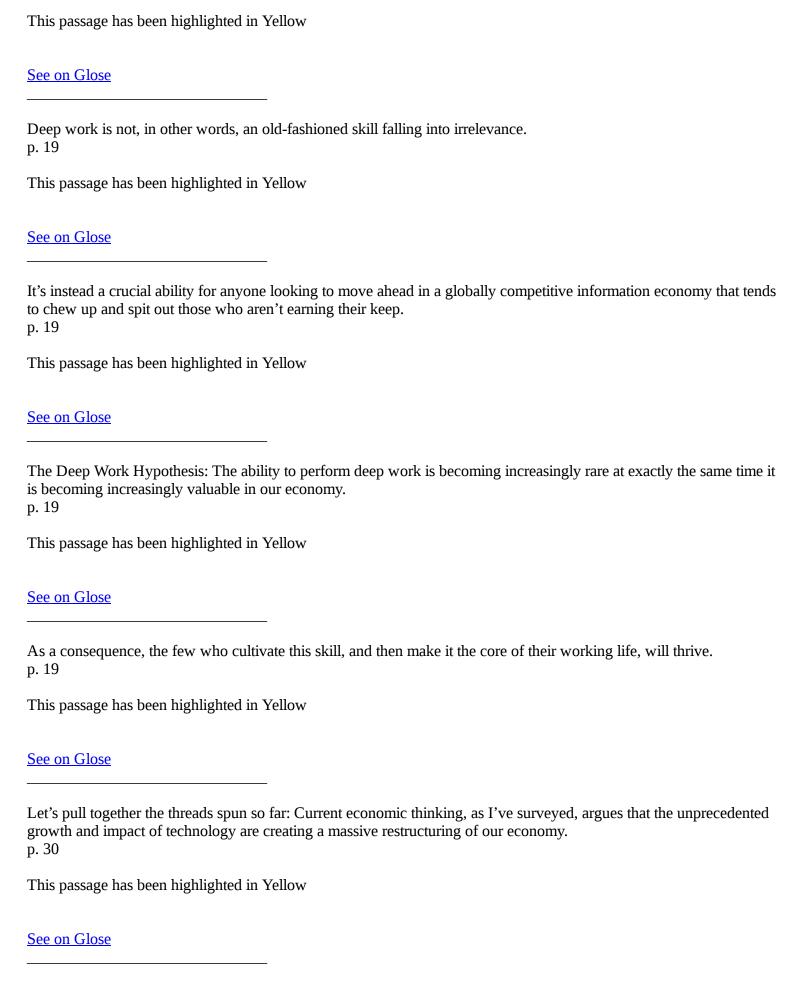
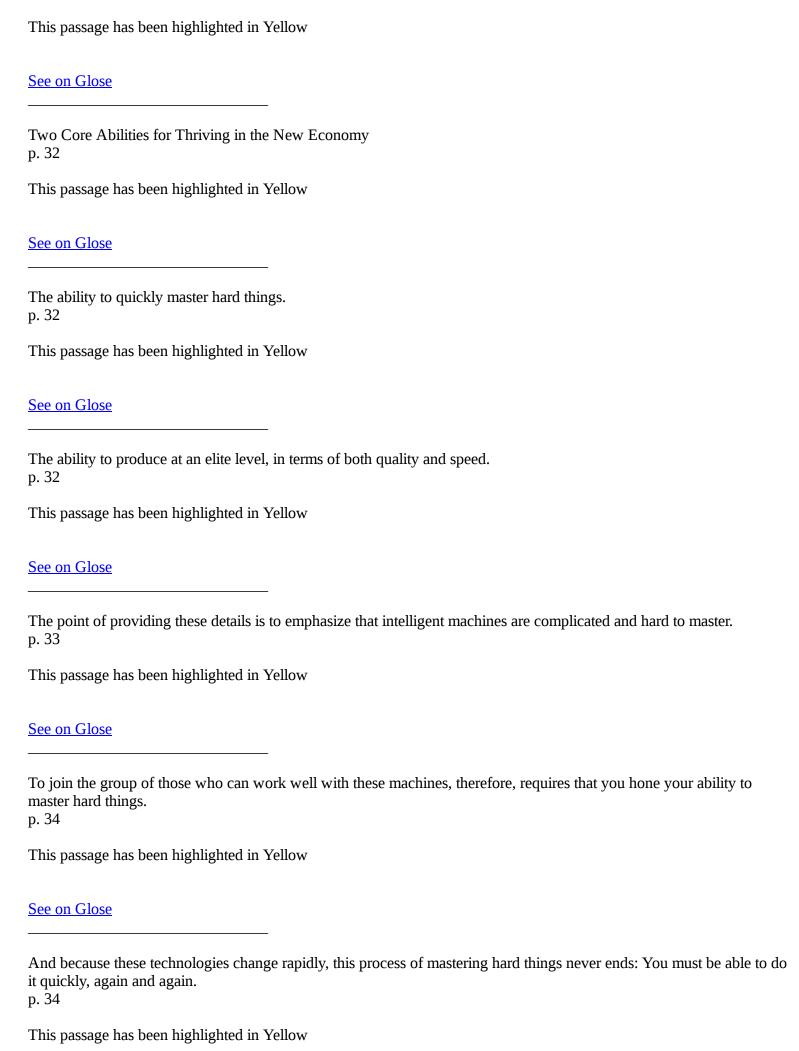
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Deep Work Cal Newport
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This document may contain one or more audio annotations for which Glose has performed an automatic transcription that may not be perfect. These annotations are indicated by the symbol
Deep Work: Professional activities performed in a state of distraction-free concentration that push your cognitive capabilities to their limit. p. 7
This passage has been highlighted in Yellow
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These efforts create new value, improve your skill, and are hard to replicate. p. 7
This passage has been highlighted in Yellow
See on Glose
Shallow Work: Noncognitively demanding, logistical-style tasks, often performed while distracted. p. 10
This passage has been highlighted in Yellow
See on Glose
These efforts tend not to create much new value in the world and are easy to replicate. p. 10
This passage has been highlighted in Yellow
See on Glose
In an age of network tools, in other words, knowledge workers increasingly replace deep work with the shallow alternative—constantly sending and receiving e-mail messages like human network routers, with frequent breaks for quick hits of distraction. p. 10



In this new economy, three groups will have a particular advantage: those who can work well and creatively with intelligent machines, those who are the best at what they do, and those with access to capital.



