

Commonplace book

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Contents

1	Introduction	5
2	Action	9
3	Focus	27
4	Patience	59
5	Learning	77
6	Resilience	89
7	Humility	127
8	Confidence	143
9	Gratitude	155
10	Generosity	165
11	Leadership	173
12	Index	195

CHAPTER 1

Introduction

We all want to be better people, shout at the kids less often, get some perspective at work and call our friends and family more. We have a picture of a better version of ourselves but we're still fallible, lazy, tired and busy. Best intentions fall away and we forget our better selves. To make our jobs a little easier we can listen to Marcus Aurelius who tells us that without a goal we can't live consistently (cf. 3.22). Thinking about the sort of qualities we want to show is a great first step but we need a little more help. Thinking about the sort of person we want to be and looking closely at the qualities they embody we can come up with a consistent goal, a set of high or even unattainable targets. Even with our goal, we'll still fail. Badly. But to get us through the tough spots We're going

to get help from philosophers, deities, sportsmen, fictional characters, artists and other people far smarter than us.

The hope here is that we can turn to this "manual" for help at times when we're losing our way, forgetting what's important to us and the promises we've made about the sort of person we want to become.

The set of qualities we're looking to develop here are inspired in part by the Modern Virtues page from the School of Life¹, the majority of content is helpful quotes and aphorisms picked up from books and the internet. Anything useful you find in these pages will be directly attributable to them.

Good luck, and, as our trusted advisor Seneca would say, live well.

¹<http://bit.ly/1XoP0tE>

CHAPTER 2

Action

Without action of some kind our plans for improvement simply won't get very far. We need to look at the mammoth task in front of us and take that scary first step (and then the next). Taking action isn't always easy and choosing the right move (cf. 2.14) at the right time (cf. 4.2) can be stupefyingly hard. The hope is though that we won't be paralysed and we will make an impact on the things important to us.

We won't be successful all the time (in particular I'm not even be successful much of the time) but by persevering (cf. 2.9 and 6.1) we can chip away at the

habits (and even relationships (cf. 3.3)) that are slowing us down or even undoing good progress we've already made.

We need to remember what's important to us. Remember how much time we have and how we choose to spend it. Marcus often looks at how little life he's been allotted (and how much he thinks he has left) and it's a good reminder for people like us to just get on with it.

We also need to remember that people will see where we spend our time and the choices made. No matter what we say they will believe what they see (and don't see).

2.1: Action may not always bring happiness, but without action there is none

Benjamin Disraeli

2.2: You may never know what results come from your action but if you do nothing there will be no result

Mahatma Ghandi

2.3: Each of us lives only now in this brief instant. The rest has been lived already or is impossible to see

Marcus Aurelius

2.4: Do what nature demands. Get a move on if you have it in you and don't worry whether anyone will give you any credit for it. And don't go expecting Plato's "Republic" either, just be satisfied with even the smallest progress

Marcus Aurelius

2.5: Action expresses priority

Mahatma Gandhi

2.6: Fac aut tace

Do or be silent

2.7: Code wins

2.8: Demonstrate don't explicate

Robert Greene

2.9: Quality is not an act. It is a habit.

Aristotle

2.10: How you do anything is how you do everything

Ryan Holiday

2.11: If I cannot do great things I can do small things in a great way

Martin Luther King Jr.

2.12: Stick to what's in front of
you;
Idea, action, utterance

Marcus Aurelius

2.13: It's amazing what you can
accomplish if you don't care who
gets the credit

Harry S Truman

2.14: To think is easy
To act is hard
But the hardest thing of all is to
act in accordance with your think-
ing

John Von Goethe

2.15: When you come to a fork in
the road, take it

Yogi Bera

2.16: Life is what happens while
you are busy making other plans

John Lennon

2.17: When you confront a problem you begin to solve it

cf. 11.11

Rudy Guillian

CHAPTER 3

Focus

As hard as it can be to take action, it's even harder to maintain the level of focus we need to on the right things. To help us find the right things we should think about what impact our efforts can produce (cf. 6.14). The sun will still hide behind the clouds on our day at the beach, the white van will still drive too close no matter how much we hope otherwise. Better to work on things we can control.

