)
- 9.) Develop a (or multiple) support systems: people who have gone through or are going through a similar process; people who can tell their own stories of change and listen to

yours. People who will brace you up (pick you up with empathy) when you start backsliding and encourage you when you don't.

- 10.) Denial inhibits energy, while realistic acknowledgement of the truth releases it.
- 11.) Every master is a master of vision!
- 12.) Gaining energy from unexpected blows. No matter how well we plan it, life is bound to include sudden shocks – physical or psychological misfortunes that come when we least expect them. The unexpected blow can range from the loss of a favorite piece of jewelry to the loss of a loved one, from being fired to having your partner leave you. Sometimes we struggle blindly against such misfortunes, which only gives them additional power over our lives. Sometimes we steel ourselves and deny the pain and shock, which tends to block all our feelings and makes it impossible to gain anything positive from the experience. **Take the hit as a gift.**
- 13.) Relaxation is essential for the full expression of power we could be powerful in everything we do without being tense and rigid.
- 14.) **Whatever your age, your upbringing, or your education, what you are made of is mostly unused potential.**
- 15.) **How to begin the journey? You need only to take the first step. When? There is always now.**

2.7 No Nonsense Buddhism for beginners – Noah Rasheta

- 1.) Remove all ideas, all concepts, in order for the truth to have a chance to penetrate, to reveal itself.
- 2.) The unnecessary suffering, we experience has more to do with *how* we see things than with *what* we see.
- 3.) Enlightenment is also freedom from wanting to be enlightened
- 4.) The most dangerous manifestation of ignorance is the belief in a permanent self that exists independent of other people and the rest of the world.
- 5.) Conciseness and gratefulness: what did it take for this moment to arise.
- 6.) Mindfulness – try to see all the “non toothaches” at any moment
- 7.) Be non-attached to your ideas – this way when someone attacks your idea you can see that he / she is not attacking you but only your ideas.
- 8.) Meaning isn't out there waiting to be found it is in you ready to be created.
- 9.) Suffering is a part of life for everyone – there is no way around it.
- 10.) Bear hiking metaphor – be prepared for the “next” suffering
- 11.) Accept the fact of your own anger.
- 12.) Suffering emerges when we want life to be different
- 13.) Right speech means communicating with others in a way that doesn't cause harm.

2.8 Everything happens for a reason (and other lies I've loved) –

Kate Bowler

- 1.) Control is a drug and we are all hooked
- 2.) love what is present and not what would be possible
- 3.) Compassion

2.9 The Antidote - Oliver Burkeman

- 1.) accept your feelings! accept being unmotivated! just have a system for your work (output)
- 2.) For a civilisation so fixated on achieving happiness, we seem remarkably incompetent at the task.
- 3.) enjoy uncertainty, embrace insecurity, learn from failing, tolerate vulnerability
- 4.) meditation is a way to stop running from your thoughts (peace from mind)
- 5.) you are not your thoughts! Be a witness to your thoughts
- 6.) Inspiration is for amateurs - just show up and get the job done
- 7.) The quest for certainty blocks the search for meaning - Erich Fromm
- 8.) The “self” is nothing that can be good or bad. You perform individual acts - some good, some bad. Seek to increase the good ones but leave “yourself” out of it.
- 9.) The desire for security and the feeling of insecurity are one and the same thing!
- 10.) Develop negative capabilities (being in uncertainties, mysteries, doubts, insecurities...)

2.10 Four thousand weeks - Time Management for Mortals by Oliver

Burkeman

- 11.) I have enough time
- 12.) I GET to make choices
- 13.) I have a superpower called: patience
- 14.) I embrace problems
- 15.) I don't avoid discomfort / I can withstand discomfort
- 16.) I don't need the feeling of complete security / I can withstand insecurity
- 17.) Do some of it today, no matter how little!
- 18.) The original Latin word for decide (*decidere*), means to cut off as in slicing away alternatives; it's a close cousin of words like homicide and suicide.

- 19.) Joy of missing out - an antidote to fear of missing out. #JOMO
- 20.) If a certain activity really matters to you - the only way to make sure it will happen is to do some of it today, no matter how little.
- 21.) **Actively neglect your secondary priorities, the ones that are insufficiently important to form the core of your life but yet seductive enough to distract you from the stuff that matters most.** (List of 25 things - warren buffet Pilot, top 5 neglect rest)
- 22.) We fail to see that any attempt to bring our ideas into reality must inevitably fall short of our dreams. Because reality unlike fantasy is a realm in which we don't have unlimited control. We cant possibly hope to meet our perfectionist standards.
- 23.) **Smartphone: A machine for persuading you to make the wrong choices about what to do with your attention.**
- 24.) We treat our plans as if they are a lasso, thrown from the present around the future in order to bring it under our command. But all a plan is, is an expression of your current thoughts about how you ideally like to deploy your modest influence over the future. The future of course is under no obligation to comply.
- 25.) 'we cannot get anything out of life. there is no outside we could take this thing to' - Jay Jennifer Matthews
- 26.) The **regrettable** consequence of **justifying leisure** only in terms of its **usefulness** for other things is that it begins to feel like a chore. - 'the decline of pleasure'
- 27.) **Fully enjoy leisure without a purpose of self-improvement (learn from the sabbath)**
- 28.) You don't need to justify your existence
- 29.) A good hobby should feel a little embarrassing, that's the sign that you are doing it for yourself and not for any socially acceptable outcome! (and it's fine maybe even preferable to be mediocre at them)
- 30.) Ask yourself how would you spend your days differently if you wouldn't care so much about seeing your actions reach fruition.
- 31.) A life without problems would be meaningless
- 32.)
- 33.)

3. How to think about facts in business and Life

Only hire happy people ! (Complainers are thieves!)

<https://www.cato.org/policy-analysis/simon-abundance-index-new-way-measure-availability-resources#>

<https://www.darpa.mil/about-us/timeline/network-challenge>

<https://www.acquisition.com/training/offers/offer-creation-part-1>

<https://fs.blog/mental-models/>

3.1 The Personal MBA – Josh Kaufman (best business book to start!)

- 1.) Self-education is, I firmly believe, the only kind of education there is – Isaac Asimov
- 2.) Whoever best describes the problem is the one most likely to solve it
- 3.) Bionic turtle – Website
- 4.) If you find something broken that you can fix for a lot of people, you found a goldmine
- 5.) The best way to observe what your potential competitors are doing is to become a customer!
- 6.) So long as there is a jingle in your head – television isn't free!
- 7.) Find the critical assumptions and test them asap
- 8.) Advertising is the tax you pay for being unremarkable
- 9.) You wouldn't worry so much what others think of you if you realize how seldom they do – Roosevelt
- 10.) Marketing is most effective when it focuses on the desired end result: which is usually a distinctive experience or emotion related to a core human drive (to acquire, to bond, to learn, to defend and to feel)
- 11.) Refer the people who don't buy from you to your competition! (can even make money with the referral)
- 12.) If you think that you're being too obvious – then you're close to doing it right.
- 13.) In every negotiation the power lies with the party that is able and willing to walk away from a bad deal.
- 14.) Flexibility is one of the three universal currencies (resources, time) – one that is mostly underrated
- 15.) **You can get anything you want in this life if you help enough people to get what they want!**

- 16.) Always focus the majority of your efforts on serving your ideal customers
- 17.) Good books, magazines, blogs etc. are valuable if they violate your expectations about what's possible**
- 18.) Your environment will eat your goals and plans for breakfast
- 19.) We don't see things as they are, we see things as we are
- 20.) Eliminate the inner conflicts that compel you to move away from potential threats, and you'll find yourself experiencing a feeling of motivation to move toward what you really want.**
- 21.) Loss aversion is why risk reversal is so important if you're representing an offer to a potential customer – people hate to lose – as a result they want to not make any decision hence not buy your offer in the first place
- 22.) When you're feeling overwhelmed – go run or lift weights**
- 23.) State features in terms of things the user can experience immediately
- 24.) Akrasia: to know that you should do something or not do something but act the opposite
- 25.) It takes 10-30 min until your mind becomes absorbed into what you're doing
- 26.) Eliminate inner conflicts! Sometimes it's difficult to get started because you're experiencing between two control systems in your mind. Eliminate them BEFORE you start working helps you achieve a MONO Idea state much more quickly.**
- 27.) Rule your Mind or it will rule you!**
- 28.) Frame your goals in a positive, immediate concrete and specific (PICS)
- 29.) We are what we repeatedly do – habits are important
- 30.) Take some time to consciously Prime your brain to notice what's important to you and you'll inevitably find it.
- 31.) Self-Elicitation: keep a diary of good and bad moments and ask questions about the situation and the consequence
- 32.) Make it a habit to ask yourself good and deep routing questions (What If?, What would have to be true in order to...)
- 33.) It isn't what you don't know that gets you in trouble. It's what you know for sure the just isn't so. – Marc Twain**
- 34.) Focus in improving your (mental) health and energy**
- 35.) The longest running study of mental health boils down to this: the only thing that really matters in life are your relationship with other people**
- 36.) We act as though comfort and luxury were the chief requirements of life, when all we need to make us happy is something to be enthusiastic about.**
- 37.) Your ability to save is limited – your ability to earn is not.
- 38.) If you don't have a plan – your actions will be determined by someone else
- 39.) If your social circle isn't supporting your views and goals – change it!
- 40.) When others screw up we blame their character; when we screw up we blame the situation to circumstances.
- 41.) The important work of moving the world forward does not wait to be done by perfect men.**
- 42.) Effective management means planning for learning.
- 43.) You can be disgraced by no man's hand but your own**

3.2 Antifragile -Nicholas Nassim Taleb

- 1.) First decrease the potential downside before you increase potential upside!
- 2.) forecast proof yourself P. 135
- 3.) Practice proceeds theory P. 222
- 4.) 1/N Allocation for high risk / high reward investments P. 230
- 5.) The truly innovative (invincible company) embraces optionality -> options are the opposite or not the same as strategic planning P. 235
- 6.) to fail seven times +/- 2:
 - a. Look for optionality in fact rank things according to optionality
 - b. Preferably with open ended not closed ended payoffs
 - c. Do not invest in business plans (or performance) but in people (look for someone capable of changing 6 or 7 times over his career) (Marc Andreessen a16z)
 - d. Make sure that you are actually barbaled - whatever that means in your business
- 7.) Do not mistake the unknown for the nonexistent
- 8.) **Applied learning is the best (sometimes only) way of learning. Always start with a problem you care about first to acquire a new skill!**
- 9.) Inventions can't be created by the situation of comfort, safety and predictability
- 10.) Necessity really is the mother of invention
- 11.) **The world as a whole has never been richer, and it has never been more heavily in debt, living on borrowed money. The record shows that, for society, the richer we become the harder it gets to live within our means. Abundance is harder for us to handle than scarcity.**
- 12.) Redundancy is not defensive -> it's an investment / insurance
- 13.) Short term inefficiency can be very efficient in the long run
- 14.) Thoughts can sometimes be antifragile: the more you are trying to get rid of them the more you feed them.
- 15.) Message for National Entrepreneur day: Most of you will fail, disrespected, impoverished, but we are grateful for the risks you are taking and the sacrifices you are making for the sake of the economic growth of the planet and pulling others out of poverty. You are at the source of our antifragility. Our nation thanks you.
- 16.) What makes the specious prosper is not peace but freedom - Machiavelli
- 17.) We are not likely to mistake a bear (boar) for a stone but very likely to mistake a stone for a bear (boar)
- 18.) **Access to Data increases intervention! - It is toxic in large quantities** (even in moderate quantities).
- 19.) Check your idea if the world regularly against the reality (data) (backed by "Factfulness")
- 20.) **You can't predict in general, but you can predict that those who rely on predictions are taking more risks, perhaps even go bust since they are fragile to prediction errors.**
- 21.) **Invest in good actions because all things can and will be taken away from us!**
- 22.) Wisdom in decision making is vastly more important than pure knowledge.
- 23.) Stoicism: the continuous degradation of the value of earthly possessions.
- 24.) **Provide for the worst – the best can take care of itself - yiddish proverb**
- 25.) Economic growth with fragilities (loading of debt) is not to be called growth, something that has not yet been understood by governments! So TRUE in 2024!
- 26.) **Options are the one and only real luxury**

- 27.) Sophistication is born of need and success of difficulties
- 28.) **Invest in everything that has a huge potential to scale; the one winner will make up for all the losers 1/N approach! The payoff can be so large that you cant afford not to be in everything!**
- 29.) Grisanov theorem / Phil Scranton / David Edgerton / P. W Anderson "more is different"
Ralf Nadar
- 30.) Strategic planning is highly overrated and so is a business plan. (William Starbuck has published papers on the downside of planning because it makes the company option blind!)
- 31.) **Avoidance of boredom is the only worthy mode of action - Life is otherwise not worth living.**
- 32.) Much of what other people know isn't worth knowing (backed by freakonomics)
- 33.) Answers are rarely final and should not be fixed
- 34.) Time is an eraser rather than a builder.
- 35.) The central problem with efficiency: The errors (risk) swell only in one direction - the wrong one. The economy can get more efficient but fragility is causing the cost of errors to be higher.
- 36.) Government deficits are extremely concave / fragile to the changes in economic conditions. Every additional deviation in, say, unemployment rate, particularly when the government has debt - makes the deficit incrementally worse. Financial leverage for a company has the same effect.
 - a. Operational leverage for a fragile company: should sales increase 10% then profits would increase less then they would decrease should sales drop 10%.
- 37.) **In political systems, a good mechanism is one that helps remove the bad guy; it's not about what to do or who to put in. For the bad guy can cause, more harm than the collective actions of good ones.**
- 38.) Innovation is saying no to a 1000 things - focus!
- 39.) **To be sophisticated, you have to accept that you are NOT so!**
- 40.) Never ask anyone for their opinion or forecast without asking in what they are invested in!
- 41.) **Globalization brings fragility, causes more extreme events as a side effect, and requires a great deal of redundancies to operate properly!**
- 42.) Never ask the doctor what you should do, ask him what they would do in your place.
- 43.) Suckers try to win arguments; non-suckers try to win. It is rather a good thing to lose arguments.
- 44.) Never put your enemies back to the wall!
- 45.) Business schools are more like acting schools. Executives in large companies often act as skilled business people but they aren't!
- 46.) **Big Data is cherry picking and should only be used to DEBUNK and not confirm things!**

3.3 Rich Dad poor Dad

- 1.) The rich don't work for money □ a job is a short term solution for a long-term problem
- 2.) It's not how much money you make its how much of it you can keep
- 3.) Focus on your assets and businesses □ think creatively about what YOUR business is !
It's not your profession!
- 4.) Understand law and taxes (they most likely benefit the rich or the ceo's)

- 5.) It's not the smart who get ahead but the bold
- 6.) The more real you think that money is the harder you will work for it. If you understand that money is not real you will get rich quicker. Winners are not afraid of losing – losers are!
- 7.) Hire or organize smart people
- 8.) Work to learn not to earn
- 9.) **JOB = Just Over Broke**
- 10.) Overcome the obstacles by managing your fear (backed by stoicism)
- 11.) **Cynics criticize and winners analyze**
- 12.) Change your mindset from "I can't afford it!" to "How can I afford it?"
- 13.) What you don't know is the most important part (backed by antifragile)
- 14.) Find your reasons to do it (backed by 7 habits (mission statement), Nietzsche...)
- 15.) Be an Indian giver – get something for free

3.4 Can't hurt me – David Goggins

- 1.) Challenge #1: write down all the bad stuff in your life
- 2.) Challenge #2: accountability mirror (post its with tasks broken down to deliverables)
- 3.) Challenge #3: step outside your comfort zone on a daily basis to build a habit
- 4.) Challenge #4: outperform everybody's expectations
- 5.) If you let doubt in the driver seat – defeat is guaranteed
- 6.) Those that know don't speak and those who speak don't know – Taoists
- 7.) Challenge #5: visualize your victory and every step to accomplish it
- 8.) Challenge #6: cookie jar with victories
- 9.) Laws of life:
 - a. You will be made fun of
 - b. You will feel insecure
 - c. You may not be the best all the time
 - d. You may not fit in
 - e. You will feel alone
- 10.) People make the decision to quit long before they actually quit
- 11.) Challenge #7: picture your governor and fight and remove him from your brain
- 12.) Life is one big mind game; the only person you are playing against is yourself.
You're only giving 40% ☐ tap into the extra 60!
- 13.) Challenge #8: schedule your priorities and focus only on the one task that is on your schedule in that moment
- 14.) Always be willing to embrace your ignorance and start from zero again
- 15.) Challenge #9: there is no finish line; push yourself constantly and find new obstacles to overcome
- 16.) We surround ourselves with people who speak to our desire of comfort. We need to surround ourselves with people who will tell us what we need to hear, not what we want to hear, but at the same time not make us feel that we are up against the impossible.
- 17.) In life there is no gift as overlooked or inevitable as failure

- 18.) Your entitled mind is dead weight. Cut it loose. Don't focus on what you think you deserve. Focus on what you are willing to earn.
- 19.) Think of your goals as if you have already achieved them. They are yours and it's just a matter of time when they'll be in real life.
- 20.) Challenge #10: evaluate your past performance and failures, how did it feel during the process have you been prepared enough?
- 21.) It's not going to be the external voice that will break you down. It's what you tell yourself that matters. The most important conversations you'll ever have are the ones with yourself.
- 22.)