This ability to learn hard things quickly, of course, isn't just necessary for working well with intelligent machines; it also plays a key role in the attempt to become a superstar in just about any field—even those that have little to do with technology.

p. 34

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It's here that we arrive at a central thesis of this book: The two core abilities just described depend on your ability to perform deep work.

p. 35

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This brings us to the question of what deliberate practice actually requires. p. 37

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Its core components are usually identified as follows: (1) your attention is focused tightly on a specific skill you're trying to improve or an idea you're trying to master; (2) you receive feedback so you can correct your approach to keep your attention exactly where it's most productive.

p. 38

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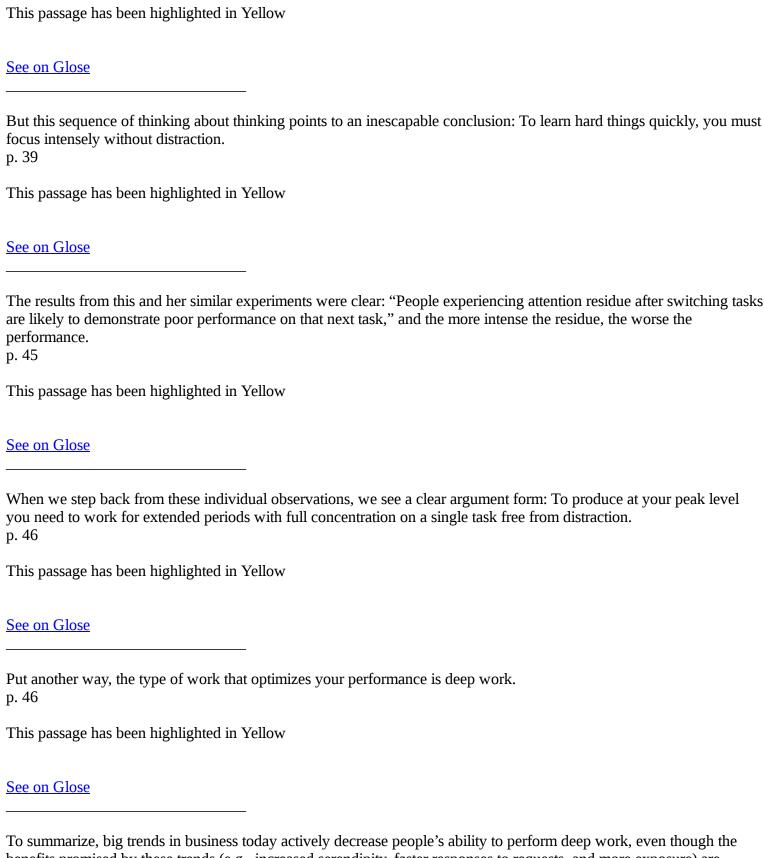
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This new science of performance argues that you get better at a skill as you develop more myelin around the relevant neurons, allowing the corresponding circuit to fire more effortlessly and effectively. p. 38

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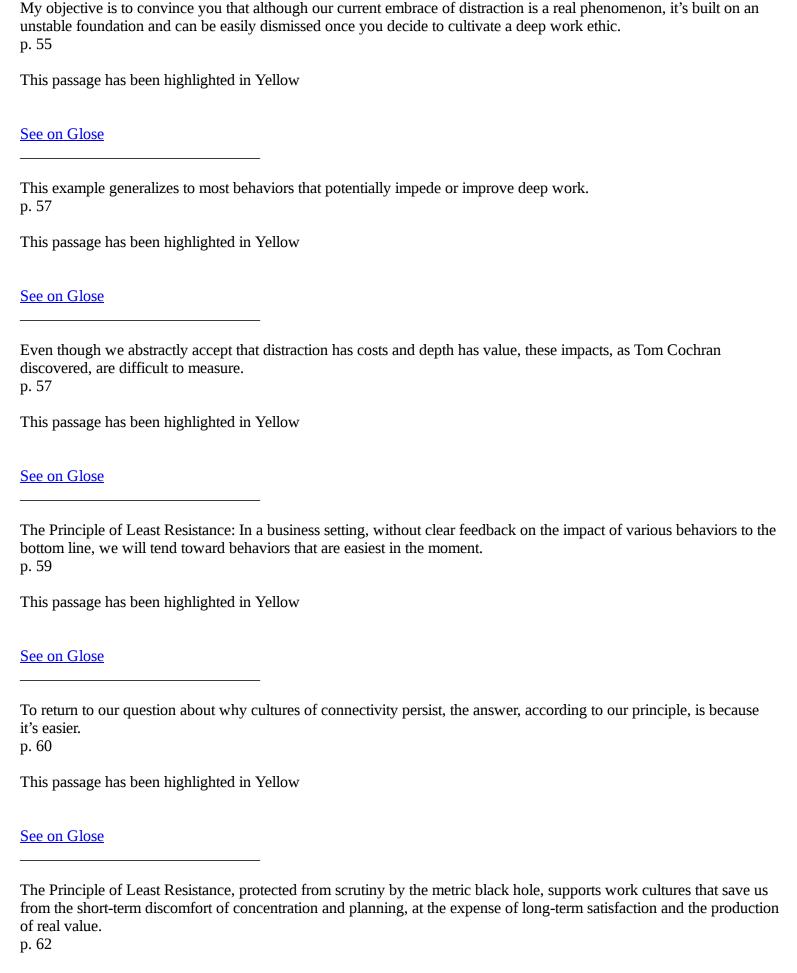
To be great at something is to be well myelinated.