When we do identify the right things, we still squander our time and energy. We're too polite, putting ourselves and our priorities to one side to avoid offending people (cf. 3.2 and 6.23), we make great gains on Twitter and Facebook while we let our Amazing Book Idea gather dust (cf. 3.11), we spend hours mindlessly scrolling around crappy sensationalist journalism when we could be reading an immersive novel (cf. 5.1) or working on our

beloved hobby (cf. 11.1).

Epictetus reminds us that we need to gut things from our lives which take us away from the tricky but important business of improvement. We can be sure that nothing truly terrible will happen if we stop using social media. We can be confident that life will carry on if we leave the "mind numbing spirit crushing game shows¹" to someone else. There are so many ways to spend our time, we need to be careful not to waste it and that can require significant effort. Asking ourselves whether what we're doing right now is truly important to us (cf. 3.13) is an incredibly useful habit to develop.

Maybe we should call someone who's important to us and focus solely on that for starters.

Let's take 15 minutes. The advice and guidance on the next few pages will still be here when we get back.

¹Renton, Trainspotting

3.1: Call your mom

3.2: Don't spend time with people you don't like

Prue Leith

3.3: You are whatever the company you keep is

Lord Chesterfield

3.4: Let your mind dwell on examples of honor

Cicero

3.5: Steer clear of lifers, the toxic and charlatans.
You become who you know

Ryan Holiday

3.6: Never wrestle with pigs, you both get dirty and the
pig likes it

cf. 3.17

George Bernard Shaw

3.7: You can do anything.
but you can't do everything.

cf. 3.11

David Allen

3.8: Reaching your true potential involves choice.
How exactly you choose to excel is up to you

Brian Colbert

3.9: No random actions, none not based on underlying
principles

Marcus Aurelius

3.10: If you're not doing what you love, you're wasting
your time

Billy Joel

3.11: You're better off not giving
the small things more time than
they deserve

Marcus Aurelius

3.12: Slow down and remember this;
Most things make no difference.
Being busy is a form of laziness.
Lazy thinking and indiscriminate action.

cf. 3.13

Tim Ferriss

See: efficacy hacks² and a not to do list³.

²<http://bit.ly/1EDPJUQ>

³<http://bit.ly/1EDPu2H>

3.13: If you seek tranquillity, do less or (more accurately) do what's essential because most of what we say and do is not essential. Ask yourself at every moment "is this necessary?"

Marcus Aurelius

3.14: as doing efficiently that
which should not be done at
all. Peter Drucker

3.15: If you wish to improve,
be content to appear clueless or
stupid in extraneous matters

Epictetus

3.16: Hard work is simply the
refuge of people how have nothing
better to do

Oscar Wilde

3.17: Never try to teach a pig to
sing.
It wastes time and annoys the pig.

cf. 3.6

Robert Heinlein

3.18: Parkinson's Law:

A task will swell in (perceived) importance and complexity in relation to the time allocated for its completion.

3.19: And so I'll treat them as the
law that binds us requires.
With kindness and with justice.
And the inconsequential things?
I'll do my best to treat them as
they deserve.

Marcus Aurelius

3.20: The cucumber is bitter?
The throw it out.
There are brambles in the path?
Then go around them.

cf. 3.2

Marcus Aurelius

3.21: Ask yourself:

- is this thought necessary?
 - is it destructive to those around me?
 - is it really what you think?
 - is it just self indulgent?
-

3.22: If you don't have a consistent goal in life, how can you live it in a consistent way?

Marcus Aurelius

3.23: They should try to subordinate things to themselves not themselves to things.

cf. 11.19

Horace

3.24: The things you used to own.
Now they own you

Jack, Fight Club

3.25: Never look back unless you're planning to go that way.

Henry David Thoreau

3.26: It's a long road there's no turning back

Funki Porcini

3.27: In six months you will have discarded most of what you claim is important right now.