3.5 So good they can't ignore you – Cal Newport

- 1.) Amy wrzesniewski – organizational behavior yale**
- 2.) It's hard to predict in advance what you will eventually truly grow to love
- 3.) Work for options
- 4.) Ted talk "on the surprising science of motivation" Daniel pink ("drive" 2009)
- 5.) Intrinsic motivation for your work comes through autonomy, competence and relatedness (feeling of connecting to other people or purposes)
- 6.) Working right trumps finding the right work (backed by the 7 habits of highly effective people)
- 7.) Steve martin comedian 2007 charlie rose show born standing up**
- 8.) Stop focusing on minor details focus on becoming better
- 9.) Craftsman mindset: focus on output!**
- 10.) Craftsmen mindset focusses on what you can do for the world whereas the passion mindset focusses instead on what the world can offer you.
- 11.) Traits that define great work: creativity, impact and control
- 12.) Seek mental discomfort because that is how you learn. Otherwise you'll hit a plateau
- 13.) Spend time on what's important rather than immediate**
- 14.) Career capital: skills that are rare and valuable**
- 15.) Deliberate practice: outside your comfort zone with ruthless feedback on your performance**
- 16.) The first control trap – is control that's acquired without career capital because it is not sustainable.
- 17.) Derek silver 2010 ted talk control freak**
- 18.) Business Tip: when deciding whether to follow an appealing pursuit seek evidence of whether people are willing to pay for it ☐ if no evidence drop it.
- 19.) Think small act big ☐ have a mission**
- 20.) 2010 steven johnson where good ideas come from**
- 21.) A good career mission is similar to a science breakthrough- it's an innovation waiting to be discovered in the adjacent possible of your field
- 22.) Remarkable marketing is the art of building things worth noticing.
- 23.) The law of remarkability: For a mission driven project to succeed, it should be remarkable in two different ways. First it must compel people who encounter it to

remark about it to others. Second it must be launched in a setting that supports such remarking.

Craftsmen mindset ☐ career capital ☐ control ☐ Little bets ☐ true mission

3.6 Little Bets – Peter Sims

- 1.) Make it cool to make mistakes – make it undesirable to play it safe
- 2.) **Successful people know what they are willing to lose not what they want to gain.**
- 3.) Fixed Mindset: will I be good at it? – stupid!
- 4.) Growth mind set: Can I learn from it / learn to do it? – smart
- 5.) Start with shitty drafts / versions!
- 6.) **Start doing to be able to think ; rather than think in order to do!**
- 7.) Beware the HIPPO: Highest Payed Person Opinion!
- 8.) Smallifying: breaking a problem down into its smallest parts
- 9.) Questions are the new answers: especially: “Why not?”
- 10.) **Ask the other person if she thinks that she is lucky?**
- 11.) Being in the right place in the right time is actually about being in the right state of mind
- 12.) **Expert advice can be myopic and often even wrong: get out in the world and ask questions! Backed up by: Misbehaving - Richard H. Thaler**
- 13.) **New Demand: Affordable Luxuries ! (Starbucks Coffee, expensive Dinner, ...)**
- 14.) **Very few schools teach students how to create knowledge!**
- 15.) **Invention and discovery feed from being able to try seemingly wild possibilities and work in the unknown; to be comfortable being wrong before being right.**

3.7 Good Economics for hard times

- 1.) People don't like to migrate! Even if better jobs with higher payment are waiting some other place!
- 2.) Given the outsized fear of failure, offering migrants some insurance would be a possibility.
- 3.) Nearly a billion people worldwide live more than a mile from a paved road (1/3 of them in India) and nowhere near a train line
- 4.) Internal connections (infrastructure) must improve for international integration to be beneficial.
- 5.) Nudge: One initial upvote is enough to make something more popular than the rest
- 6.) Get rid of your biases!
- 7.) Set the mindset before you start working.
- 8.) Tell your children that they ARE nice rather than that they should be nice
- 9.) Tolerance against other people can only be achieved by having contact with them AND a common goal! ☐ Climate change is a real chance!
- 10.) End of growth: (read the whole chapter) its possible that growth rates will drop to 2% rather than stay at 5 or 6 or higher!

- 11.) If China slows to 5% growth (not unrealistic) and stays there (actually pretty optimistic!) and the US only stays at 1,5% it will take over 30 years for china to catch up to the US in per Capita income!
- 12.) When your income increases by 10% your CO2 consumption increases by 9%!!!
- 13.) US Citizen consume 22,5 tons of CO2 per year per person; EU 13,1; Chinese 6!
- 14.) If you want to change the behavior of people than show them how many of their peers (neighbors, colleagues, etc.) are already doing what you want them to do ☐ Herdentrieb!
- 15.) Migrants continue to eat what they grew up eating, even when the food that was cheap in their home country is expensive in their new country! ☐ Business Opportunity

3.8 The richest man in Babylon – George S. Clason

- 1.) Advice is one thing that is freely given away but watch that you take only what is worth having
- 2.) Pay yourself first
 - ☐ It's a good start for someone without any knowledge about how to save & invest money.

3.9 Range – David Epstein

- 1.) Learning is best done slowly to accumulate lasting knowledge, even when that means performing poorly on tests of immediate progress. That means the most effective learning looks inefficient; it looks like its falling behind, but the knowledge acquired slowly sticks way longer.
- 2.) If the learning environment doesn't have clear rules and the feedback is delayed or inaccurate (or both) it can be devilishly and might enforce exactly the wrong lessons (example: doctor diagnoses typhoid by touching the tongue of the patient – infecting him and therefore confirming his diagnosis!)
- 3.) A duo of amateur chess players with three normal laptops destroyed hydra the best chess supercomputer ☐ AI and Human might be the best!
- 4.) The more context in which something is learned, the more the learner creates abstract models, and the less they rely on any particular example. Learners become better at applying their knowledge to a situation they've never seen before. ☐ creativity
- 5.) Sacrifice current performance for future benefit!
- 6.) Struggle is really important for learning
- 7.) Context principle: our personalities might change drastically based on the context / surroundings
- 8.) Test and learn don't plan and implement
- 9.) Look at the options now and choose those that will give you the most promising range of options afterwards ☐ backed by Rich Dad poor Dad
- 10.) Increasing specialization creates new opportunities for outsiders

- 11.) Knowledge is a double-edged sword. It allows you to do some things while it also makes you blind to other things that you could do.
- 12.) Kaggle - <https://www.kaggle.com/>
- 13.) When experts declared that some future event was impossible or **nearly impossible**, it nonetheless **occurred 15 percent of the time. When they declared a sure thing, it failed to transpire more than 25%!**
- 14.) Take only facts from experts /super specialists not opinions!
- 15.) Best people few their ideas as hypothesis in need of testing – active open-mindedness
- 16.) Embrace the logic of a loss just as much as a reinforcement of a win
- 17.) Is this the data we want to make the decision we need to make?
- 18.) Human creativity is basically an “import/export” business of ideas.
- 19.)Don't feel behind!**

3.10 The Scout Mindset - Julia Galef

- 1.) The first principle is that you must not fool yourself – and you are the easiest person to fool – Richard Feynman
- 2.) Chestertons fence: When trying to change something understand why it is the way it is in the first place
- 3.) When telling a lie, it is impossible to know what you have committed your future self to
- 4.) Viewing yourself as rational can backfire – because the more you view yourself as objective the more you trust your own intuitions and opinions as accurate representations of reality, and the less inclined you are to question them.
- 5.) Signs of a scout mindset:
 - a. Do you tell other people when you realize they were right?
 - b. How do you react to personal criticism?
 - c. Do you ever proof yourself wrong?
 - d. Do you take precautions to avoid fooling yourself?
 - e. Do you have any good critics?**
- 6.) We all identified with something because it sounded like our reality
- 7.) The outsider test: imagine an outsider put in your shoes – what do you expect they would do in your situation?
- 8.) The conformity test: If other people no longer held this view – what you still hold it?
- 9.) The selective skeptic test: If this evidence supported the other side how credible would you judge it to be
- 10.)The status quo bias test: If your current situation was not the status quo would you actively choose it?**
- 11.) A bet can reveal how sure you really are □ The equivalent bet test:
 - a. Imagine drawing from a box with x amount of balls (one with the right color) what number would you prefer the ball bet than betting on you being sure about something.
- 12.) **Judgements are contingent: What seems to be true or reasonable or fair or desirable can change when you mentally vary some features of the question that should have been irrelevant!**

- 13.) Focus on how much better you're going to be in the future if you can get yourself to think honestly about the criticism
- 14.) Don't think in terms of „this is going to succeed“ rather “this is a bet worth taking”
- 15.) Being able to feel satisfied with the bet you're taking - even if it fails - makes all the difference
- 16.) The more labels you have for yourself, the dumber they make you – Paul Graham
- 17.) The better your message makes you feel about yourself, the less likely it is that you are convincing anyone else

3.11 Never Split the difference - Chris Voss, Tahl Raz

- 1.) In my short stay I realized that without a deep understanding of human psychology, without the acceptance that we are all crazy, irrational, impulsive, emotionally driven animals, all the raw intelligence and mathematical logic in the world is little help in the fraught, shifting interplay of two people negotiating.
- 2.) “[I]t is self-evident that people are neither fully rational nor completely selfish, and that their tastes are anything but stable.”
- 3.) **Contrary to popular opinion, listening is not a passive activity. It is the most active thing you can do.**
- 4.) Which, by the way, is one of the reasons that really smart people often have trouble being negotiators—they're so smart they think they don't have anything to discover.
- 5.) Great negotiators are able to question the assumptions that the rest of the involved players accept on faith or in arrogance, and thus remain more emotionally open to all possibilities, and more intellectually agile to a fluid situation.
- 6.) **The goal is to identify what your counterparts actually need (monetarily, emotionally, or otherwise) and get them feeling safe enough to talk and talk and talk some more about what they want.**
- 7.) Going too fast is one of the mistakes all negotiators are prone to making.
- 8.) When deliberating on a negotiating strategy or approach, people tend to focus all their energies on what to say or do, but it's how we are (our general demeanor and delivery) that is both the easiest thing to enact and the most immediately effective mode of influence.
- 9.) **It's almost laughably simple: for the FBI, a “mirror” is when you repeat the last three words (or the critical one to three words) of what someone has just said. Of the entirety of the FBI's hostage negotiation skill set, mirroring is the closest one gets to a Jedi mind trick. Simple, and yet uncannily effective. By repeating back what people say, you trigger this mirroring instinct and your counterpart will inevitably elaborate on what was just said and sustain the process of connecting.**
- 10.) I always try to reinforce the message that being right isn't the key to a successful negotiation—having the right mindset is.
- 11.) Use the late-night FM DJ voice.
 - a. Start with “I'm sorry . . .”
 - b. Mirror.
- 12.) **A good negotiator prepares, going in, to be ready for possible surprises; a great negotiator aims to use her skills to reveal the surprises she is certain to find.**

- 13.) Don't commit to assumptions; instead, view them as hypotheses and use the negotiation to test them rigorously.
- 14.) **People who view negotiation as a battle of arguments become overwhelmed by the voices in their head. Negotiation is not an act of battle; it's a process of discovery. The goal is to uncover as much information as possible.**
- 15.) To quiet the voices in your head, make your sole and all-encompassing focus the other person and what they have to say.
- 16.) Slow. It. Down. Going too fast is one of the mistakes all negotiators are prone to making. If we're too much in a hurry, people can feel as if they're not being heard. You risk undermining the rapport and trust you've built.
- 17.) Put a smile on your face. When people are in a positive frame of mind, they think more quickly, and are more likely to collaborate and problem-solve (instead of fight and resist). Positivity creates mental agility in both you and your counterpart.
- 18.) **How can you separate people from the problem when their emotions are the problem?**
- 19.) **Research shows that the best way to deal with negativity is to observe it, without reaction and without judgment.**
- 20.) Then consciously label each negative feeling and replace it with positive, compassionate, and solution-based thoughts.
- 21.) **List the worst things that the other party could say about you and say them before the other person can. Performing an accusation audit in advance prepares you to head off negative dynamics before they take root. And because these accusations often sound exaggerated when said aloud, speaking them will encourage the other person to claim that quite the opposite is true.**
- 22.) This means you have to train yourself to hear "No" as something other than rejection, and respond accordingly. When someone tells you "No," you need to rethink the word in one of its alternative—and much more real—meanings:
I am not yet ready to agree;
You are making me feel uncomfortable;
I do not understand;
I don't think I can afford it;
I want something else;
I need more information; or
I want to talk it over with someone else.
- 23.) **Nothing could be further from the truth. Saying "No" gives the speaker the feeling of safety, security, and control. You use a question that prompts a "No" answer, and your counterpart feels that by turning you down he has proved that he's in the driver's seat. Good negotiators welcome—even invite—a solid "No" to start, as a sign that the other party is engaged and thinking. Gun for a "Yes" straight off the bat, though, and your counterpart gets defensive, wary, and skittish. That's why I tell my students that, if you're trying to sell something, don't start with "Do you have a few minutes to talk?" Instead ask, "Is now a bad time to talk?"**
- 24.) **You provoke a "No" with this one-sentence email. Have you given up on this project?**
- 25.) Break the habit of attempting to get people to say "yes." Being pushed for "yes" makes people defensive. Our love of hearing "yes" makes us blind to the defensiveness we ourselves feel when someone is pushing us to say it. "No" is not a failure. We have learned that "No" is the anti-"Yes" and therefore a word to be avoided at all costs. But it really often just means "Wait" or "I'm not comfortable with that." Learn how to hear it calmly. It is not the end of the negotiation, but the beginning. "Yes" is the final goal

of a negotiation, but don't aim for it at the start. Asking someone for "Yes" too quickly in a conversation—"Do you like to drink water, Mr. Smith?"—gets his guard up and paints you as an untrustworthy salesman.

- 26.) Saying "No" makes the speaker feel safe, secure, and in control, so trigger it. By saying what they don't want, your counterpart defines their space and gains the confidence and comfort to listen to you. That's why "Is now a bad time to talk?" is always better than "Do you have a few minutes to talk?" Sometimes the only way to get your counterpart to listen and engage with you is by forcing them into a "No." That means intentionally mislabeling one of their emotions or desires or asking a ridiculous question—like, "It seems like you want this project to fail"—that can only be answered negatively.
- 27.) Negotiate in their world. Persuasion is not about how bright or smooth or forceful you are. It's about the other party convincing themselves that the solution you want is their own idea. So don't beat them with logic or brute force. Ask them questions that open paths to your goals. It's not about you. If a potential business partner is ignoring you, contact them with a clear and concise "No"-oriented question that suggests that you are ready to walk away. "Have you given up on this project?" works wonders.
- 28.) **The origins of the model can be traced back to the great American psychologist Carl Rogers, who proposed that real change can only come when a therapist accepts the client as he or she is—an approach known as unconditional positive regard. The vast majority of us, however, as Rogers explained, come to expect that love, praise, and approval are dependent on saying and doing the things people (initially, our parents) consider correct. That is, because for most of us the positive regard we experience is conditional, we develop a habit of hiding who we really are and what we really think, instead calibrating our words to gain approval but disclosing little.**
- 29.) Creating unconditional positive regard opens the door to changing thoughts and behaviors. Humans have an innate urge toward socially constructive behavior. The more a person feels understood, and positively affirmed in that understanding, the more likely that urge for constructive behavior will take hold. "That's right" is better than "yes." Strive for it. Reaching "that's right" in a negotiation creates breakthroughs. Use a summary to trigger a "that's right." The building blocks of a good summary are a label combined with paraphrasing. Identify, rearticulate, and emotionally affirm.
- 30.) **You've got to embrace the hard stuff. That's where the great deals are. And that's what great negotiators do.**
- 31.) **Deadlines are often arbitrary, almost always flexible, and hardly ever trigger the consequences we think—or are told.**
- 32.) **"No deal is better than a bad deal."**
- 33.) Car dealers are prone to give you the best price near the end of the month, when their transactions are assessed. And corporate salespeople work on a quarterly basis and are most vulnerable as the quarter comes to a close.
- 34.) "If you approach a negotiation thinking that the other guy thinks like you, you're wrong," I say. "That's not empathy; that's projection."
- 35.) **Studying people who had damage in the part of the brain where emotions are generated, he found that they all had something peculiar in common: They couldn't make decisions. They could describe what they should do in logical terms, but they found it impossible to make even the simplest choice.**
- 36.) In other words, while we may use logic to reason ourselves toward a decision, the actual decision making is governed by emotion.