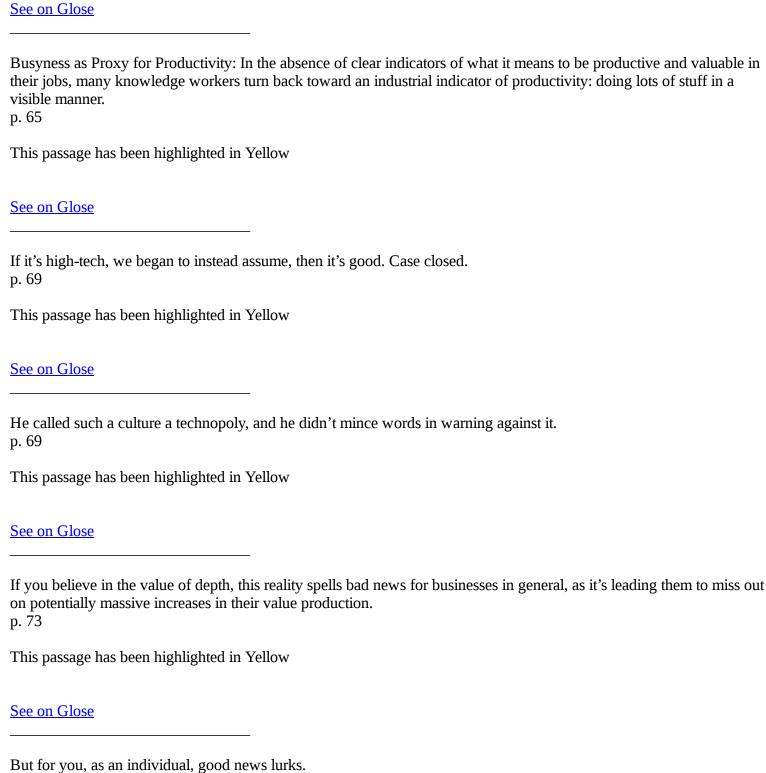


To summarize, big trends in business today actively decrease people's ability to perform deep work, even though the benefits promised by these trends (e.g., increased serendipity, faster responses to requests, and more exposure) are arguably dwarfed by the benefits that flow from a commitment to deep work (e.g., the ability to learn hard things fast and produce at an elite level).

p. 54

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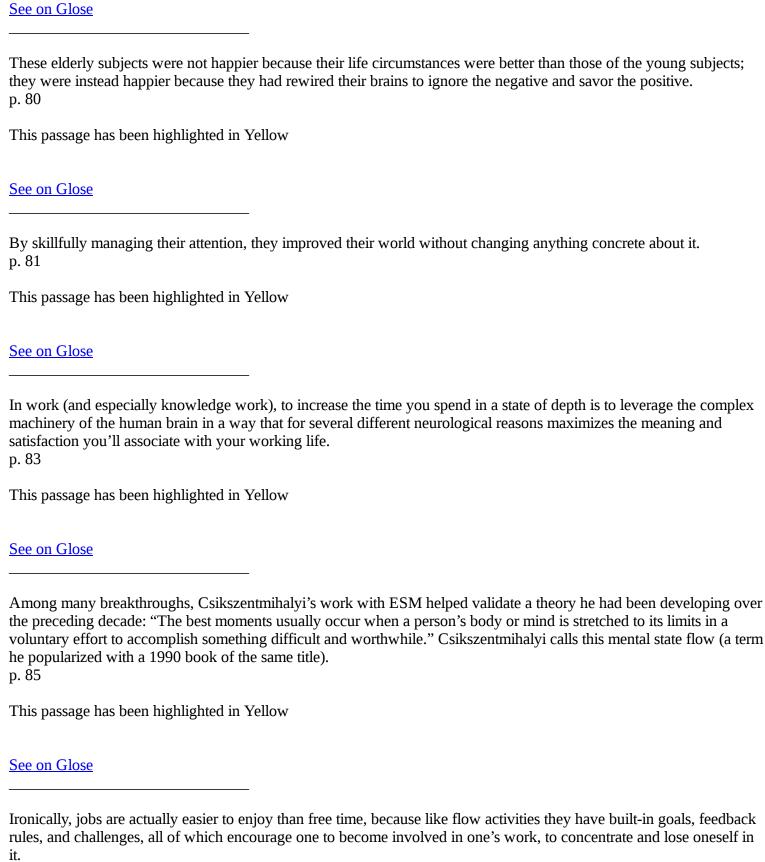
p. 73

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The goal of this chapter is to convince you that deep work can generate as much satisfaction in an information economy as it so clearly does in a craft economy.

