

→ Carl Jung (analytical psychology)

(1) (action
Repose
Epiphany)

→ battle against ideas of Freud.

→ Deep work - Professional activities performed in state of distraction free concentration that pushes cognitive capabilities to their limit. New, value, improve skill and hard to replicate.

Read Adventures of Tom Sawyer - Mark Twain.

→ Woody Allen, Rowling, Higgs → disconnected from computer.

→ Bill Gates → Think weeks

→ Neal Stephenson → ?? → Internet age → can't be found on social media.

→ Deep work is being forgotten. due to network tools
(with personal experience)

→ shallow work → non demanding tasks that can be achieved in a distracted state.

→ we are replacing deep work with shallow work in lieu of being busy.

→ spend enough time in shallowness and you are incapable of performing deep work. The switch cannot be reversed.

→ No debate whether internet is good or bad. But this is opening up a great opportunity for people recognizing the value of deep work

→ Jason Ben computer programmer story.

→ lessons from Bennis story / knowledge worker
↳ we must learn to master something quickly.
→ also because now, if you are advanced, your audience is wide.

→ Deep work is scarce and its value is increasing.

→ Part one → describes and cements the idea of deep work.

(1) Deep work is valuable.

→ Nate Silver → election forecasts

→ David Heinemue Hannson → Ruby on Rails

→ John Deere → combine harvester

3 groups of thriving people in machine age

→ Machine age, knowledge jobs are valuable.

(i) High skilled workers. — how well they can use machines to produce useful results.

(ii) Superstars → For fields ~~where~~ ~~are~~ where technology makes remote work possible. Work is given to superstars instead of local workers.

So basically, everyone is now competing with rockstars of their sector.

(iii) Owners → People with capital. can now invest in cheap
tech where rewards are pulling
phenomenal. sprawling
Oracular.
Innovatively

→ necessary qualities

causes Precarious

→ quickly master hard things -

quelling
stomach

→ produce at an elite level, in terms of quality and speed.

(achieved by deep work)

→ there is this idea that providing students with exposure to simplistic products like ipad to take notes and giving videos on Youtube would prepare them for a high tech economy. It is similar to saying that playing with Hottwheels would prepare them to thrive as auto mechanics.

→ If you don't produce, you don't thrive - no matter how skilled you are.

→ How are experts in a field different from others → deliberate practice.

→ requires attention
→ requires feedback.

→ will myelinated is better?

↳ Neurological explanation to deep work.

± Producing at an elite level: Grant.

→ batching hard intellectual tasks into long, uninterrupted stretches

→ Quality of work = (Time x intensity) -

→ Attention residue. → switching b/w tasks does not let you perform as intensely on the second task

→ So according to attention residue: It is better to do one task with uninterrupted attention for long hours.

→ What about Jack Dorsey.

↳ their job brings value because a good chief executive making good decisions is hard to automate.

Deep work is rare.

→ serendipitous collaboration

→ rapid communication

→ Active presence on social media.

Blavatsky

lobbyist

Cadence

Serendipitous
slashed

- constant presence on social media & IM chat is decreasing the ability to do deep work.
- email per day experiment → million dollars lost
95 cent / per email → but is the cost worth it -
- Metric black hole prevents the harms of distractions to come forward.
- clarity about what matters provides clarity about what does not.
- knowledge workers are turning to busyness due to lack of better metrics to judge them.
- Q → "All it takes is an ideology seductive enough to discard your common sense.
- Internet centrism. we are embracing everything that grows with internet without question
- # Deep work is meaningful (#2)
- "who you are, what you feel, think, and do, what you love - is the sum of what you focus on." and not the circumstances.
- Having shallow tasks over day would lead to an unsatisfying day.
- A focused life is the best there is.

piqued -
 mixed
 Roil
 Palpable
 illicit
 quibbles
 riled
 abet.
 missile
 desultory
 simulacrum.
 Berast
 Anachronistic
 Sine qua non

→ Psychological argument for depth

Wally
monasticism
verbiage

- The best moments usually occur when a person's body or mind is stretched to its limit in a voluntary effort to accomplish something difficult and worthwhile.
- whether you are a ~~worker~~ writer, lawyer, consultant, your work is craft and honing it will increase the meaning in daily life.

PART-2 - The rules

(i) work deeply

- Desires are norm rather than exception. When we try to focus, we at times fight the desire to eat, sleep, have sex, but also to take break from hard work, checking email etc.
- Willpower is a finite asset. Thus it is important to develop rituals and routine. For ex. a 7-9 am deep work time so that you don't deplete your day's deep work reserve.

(ii) Deep work philosophies.

- knuth → shuts down all shallow stuff
- chappell → schedules deep work accordingly
- Monastic philosophy → extreme aversion to shallowness avince
 - ↳ applied when goal is quite clear, like producing novels, publishing papers

→ How you'll support your work → have everything required ready.

(iii) Make grand gestures

(iv) Don't work alone

↳ collaborate when expertise in different fields is required.

(v) Execute like a business

↳ difference between 'what' and 'how' is spectacular
4 disciplines (4DX)

(i) Focus is wildly important

→ Have very few goals that you need to achieve in your deep work hours.

(ii) Act on the lead measures.

lag measures, lead measures
come later are immediate

for deep work - time spent in state of deep work is
~~lag~~ lead measure.

results are lag measure.

(iii) Keep a compelling scoreboard.

↳ track count no of hours.

(iv) Create cadence of accountability

↳ weekly reviews of scoreboard.