Ryan Holiday

3.28: Sometimes the hard stuff is hard because you shouldn't do it in the first placeTim Ferriss

3.29: A man is successful if he gets up in the morning, goes to bed at night and in between does what he wants to.

cf. 3.10

Bod Dylan

3.30: NoMFuP

Malcolm Tucker

Handy to remind ourselves what we should be paying attention to.

CHAPTER 4

Patience

We know how important action is, but acting rashly, without care and attention can do serious harm to ourselves and can undo the good progress we've made towards our aims.

In many ways for our "handbook" knowing where we're headed is more important than getting there quickly, especially when you consider that we may not even arrive. So we should consider that the manner in which we undertake the journey is at least as important as the destination.

To some patience can look like a lack of engagement or a lack of commitment but there's often more harm done through an emotional (over) reaction (cf. 4.4) and certainly we're only likely to waste time and do everything badly if we act or speak angrily (cf. 4.13).

We know that we are expected to play the game with limited (or even inaccurate) information but we should take time to reflect

and consider what we do know before committing to a course of action. We also need to be open to changing our plans as more facts are revealed (cf. 7.11).

Acting in good faith after a consideration of the facts and taking counsel where we can will mean that even when the landscape changes and the actions we took weren't right in retrospect we can still stand by them in the light of what we knew at the time (cf. 8.10). Dive in, on the other hand, and we can blunder from one poorly understood situation to the next and end up in an even weaker position than if we'd have spent some time before rushing off.

It's a lot of effort to be patient enough to maintain a level of control so that we can act correctly, we don't fly into a rage, we don't make snap judgements and we don't let ourselves be carried away by the crowd.

With a little help we can be sure we're up to it.

4.1: Ask yourself this question:
Am I in charge of this situation or
is this situation in charge of me?

Anthony De Mello

4.2: Do not make war unless victory may be gained;
If there is a prospect of victory move;
If there is no prospect of victory do not move.

Sun Tzu

4.3: Impatience: perhaps the single greatest pitfall

Robert Greene

4.4: How much more damage grief and anger do than the things that caused them.

Marcus Aurelius

4.5: There are always more of them before they are counted.

cf. 6.19

Ulysses S Grant

4.6: The senses don't deceive,
judgement deceives.

John Von Goethe

4.7: It is more important to know
where you're going than to get
there quickly

cf. 3.22

Isocrates

4.8: Never content with a man who has nothing to lose.

cf. 4.2

Baltazar Graçian

4.9: If you are unsure of a course of action do not attempt it. Your doubts and hesitation will infect your execution.

cf. 4.2

Robert Greene

4.10: Once the words are out, you cannot take them back. Keep them under control.

Robert Greene

4.11: Wise men speak because they have something to say; fools speak because they have to say something.

Plato

4.12: The best advice I ever got was "shut up"

Ryan Holiday

Always say less than necessary¹.

¹<http://tcat.tc/1wHzGd>

4.13: Never do anything when you are in a temper, for you will do everything wrong

Baltazar Graçian

4.14: Anger and emotion are strategically conterproductive. You must always stay calm and objective

Robert Greene

4.15: The best fighter is never angry

Lao Tzu

4.16: Fear is a bad advisor.

Angela Merkel

CHAPTER 5

Learning

5.1: If I read a book and get one good idea from that \$20, then I've gotten one of the greatest deals of all time

Tom Peters

5.2: An investment in knowledge always pays the best interest.

Benjamin Franklin

5.3: To forgive and forget means to have thrown away a dearly bought experience.

Arthur Schopenhaur

5.4: The art lies in concealing the art

Horace

5.5: If people knew how hard I worked, it would not seem so masterful

Michelangelo

5.6: never expose the sweat and labor behind your poise

Robert Greene

5.7: Never nitpick a heuristic

Nassim Taleb

5.8: You must see your attempt at attaining mastery as something necessary and positive

Robert Greene

5.9: The greatest danger you face is your mind growing soft and your eyes growing dull.