p. 78



p. 86

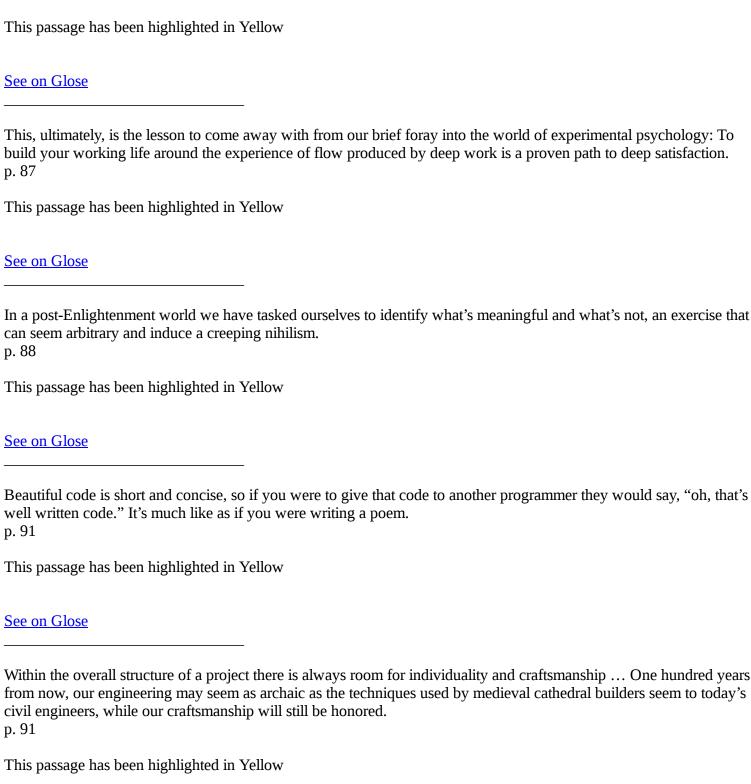
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Free time, on the other hand, is unstructured, and requires much greater effort to be shaped into something that can be enjoyed.

p. 86
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Both point toward the importance of depth over shallowness, but they focus on two different explanations for this importance. p. 86
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Gallagher's writing emphasizes that the content of what we focus on matters. p. 86
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If we give rapt attention to important things, and therefore also ignore shallow negative things, we'll experience our working life as more important and positive. p. 86
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See on Glose
Csikszentmihalyi's theory of flow, by contrast, is mostly agnostic to the content of our attention. p. 86
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Though he would likely agree with the research cited by Gallagher, his theory notes that the feeling of going deep is in itself very rewarding. p. 87
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Our minds like this challenge, regardless of the subject. p. 87



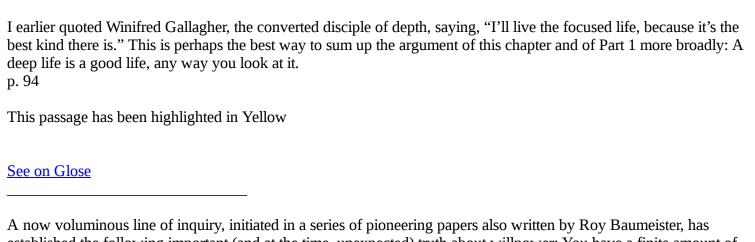
Within the overall structure of a project there is always room for individuality and craftsmanship ... One hundred years

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Whether you're a writer, marketer, consultant, or lawyer: Your work is craft, and if you hone your ability and apply it with respect and care, then like the skilled wheelwright you can generate meaning in the daily efforts of your professional life.

p. 91

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A now voluminous line of inquiry, initiated in a series of pioneering papers also written by Roy Baumeister, has established the following important (and at the time, unexpected) truth about willpower: You have a finite amount of willpower that becomes depleted as you use it. p. 100

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This brings me to the motivating idea behind the strategies that follow: The key to developing a deep work habit is to move beyond good intentions and add routines and rituals to your working life designed to minimize the amount of your limited willpower necessary to transition into and maintain a state of unbroken concentration.

p. 101

p. 101

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With this in mind, the six strategies that follow can be understood as an arsenal of routines and rituals designed with the science of limited willpower in mind to maximize the amount of deep work you consistently accomplish in your schedule.

p. 101

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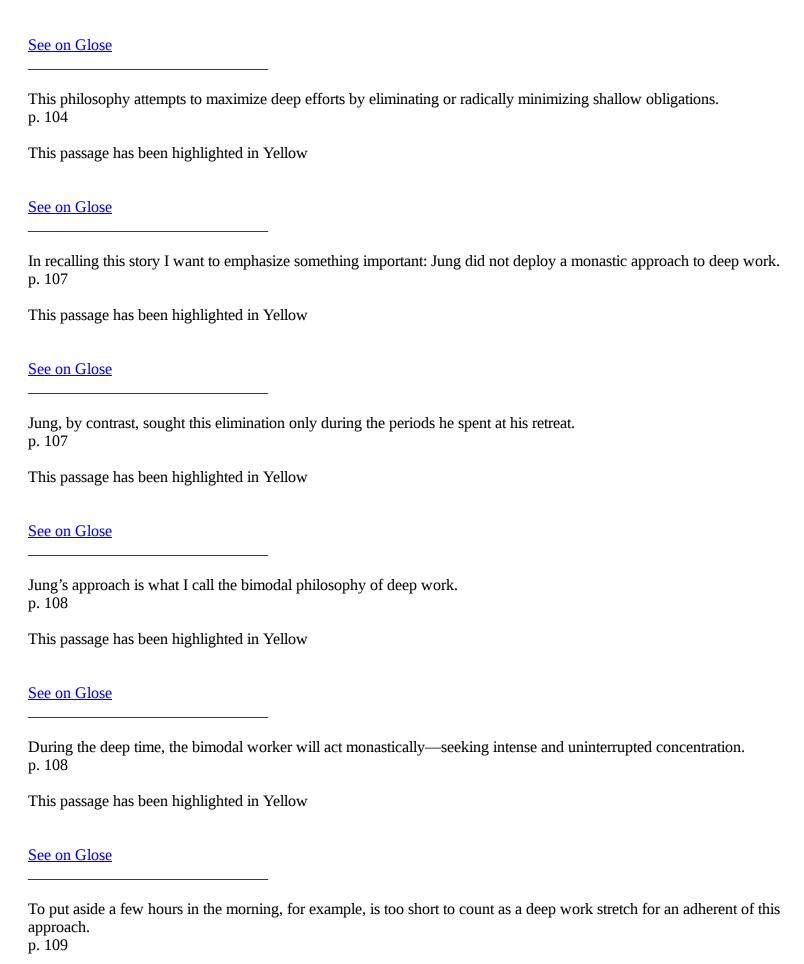
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You need your own philosophy for integrating deep work into your professional life. p. 102