(vi) Be lazy.

→ Downtime increases probability of deep work happening

Reasons: Downtime adds insight.

Insidiously

→ unconscious brain takes the heat

↳ capable of processing large amts of data.

- sabbatical.
idiosyncrasy
- Bimodal philosophy of Deep work scheduling
 - ↳ dividing time in deep pursuits and the rest for everything else
 - people who cannot succeed in absence of noncommittal pursuits.

- Rhythmic philosophy of scheduling
 - making pre-scheduled ~~deep~~ deep work slots every day.
 - matches routines of most people.

- Journalist philosophy
 - start deep work whenever you can.
 - difficult to pull off and works for people with experience.

(II) Ritualize (117)

- An often overlooked observation about those who use their minds to create valuable things is that they're rarely haphazard in their work habits.
- Great minds think like an artist and work like an accountant.
- Thus, to make most of deep work sessions, build strict rituals with ~~your~~ idiosyncrasy
 - decide when to work and for how long.
 - better if location is explicitly used for deep work.
 - how you'll work once you start.
 - what parameters will you use to judge yourself.
 - will you ban internet or not.

Reason-2 Downtime recharges the energy needed to work deeply.

→ attention reserves are recharged while doing tasks that require no attention (like walking in nature)

→ attention restoring activities

→ talking casually to a friend
→ listening to music while walking.

~~Reason~~ Reason 3 → experts spend a very large time doing deliberate practice.

→ Have a shutdown ritual → or have an end to your work day.

"shutdown complete"

→ Incomplete tasks dominate our mindspace. Thus, having a plan for them would facilitate the shutdown.

→ In all, when you work, work hard. when you're done, be done.

RULE 2 Embrace boredom

→ commitment to training the deep work muscle is essential. Adam Martin (Jew textcases)

→ Nass → a mind that is accustomed to on demand distraction and wavers at slightest hint of boredom is a mental wreck.

Deep work is impossible here.

→ Further from here, we would take up strategies to rewire your brain in case it is addicted to on demand distraction

Judaism
Teneb
Rabbi

Synagogue.
anborekum

Don't take breaks from distraction, take breaks from focus.

→ Once you're wired for distraction, you have it. So, we need strategies to rewire our brain.

→ Instead of taking breaks from distraction to focus
Take breaks from focus to give in to distractions

↳ schedule in advance when you'll use internet
and ~~keep~~ avoid it altogether outside these times.

(i) strategy works even if job requires a lot of internet

(ii) Regardless of how you schedule Internet blocks,
you must keep time outside these blocks absolutely
free from internet use.

(iii) Schedule internet use even when workday is over

Work like Teddy Roosevelt

→ Roosevelt was a multi-mult-interest personality.
Getting time for all he wanted to do.

→ Roosevelt dashes.

Productive meditation

↳ period where you are occupied physically, but not
mentally,

— walking, jogging, showering etc. and focus
your attention on a well defined professional problem

→ have a walk for the purpose of applying productive
meditation during the day.

(11)
suggestion 1: be wary of distractions and looping

↓
going over same info
again and again without
making any progress

suggestion 2: structure your
deep thinking

↳ look through variables, ask next questions
and then push to get answers.

→ memorize a ~~set~~ deck of cards.

Rule 3 Quit social media

→ Many believe that a break from internet would help

→ Network tools are not inherently evil and might
be important for your success and happiness. However
there should be a threshold to how much usage you allow
them to have

→ Tool selection → Hay bales example.

Tool selection should be nuanced

Baseline was soil fertility. had to be maintained.

Craftsman approach to tool selection — Identify the core
factors that determine success and happiness in your
professional life. Adopt a tool only if its positive impacts
outweigh the negative ones.

↳ leave any-benefit mindset.

→ Apply law of vital few to your internet habits.

migrate

→ 80/20

Quit social media

quixotically. bereft
itaculous

cumundgeonly
antiquated

→ Getting followers on social media is just too easy if you are stupid. We are basically validating each other without putting any significant effort in our work.

→ Fb, insta, twitter are not lifeblood of modern connected world. These are just products, developed by private companies and are well marketed.

Don't use Internet to entertain yourself (Now this is a big one!)

→ People view 9-5, 10-6 as the day. Not realising there are still 8 left. ~~most of it is sleep though.~~

→ Leisure time is important.

↳ Don't default to whatever catches your attention.

→ Give your brain a quality alternative to entertainment websites. (addictive websites)

⇒ Rule 1 Drain the shallows

→ a how work week by 37 signals

↳ People got more done in less time.

→ strategies that follow help minimise shallows in your life.

→ schedule every minute

→ behaviour is not forced into a rigid plan

→ it is to make you conscious about every minute of your day.

Quantifying the depth of every activity.

Veneth
Damoclean (13)

↳ how to determine how shallow or deep a task is

↓
ask this question

How long will it take (in months) to train a smart recent college graduate with no specialised training to complete the task?

→ take ratio of shallow to deep work you want to do.

Finish your work by 5:30

↳ fixed schedule productivity

→ A tactic that works is to be clear in refusal but to not be clear in reason of refusal. It is to avoid providing enough specificity about the excuse that the requester has the opportunity to defuse it.

Conclusion

→ Deep work allowed Bill gates to start a billion dollar industry in less than a semester.

→ To leave the distracted masses to join the focused few is a transformative experience.

petulant
unencumbered
cautious
Inursion
precipitously
preternatural