- 37.) **"Okay, I apologize. Let's stop everything and go back to where I started treating you unfairly and we'll fix it."**
- 38.) If you find yourself in this situation, the best reaction is to simply mirror the "F" that has just been lobbed at you. "Fair?" you'd respond, pausing to let the word's power do to them as it was intended to do to you. Follow that with a label: "It seems like you're ready to provide the evidence that supports that,"
- 39.) **"I want you to feel like you are being treated fairly at all times. So please stop me at any time if you feel I'm being unfair, and we'll address it."**
- 40.) If you can get the other party to reveal their problems, pain, and unmet objectives—if you can get at what people are really buying—then you can sell them a vision of their problem that leaves your proposal as the perfect solution.
- 41.) To get real leverage, you have to persuade them that they have something concrete to lose if the deal falls through.
- 42.) **"I got a lousy proposition for you," I said, and paused until each asked me to go on. "By the time we get off the phone, you're going to think I'm a lousy businessman. You're going to think I can't budget or plan. You're going to think Chris Voss is a big talker. His first big project ever out of the FBI, he screws it up completely. He doesn't know how to run an operation. And he might even have lied to me." And then, once I'd anchored their emotions in a minefield of low expectations, I played on their loss aversion. "Still, I wanted to bring this opportunity to you before I took it to someone else," I said. Suddenly, their call wasn't about being cut from \$2,000 to \$500 but how not to lose \$500 to some other guy.**
- 43.) Understand, if you offer a range (and it's a good idea to do so) expect them to come in at the low end.
- 44.) Make a range offer based on research or fictional research
- 45.) **Well, when you are selling yourself to a manager, sell yourself as more than a body for a job; sell yourself, and your success, as a way they can validate their own intelligence and broadcast it to the rest of the company. Make sure they know you'll act as a flesh-and-blood argument for their importance. Once you've bent their reality to include you as their ambassador, they'll have a stake in your success.**
- 46.) The F-word—"Fair"—is an emotional term people usually exploit to put the other side on the defensive and gain concessions. When your counterpart drops the F-bomb, don't get suckered into a concession. Instead, ask them to explain how you're mistreating them.
- 47.) You can bend your counterpart's reality by anchoring his starting point. Before you make an offer, emotionally anchor them by saying how bad it will be. When you get to numbers, set an extreme anchor to make your "real" offer seem reasonable, or use a range to seem less aggressive. The real value of anything depends on what vantage point you're looking at it from.
- 48.) People will take more risks to avoid a loss than to realize a gain. Make sure your counterpart sees that there is something to lose by inaction.
- 49.) The secret to gaining the upper hand in a negotiation is giving the other side the illusion of control.
- 50.) Our job as persuaders is easier than we think. It's not to get others believing what we say. It's just to stop them unbelieving.
- 51.) **"He who has learned to disagree without being disagreeable has discovered the most valuable secret of negotiation."**

- 52.) When you go into a store, instead of telling the salesclerk what you “need,” you can describe what you’re looking for and ask for suggestions. Then, once you’ve picked out what you want, instead of hitting them with a hard offer, you can just say the price is a bit more than you budgeted and ask for help with one of the greatest-of-all-time calibrated questions: “How am I supposed to do that?”
- 53.) The real beauty of calibrated questions is the fact that they offer no target for attack like statements do.
- 54.) “Why would you ever change from the way you’ve always done things and try my approach?”**
- 55.) “How does this look to you?” or “What about this works for you?” You can even ask, “What about this doesn’t work for you?” and you’ll probably trigger quite a bit of useful information from your counterpart.
- 56.) Even something as harsh as “Why did you do it?” can be calibrated to “What caused you to do it?” which takes away the emotion and makes the question less accusatory.**
- 57.) “What is the biggest challenge you face?”
- 58.) all negotiation is an information-gathering process:**
- What about this is important to you?**
 - How can I help to make this better for us?**
 - How would you like me to proceed?**
 - What is it that brought us into this situation?**
 - How can we solve this problem?**
 - What’s the objective? / What are we trying to accomplish here?**
 - How am I supposed to do that?**
- 59.) If you can’t control your own emotions, how can you expect to influence the emotions of another party?**
- 60.) The Japanese have this figured out. When negotiating with a foreigner, it’s common practice for a Japanese businessman to use a translator even when he understands perfectly what the other side is saying. That’s because speaking through a translator forces him to step back. It gives him time to frame his response.
- 61.) Don’t try to force your opponent to admit that you are right. Aggressive confrontation is the enemy of constructive negotiation.
- 62.) Avoid questions that can be answered with “Yes” or tiny pieces of information. These require little thought and inspire the human need for reciprocity; you will be expected to give something back.
- 63.) Ask calibrated questions that start with the words “How” or “What.” By implicitly asking the other party for help, these questions will give your counterpart an illusion of control and will inspire them to speak at length, revealing important information.
- 64.) Don’t ask questions that start with “Why” unless you want your counterpart to defend a goal that serves you. “Why” is always an accusation, in any language.**
- 65.) Calibrate your questions to point your counterpart toward solving your problem. This will encourage them to expend their energy on devising a solution.
- 66.) Bite your tongue. When you’re attacked in a negotiation, pause and avoid angry emotional reactions. Instead, ask your counterpart a calibrated question.
- 67.) There is always a team on the other side. If you are not influencing those behind the table, you are vulnerable.
- 68.) That’s why negotiation is often called “the art of letting someone else have your way.”**

- 69.) “How will we know we’re on track?” and “How will we address things if we find we’re off track?” When they answer, you summarize their answers until you get a “That’s right.”
- 70.) “How does this affect the rest of your team?” or “How on board are the people not on this call?” or simply “What do your colleagues see as their main challenges in this area?”
- 71.) You: “So we’re agreed?” Them: “Yes . . .” You: “I heard you say, ‘Yes,’ but it seemed like there was hesitation in your voice.” Them: “Oh, it’s nothing really.” You: “No, this is important, let’s make sure we get this right.” Them: “Thanks, I appreciate it.”
- 72.) on average, liars use more words than truth tellers and use far more third-person pronouns. They start talking about him, her, it, one, they, and their rather than I, in order to put some distance between themselves and the lie.
- 73.) The researchers dubbed this the Pinocchio Effect because, just like Pinocchio’s nose, the number of words grew along with the lie. People who are lying are, understandably, more worried about being believed, so they work harder—too hard, as it were—at being believable.
- 74.) The more in love they are with “I,” “me,” and “my” the less important they are.
- 75.) “Your offer is very generous, I’m sorry, that just doesn’t work for me” is an elegant second way to say “No.”
- 76.) Some people are Accommodators; others—like me—are basically Assertive; and the rest are data-loving Analysts.
- 77.) When you’re dealing with Assertive types, it’s best to focus on what they have to say, because once they are convinced you understand them, then and only then will they listen for your point of view.
- 78.) The Black Swan rule is don’t treat others the way you want to be treated; treat them the way they need to be treated. (I’ve got a complementary PDF available that will **help you identify your type and that of those around you. Please visit <http://info.blackswanltd.com/3-types>.**)
- 79.) “Let’s put price off to the side for a moment and talk about what would make this a good deal.”
- 80.) Across our planet and around the universe, “Why?” makes people defensive.
- 81.) “Why would you do that?” but in a way that the “that” favors you. Let me explain. If you are working to lure a client away from a competitor, you might say, “Why would you ever do business with me? Why would you ever change from your existing supplier? They’re great!”
- 82.) Your response must always be expressed in the form of strong, yet empathic, limit-setting boundaries.
- 83.) Set your target price (your goal). 2. Set your first offer at 65 percent of your target price. 3. Calculate three raises of decreasing increments (to 85, 95, and 100 percent). 4. Use lots of empathy and different ways of saying “No” to get the other side to counter before you increase your offer. 5. When calculating the final amount, use precise, nonround numbers like, say, \$37,893 rather than \$38,000. It gives the number credibility and weight. 6. On your final number, throw in a nonmonetary item (that they probably don’t want) to show you’re at your limit.
- 84.) Prepare, prepare, prepare. When the pressure is on, you don’t rise to the occasion; you fall to your highest level of preparation. So design an ambitious but legitimate goal and then game out the labels, calibrated questions, and responses you’ll use to get there. That way, once you’re at the bargaining table, you won’t have to wing it. ■

- 85.) 65, 85, 95, 100 percent. Decreasing raises and ending on nonround numbers will get your counterpart to believe that he's squeezing you for all you're worth when you're really getting to the number you want.
- 86.) when bits and pieces of a case don't add up it's usually because our frames of reference are off; they will never add up unless we break free of our expectations.
- 87.) **I began to hypothesize that in every negotiation each side is in possession of at least three Black Swans, three pieces of information that, were they to be discovered by the other side, would change everything.**
- 88.) **Your counterpart always has pieces of information whose value they do not understand.**
- 89.) **it often doesn't matter what leverage actually exists against you; what really matters is the leverage they think you have on them.**
- 90.) To get leverage, you have to persuade your counterpart that they have something real to lose if the deal falls through.
- 91.) **Normative leverage is using the other party's norms and standards to advance your position. If you can show inconsistencies between their beliefs and their actions, you have normative leverage. No one likes to look like a hypocrite.**
- 92.) Discovering the Black Swans that give you normative valuation can be as easy as asking what your counterpart believes and listening openly. You want to see what language they speak, and speak it back to them.
- 93.) In any negotiation, but especially in a tense one like this, it's not how well you speak but how well you listen that determines your success.
- 94.) Review everything you hear. You will not hear everything the first time, so double-check. Compare notes with your team members. You will often discover new information that will help you advance the negotiation.
- 95.) Use backup listeners whose only job is to listen between the lines. They will hear things you miss. In other words: listen, listen again, and listen some more.
- 96.) we trust people more when we view them as being similar or familiar. People trust those who are in their in-group. Belonging is a primal instinct. And if you can trigger that instinct, that sense that, "Oh, we see the world the same way," then you immediately gain influence.
- 97.) Every engineer, every executive, every child—all of us want to believe we are capable of the extraordinary. As children, our daydreams feature ourselves as primary players in great moments: an actor winning an Oscar, an athlete hitting the game-winning shot. As we grow older, however, our parents, teachers, and friends talk more of what we can't and shouldn't do than what is possible. We begin to lose faith. But when someone displays a passion for what we've always wanted and conveys a purposeful plan of how to get there, we allow our perceptions of what's possible to change. We're all hungry for a map to joy, and when someone is courageous enough to draw it for us, we naturally follow.
- 98.) While idiotic reasons worked with something simple like photocopying, on more complicated issues you can increase your effectiveness by offering reasons that reference your counterpart's religion. Had that Christian CEO offered me a lowball offer when he agreed to hire my firm, I might have answered, "I'd love to but I too have a duty to be a responsible steward of my resources."
- 99.) The clear point here is that people operating with incomplete information appear crazy to those who have different information. Your job when faced with someone like this in a negotiation is to discover what they do not know and supply that information.

- 100.) The presence of hidden interests isn't as rare as you might think. Your counterpart will often reject offers for reasons that have nothing to do with their merits.
- 101.) While you have to get face time, formal business meetings, structured encounters, and planned negotiating sessions are often the least revealing kinds of face time because these are the moments when people are at their most guarded.
- 102.) During a typical business meeting, the first few minutes, before you actually get down to business, and the last few moments, as everyone is leaving, often tell you more about the other side than anything in between. That's why reporters have a credo to never turn off their recorders: you always get the best stuff at the beginning and the end of an interview.
- 103.) People generally fear conflict, so they avoid useful arguments out of fear that the tone will escalate into personal attacks they cannot handle. People in close relationships often avoid making their own interests known and instead compromise across the board to avoid being perceived as greedy or self-interested. They fold, they grow bitter, and they grow apart. We've all heard of marriages that ended in divorce and the couple never fought.
- 104.) One can only be an exceptional negotiator, and a great person, by both listening and speaking clearly and empathetically; by treating counterparts—and oneself—with dignity and respect; and most of all by being honest about what one wants and what one can—and cannot—do. Every negotiation, every conversation, every moment of life, is a series of small conflicts that, managed well, can rise to creative beauty. Embrace them.
- 105.) Work to understand the other side's "religion." Digging into worldviews inherently implies moving beyond the negotiating table and into the life, emotional and otherwise, of your counterpart. That's where Black Swans live.
- 106.) Exploit the similarity principle. People are more apt to concede to someone they share a cultural similarity with, so dig for what makes them tick and show that you share common ground.**
- 107.) PREPARE A NEGOTIATION ONE SHEET**
- 108.) SECTION I: THE GOAL Think through best/worst-case scenarios:
Set an optimistic but reasonable goal and define it clearly.
Write it down.
Discuss your goal with a colleague (this makes it harder to wimp out).
Carry the written goal into the negotiation.
- 109.) SECTION II: SUMMARY Summarize and write out in just a couple of sentences the known facts that have led up to the negotiation. You're going to have to have something to talk about beyond a self-serving assessment of what you want. You must be able to summarize a situation in a way that your counterpart will respond with a "That's right." If they don't, you haven't done it right.
- 110.) LABELS/ACCUSATION AUDIT Prepare three to five labels to perform an accusation audit:
It seems like _____ is valuable to you.
It seems like you don't like _____.
It seems like you value _____. It seems like _____ makes it easier. It seems like you're reluctant to _____.
- 111.) QUESTIONS TO IDENTIFY BEHIND-THE-TABLE DEAL KILLERS When implementation happens by committee, the support of that committee is key. You'll want to tailor your calibrated questions to identify and unearth the motivations of those behind the table,

including: How does this affect the rest of your team? How on board are the people not on this call? What do your colleagues see as their main challenges in this area?

- 112.) QUESTIONS TO USE TO UNEARTH THE DEAL-KILLING ISSUES** What are we up against here? What is the biggest challenge you face? How does making a deal with us affect things? What happens if you do nothing? What does doing nothing cost you? How does making this deal resonate with what your company prides itself on?
- 113.) SECTION V: NONCASH OFFERS Prepare a list of noncash items possessed by your counterpart that would be valuable. Ask yourself: "What could they give that would almost get us to do it for free?"

3.12 Getting to YES - Roger Fisher William Uri

- 1.) The more people involved in a negotiation the more people involved in a negotiation, the more serious the drawbacks to positional bargaining.
 - a.) important decisions are typically made when no more than two people are in the room.
- 2.) Ultimately, however, conflict lies not in objective reality but in people's heads. The differences themselves exist because they exist in their thinking. Fears, even if ill-founded, are real fears and need to be dealt with. Facts, even if established, may do nothing to solve the problem.
- 3.) Don't deduce their intention from your fears. People tend to assume that whatever they fear, the other side intends to do.
- 4.) An apology may be one of the least costly and most rewarding investments you can make.
- 5.) Realize that each side has multiple interests. Beware of other people's (not present) presence, sides and influences.
- 6.) The most powerful interests are basic human needs.
- 7.) Expand the pie before dividing it.
- 8.) Be open to reason but closed to threats.
- 9.) What is your theory? How did you arrive at that figure?
- 10.) Develop your BATNA! and consider the other side's BATNA!
- 11.) If there BATNA is really good consider what you can do to change that!**
- 12.) *Allow me to show you where I have trouble following some of your reasoning / thought process.*
- 13.) Frame your discussions as looking forward not back!
- 14.) When a proposal is challenged, don't defend the proposal: rather explain again your underlying interests. Ask if the other side can think of a better way to meet those interests, as well as their own. If there appears to be an**

irresolvable conflict, ask if there is any reason why one side's interests should have priority over the others?

15.)

16.)

17.)

3.13 RICHER, WISER, HAPPIER - William Green

1.) n is a prime number ≥ 5 . Prove that $n^2 - 1$ is always divisible by 24.

2.) Company size needs to be an advantage (Walmart, Costco, Amazon) not a burden!