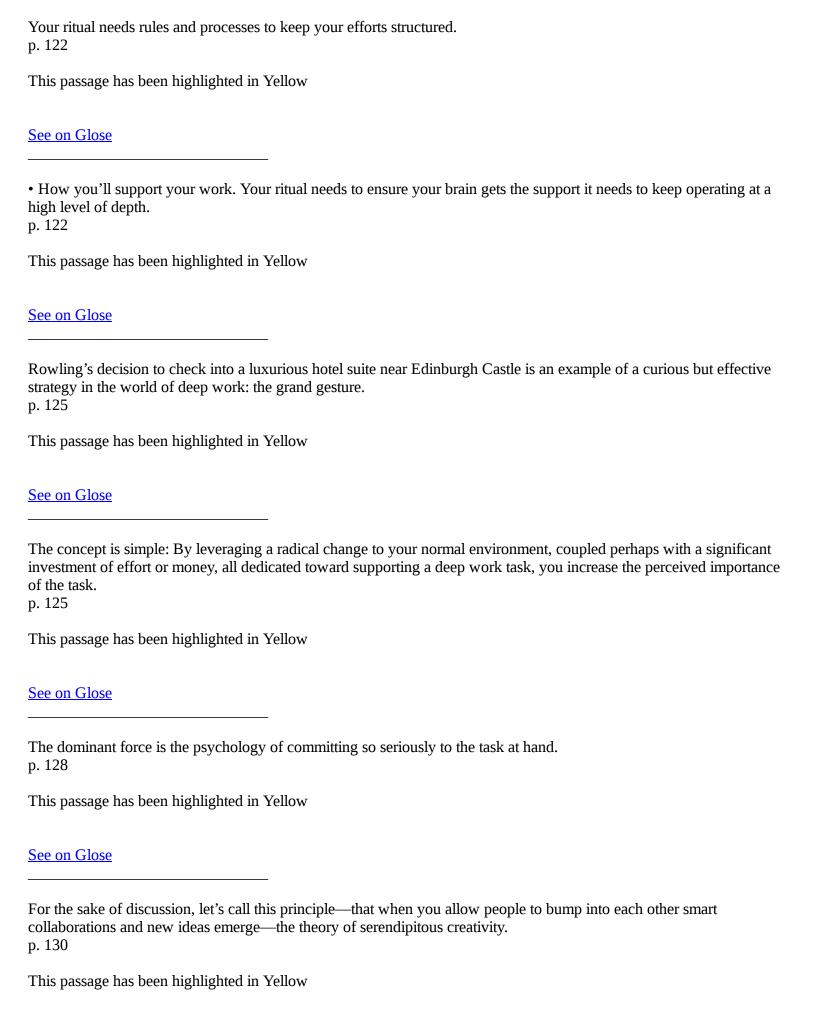
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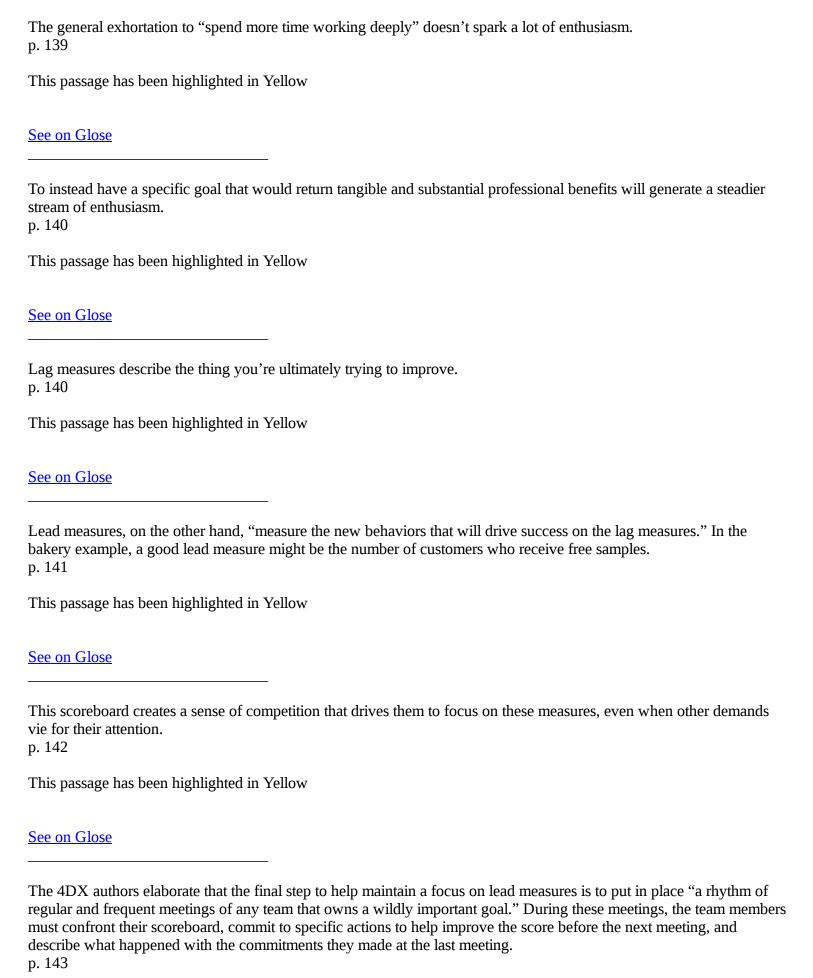
Knuth deploys what I call the monastic philosophy of deep work scheduling. p. 104