Robert Greene

5.10: More listening, more learning
Fewer interruptions, fewer conclusions.

cf. 7.11

Ryan Holiday

5.11: I would never die for my beliefs because I might be wrong

Bertand Russell

5.12: Does learning mean nothing to you unless you know that someone else knows that you know it?

cf. 7.17

Michel de Montaigne

5.13: It is a greater thing to make oneself impassable than to be impassable as a property of one's nature.

Michel De Monataigne

5.14: It's it the height of folly to learn inessential things when time is so desperately short?

cf. 3.13

Seneca

CHAPTER 6

Resilience

We can't have full control and so things won't always turn out as we'd hoped. Having the courage to pursue our goal in the face of unexpected changes of plan (cf. 6.52), times of poor judgement (cf. 6.3), and even after outright failures (cf. 8.10) will mean that we'll still make slow progress towards our aim of a better self.

The challenges, of course, won't just come from us and our lapses in judgement or the fates changing their mind, others will see our improvement and resent us or even try to derail us (cf. 6.10) our successes will make them feel uncomfortable after they fell revealed as lazy, cruel or arrogant. When that happens we need to remember that we were there not so long ago ourselves (cf. 10.7) but we need to keep focussed on what's truly important and what we're trying to achieve. Our route is hard enough without al-

lowing other people to throw us off course (cf. 3.2 and 6.13).

Picking ourselves up and dusting ourselves off needs to become second nature. We may be lucky enough to have support from others at times but we know we can't rely on that, we can only rely on what we control and that is nothing more than our response to what has happened. To reach our goals we don't need to be the best (cf. 8.14), and in our case it doesn't really make sense to "be the best" as we'll always be able to improve in some way, but we do need to keep at it and no matter what happens acting as though we were already the better person we want to be (cf. 6.9).

No matter what's happened, no matter what they've said, no matter what they've done; it's up to us how we react, it's up to us what happens next.

6.1: Fall seven times, stand eight

cf. 6.36

Japanese Proverb

6.2: Promise yourself to be so strong that nothing can disturb your peace of mind

Christian D'Larson

6.3: When we are tired we are attacked by ideas we conquered long ago.

Friedrich Nietzsche

6.4: All the meat and all that it wants.

Case, Neuromancer

6.5: It's just fat and muscle

6.6: Hanlon's Razor:

Never attribute to malice that
which can be adequately explained
by incompetence

cf. 10.7

Robert J. Hanlon

or weakness or fear or hunger or ...

6.7: You control the effort not the results

Ryan Holiday

6.8: We control our own actions and are responsible for them.
If we act wrongly we have done serious harm to ourselves

Marcus Aurelius

6.9: Does what happened stop you from acting with justice, generosity, self control, sanity, prudence, honesty and stright forwardness?

Marcus Aurelius

6.10: The world loves to blacken the radiant and drag the
sublime through the dust

Schiller

6.11: Haters gonna hate, hate, hate, hate, hate

cf. 10.3

Taylor Swift

6.12: You don't need their approval

Danielle La Porte

6.13: Tranquility comes when you stop caring what they say

Marcus Aurelius

6.14: Ta eph'hemin Ta ouk eph'hemin

Stoic phrase

what is up to us, what is not up to us.

6.15: Nothing either good nor bad
but thinking makes it so

William Shakespeare

6.16: Real difficulties can be over-
come
It's only the imaginary ones that
are unconquerable

cf. 4.5

Theodore N Vail

6.17: Problems are rarely as bad as we think they are, or rather, they are precisely as bad as we think they are

cf. 6.47

Ryan Holiday

6.18: External things are not the problem. It's your assessment of them which you can erase right now

Marcus Aurelius

6.19: See things for what they are,
do what we can,
endure what we must

Ryan Holiday

6.20: Not to give into adversity.
Not to trust prosperity.