3.) Buffett can twiddle his thumbs for years. For example, he bought almost nothing from 1970 to 1972 when euphoric investors drove stocks to crazy valuations. **Be patient!**

4.) Blaise Pascal: "All of humanity's problems stem from man's inability to sit quietly in a room alone."

5.) **Say No to Almost Everything!**

6.) **Buffett is a master of this practice of high-speed sifting. "What he's looking for is a reason to say no, and as soon as he finds that, he's done,"**

7.) Resist the lure of complexity.

8.) He avoids all start-ups and initial public offerings (IPOs), since he's unlikely to find bargains in arenas dominated by sales hype and inflated expectations.

9.) **He avoids meeting the CEOs of companies that he's analyzing because he thinks their talent for selling makes them an unreliable source of information—a policy he cloned from Ben Graham.**

10.) Talmudic saying "Whoever saves one life, it is considered as if he saved the whole world."

11.) Rules:

Rule 1: Clone like crazy.

Rule 2: Hang out with people who are better than you.

Rule 3: Treat life as a game, not as a survival contest or a battle to the death.

Rule 4: Be in alignment with who you are; don't do what you don't want to do or what's not right for you.

Rule 5: Live by an inner scorecard; don't worry about what others think of you; don't be defined by external validation.

12.) "In all of my childhood I can't remember either my mother or my father ever telling me, 'Do this' or 'Don't do that.' They thought it would help me to become self-reliant and self-confident if I had to do everything myself. And, boy, was that a marvelous education. . . . It's the greatest gift, having to rely on yourself."

13.) "The best way for an investor to avoid popular delusions is to focus not on outlook but on value."

14.) The four most expensive words in the English language are "This time is different."

15.) Any asset, however ugly, can be worth buying if the price is low enough. Indeed, Marks believes that "buying cheap" is the single most reliable route to investment

riches—and that overpaying is the greatest risk. Thus, the essential question to ask about any potential investment should be “Is it cheap?”

16.) John Kenneth Galbraith, an intellectual hero of his, who said, “We have two classes of forecasters: Those who don’t know—and those who don’t know they don’t know.”

17.) Oaktree also tries to avoid what Marks describes as “future-oriented investments,” which rules out seductive assets such as tech stocks, purveyors of fashion items, and anything that reeks of faddishness.

18.) When analyzing any asset, what Marks wants to know, above all, is “the amount of optimism that’s in the price.”

19.) Humans get carried away, so the trend always overshoots in one direction or the other.

20.) recency bias to describe the cognitive glitch that leads us to overweight the importance of our recent experiences.

21.) the risk is highest when risk tolerance is most extreme—a paradox that he calls “the perversity of risk.”

22.) Are investors appropriately skeptical and risk averse or are they ignoring risks and happily paying up? Are valuations reasonable relative to historical standards? Are deal structures fair to investors? Is there too much faith in the future?

23.) For example, when rich returns have made investors less afraid of losing money than missing out on lush gains, that’s a signal to lower our expectations and proceed with caution.

24.) What does that entail in practical terms? It might involve shifting some assets from stocks to bonds, buying less aggressive stocks, or making sure that you won’t need liquidity in the event that it suddenly disappears.

25.) Of all the cycles Marks has studied, none seems to him more predictable than the credit cycle. As he explains in The Most Important Thing, “Prosperity brings expanded lending, which leads to unwise lending, which produces large losses, which makes lenders stop lending, which ends prosperity, and on and on.”

26.) There’s nothing quite like having cash when others are gasping for it.

27.) “Skepticism calls for pessimism when optimism is excessive. But it also calls for optimism when pessimism is excessive.”

28.) The importance of admitting that we can’t predict or control the future. The benefits of studying the patterns of the past and using them as a rough guide to what could happen next. The inevitability that cycles will reverse and reckless excess will be punished. The possibility of turning cyclical to our advantage by behaving countercyclically. The need for humility, skepticism, and prudence in order to achieve long-term financial success in an uncertain world.

29.) The real problem is this habit of clinging to or relying on what cannot last.

30.) acknowledge that the current economic climate and market trajectory are temporary phenomena, just like everything else. So we should avoid positioning ourselves in such a way that we’re dependent on their continuing along the same path.

31.) You can dramatically extend life—not by multiplying the number of your years, but by expanding the fullness of your moments.”

32.) Following Buffett’s lead, we should always keep enough cash in reserve so we’ll never be forced to sell stocks (or any other beleaguered asset) in a downturn. We should never borrow to excess because, as Eveillard warns, debt erodes our “staying power.” Like him, we should avoid the temptation to speculate on hot stocks with supposedly glorious growth prospects but no margin of safety. And we should bypass

businesses with weak balance sheets or a looming need for external funding, which is liable to disappear in times of distress.

33.)“Investing is about preserving more than anything. That must be your first thought, not looking for large gains. If you achieve only reasonable returns and suffer minimal losses, you will become a wealthy man and will surpass any gambler friends you may have.

34.) With that lesson in mind, McLennan focuses considerable attention on his exposure—and on preparing for a future that may look nothing like his recent experience.

35.) Most investors would approach the task by seeking out what he calls “heated pockets” of “thematic growth”—fashionable bets such as Brazilian stocks in 2010, social media companies in 2017, or electric cars in 2020. Influenced by their recent experience, investors often load up on whatever has been performing best. But widespread expectations of continued success lead to inflated prices.

36.)For example, he avoids business models that are particularly vulnerable to technological change.

37.)“I happen to believe that everything is on a path to fade,” he says. “If you think of evolution, ninety-nine percent of species that have ever existed are extinct. And businesses are no exception.”

38.) By identifying “persistent businesses” that are less vulnerable to “complex competitive forces.” Think of it as an anti-entropy strategy.

39.) Colgate-Palmolive.

40.) Hoshizaki

41.) “moments of extreme pain” were followed by “new beginnings” and “extremely propitious opportunities.”

42.)The great paradox of this remarkable age is that the more complex the world around us becomes, the more simplicity we must seek in order to realize our financial goals. . . . Simplicity, indeed, is the master key to financial success. —Jack Bogle

43.) Searching for Bobby Fischer.

44.) “For every company, there are a few key investment variables,” he says, “and the rest of the stuff is noise.”

45.) Seritage Growth Properties,

46.) Mohnish Pabrai

47.) Method 1: he performs a discounted cash flow analysis, calculating the net present value of the company’s estimated future earnings. Method 2: he assesses the company’s relative value, comparing it to the price of similar businesses. Method 3: he estimates the company’s acquisition value, figuring out what an informed buyer might pay for it. Method 4: he calculates the company’s liquidation value, analyzing what it would be worth if it closed and sold its assets.

48.)This points to a fundamental truth that is one of the most dependable laws of the financial universe. In the short term, the market is irrational and frequently misprices stocks—but in the long term, it’s surprisingly rational.

49.)Greenblatt’s solution was to create a free website, www.magicformulainvesting.com, which used reliable data and made it easy to screen for stocks that met his two criteria.

50.)“benevolent brokerage firm,” which allowed customers to invest solely in his preapproved list of magic formula stocks.

51.) But the truth is, no strategy works all of the time. So these periods of financial and psychic suffering are an unavoidable part of the game.

52.) Carl von Clausewitz said, "The greatest enemy of a good plan is the dream of a perfect plan."

53.) Pirsig exalts people who care so intensely about the quality of their actions and decisions that even the most mundane work becomes a spiritual exercise—a reflection of inner traits such as patience, integrity, rationality, and serenity. Whether you're mending a chair, sewing a dress, or sharpening a kitchen knife, he writes that there is "an ugly way of doing it" and "a high-quality, beautiful way of doing it."

54.) Nomad Investment Partnership,

55.) Is this company strengthening its relationship with customers by providing superior products, low prices, and efficient service? Is the CEO allocating capital in a rational way that will enhance the company's long-term value? Is the company underpaying its employees, mistreating its suppliers, violating its customers' trust, or engaging in any other shortsighted behavior that could jeopardize its eventual greatness?

56.) scale-economies-shared model in fostering corporate longevity.

57.) Likewise, durable winners such as Dell Computer, Southwest Airlines, and Tesco all followed a similar path. These formidably efficient firms kept costs low and passed most of their savings back to consumers, who reciprocated by doing more business with them.

58.) They tend to be passionate about the smallest details, improving the customer experience, cutting costs even in good times, and investing for the distant future despite external pressures to report strong numbers now.

59.) The rest is almost entirely invested in Costco, Berkshire Hathaway, and an online retailer named Boohoo.com

60.) ASOS

61.) "It's all about deferred gratification," says Sleep. "When you look at all the mistakes you make in life, private and professional, it's almost always because you reached for some short-term fix or some short-term high. . . . And that's the overwhelming habit of people in the stock market."

62.) "Our performance doesn't come from what we buy or sell. It comes from what we hold."

63.) Resounding victories tend to be the result of small, incremental advances and improvements sustained over long stretches of time.

64.) Brookfield Asset Management, the **Walt Disney Company, Diageo, Visa, and Home Depot**—businesses that he expects to prosper for a long time, despite the threat of creative destruction.

65.) This emphasis on disaster avoidance reminds me of a marvelous insight from Jeffrey Gundlach, who oversees about \$140 billion as the CEO of DoubleLine Capital. **Gundlach, a brash and brilliant billionaire known as the King of Bonds, says he's wrong about 30 percent of the time. So he asks one critical question before making any investment: "If I assume that I'm wrong on this, what's the consequence going to be?" He then tries to structure his bet so the outcome won't be ruinous, whatever happens.**

66.) Zohar

67.) "You've got to go out in the field and talk to competitors, customers, former employees, and then create a mosaic that you can dovetail on top of the numbers."

68.) Being honest with yourself like that has to be part of the secret. It's so hard and so painful to do, but so important."

- 69.) The more distracted others become, the more of an advantage it is to subtract mental clutter, technological intrusions, and overstimulation.
- 70.) It is remarkable how much long-term advantage people like us have gotten by trying to be consistently not stupid, instead of trying to be very intelligent. —Charlie Munger
- 71.) This, then, is the first mental trick we should learn from Munger as a safeguard against stupidity: imagine a dreadful outcome; work backward by asking yourself what misguided actions might lead you to that sorry fate; and then scrupulously avoid that self-destructive behavior.
- 72.) Nothing matters more than averting obvious errors with the potential for catastrophic consequences.
- 73.) "You're going to screw up. The question is, Can you recover?"
- 74.) He never invests more than 3 percent of his assets in a stock at the time of purchase.
- 75.) "the value of being the last man standing."
- 76.) Be around for tomorrow
- 77.) Munger starts with a tendency of such importance that almost all of us underestimate its significance: the role that incentives play in "changing cognition and behavior." He quotes his hero, Benjamin Franklin, who said, "If you would persuade, appeal to interest and not to reason." Munger writes, "This maxim is a wise guide to a great and simple precaution in life: Never, ever, think about something else when you should be thinking about the power of incentives."
- 78.) Munger provides a vivid analogy: "When one sperm gets into a human egg, there's an automatic shut-off device that bars any other sperm from getting in. The human mind tends strongly toward the same sort of result." The reluctance to reexamine our views and change our minds is one of the greatest impediments to rational thinking. Instead of keeping an open mind, we tend consciously and unconsciously to prioritize information that reinforces what we believe.
- 79.) Overoptimism Tendency lures us into careless acts of financial hubris, especially when all is going well and we're feeling clever.
- 80.) Munger likes to quote the ancient Greek orator Demosthenes, who observed, "Nothing is easier than self-deceit.
- 81.) Munger particularly admires their unflinching determination to seek out "disconfirming evidence" that might disprove even their most cherished beliefs. This mental habit, which takes many different forms, is our fifth defense against idiocy.
- 82.) Scout mindset
- 83.) Munger nurtures it by applauding himself whenever he succeeds in demolishing one of his entrenched beliefs, so that "ignorance removal" becomes a source of satisfaction, not shame.
- 84.) The blueprint he gave me was simple: Forget what you know about buying fair businesses at wonderful prices; instead, buy wonderful businesses at fair prices."
- 85.) "Why did this decision prove to be such a disaster?" The notion of a premortem was devised by an applied psychologist, Gary Klein, to identify problems in advance and reduce the risk of overconfidence.
- 86.) Shubin Stein, who qualified as a doctor before becoming a hedge fund manager, instructed his MBA students to imagine themselves in three years' time, when an

investment of theirs has failed, and to write a newspaper article explaining the cause of death.

- 87.) That means adopting “a mindset of falsification,” always striving to “disprove” your hypothesis, and seeing “if it stands up to the assault.” One of Shubin Stein’s favorite questions is, “Why might I be wrong?”
- 88.) Heuer’s insight that “a single piece of evidence can support more than one hypothesis.”
- 89.) “sadness increased tendencies to favor high-risk, high-reward options, whereas anxiety increased tendencies to favor low-risk, low-reward options.”
- 90.) The scientific literature shows that hunger, anger, loneliness, tiredness, pain, and stress are common “preconditions for poor decision making.” So Shubin Stein uses an acronym, HALT-PS, as a reminder to pause when those factors might be impairing his judgment and postpone important decisions until he’s in a state in which his brain is more likely to function well.* This is our seventh technique for reducing avoidable stupidity.
- 91.) “There are four things that we know improve brain health and brain function,” says Shubin Stein. “Meditation, exercise, sleep, and nutrition.
- 92.) And he developed a regular meditation practice—a mission-critical habit for many successful investors.
- 93.) he tells me. “I don’t let it run. I don’t let it start.” The same goes for envy, which he considers the dumbest of the seven deadly sins because it’s not even fun.
- 94.) my lesson to all of you is, conduct your life so that you can handle the fifty percent decline with aplomb and grace. Don’t try to avoid it. It will come. In fact, I would say if it doesn’t come, you’re not being aggressive enough.”
- 95.) Chinese stocks selected by Li Lu.
- 96.) don’t regret any of the principled choices I made.” It’s a reminder that one aspect of a successful and abundant life is the self-respect that comes from trying consistently (despite all of our flaws and failings) to behave decently and avoid harming others.
- 97.) “The most important personal driver for me very early on was independence. I wanted to be financially independent. I wanted to be independent enough to say what I thought. And I wanted to be independent enough to do what I thought was right.”
- 98.) nothing is more essential than our capacity to survive the most difficult times—not only financially, but emotionally.
- 99.) It’s easy to forget this when everything is going well.
- 100.) Money can provide an invaluable cushion, a lifeline, a critical defense against uncertainty and misfortune. But it’s not enough. We also need the mental fortitude and resilience to weather those storms and rebuild in their wake. For most of us, the quality of our lives depends less on our finances than on inner attributes such as equanimity, acceptance, hope, trust, appreciation, and determined optimism. As John Milton wrote in *Paradise Lost*, which he dictated after going blind, “The mind is its own place, and in itself can make a heaven of Hell, a hell of Heaven.”
- 101.) a private holding company called HumanCo, which will back and nurture businesses that “help people to live healthier lives.”
- 102.) It turns out that what he craved most wasn’t money, but a balanced and healthy life, a chance to build a “mission-driven” company that helps others, and a greater sense of control over his destiny.
- 103.) If we dream that untold riches will somehow free us from mental suffering, we’re setting ourselves up for disappointment.