For our purposes, it provides a specific example of a general approach to integrating depth into your life: the rhythmic philosophy. p. 112
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This philosophy argues that the easiest way to consistently start deep work sessions is to transform them into a simple regular habit. p. 112
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This strategy suggests the following: To make the most out of your deep work sessions, build rituals of the same level of strictness and idiosyncrasy as the important thinkers mentioned previously. p. 121
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There's no one correct deep work ritual—the right fit depends on both the person and the type of project pursued. p. 121
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See on Glose
• Where you'll work and for how long. Your ritual needs to specify a location for your deep work efforts. p. 121
This passage has been highlighted in Yellow
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• How you'll work once you start to work. p. 122
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This back-and-forth represents a collaborative form of deep work (common in academic circles) that leverages what I call the whiteboard effect.
p. 135
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For some types of problems, working with someone else at the proverbial shared whiteboard can push you deeper than if you were working alone. p. 136
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First, distraction remains a destroyer of depth. p. 136
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See on Glose
Therefore, the hub-and-spoke model provides a crucial template. p. 136
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See on Glose
Second, even when you retreat to a spoke to think deeply, when it's reasonable to leverage the whiteboard effect, do so. p. 137
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See on Glose
With this in mind, I've summarized in the following sections the four disciplines of the 4DX framework, and for each I describe how I adapted it to the specific concerns of developing a deep work habit. p. 139
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Instead, I want to suggest a more applicable but still quite powerful heuristic: At the end of the workday, shut down your consideration of work issues until the next morning—no after-dinner e-mail check, no mental replays of conversations, and no scheming about how you'll handle an upcoming challenge; shut down work thinking completely. p. 147

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See on Glose

The implication of this line of research is that providing your conscious brain time to rest enables your unconscious mind to take a shift sorting through your most complex professional challenges. p. 149

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A shutdown habit, therefore, is not necessarily reducing the amount of time you're engaged in productive work, but is instead diversifying the type of work you deploy. p. 149

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This study, it turns out, is one of many that validate attention restoration theory (ART), which claims that spending time in nature can improve your ability to concentrate.
p. 150

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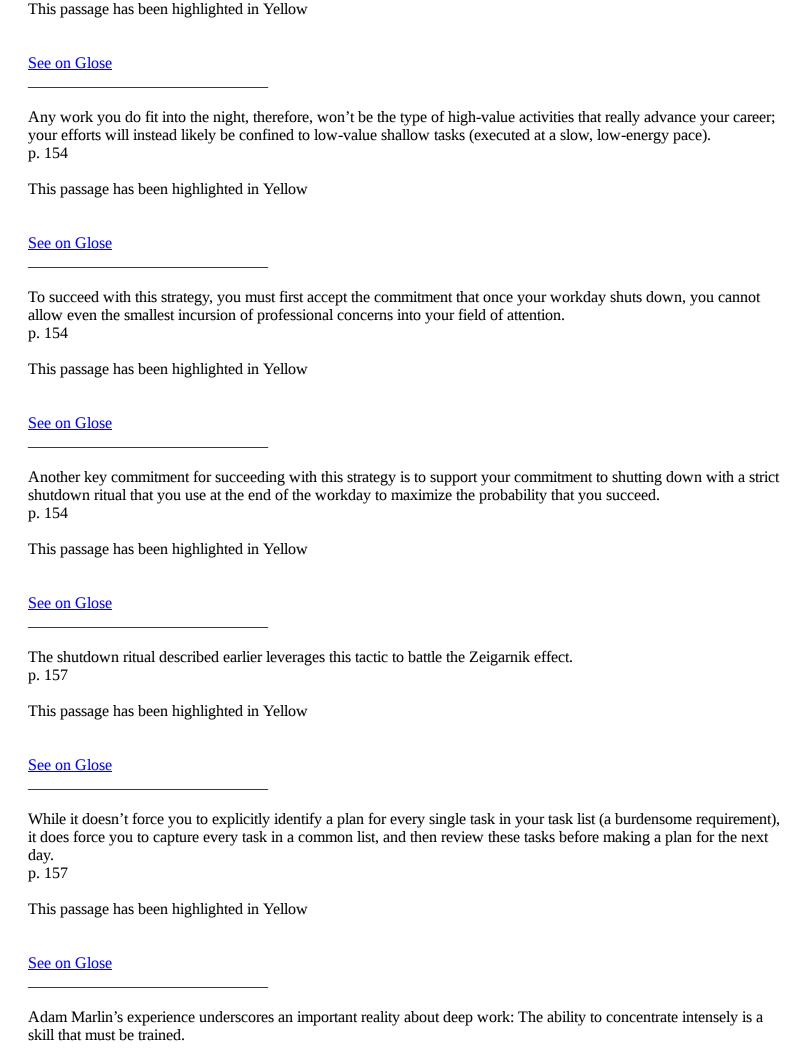
Only the confidence that you're done with work until the next day can convince your brain to downshift to the level where it can begin to recharge for the next day to follow.

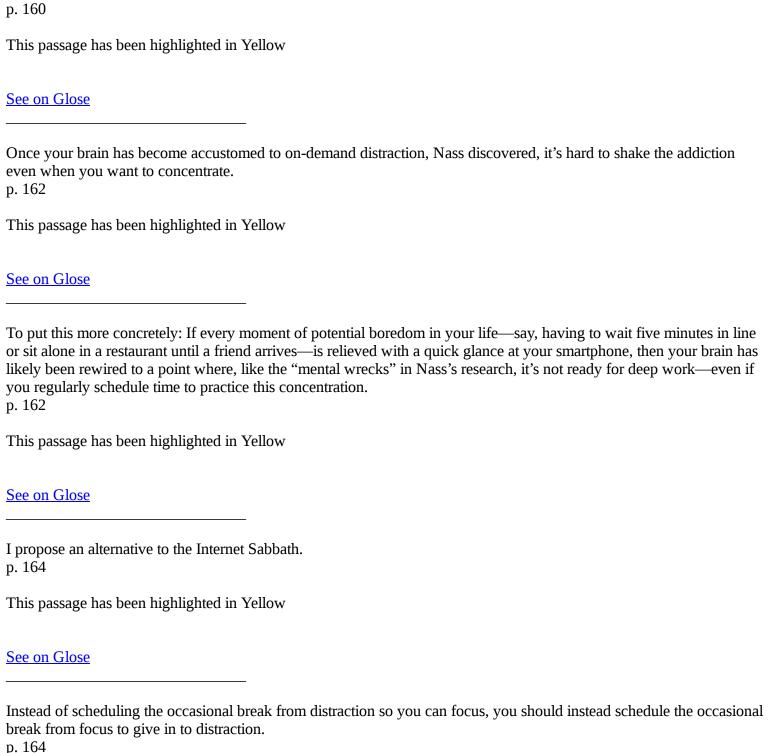
p. 152

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Ericsson notes that for a novice, somewhere around an hour a day of intense concentration seems to be a limit, while for experts this number can expand to as many as four hours—but rarely more.





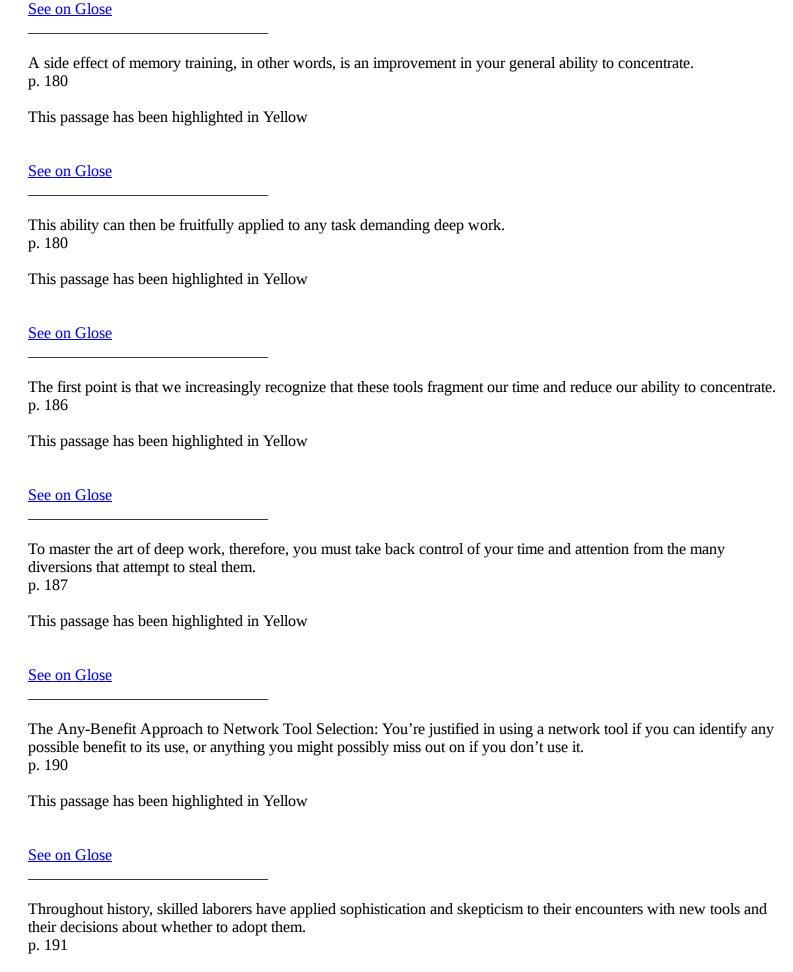
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To simplify matters, when scheduling Internet use after work, you can allow time-sensitive communication into your offline blocks (e.g., texting with a friend to agree on where you'll meet for dinner), as well as time-sensitive information retrieval (e.g., looking up the location of the restaurant on your phone).

p. 168

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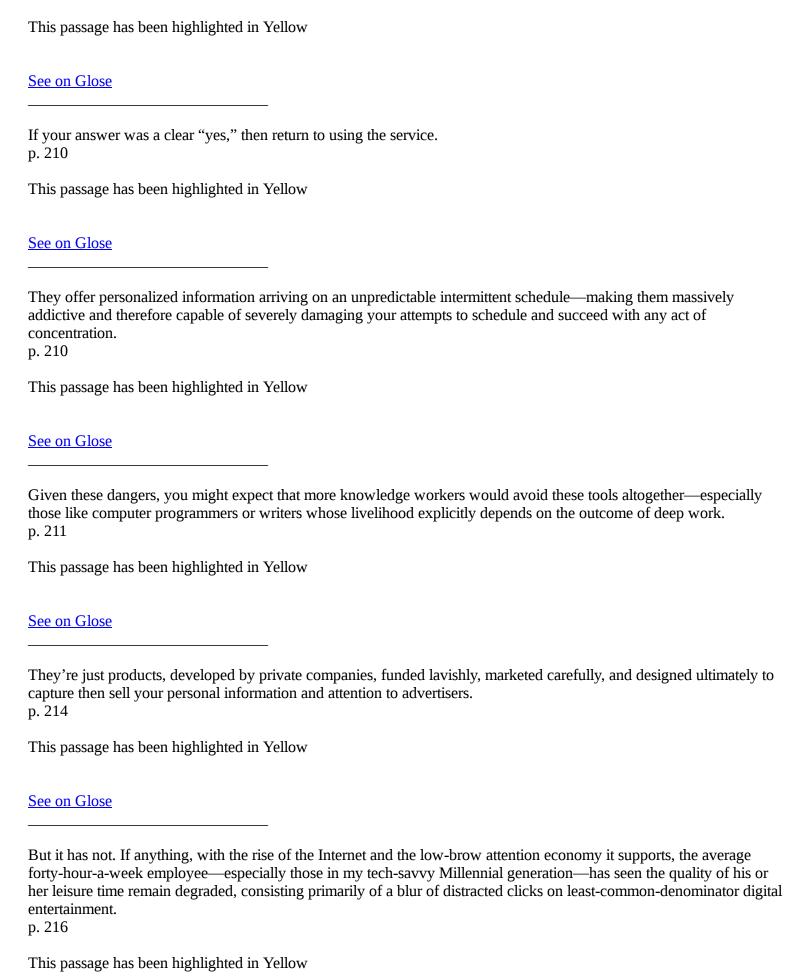
This doesn't mean that you have to eliminate distracting behaviors; it's sufficient that you instead eliminate the ability of such behaviors to hijack your attention. p. 169
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The simple strategy proposed here of scheduling Internet blocks goes a long way toward helping you regain this attention autonomy. p. 169
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See on Glose
Deep work requires levels of concentration well beyond where most knowledge workers are comfortable. p. 172
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Roosevelt dashes leverage artificial deadlines to help you systematically increase the level you can regularly achieve—providing, in some sense, interval training for the attention centers of your brain. p. 172
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It was this reality that led me to develop the practice that I'll now suggest you adopt in your own deep work training: productive meditation. p. 173
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The goal of productive meditation is to take a period in which you're occupied physically but not mentally—walking, jogging, driving, showering—and focus your attention on a single well-defined professional problem. p. 174