- 104.) “It’s simple. If your life is more important than your principles, you sacrifice your principles. If your principles are more important than your life, you sacrifice your life.”
- 105.) Charlie Munger, Ed Thorp, Howard Marks, Joel Greenblatt, Bill Miller, Mohnish Pabrai, Tom Gayner, Guy Spier, Fred Martin, Ken Shubin Stein, Matthew McLennan, Jeffrey Gundlach, Francis Chou, Thyra Zerhusen, Thomas Russo, Chuck Akre, Li Lu, Peter Lynch, Pat Dorsey, Michael Price, Mason Hawkins, Bill Ackman, Jeff Vinik, Mario Gabelli, Laura Geritz, Brian McMahon, Henry Ellenbogen, Donald Yacktman, Bill Nygren, Paul Lountzis, Jason Karp, Will Danoff, François Rochon, John Spears, Joel Tillinghast, Qais Zakaria, Nick Sleep, Paul Isaac, Mike Zapata, Paul Yablon, Whitney Tilson, François-Marie Wojcik, Sarah Ketterer, Christopher Davis, Raamdeo Agrawal, Arnold Van Den Berg, Mariko Gordon, and Jean-Marie Eveillard. Thanks also to five giants who are no longer with us: Sir John Templeton, Irving Kahn, Bill Ruane, Marty Whitman, and Jack Bogle.
- 106.) One reason for Thorp’s success is that he applied the Kelly criterion, a betting system that he says helped him to calculate “an optimal trade-off between risk and return. . . . It keeps you from betting too much.”
- 107.) blogs at his website, chaiwithpabrai.com
- 108.) Marks” at www.oaktreecapital.com/insights/howard-marks-memos, going back more than three decades. You can also subscribe to receive email notifications whenever he posts a new memo. Occasionally, even in the world of investing, there is a free and abundantly nutritious lunch.
- 109.) “This idea that in order to make a decision you need to focus on the consequences (which you can know) rather than the probability (which you can’t know) is the central idea of uncertainty.”
- 110.) As Paul Lountzis points out in chapter seven, part of Buffett’s genius is that he keeps evolving, instead of sticking with the same strategy as the economic environment changes.
- 111.) cause “you to reflect on what’s disrupting your equilibrium.”
- 112.) McLennan added, “Heraclitus had this expression, ‘panta rhei,’ and I think it was referring to this notion of everything being in flux. And I’ve often thought about it. What I observe in the world is that, if you can accept that stuff exogenous to you is in a state of flux, you can focus on your own endogenous equanimity. And what I see out there is most people doing the opposite. They’re trying to control that exogenous flux. They’re trying to predict. They’re trying to be positioned for it. And that causes a state of inner turmoil. So I think part of it is almost a very simple behavioral switch. It’s saying, am I philosophically willing to accept flux, complexity, and uncertainty, or not? And if you say, yes, I am, then I think it’s extremely freeing in terms of your ability to focus on your own equanimity.”
- 113.) Success Academy, a large (and politically controversial) network of not-for-profit charter schools, which you can read more about at www.successacademies.org
- 114.) Early in his book, Pirsig explains how he plans to explore his subject: “I don’t want to hurry it. That itself is a poisonous twentieth-century attitude. When you want to hurry something, that means you no longer care about it and want to get on to other things. I just want to get at it slowly, but carefully and thoroughly . . .” Sleep recalls, “That book woke me up to the whole
- 115.) There’s a Tibetan saying: ‘Wherever you have friends, that’s your country, and wherever you receive love, that’s your home.’”
- 116.) annual reports at www.markel.com.

- 117.) “Tricks and Treachery are the Practice of Fools, that have not Wit enough to be honest.”

3.14 How to fail at almost everything and still win Big – Scott Adams

- 1.) Have systems not goals
- 2.) Don't let the failure leave before you extract the valuable lesson out of it.
- 3.) Failure is where success hides in plain side
- 4.) If you do something every day, it's a system – If you're waiting to achieve it someday in the future it's a goal.
- 5.) Maximize your personal energy not the number of tasks
- 6.) Priorities are the things you need to get right so the things you love can thrive
- 7.) Imagination is the interface to your attitude. You can imagine yourself to higher levels of energy.
- 8.) When writing a resume – ask yourself are there any unnecessary words you would remove for a 100\$ each?
- 9.) Quality is not an independent force in the universe; it depends on what you choose as your frame of reference.
- 10.) Become a lifelong learner of psychology
- 11.) The reality is that reason is just one of the drivers of our decisions, and often the smallest one. You're wasting your time if you try to make someone see reason when reason is not influencing the decision. A lie that makes a voter feel good is more effective than a hundred rational arguments.
- 12.) Find me a normal person and I'll show you someone you don't know that well.
- 13.) Wrap your arguments in an emotional blanket. (e.g. lets close this deal before the holidays so I can announce it to my family / kid as a holiday present / surprise)
- 14.)

3.15 Doing good better - Will Mcaskill

- 1.) playpump story: sounds like a good idea failed horribly (lack of testing and customer feedback)
- 2.) In 1800 the GDP per person per year in America was only 1400\$ (in today's money) whereas now it's around 42.000\$ (2016). In a mere 200 years, people became 30 times richer.
- 3.) QALY: quality-adjusted life year
- 4.) The USA estimates one life worth more than \$7mio. (Will spend this amount on something if it is estimated that it will save one person's life)
- 5.) Viktor Zhdanov: best person ever lived *Page 68*
- 6.) Pau Krugmann: “*My concern is not that there too many sweatshops but that there are too few.*”
- 7.) Cool earth charity

- 8.) Question for Job Interview: What traits do you think are most important to success? (See how you measure up!) As about the main reason people end up leaving the job.
- 9.) Ask yourself: What is the single most important piece of information that would be most useful for my career decision? Now, what can I do in order to gain that information?
- 10.) Lincoln Quirk and Drew Durbin
- 11.) How are you going to find out if I am actually a good employee and not just really skilled at interviewing?
- 12.)

3.16 All I want to know is where I'm going to die, so I'll never go there - Peter Bevelin

- 1.) A clever person solves a problem, a wise person avoids it.
- 2.) Learn as much or more from mistakes than from successes.
- 3.) The desire to appear clever, often prevents one from being so!
- 4.) Avoid complexity and easy solutions to complex problems (Ecosystem, the body, the economy - Einsteins' razor)
- 5.) What we learned from history is that people don't learn from history.
- 6.) Pretend that every person you meet has a sign around their neck that reads: Make me feel important!
- 7.) More important than the will to win is the will to prepare
- 8.) Josh Billings said half of the troubles of this life can be traced to saying YES too quickly and not saying NO soon enough.
- 9.) The trouble with most people is not that they don't know much but that they know so much that isn't true!
- 10.) It's not greed that drives the world but envy!
- 11.) Success is getting what you want but happiness is wanting what you get.
- 12.) **Once you realize that imperfect understanding is the human condition there is no shame in being wrong only in failing to correct our mistakes**
- 13.) Heraclitus: My predecessors had much knowledge but no sense
- 14.) No seeking action; Combine extreme patience with extreme decisiveness
- 15.) One of the best moats in many respects is to be a low-cost (THE low-cost producer) producer... Being a low-cost producer of something that's essential to people is going to be an excellent business usually.
- 16.) **If our roles were reversed, what questions would you ask me?**

- 17.) **those who will not face improvements because there are changes will face changes that are not improvements**
- 18.) **Economic forecasts are like treasure maps, if you really have the real one - why spread it?**
- 19.) **Careful what you measure, sometimes the more measurable drives out the most important**
- 20.) For managers: think about what counts not how it will be counted!
- 21.) Nils Bohr - Some subjects are so serious that one can only joke about them!

3.17 Essentialism The disciplined pursuit of less - Greg Mc Keown

- 1.) The wisdom of life consists in the elimination of non-essentials - Lin Yutang
- 2.) Ask yourself: Is this the very most important thing I should be doing with my time and resources right now?
- 3.) The way of the essentialist is the relentless pursuit of less BUT BETTER!
- 4.) There are no priorities there is only THE Priority (fun fact: the origin of the word priority was singular and stayed singular for 500 years...)
- 5.) Our highest priority is to protect our ability to prioritize.
- 6.) **The main thing is to keep the main thing the main thing! - Stephen R Covey**
- 7.) We live in a world where almost everything is worthless and very few things are exceptionally valuable. As John Maxwell has written: **"You cannot overestimate the unimportance of practically everything"**
- 8.) If you can't give up the unimportant things you can't achieve the important.
- 9.) The faintest pencil is better than the strongest memory.
- 10.) The best asset we have for making contributions to the world is ourselves. If we underinvest in ourselves and by that I mean our minds, our bodies, and our spirits we damage the very tool we need to make our highest contribution.
- 11.) If it isn't a clear yes (hell yes) then it is a clear NO.
- 12.) If we could be truly excellent at one thing what would it be?
- 13.) Instead of saying no (or worse 'YES') you can say: Yes, what should I deprioritize in order to commit to this?
- 14.) The Latin root of the word decision - cis or cid - literally means to cut or to kill!
- 15.) <https://lifeedited.com/>
- 16.) What is the obstacle that if removed would make the majority of other obstacles disappear?
- 17.) **Fewer things done better!**

- 18.) What do we live for if not to make life less difficult for each other - George Eliot.
- 19.)

3.18 From Good to Great - Jim Collins

- 1.) outside (celebrity) CEOs fail to deliver good to great results more often than inside CEOs (10 out of 11 great CEOs came from the inside)
- 2.) technology can accelerate a transformation but it cannot cause a transformation
- 3.) M&A play virtually no role in igniting a transformation.
- 4.) The good to great companies had no name, tagline or launch event to announce their transformation.
- 5.) All companies have a culture, some companies have discipline but few companies have a culture of discipline.
- 6.) “Never stop becoming qualified for the job” - Darwin Smith
- 7.) If you want to go from good to great then the standard needs to be high - you can't accept or even tolerate mediocracy.
- 8.) **Get the right people (self disciplined) on the bus (and the wrong off) and then figure out where to drive it.**
- 9.) Don't try to turn lazy people into hard workers, instead create an environment where hard workers thrive and are rewarded.
- 10.) When in doubt - don't hire and keep looking.
- 11.) The moment you feel the need to tightly manage someone - you made a hiring mistake.
- 12.) **How to spot a great hiring culture: People either stay on very long or get off super quickly.**
- 13.) **Put your best people on your biggest opportunities not your biggest problems! Managing your problems can only make you good. But exploiting your opportunities can make you great.**
- 14.) Debate vigorously yet unify behind a decision once it is reached.
- 15.) Lead with questions and not answers and false hope.
- 16.) **It's not about better information, but turning information (learnings) into information that cannot be ignored.**
- 17.) Growth is not a strategy!
- 18.) **The purpose of bureaucracy is to compensate for incompetence and lack of discipline (and values) !**

- 19.) Start a “**stop doing**” list!
- 20.) Budgeting is about fully funding and not funding at all - nothing in the middle.
- 21.) Turn the flywheel and create evidence. Avoid big announcements and motivational speeches.
- 22.)

4. Culture, Leadership and Marketing

4.1 The culture Code –

- 1.) **Build safety**
- 2.) **Share vulnerability**
- 3.) **Establish purpose**
- 4.) There are bigger things in life than our projects to which we are all connected
- 5.) I'm giving you these comments because I have very high expectations and I know you can reach them
- 6.) Design for constructive collision (interaction) to happen
- 7.) Overcommunicate your listening and avoid interruptions
- 8.) **Eliminate bad apples**
- 9.) Pick up trash (or find another task that will bond you together)
- 10.) Vulnerability boosts connection and cooperation (e.g. Is there something that you've dreamed of doing for a long time? Why haven't you done it?)
- 11.) If I could get a sense of the way that your culture works by meeting on person, who would that person be?
- 12.) Don't let things stay unclear even if they are uncomfortable **especially when they're uncomfortable**
- 13.) **Stories don't block reality, but they create it!** (when we hear a fact, a few isolated areas of our brain light up. When we hear a story our brain lights up like LAS VEGAS -> Proof that storytelling works!)
- 14.) You have priorities whether you name them or not! If you want to grow you better name them and you name the behaviors that support priorities
- 15.) Relationships inside the group are more important than the skills inside the group

Ideas for Action

Building habits of group vulnerability is like building a muscle. It takes time, repetition, and the willingness to feel pain in order to achieve gains. And as with building muscle, the first key is to approach the process with a plan. With that in mind, here are a few workout ideas, for both individuals and groups.

Make Sure the Leader Is Vulnerable First and Often: As we've seen, group cooperation is created by small, frequently repeated moments of vulnerability. Of these, none carries more power than the moment when a leader signals vulnerability. As Dave Cooper says, I screwed that up are the most important words any leader can say.

I saw a vivid example when I watched restaurateur Danny Meyer run one of his morning meetings with his staff (about twenty people). Meyer, whom we'll meet up close in Chapter 15, is the founder of Union Square Cafe, Shake Shack, Gramercy Tavern, and a number of other restaurants that together are worth more than a billion dollars. The night before my visit, he had delivered his first-ever TED Talk. The

staff meeting began with the group watching a video of Meyer's speech. Then the lights went up, and Meyer spoke.

"Can you see my leg shaking?" he asked the group. "I was so nervous, I was shaking like a leaf. I've given a lot of speeches, but the TED people wanted something more, something deeper and thoughtful. So I slept about three hours the night before, which is why I have those bags under my eyes. We had a terrible rehearsal, and I kept screwing up the PowerPoint. So it was almost a complete shit show. Except that I'm lucky enough to have some absolutely brilliant help." He paused and pointed. "Thanks, Chip and Haley. They made the whole thing work. They wrote great stuff, gave me great advice, and kept me together." Everyone looked at Chip and Haley and gave a short round of applause while Meyer looked on approvingly.

Meyer delivered the message—I was scared—with steadiness, confidence, and comfort that underlined the deeper message: It's safe to tell the truth here. His vulnerability isn't weakness; it's his strength.

Laszlo Bock, former head of People Analytics at Google, recommends that leaders ask their people three questions:

- What is one thing that I currently do that you'd like me to continue to do?
- What is one thing that I don't currently do frequently enough that you think I should do more often?
- What can I do to make you more effective?

"The key is to ask not for five or ten things but just one," Bock says. "That way it's easier for people to answer. And when a leader asks for feedback in this way, it makes it safe for the people who work with them to do the same. It can get contagious."

Overcommunicate Expectations: The successful groups I visited did not presume that cooperation would happen on its own. Instead, they were explicit and persistent about sending big, clear signals that established those expectations, modeled cooperation, and aligned language and roles to maximize helping behavior. IDEO is a good example. Its leaders constantly talk about the expectation of cooperation. (CEO Tim Brown incessantly repeats his mantra that the more complex the problem, the more help you need to solve it.) They clearly define helping roles and model vulnerability. (Their internal bulletin boards are filled with requests: Does anybody know of a good yoga class? Can anybody help me find a cat sitter for Christmas week?) In case you miss those signals, they are also written in big letters both on the walls of the New York office and in the pages of the Little Book of IDEO, a copy of which is given to every

employee. Among the refrains: Collaborate and Make Others Successful: Going Out of Your Way to Help Others Is the Secret Sauce.

160 The Culture Code

Deliver the Negative Stuff in Person: This was an informal rule that I encountered at several cultures. It goes like this: If you 161 have negative news or feedback to give someone—even as small as a rejected item on an expense report—you are obligated to deliver that news face-to-face. This rule is not easy to follow (it's far more comfortable for both the sender and receiver to communicate electronically), but it works because it deals with tension in an up-front, honest way that avoids misunderstandings and creates shared clarity and connection.

One of the best methods for handling negative news is that of Joe Maddon, the coach of the Chicago Cubs and avowed oenophile. In his office, Maddon keeps a glass bowl filled with slips of paper, each inscribed with the name of an expensive wine. When a player violates a team rule, Maddon asks them to draw a slip of paper out of the bowl, purchase that wine, and uncork it with their manager. In other words, Maddon links the act of discipline to the act of reconnection.

e When Forming New Groups, Focus on TWO Critical Moments: Jeff Polzer, the Harvard Business School professor who studies organizational behavior (see Chapter 8), traces any group's cooperation norms to two critical moments that- happen early in a group's life. They are:

1. The first vulnerability
2. The first disagreement

These small moments-are doorways to two possible group paths: Are we about appearing strong or about exploring the landscape together? Are we about winning interactions, or about learning together? "At those moments, people either dig in and become defensive and start justifying, and a lot of tension gets created," Polzer says. "Or they say something like, 'Hey, that's interesting. Why don't you agree? I might be wrong, and I'm curious and want to talk about it some more.' What happens in that moment helps set the pattern for everything that follows. "

Listen Like a Trampoline: Good listening is about more than nodding attentively; it's about adding insight and creating moments of mutual discovery. Jack Zenger and Joseph Folkman, who run a leadership consultancy, analyzed 3,492 participants in a manager development program and found that the most effective listeners do four things:

1. They interact in ways that make the other person feel safe and supported
2. They take a helping, cooperative stance
3. They occasionally ask questions that gently and constructively challenge old assumptions
4. They make occasional suggestions to open up alternative paths

As Zenger and Folkman put it, the most effective listeners behave like trampolines. They aren't passive sponges. They are active responders, absorbing what the other person gives, supporting them, and adding energy to help the conversation gain velocity and altitude.

163 Also like trampolines, effective listeners gain amplitude through repetition. When asking questions, they rarely stop at the first response. Rather, they find different ways to explore an area of tension, in order to reveal the truths and connections that will enable cooperation.

"I've found that whenever you ask a question, the first response you get is usually not the answer—it's just the first response," Roshi Givechi says. "So I try to find ways to slowly surface things, to bring out what ought to be shared so that people can build from it. You have to find a lot of ways to ask the same question, and approach the same question from a lot of different angles. Then you have to build questions from that response, to explore more. "

In Conversation, Resist the Temptation to Reflexively Add Value: The most important part of creating vulnerability often resides not in what you say but in what you do not say. This means having the willpower to forgo easy opportunities to offer solutions and make suggestions. Skilled listeners do not interrupt with phrases like Hey, here's an idea or Let me tell you what worked for me in a similar situation because they understand that it's not about them. They use a repertoire of gestures and phrases that keep the other person talking. "One of the things I say most often is probably the simplest thing I say, " says Givechi. " 'Say more about that.' " It's not that suggestions are off limits; rather they should be made only after you establish what Givechi calls "a scaffold of thoughtfulness." The scaffold underlies the conversation, supporting the risks and vulnerabilities. With the

scaffold, people will be supported in taking the risks that cooperation requires. Without it, the conversation collapses.

use Candor-Generating Practices like AARs, BrainTrusts, and Red Teaming: While AARs were originally built for the military environment, the tool can be applied to other domains. One good AAR structure is to use five questions:

1. What were our intended results?
2. What were our actual results?
3. What caused our results?
4. What will we do the same next time?
5. What will we do differently?

Some teams also use a Before-Action Review, which is built around a similar set of questions:

1. What are our intended results?
2. What challenges can we anticipate?
3. What have we or others learned from similar situations ?
4. What will make us successful this time?

A couple of tips: It may be useful to follow the SEALs' habit of running the AAR without leadership involvement, to boost openness and honesty. Likewise, it may be useful to write down the findings—particularly what will be done the same or differently next time—and share them across the 165 group. After all, the goal of an AAR is not just to figure out what happened but also to build a shared mental model that helps the group navigate future problems.

BrainTrusts, the project-based method pioneered by Pixar, involve assembling a team of experienced leaders who have no formal authority over the project and letting them critique its strengths and weaknesses in a frank and open manner. A key rule of BrainTrusts is that the team is not allowed to suggest solutions, only to highlight problems. This rule maintains the project leaders' ownership of the task, and helps prevent them from assuming a passive, order-taking role.

Red Teaming is a military-derived method for testing strategies; you create a "red team" to come up with ideas to disrupt or defeat your proposed plan. The key is to select a red team that is not wedded to the existing plan in any way, and to give them freedom to think in new ways that the planners might not have anticipated.

AARs, BrainTrusts, and Red Teams each generate the same underlying action: to build the habit of opening up vulnerabilities so that the group can better understand what works, what doesn't work, and how to get better.

Aim for Candor; Avoid Brutal Honesty: Giving honest feedback is tricky, because it can easily result in people feeling hurt or demoralized. One useful distinction, made most clearly at Pixar, is to aim for candor and avoid brutal honesty. By aiming for candor—feedback that is smaller, more targeted, less personal, less judgmental, and equally impactful—it's easier to maintain a sense of safety and belonging in the group.

Embrace the Discomfort: One of the most difficult things about creating habits of vulnerability is that it requires a group to endure two discomforts: emotional pain and -a sense of inefficiency. Doing an AAR or a BrainTrust combines the repetition of digging into something that already happened (shouldn't we be moving forward?) with the burning awkwardness inherent in confronting unpleasant truths. But as with any workout, the key is to understand that the pain is not a problem but the path to building a stronger group.

Align Language with Action: Many highly cooperative groups use language to reinforce their interdependence. For example, navy pilots returning to aircraft carriers do not "land" but are "recovered." IDEO doesn't have "project managers" it has "design community leaders." Groups at Pixar do not offer "notes" on early versions of films; they "plus" them by offering solutions to problems. These might seem like small semantic differences, but they matter because they continually highlight the cooperative, interconnected nature of the work and reinforce the group's shared identity.

Build a Wall Between Performance Review and Professional Development: While it seems natural to hold these two conver-

167 sations together, in fact it's more effective to keep performance review and professional development separate. Performance evaluation tends to be a high-risk, inevitably judgmental interaction, often with salary-related consequences. Development, on the other hand, is about identifying strengths and providing support and opportunities for growth. Linking them into one conversation muddies the waters. Relatedly, many groups have moved away from ranking workers and shifted to more of a coaching model, where people receive frequent feedback designed to provide them with both a vivid performance snapshot and a path for improvement.

Use Flash Mentoring: One of the best techniques I've seen for creating cooperation in a group is flash mentoring. It is exactly like traditional mentoring—you pick someone you want to learn from and shadow them—except that instead of months or years, it lasts a few hours. Those brief interactions help break down barriers inside a group, build relationships, and facilitate the awareness that fuels helping behavior.

Make the Leader Occasionally Disappear: Several leaders of successful groups have the habit of leaving the group alone at key moments. One of the best at this is Gregg Popovich. Most NBA teams run time-outs according to a choreographed protocol: First the coaches huddle as a group for a few seconds to settle on a message, then they walk over to the bench to deliver that message to the players. However,

during about one time-out a month, the Spurs coaches huddle for a time-out . . . and then never walk over to the players. The players sit on the bench, waiting for Popovich to show up. Then, as they belatedly realize he isn't coming, they take charge, start talking among themselves, and figure out a plan.

The New Zealand All-Blacks rugby team have made a habit of this, as players lead several practice sessions each week with little input from the coaches. When I asked Dave Cooper to name the single trait that his best-performing Establish Purpose

SEAL teams shared, he said, "The best teams tended to be the ones I wasn't that involved with, especially when it came to training. They would disappear and not rely on me at all. They were better at figuring out what they needed to do themselves than I could ever be. "

4.2 What you do is who you are Ben Horowitz

- 1.) If you see something off-culture and ignore it you have created a new culture!**
- 2.) Without trust communication breaks
- 3.) Create shocking rules to demonstrate your culture
- 4.) Brains can absorb new information several times faster and more effectively by reading information versus listening to it.
- 5.) What you measure is what you value**
- 6.) Spelling out what your organization must never do is the best way to inoculate yourself against bugs that cause ethical breaches
- 7.) Any time you decide one group is inherently good or bad (fingerpointing) regardless of their behavior you program dishonesty into your organization
- 8.) Culture is a consequence of actions rather than beliefs**
- 9.) The point is not to be perfect, there will always be violations the point is to be better than yesterday
- 10.) Culture eats strategy for breakfast – peter drucker
- 11.) Smart, humble, hardworking, collaborative
- 12.) Have an openness to bad news and problems

- 13.) Encourage problems (Isn't it great we found out about this before it killed us? This is going to make the company so much stronger once we fixed it,)
- 14.) **If you don't know what you want there is no chance that you'll get it. Culture begins with deciding what you value most. Then you must help everyone practice the behaviors that reflect those virtues!**

4.3 Extreme ownership Jocko Willing & Leif Babin

- 1.) There are no bad teams only bad leaders
- 2.) A tortured genius is not taking ownership for the stuff that happened and happens to him /her. An individual with a mindset like that can have a catastrophic impact on a team's performance.
- 3.) **When it comes to performance standards its not what you preach it's what you tolerate.**
- 4.) Answer the why question up and down the chain of command
- 5.) Leadership is a team effort
- 6.) Often the most difficult ego to deal with is your own
- 7.) Prioritize and execute (focus on one task and then move on to the other) (**Page 162**)
- 8.) Leadership also goes up the command chain: If you don't find your leader doing what he is supposed to do. Lead (for) him. □ communicate
- 9.) **Leaders who lose their tempers also lose respect**
- 10.) It is the insecure leader that you need to watch out for; the insecure leader is always worried about looking bad
- 11.) Stop micromanaging by overcommunicating!
- 12.) Dichotomy of leadership: its about the right balance don't be too close but also not too detached.
- 13.) Take Ownership for everything in your life!

4.4 Creativity Inc. Ed Catmull

- 1.) The best managers acknowledge and make room for what they do not know
- 2.) Metaphor: Problems are like an oak tree
 - a. There is this problem you know you are trying to solve – think of that as an oak tree – and then there are all the other problems – think of these as saplings – that are sprouted from the acorns that fell around it. These problems remain after you cut the oak tree down.
- 3.) When faced with a challenge – get smarter
- 4.) It isn't enough for managers to have good ideas they must stimulate support for those ideas among the people who would be charged with employing them.
- 5.) **Ask the right not the easy question**
- 6.) Success hides growing problems
- 7.) Getting the team right is the necessary precursor to getting the ideas right
 - a. The right interaction and chemistry are the most important

- 8.) Quality is the best business plan
- 9.) Over planners just take longer to be wrong...**
- 10.) If the crew is confused than their leader is too
- 11.)Managements job is not to prevent risk but to build the ability to recover**
- 12.) It is managements job to figure out how to help others to see conflict as healthy
- 13.) Creativity needs a culture that protects the new
- 14.) If you can't get rid of it make use of it. Example: Golf interrupted by monkeys □
new rule: play the ball where it was dropped by the monkey
- 15.) Beware of oversimplification – some things (especially randomness) can't be put in simple solutions; don't fall for the temptation
- 16.) The magician doesn't create the illusion – we do!
- 17.) Once a model of how we should work gets in our head it is difficult to change
- 18.)Organizations perceive the world through what they already know how to do**
- 19.) The problem comes when people think that data paints a full picture – leading them to ignore what they can't see – backed by Antifragile -Nichals Nassim Taleb
- 20.)A company's communication structure should not mirror their organizational structure – everybody should be able to anybody**

4.5 This is Marketing – Seth Godin

- 1.) The best way to complain is to make things better
- 2.) The first step on the path to make things better is to make better things
- 3.) It doesn't make any sense to make a key and the run around looking for a lock to open.
The only productive solution is to find a lock and then fashion a key!
- 4.) Your emergency is not a license to steal my attention. Your insecurity is not a permit to hustle me or my friends.
- 5.) Lear to see how human beings dream, decide and act. If you help them become better versions of themselves, the ones they seek to be, you are a marketer.
- 6.) Culture beats strategy – so much that culture is strategy.**
- 7.) Care about those you serve so much that you can imagine the story that they need to hear.
- 8.) The only project of a startup should be the focus on the customer
- 9.) In a market that's crowded. Your customer doesn't know what to do, se she does nothing. The alternative is to build your own market.
- 10.) Marketing is saying: I see a better alternative come with me!
- 11.)Emotional labor is the work we do to provide service!**
- 12.) The only people you can reach, you can serve are the ones that are curious, dissatisfied or bored.
- 13.) Find 50-100 people who would miss you if you were gone.
- 14.) Send the unhappy customer to your competitors by saying: Sry this isn't for you here's the address of our competitor.
- 15.) When life changes new patterns emerge. Therefore, it is easier to market to new dads, engaged women and people who recently moved
- 16.) The people you're seeking to serve what are they valuing?
- 17.) The way you see the world isn't nearly as important as the worldview of those you seek to serve.
- 18.) Build a brand for the 50-100 people that care!

- 19.) The market associate's frequency with trust. □ show up regularly
- 20.) In a world that scans rather than reads, that gossips instead of researches, it turns out that the best way to earn trust is through action. We remember what you did long after we forget what you said.
- 21.) Build new things for your customers instead of trying to find new customers for your things.
- 22.) The easy sales aren't always the important ones
- 23.) Stop at "good enough" – it leads to engagement – leads to trust – chance to learn – make it better □ first ship it at good enough!

4.6 The 1-page marketing plan – Allan Dib

- 1.) Struggling business owners will spend time to save money, whereas successful business owners will spend money to save time.
- 2.) Metaphor for focus: 100W Light bulb lights up a room, a 100W laser cuts through steel
- 3.) Dominate a niche and then focus on another
- 4.) Can you explain your product and the unique benefit it offers in a single short sentence?
- 5.) Good marketing, especially direct response marketing, is always customer and problem/ solution focused. □ You know [problem]? Well what we do is [solution]. In fact [proof] !**
- 6.) Your goal is to be a problem solver and a pain reliever and to turn any comparison with your competition into an apple to oranges comparison.
- 7.) Research write than test and measure!**
- 8.) Name / Title should equal content!**
- 9.) Social media marketing is not free – unless your time is worth nothing.
- 10.) A good ratio is three value building emails (communication) for every offer
- 11.) When you educate and teach, you are seen as an expert and an authority
- 12.) Build trust before you sell anything.
- 13.) Your goal is a raving fan customer.
- 14.) Small bets.
- 15.) Get systems into place and have a marketing calendar (daily, weekly, monthly, quarterly, yearly)
- 16.) Time is the best kept secret of the rich – Jim Rohn
- 17.) A smart entrepreneur looks at his business from the eyes of a fearful, skeptical prospect and reverses all the perceived risks so that the path to the sale is much smoother.**
- 18.) Our goal is for our customers to achieve results.
- 19.) Money made is an automatic side effect of creating value.
- 20.) Model, borrow or steal innovative ideas from other industries or products.
- 21.) The purpose of any new technology in your business is to eliminate friction.
- 22.) Tell your audience about all the effort that goes into delivering your product or service.
- 23.) Ask yourself: If I leave my business behind for 6 months will it be in better or worse shape when I come back? – Antifragile**

- 24.) Be an innovator and a builder of systems: think long and big!
- 25.) You rarely make as much money running a business as you are selling one!
- 26.) Having only one option means leaving money on the table.
- 27.) **NPS: Net promoter score: How likely is it that you would recommend our service to a friend or colleague.**
- 28.) Kill two birds with one stone by sending your worst customers to your competitors.
- 29.) Look at who has your customers before and after you! Find ways to create values in both directions.
- 30.) Time is not money! Only value is money.

31.)

| My 1-Page Marketing Plan | | | |
|--------------------------|--|--|--|
| Before (Prospect) |  1. My Target Market |  2. My Message To My Target Market |  3. The Media I Will Use To Reach My Target Market |
| | | | |
| | | | |
| During (Lead) |  4. My Lead Capture System |  5. My Lead Nurturing System |  6. My Sales Conversion Strategy |
| | | | |
| | | | |
| After (Customer) |  7. How I Deliver A World Class Experience |  8. How I Increase Customer Lifetime Value |  9. How I Orchestrate And Stimulate Referrals |
| | | | |
| | | | |

4.7 100m dollar leads - Alex Hormozi

- 1.) Assume the audience has no idea who you are, what you do, how it works, they're in a rush, and they have a 3rd grade education.

- 2.) Pro Tip: Get More Cash Up Front & More
- 3.) Yeses - Prepay + Guarantee
- 4.) Offering a guarantee gets more people to buy because it reverses risk. Here's a nice twist on a guarantee that'll get you more yeses and more cash.
- 5.) You can offer a guarantee only to people who pay up front. Reason why: People who invest up front are more committed. And as a result, we're able to guarantee their outcomes. So if you'd like our guarantee, you can prepay our service.
- 6.) Another version of wording I got my good friend
- 7.) Dr. Kashey: After the person agrees to buy, you say "would you rather pay less today or get all your money back?" Paying less today = payment plan, so less money down. Get all your
- 8.) money back = prepay and get a guarantee that
- 9.) you get the result you want.
- 10.) Ex: "Pay Less" = \$2000/mo for 3 months =
- 11.) \$6000 (no guarantee)
- 12.) Or
- 13.) "Get All Your Money Back" = \$6000 up front
- 14.) with a guarantee.
- 15.) Presented this way, the majority of the people take the up front cash option with the guarantee. So if you planned on offering one anyways, you may as well weaponize it to incentivize more people to pay up front.

4.8 The 22 immutable laws of marketing - Al Ries & Jack Trout

- 16.) The single most wasteful thing you can do in marketing is try to change a mind.
- 17.) Since you cant change a mind you have to devoted to using ideas and concepts already installed in the brain = marketing is often a search for the obvious.
- 18.) People are seldom if ever wrong - at least in their own minds.
- 19.) You believe what you want to believe and you taste what you want to tase (Coke, wine, expensive restaurants...)
- 20.) When a company becomes incredibly successful, it inveriably plants the seeds for its future problems.
- 21.) Markleting is a battle of preception not product!
- 22.) Focus is everything! Niche down.

- 23.) Every negative statement you make about yourself is instantly excepted as truth. → disarming!
- 24.) Don't try to be clever - be clear!
- 25.) Companies that live by the numbers, die by the numbers!
- 26.) Too many companies try to fix things rather than drop things. Let's reorganize to save the situation is their way of life! ... bad really really bad...

4.9 Rebel Talent - Francesca Gino

- 1.) **Wisdom means rejecting the feeling of knowing.**
- 2.) People who ask for advice are rated more intelligent and competent (by the person that got asked for advice at least)
- 3.) In high stakes situations instead of asking "what should I do?"; ask yourself "**what could I do?**" instead.
- 4.) Instead of performing goals you should have learning goals.
- 5.) We tend to overestimate the amount of knowledge that others have.
- 6.) Non Experts are often better problem solvers than experts.
- 7.) Focus on your strength. We improve faster in areas that we are already strong in than in areas we are weak.
- 8.) If you want to know what's going on in your company then exclude managers from workshops and feedback sessions.