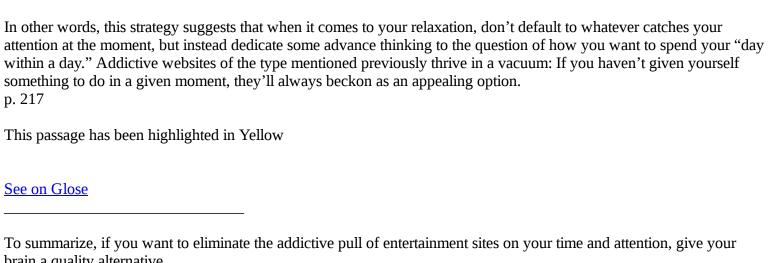


There's no reason why knowledge workers cannot do the same when it comes to the Internet—the fact that the skilled labor here now involves digital bits doesn't change this reality. p. 192
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Following is my attempt to generalize this assessment strategy. p. 196
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I call it the craftsman approach to tool selection, a name that emphasizes that tools are ultimately aids to the larger goals of one's craft. p. 196
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The Craftsman Approach to Tool Selection: Identify the core factors that determine success and happiness in your professional and personal life. p. 196
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See on Glose
Adopt a tool only if its positive impacts on these factors substantially outweigh its negative impacts. p. 196
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See on Glose
Apply the Law of the Vital Few to Your Internet Habits p. 197
This passage has been highlighted in Yellow
See on Glose

The goal of this strategy, therefore, is to offer some structure to this thought process—a way to reduce some of the complexity of deciding which tools really matter to you. p. 198
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See on Glose
The first step of this strategy is to identify the main high-level goals in both your professional and your personal life. p. 199
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See on Glose
Once you've identified these goals, list for each the two or three most important activities that help you satisfy the goal p. 199
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See on Glose
The next step in this strategy is to consider the network tools you currently use. p. 200
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See on Glose
For each such tool, go through the key activities you identified and ask whether the use of the tool has a substantially positive impact, a substantially negative impact, or little impact on your regular and successful participation in the activity. p. 200
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See on Glose
Now comes the important decision: Keep using this tool only if you concluded that it has substantial positive impacts and that these outweigh the negative impacts. p. 200
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See on Glose

The Law of the Vital Few*: In many settings, 80 percent of a given effect is due to just 20 percent of the possible cap. 205
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See on Glose
Quit Social Media p. 208
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See on Glose
Instead of "packing," however, you'll instead ban yourself from using them for thirty days. p. 209
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After thirty days of this self-imposed network isolation, ask yourself the following two questions about each of the services you temporarily quit: p. 210
This passage has been highlighted in Yellow
See on Glose
Would the last thirty days have been notably better if I had been able to use this service? p. 210
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See on Glose
Did people care that I wasn't using this service? p. 210
This passage has been highlighted in Yellow
See on Glose
If your answer is "no" to both questions, quit the service permanently. p. 210





brain a quality alternative. p. 219

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37signals' experiments highlight an important reality: The shallow work that increasingly dominates the time and attention of knowledge workers is less vital than it often seems in the moment. p. 224

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To summarize, I'm asking you to treat shallow work with suspicion because its damage is often vastly underestimated and its importance vastly overestimated. p. 226

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These examples underscore an important point: We spend much of our day on autopilot—not giving much thought to what we're doing with our time. p. 228

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It's an idea that might seem extreme at first but will soon prove indispensable in your quest to take full advantage of the value of deep work: Schedule every minute of your day. p. 228

To summarize, the motivation for this strategy is the recognition that a deep work habit requires you to treat your time with respect.

p. 234

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A good first step toward this respectful handling is the advice outlined here: Decide in advance what you're going to do with every minute of your workday.
p. 234

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To summarize these observations, Nagpal and I can both succeed in academia without Tom-style overload due to two reasons.

p. 247

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First, we're asymmetric in the culling forced by our fixed-schedule commitment. p. 247

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By ruthlessly reducing the shallow while preserving the deep, this strategy frees up our time without diminishing the amount of new value we generate.
p. 247

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Indeed, I would go so far as to argue that the reduction in shallow frees up more energy for the deep alternative, allowing us to produce more than if we had defaulted to a more typical crowded schedule.

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Fixed-schedule productivity, in other words, is a meta-habit that's simple to adopt but broad in its impact. p. 248

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