4.10 The five dysfunctions of a team - Patrick Lencioni

- 4.11 easy read because told as a story, the five dysfunctions are:
 - Inattention to results / status and ego
 - Avoidance of accountability / low standards
 - Lack of commitment / Ambiguity
 - Fear of conflict / artificial harmony
 - Absence of trust / Invulnerability
- 4.12 There is a place for ego on a team. The key is to make the collective ego greater than the individual ones
- 4.13 define goals in a way that is simple enough to grasp easily but specific enough to be actionable.

- 4.14 Politics is when people choose their words and actions based on how they want others to react rather than based on what they really think.
- 4.15 Consensus can become an attempt to please everyone. Which usually turns into displeasing everyone equally.
- 4.16

5. Behavioral economics, business and beyond

5.1 Freakonomics / Super Freakonomics / How to think like a Freak

- 1.) Morality represents the way that people want the world to work – whereas economics represents how it actually does work.
- 2.) Incentives are the corner stone of modern life -> understanding them is key to any success □ Gamification is everything
- 3.) The conventional wisdom is often wrong (approved by factfulness)
- 4.) Its better to think small and to know what you're talking about than to think big and get most of it wrong!
- 5.) **Risks that scare people and risks that kill people are very different**
- 6.) Risks that you control are much less a source of outrage than risks that are out of your control
- 7.) Behavioral change is very hard for people
- 8.) Risk is becoming a luxury good (backed by Jochen Schweitzer!)
- 9.) Suicide is more common among people with a higher quality of life
- 10.) Until you can admit what you don't yet know it is impossible to learn what you need to!
- 11.) Lookout for a natural experiment (a shock to the system, a stupid policy or law,...) rather than trying to mimic the real world in a lab □ take the lab mindset into the real world
- 12.) The key is to think less about the behavior of imagined people and more about the actual behavior of real people
- 13.) 24h cooling off period after ideas
- 14.) **Premortem an idea or project □ always offer anonymity**

Prize like savings account / positive externalities / spinforgood.com / thinklikeafreak@freakonomics.com

5.2 Nudge – Richard H. Thaler & Cass R Sunstein

- 1.) A choice architect has the responsibility for organizing the context in which people make decisions
- 2.) Inept = untauglich; thoroughfares = Verkehrswege; recalcitrant = hartnäckig; fungibility = Übertragbarkeit; misers = Geizhalse; acquiescence = Einverständnis; accentuated = betont; surreptitiously = Heimlich; scion = Nachkomme; panacea = wundermittel;
- 3.) **If you are reluctant to give up what you have because you do not want to incur losses, then you will turn down trades you might have otherwise made!**
- 4.) Robert Cialdini
- 5.) If you ask people, the day before the election, whether they intend to vote, you can increase their intend to vote by as much as 25%!
- 6.) Don't tell them that the majority is doing something if you want them to change their behavior -> herd effect!
- 7.) The nudge provided by asking people what they intend to do can be accentuated by asking them when and how they plan to do it.

- 8.) Post completion error: main task is done so you forget the remaining open tasks (e.g. leaving gas cap after filling gas)
- 9.) If you want to reach the majority you need automatic enrollment...
- 10.) The more choices you give people the more help with decision making you need to provide
- 11.) www.Nudges.org
- 12.) Give more tomorrow – charity with dynamic
- 13.) Stikk.com
- 14.) Disulfiram Antabuse

5.3 Misbehaving - Richard H. Thaler

- 1.) Giving up the opportunity to sell something does not hurt as much as taking the money out of your wallet to pay for it. Opportunity costs are vague and abstract compared to handing over actual cash.
- 2.) We experience life in terms of changes. We feel both gains and losses but not equally.
- 3.) A loss feels twice as bad as a gain feels good.
- 4.) Mental accounting: money already assigned to a specific bucket (holiday, gas money, food,...) will be spend for that bucket very easy until its gone because its already accounted for. □ if you want to save more label ALL your money “Savings”
- 5.) Financial Bubbles: it occurs whenever there are two salient reference points, for instance where you started and where you are right now. The house money effect – along with a tendency to extrapolate recent returns into the future – facilitates financial bubbles
- 6.) **A good rule to remember is that people who are threatened with big losses and have a chance to break even will be unusually willing to take risks, even if they are normally quite risk averse: watch out!**
- 7.) Kitchensafe.com
- 8.) Amazons mechanical turk
- 9.) **It's very important that your company is being perceived as fair!**
- 10.) Colin camerer
- 11.) Stupid worldly wisdom teaches us for reputation: it's better to fail conventionally than to succeed unconventionally
- 12.) Lsw asset management / Fuller & Thaler asset management
- 13.) If big companies attack you – use it as marketing
- 14.) If there is a number / statistic – people will use it!
- 15.) To get to the truth it helps to ask very specific questions (is there something wrong with this car? better ask is there something wrong with the ac? Does it burn oil?)
- 16.) NESTA
- 17.) People make mistakes – lots of them!
- 18.) **See the world as it is not as others wish it to be!**
- 19.) Collect Data – especially data that can proof you wrong
- 20.) Speak up! Create a culture that rewards evidence-based decision making – no matter the result

5.4 HIGH CONFLICT – Amanda Ripley

- 1.) This is a sure sign of high conflict. Every attempt to make things better seems to make it worse. The losses accumulate.
- 2.) The challenge of our time is to mobilize great masses of people to make change without dehumanizing one another. Not just because it's morally right but because it works. Lasting change, the kind that seeps into people's hearts, has only ever come about through a combination of pressure and good conflict. Both matter. That's why, over the course of history, nonviolent movements have been more than twice as likely to succeed as violent ones.
- 3.) People are wired to sort the world into us and them, but we are also wired to expand our definition of us, under certain conditions.
- 4.) Because as much as humans like to fight, we also want, very badly, to find peace. High conflict makes us miserable. It is costly, in every sense. Money, blood, friendships. This is the first paradox of conflict: we are animated by conflict, and also haunted by it. We want it to end, and we want it to continue.
- 5.) **It is impossible to feel curious while also feeling outraged!**
- 6.) On average, doctors interrupt patients after only eleven seconds of listening to them explain what ails them.
- 7.) Once we feel understood, we see options we couldn't see before. We feel some ownership over the search for solutions. Then, even if we don't get our way, we are more accepting of the result because we helped build it.
- 8.) National referendums, for example, seem like the ultimate form of democracy: ask the people what they want! But referendums collapse complicated issues into two categories: Yes or No. Good or Bad.
- 9.) **"What would it be like if you got what you wanted here?" "What do you want your opponent to understand about you? What do you want to understand about them?"**
- 10.) In fact, to expect a politician to truly unite a community after winning a contested election is to utterly misunderstand human psychology.
- 11.) **We overestimate how well we have conveyed our intentions and ideas.**
- 12.) **When college students were asked to tap out the rhythm of any of twenty-five well-known songs, they predicted that the people listening would correctly guess about half of them. After all, the person doing the tapping could "hear" the melody, the instruments, and even the lyrics in her head. It was so obvious! Out of 120 tapped-out songs, the listeners guessed just under 3 percent correctly. This is the illusion of communication.**
- 13.) **"The biggest problem in communication," as the saying goes, "is the illusion that it has taken place."**
- 14.) "In very few conflicts is one side totally right and the other side completely wrong."
—Gary Friedman, *Inside Out*
- 15.) "When conflict takes over, it creates its own reality." —Gary Friedman and Jack Himmelstein, *Challenging Conflict*
- 16.) Eran Halperin is an Israeli psychologist who researches conflict. Whenever he gives a lecture in Israel, he likes to ask how many audience members have heard of something called the Arab Peace Initiative. This was a peace plan unveiled in March 2002 by Saudi Crown Prince Abdullah. Under the proposal, Arab countries would offer Israel "normal relationships and security," in return for its full withdrawal from territories occupied since the 1967 war. The plan represented a remarkable concession compared to

previous Arab positions, earning qualified praise from leaders around the world. The initiative was endorsed by all the member states of the Arab League

- 17.) Alexander Hamilton called political parties the “most fatal disease” of popular governments. In his farewell address, George Washington warned that “they are likely in the course of time and things, to become potent engines, by which cunning, ambitious, and unprincipled men will be enabled to subvert the power of the people and to usurp for themselves the reins of government.”
- 18.) Bahá’ís
- 19.) Nicholas Christakis wrote in *Blueprint: The Evolutionary Origins of a Good Society*, “and
- 20.) **First, give people more than two choices. It doesn’t fix everything, but it reduces the power of the binary. Complexity doesn’t collapse into us and them quite so easily. Ranked-choice voting is one way to do this. Voters choose not just their No. 1 choice but their No. 2 and No. 3 choices, in case their No. 1 does not get enough votes. That way, our loyalties get distributed.**
- 21.) It works outside of politics, too. In any situation where cooperation matters, keep the groups flexible. Avoid schemes that designate one winner and one loser, one group that’s on the inside and one that’s on the outs. Mix up the identities as often as possible.
- 22.) One way to prevent high conflict is to learn to recognize the conflict entrepreneurs in your orbit. Notice who delights in each new plot twist of a feud. Who is quick to validate every lament and to articulate wrongs no one else has even thought of? We all know people like this, and it’s important to keep them at a safe distance.
- 23.) The single most underappreciated force in international relations is humiliation,” he wrote. Most journalists pay far more attention to battle strategy or the pursuit of land, oil, or power. But to ignore humiliation is to miss a powerful understory, driving all manner of conflict.
- 24.) ihuma,
- 25.) “If you can control a man’s thinking, you do not have to worry about his action,” Woodson wrote.
- 26.) The effectiveness of contact theory has been illustrated in more than five hundred experiments, all over the world. It has worked on children in Chile, Belgian high school students sent to Morocco, and prison inmates in the U.K. Relationships change us, way more readily than facts.
- 27.) Contact theory seems to require a few conditions. First, everyone involved in an encounter should ideally have roughly equal status, if not in the world then at least in the room and subculture in which an encounter takes place.
- 28.) **Real change requires putting sustained pressure on people and institutions that benefit from the current system.**
- 29.) The first conflict hack is simple: avoid the fire starters.
- 30.) The most long-lasting tactic may be reappraisal.
- 31.) **Eli Finkel and his colleagues directed a group of sixty married couples to spend seven minutes writing about their most recent fight from a different perspective. Specifically, “from the perspective of a neutral third party who wants the best for all involved.” Every four months, for a year, they repeated this writing exercise. The couples who did this marriage hack, reconsidering their conflicts from an imaginary third party’s point of view, reported feeling less upset about their disputes than couples who hadn’t done it. More importantly, the usual, slow loss of marital satisfaction did not happen for**

these couples that year. They still had conflict, but it didn't wear on them the same way. Because it was healthy.

- 32.) What's behind that? Why is that important to me? What would it be like if I got what I wanted here?
- 33.) Psychologists Julie and John Gottman have studied conflict in some three thousand married couples over the years, and they've found that the couples most capable of keeping conflict healthy were the ones whose everyday positive interactions exceeded the negative by a ratio of 5 to 1.
- 34.) It was a theme I heard again and again, in all kinds of conflict. Reviving latent family identities can help propel people out of high conflict—in divorce court or gang feuds or civil wars.
- 35.) This means setting up a conflict infrastructure, the kind that preempts high conflict before it starts by helping us investigate the understory, reduce the binary, and marginalize the fire starters in our world. It means cultivating curiosity in conflict, on purpose. Building this infrastructure creates conflict resilience, an ability to not just absorb conflict but get stronger from it.**
- 36.) Complexity is contagious, in other words. This is a big deal. People can be primed to see the world as a less binary place. When that happens, they become more curious and more open to new information. They listen, in other words.
- 37.) One fundamental lesson for anyone who wants to cultivate healthy conflict is to complicate the narrative early and often.
- 38.) three ground rules. "We're going to take seriously the things everyone holds dear," he said. "We're not going to try to convince each other we're wrong." And finally, "We're going to be curious."**
- 39.) We have very, very wide gaps in terms of opinions about all sorts of things, but we have something that is powerful in common, that is our humanity. And when you discover someone's humanity, you cross that bridge—between the 'us' and the 'them.'"**
- 40.) good conflict high conflict humility certainty fluidity rigidity many different emotions same emotions complexity simplicity novelty predictability passion righteousness spikes in stress hormones, followed by recovery chronic stress hormones, rumination, sleep disturbances Curiosity Assumption Questions Advocacy All sides want to find a solution One or all sides do not want to find a solution. They want to fight. Feelings of sadness when bad things happen to other side Feelings of happiness when bad things happen to other side Non-zero-sum thinking Zero-sum thinking Violence unlikely Violence more likely
- 41.) Do you lose sleep thinking about this conflict? Do you feel good when something bad happens to the other person or side, even if it doesn't directly benefit you? If the other side were to do something you actually agreed with, some small act, would it feel very uncomfortable to acknowledge this out loud? Does it feel like the other side is brainwashed, like a cult member, beyond the reach of moral reasoning? Do you ever feel stuck? Like your brain keeps spinning, ruminating over the same grievances, over and over again, without ever uncovering any new insights? When you talk about the conflict with people who agree with you, do you say the same things over and over—and leave the conversation feeling slightly worse than when you started talking?
- 42.) Has someone who knows you very well told you they don't recognize you anymore? Do you ever find yourself defending your own side by pointing out that the other side does the same thing—or worse? Do you see different people on the other side as essentially interchangeable? If your conflict is with just one other person, is it

hard to conjure a visual of that person as the small child they once were, even if you try? Do you use words like “always,” “good,” “bad,” “us” and “them,” or “war” when you talk about the conflict? Do you find it hard to remember the last time you felt genuine curiosity about the other side’s thoughts, intentions, or actions?

43.) Take every opportunity to make deposits of goodwill, upping the magic ratio, as the astronauts did. Go to the balcony, as Ury does. Breathe. Resist binary categories and keep fire starters at a distance.

44.) (Blame almost always masks vulnerability, as

45.)www.mediate.com

46.) reduce the binary Try not to form unnecessary groups. If groups are necessary, have more than two. And create traditions and routines that automatically scramble the groups, however many there are.

47.) In meetings, try using the Bahá’í concept of consultation, where no one owns an idea after it gets proposed. Don’t let complexity collapse into competition.

48.) I’ve become much less interested in which politicians are “moderate” and much more interested in which are conflict entrepreneurs. Which ones divide the world cleanly into us-versus-them, good-versus-bad? Which ones frame losses as a humiliation? Create some distance from these people. These are fire starters.

49.) People need to have five positive interactions for every negative one in a marriage,

50.)Oscar Trimboli, an author and podcaster focused on listening:
www.oscartrimboli.com.)

51.) Couples made conflict healthier in their own relationships just by writing about an argument from a neutral third party’s point of view. It sounds so simple but these tricks interrupt the spiral of conflict, so we can think again. (If you’re a parent or a teacher, consider trying this trick with kids to develop the habits that lead to good conflict.)

52.) complicate the narrative “Be suspicious of simple stories,”

53.) What is oversimplified about this conflict? What do you want to understand about the other side? What do you want the other side to understand about you? What would it feel like if you woke up and this problem was solved? What’s the question nobody’s asking? What do you want to know about this controversy that you don’t already know? Where do you feel torn? **Tell me more.**

5.5 The Voltage effect - John A List (Friend of Freakonomics)

- 1.) Scalable ideas are all alike: every unscalable idea is unscalable in its own way
- 2.) Be careful with samples - they are just that: samples and not necessarily representative for your customers - and don't assume that your initial audience is necessarily representative of the population as a whole
- 3.) funding is not an indicator that a backed idea can scale - be careful of funding as a trap for social signaling
- 4.) anytime there is competition over an asset of uncertain value, the party who wins the auction (or buys the idea etc.) oftentimes pays more than the asset is actually worth.

- 5.) Human incompetence, laziness, and wastefulness should not be underestimated - especially at scale
- 6.) !People have a tendency to engage in riskier behaviors when measures are imposed (and visible) to keep them safer e.g. seatbelts lead to riskier driving (Peltzmann effect)
- 7.) In order to make character irrelevant you need to get the incentives right!
- 8.) effect of margins - how did it change - look at the trend not the average (Think about the last beer and not how the first one made you feel ;-)
- 9.) daily teamwork and cooperation makes better societies
- 10.) moral licensing: doing a good thing gives permission to latter do a not so good thing
- 11.) if an enterprise has any weaknesses they will reveal themselves at scale
- 12.) scalable ideas are our most valuable resource for addressing the worlds biggest problems
- 13.)

5.6 Bureaucracy, What Government Agencies do and why they do it - James Q. Wilson

- 1.) Reality has a way of outrunning opinions
- 2.) To understand an organisation look at “ownership” (if people are taking it or not) and culture or the lack thereof and likewise for systems and incentives
- 3.) Culture is to an organisation what personality is to an individual.

But there are some difficulties in viewing organisations as cultures. One mistake is to assume an organisation will have ‘a’ culture; many perhaps most will have several cultures that are often in conflict.

When a single culture is broadly shared: its called a mission!

- 4.) Remember the lesson from Secretary of defense Robert S McNamara (hated) and Melvin R Laird (celebrated). Bureaucracies are often prepared to accept less money with greater control than more money with less control.
- 5.) **The longer an agency exists the more likely that its core tasks will be defined in ways that minimize the cost to the operators performing them, and thus in ways that maximize the cost of changing them!**
- 6.) transaction costs (time and money...) in economics are akin to friction in physics

5.7 The Go Giver - Bob Burg & John David Mann

- 1.) The majority of people operate with a mindset that says to the fireplace: First give me some heat then I'll throw on some logs! Like saying to the bank: Give me interest on my money and then I'll make a deposit.
- 2.) Go looking for conflict and you'll find it! Go looking for the best in people and you'll find it. Ultimately the world treats you more or less the way you expect to be treated.
- 3.) Your true worth is determined by how much more value you give than take in payment.
- 4.) Your income is determined by how many people you serve and how well you serve them.
- 5.) Everybody can be great because anybody can serve!
- 6.) Givers attract! That's why they are attractive...
- 7.) The most valuable gift you have to offer is YOU!
- 8.) Every giving can only happen because it is also a receiving!
- 9.) **Earned money is not a measure of your goodness or worthiness, however it is a measure of your impact.**

5.8 Zero to One - Peter Thiel

- 1.) What important truth do very few people agree with you on?
- 2.) Technology matters more than globalisation or geopolitics.
- 3.) In business money is either an important or it is everything. Monopolists can afford to think about things other than making money. Non monopolists can't.
- 4.) All failed companies are the same - they failed to escape competition.
- 5.) Every monopoly is unique but they usually share some combination of the following characteristics: proprietary technology; network effects; economies of scale; branding.
- 6.) **The best investment in a VC fund equals or even outperforms the entire fund combined. Rule 1: Only invest in companies that have the potential to return the value of the entire fund. Rule 2: There can't be any other rules because Rule 1 is so restrictive.**
- 7.) **Join a fast growing company because the differences between companies will dwarf the differences in roles inside companies!**
- 8.) A company messed up at its foundation cannot be fixed!

- 9.) Recruiting is a core competency for any company and should therefore never be outsourced.
- 10.) Best managers make their people responsible for delivering on just one thing, one metric to be rated and judged on.
- 11.) Nail one distribution channel before you add another one simultaneously.
- 12.) Great companies have secrets - specific reasons for success that other people don't see - MOAT

6. Understanding the world and inspirations

6.1 Sapiens, Homo Deus, 21 Lessons for the 21th century – Yuval Noah Harari

- 1.) Organizations without structure break apart above ~150 human beings. Below that communities social networks etc. can maintain themselves
- 2.) The total sum of money in the world is ~60 trillion (2011) yet the total sum of coins and banknotes is less than 6 trillion!
- 3.) Difference between religion and money: religion asks us to believe in something whereas money asks us to believe that other people believe in something (that something has value)
- 4.) Thanks to money even people who don't know and don't trust each other can cooperate
- 5.) **Craving always involves dissatisfaction**
- 6.) **If the mind of a person is free of all craving, no god can make him miserable**
- 7.) Possibilities that seem unlikely at the moment often get realized in the future [man on the moon, European union but also black swans...]
- 8.) Cultures and religions are not more than a parasite to the human host
- 9.) In 1775 Asia accounted for 80%!!! Of the world economy (□ in 1950 however Chinas prtion had been reduced to 5%)
- 10.) Banks are allowed to lend 10\$ on every \$ they possess (sometimes even higher up to 26!) □ 90% is not covered and they rely on the idea that the future will be better (Risk of Black swans..)
- 11.) If you have a "why" to live you can bear almost any "how" – Nietzsche
- 12.) In 2014 there are 2,1 billion people overweight while 850 mio are starving
- 13.) Calico – google company to solve deatch
- 14.) Humans always try to weave a web of meaning...
- 15.) Being able to distinguish fiction from reality and religion from science will become more difficult but more vital than ever before
- 16.) Google baseline study
- 17.) Censorship in the past was to block information; in the future its to flood people with irrelevant information
- 18.) 1.25 mio people are killed each year by traffic accidents □ 2x war, crime and terrorism combined!
- 19.) Create a vision to be shared against irrelevance (backed multiple time!)
- 20.) The greatest crimes in modern history resulted not from hatred and greed but from ignorance & indifference
- 21.) **The 4 Cs: Critical thinking, communication, collaboration and creativity**

6.2 Factfulness – Hans Rosling

- 1.) Recognize when a story is talking about a gap and remember that this paints a picture of two separate groups, with a gap in between. The reality is often not polarized at all. Usually the majority is right in the middle, where the gap is supposed to be. □ Look for the majority and not buy into gaps

- 2.) Expect bad news: information about bad events is much more likely to reach us.
Gradual improvement is what drives our world but it's not news.
- 3.) Don't assume straight lines: many positive trends do not follow straight lines
- 4.) The things that scare you are not the things that are going to kill you
- 5.) Get calm before you carry on – Make as few decisions as possible when you're scared
- 6.) Recognize when a lonely number seems impressive and get things in proportion. □
always look for comparison
- 7.) Beware of vivid examples: they might be true but not necessarily the rule but rather the exception.
- 8.) Small and slow changes gradually add up to big changes
- 9.) Beware of simple ideas; welcome complexity and combine ideas, compromise and solve problems on a case by case approach
- 10.) Resist finding a scapegoat. Look for causes not villains; look for systems not heroes**
- 11.) Recognize when a decision feels urgent and remember that it rarely is.**

6.3 The rational optimist - Matt Ridley

1. Property rights → specialization → exchange → wealth → more specialization (tool making tool) ...
2. Exchange is to cultural evolution as sex is to biological evolution.
3. Markets work perfectly for apples and haircuts (consumer goods) but almost always will create bubbles for assets.
4. Education and health care are amongst the very few things that didn't get cheaper over time.
5. People are programmed, through evolution, to desire not to appreciate.
6. So long as somebody allocates sufficient capital to innovation the relentless upward march of human living standards will continue.
7. Trade is often unequal but still benefits both sides! - often missed
8. Ricardos law - https://en.wikipedia.org/wiki/Comparative_advantage
9. The more people trust each other in a society, the more prosperous that society is, and trust growth seems to precede income growth.
10. The history of human prosperity, as Robert Wright has argued, lies in the repeated discovery of non-zero-sum bargains that benefit both sides.
11. Nobody planned the global capitalist system, nobody runs it, and nobody really comprehends it. This particularly offends intellectuals, for capitalism renders them redundant. It gets on perfectly well without them.
12. A classical education teaches you to despise the wealth it prevents you from earning. Lord Tavern / Russel Green
13. Random violence makes the news precisely because it is so rare routine kindness does not make the news precisely it is so commonplace. Charitable giving has been growing faster than the economy as a whole.
14. Average company size in America is down → now ?? source?
- 15. Firms are a temporary aggregation of people to help them do their producing in such a way as to help others do their consuming.**
16. Today nearly half the Nitrogen Atoms in your body passed through an Ammonia factory → Haber - Bosch Process.

17. At least in the past, a return to self-sufficiency has led to poverty and falling living standards or at least stagnation.
18. Fossil fuels kept the last industrial revolution going in contrast to all the advancements before in history when a growing population simply sooner or later ran out of resources to sustain itself.
19. A low-level demand from the masses was far more important than a rich demand from the few! - 1728 Dafeo
20. Leisure has a real value even to very poor people.
21. Coal gave Britain fuel equivalent to the output of 15 million extra acres of forest to burn! An area nearly the size of Scotland. It was as if each worker had 20 servants at his back in coal. As many calories as 3 times the entire wheat harvest!
22. Energy efficiency AND Energy consumption are rising at the same time - Jevons Paradox
23. It is the planned economy and not the market that requires perfect knowledge.
24. **Note that the greatest impact of an increasing return wave comes long after the technology is first invented. It comes when the technology is democratized.**
25. It is the ever-increasing exchange of ideas that causes the ever-increasing rate of innovation in the modern world.
26. When Charles Townes invented the Laser in the 1950s it was dismissed as an invention that looks for a job.
27. There is no theoretical limit to knowledge and innovation - a huge cause for optimism.
28. The real danger comes from slowing down change. The human race has become a collective problem-solving machine and it solves problems by changing its ways.
29. For 200 years pessimists have had all the headlines, even though optimists have far more often been right. (humanity is apokoholic)
30. <https://www.globalgiving.org/learn/>
31. **It is the long ascent of the past that gives the lie to our despair - HG Wells**

31.1 **The fabric of reality - David Deutsch**

- 31.2 Prediction - even perfect, universal prediction - is simply no substitute for explanation.
- 31.3 There is one true oracle: the physical world. It tells us the result of any possible experiment if we ask it in the right language.
- 31.4 *Its worth rereading chapter two: shadows!*
- 31.5 The multiverse interpretation of quantum mechanics suggests “shadow” particles and therefore a much bigger reality, most of which is invisible.

- 31.6 Imagination is a straightforward form of virtual reality. Our 'direct' experience of the world through our senses is virtual reality too! For our external experience is never direct; nor do we even experience the signals in our nerves directly - we would not know what to make of the streams of electrical crackles that they carry. What we experience directly is a virtual reality rendering, conveniently generated for us by our unconscious minds from sensory data plus complex inborn and acquired theories about how to interpret them.
- 31.7 Church Turing conjecture
- 31.8 'Alive' is at best a courtesy title when applied to the parts of an organism other than its DNA. An organism is not a replicator: it is part of the environment of replicators - usually the most important part after other genes. Organisms are not copied during reproduction; far less do they cause their own copying. They are constructed afresh according to blueprints embodied in the parent organisms DNA.
- 31.9 It is the survival of knowledge, and not necessarily of the gene or any other physical object, that is the common factor between replicating and non-replicating genes. So strictly speaking, it is a piece of knowledge rather than a physical object that is or is not adapted to a certain niche. **Life is about the physical embodiment of knowledge**
- 31.10 *learn about the strong quantum interference holding particles together*
- 31.11 All substantive questions of science lie outside the domain in which logic alone can settle disputes.
- 31.12 For it is a commonplace observation that many of the intuitions built into human beings by accident of evolution are simply false. For example the human eye and its controlling software implicitly embody the false theory that yellow light consists of a mixture of red and green light. In reality all three have different frequencies and cannot be created by mixing light of other frequencies. The fact that a mixture of red and green light appears to us to be yellow light has nothing to do with the properties of light but is a property of our eyes.
- 31.13 Good explanations are not to be discarded lightly! For example: Physics says that we could travel to Mars, therefore it should be possible to travel there. Our brain follows physical laws and creates intelligent behaviour, therefore, it should be possible to build another structure (or rebuild the brain) to create intelligent behaviour.
- 31.14 *Reread chapter 11 Time: The first quantum concept.*

31.15 **White fragility** – Robin

- 1.) Just because you're offended doesn't mean you're right
- 2.) We come to understand of who we are by who we are not.
- 3.) The racial status quo is comfortable for white people, and we will not move forward in race relations if we remain comfortable. The key to moving forward is what we do with our discomfort.
- 4.) How the question is asked can sometimes determine the outcome:
 - a. Are blacks inferior? (fair question)
 - b. Why are blacks inferior (unfair bias)
- 5.) Race is the child of racism not the father – Ta-Nehisi Coates**
- 6.) The poor and working classes, if united across race, could be a powerful force. But racial divisions have served to keep them from organizing against the owning class who profits from their labor.
- 7.) Racism is a structure not an event – J. Kehaulani Kauanui**
- 8.) Metaphor Bird Cage: Interlocking forces of Oppression; If seen one by one look like a pol easy to navigate around but seem from afar altogether form a cage.
- 9.) 8 men own more than the poorest half of the world
- 10.) Teach the children how to recognize and challenge prejudice not self-censorship.
- 11.) If privilege is defined as legitimization of ones entitlement to resources, it can also be defined as permission to escape or avoid any challenges to this entitlement. – Rich Vodde**
- 12.) White fragility functions as a form of bullying because it is making it so hard for colored people to confront whites that they will simply back up and never raise the topic again.
- 13.) People of color know that we all have racist patterns – we don't fool them with our excuses
- 14.) We must continue to ask how our racism manifests not IF.**
- 15.) Racism hurts even kills people of colour 24/7! Interrupting it is more important than your ego or self-image
- 16.) How to clear the air: Can I talk to you about something? I have been feeling uncomfortable about our interaction the other day. But it has taken me a while to get clarity on why. I have a better sense now. Can we return to our conversation?**

31.16 **The Biggest Bluff** – Maria Konnikova

- 1.) People fail to see what the world is telling them when the message wasn't one, they wanted to hear
- 2.) No facts and charts will change people's minds only going through the events or knowing someone who has!**
- 3.) Learn from your mistakes – step back and analyze what you did
- 4.) There is no certainty – there is only thought

- 5.) True skill is knowing your limits and the power of randomness / variance in the near future
- 6.) How we frame something effects not only our thinking but our emotional state.
- 7.) Facing a choice, we often give up rationality rather than the enterprise
- 8.) Less certainty more inquiry**
- 9.) If our attention is drawn to the actual cause of our mood – it stops having an effect
- 10.) Stoicism!

31.17 The Inevitable - Kevin Kelly

- 1.) The problems of today were caused by yesterday's technological successes and the technological solutions to today's problems will cause the problems of tomorrow.
- 2.) Under the right conditions people will share everything. (e.g cars - uber, houses - airbnb, ...)
- 3.) **The only things that are increasing in cost while everything else gets cheaper are human experiences** - which cannot be copied. (e.g. the cost of weddings now has virtually no limits) If you want a glimpse of what we humans do when the robots take our current jobs, look at experiences. That's where we'll make our money. We'll use technology to produce commodities and we'll make experiences in order to avoid becoming a commodity ourselves.
- 4.) Anything that is not intensely interactive will be considered broken!**
- 5.) There is an asymmetry in the work needed to generate a good question vs. to absorb an answer. Answers are becoming cheap while questions become valuable.

31.18 Miscellaneous

31.18.1 So you want to talk about race – Ijeoma Oluo

- 1.) If you are white and you don't want to feel any of that pain by having conversations about racism, then you are asking people of color to continue to bear the entire burden of racism alone.
- 2.) Do you want to look like a better person, or do you want to be a better person?

31.18.2 Unreasonable success Richard Koch

- 1.) Belief in the destination can become belief in the self
- 2.) Find a vehicle for your success- it might be a movement, a network, an organization, a new job, or position.
- 3.) If you follow the herd, you are unremarkable. If you are controversial you are noticeable.
- 4.) Build resilience so you can withstand defeats and learn from them.
- 5.) Peace depends on strength! Rather than on good intentions.
- 6.) Don't compete on ability!
- 7.)

31.18.3 Liars Poker - Michal Lewis

- 1.) In any market as in any poker game there is a fool. Any player unaware of the fool probably is the fool.
- 2.) the Federal Reserve, which is ironic, since no one disapproved of the excesses of Wall Street in the 1980s so much as the chairman of the Fed., Paul Volcker. At a rare Saturday press conference, **on 6 October 1979, Volcker announced that the money supply would cease to fluctuate with the business cycle; money supply would be fixed, and interest rates would float.** The event, I think, marks the beginning of the golden age of the bond man. Had Volcker never pushed through his radical change in policy the world would be many bond traders and one memoir the poorer. For in practice, the shift in the focus of monetary policy meant that interest rates would swing wildly. **Bond prices move inversely, lock step, to rates of interest. Allowing interest rates to swing wildly meant allowing bond prices to swing wildly.** Before Volcker's speech bonds had been conservative investments, into which investors put their they didn't fancy a gamble in the stock market. A speech, bonds became objects of speculation, « creating wealth rather than merely storing it. Overnly bond market was transformed from a backwater into a casino.

- 3.) Don't invest in Bonds that have mortgages in there. Because money from the lenders will be returned when interest rates fall, which is the worst time to redeploy the cash for the bond managers.
- 4.) Stupid customers (aka the fool in the market) were a wonderful asset - but at some level of ignorance they became a liability - they went broke!