And always take note of Fortune's
habit of behaving exactly as she
pleases

Seneca

6.21: You can't stop the waves but you can learn how to surf

cf. 6.52

Jon Kabat Zin

6.22: All of our unhappiness comes from our inability to be alone

Jean de la Brugere

6.23: A bore is someone who deprives you of solitude without providing you with company

Gian Vincenzo Gravina

6.24: Strive to keep yourself free from unnecessary entanglements and alliances

Robert Greene

6.25: Happiness depends on ourselves

Aristotle

6.26: Nothing can bring you peace but yourself.

Nothing can bring you peace but the triumph of principles

Ralph Waldo Emerson

6.27: Everyone gets one life. Your's is almost up and instead of treating yourself with respect you have entrusted your happiness to others.

Marcus Aurelius

6.28: He who conquers others is strong, he who conquers himself is mighty

Lao Tzu

6.29: Success depends on previous preparation, and without such preparation there can be no success

Confucius

6.30: Proper planning prevents piss poor performance

cf. 6.29

6.31: Optimism is cowardice

Oswald Spengler

6.32: Hope is a poor hedge

Erik R. Sirri

2007, but likely earlier

6.33: Preparation not luck

6.34: So keep at it until it's fully digested. A strong stomach digests whatever it eats. A blazing fire takes whatever you throw on it and makes light and flame.

cf. 8.6

Marcus Aurelius

6.35: Courage doesn't always roar. Sometimes courage is the quiet voice at the end of the day whispering "I will try again tomorrow"

cf. 6.36

Mary Anne Radmach

6.36: Disgraceful for the soul to give up while the body is still going strong

Marcus Aurelius

6.37: Choose not to be harmed
and you won't feel harmed
Don't feel harmed and you haven't
been

Marcus Aurelius

6.38: It can ruin your life only if it
ruins your character. Otherwise it
cannot harm you. Inside or out

Marcus Aurelius

6.39: Trust yourself more and others less

Robert Greene

6.40: Love all
Trust a few
Do wrong to none

William Shakespeare

6.41: I was once s fortunate man,
then fortune deserted me.

But true good fortune is what
you make for yourself.

Good fortune:

- good character
- good intentions
- good actions

6.42: Ambition: tying your well being to what other people say and do

Self-indulgence: tying it to the things that happen to you

Sanity: tying it to your own actions

cf. 6.14

Marcus Aurelius

6.43: Straight not straightened

Marcus Aurelius

6.44: What is outside my mind
means nothing to it

Marcus Aurelius

6.45: The mind without passions
is like a fortress. No place is more
secure

Marcus Aurelius

6.46: Objective judgment now, at this very moment.

Unselfish action now, at this very moment.

Willing acceptance of all external events now, at this very moment.

That's all you need

Marcus Aurelius

6.47: It is we who generate the judgments inscribing them on ourselves

Marcus Aurelius

6.48: When you judge another you do not define them, you define yourself.

Wayne Dyer

6.49: Care about what other people think and you will always be their prisoner

cf. 6.14

Lao Tzu

6.50: It is reason and wisdom which take away cares
not places affording views over the sea

cf. 6.25

Horace

6.51: Successful people are not gifted; they just work hard, then succeed.

On purpose

cf. 5.5

G. K. Nielson

6.52: Change is the only constant in life

Heraclitus

6.53: You can suffer the pain of change or suffer remaining the way you are.

Joyce Meyer

6.54: The more conflicts and difficult situations you put yourself through the more battle tested your mind will be.

cf. 11.2

Robert Greene

6.55: This is the precept by which
I have lived:
Prepare for the worst, expect the
best and take what comes.

Hannah Ardent

6.56: The burden is equal to the strength of the horse

The Talmud

CHAPTER 7

Humility

7.1: No chorus of lamentation, No hysterics

Marcus Aurelius

7.2: If you're not humble life will visit humility upon you

Mike Tyson

7.3: He who does not employ a guide cannot gain advantage from the ground

Sun Tzu

7.4: Take the help

Danielle La Porte

7.5: Learn as if you were going to live but live as if you were going to die tomorrow.

via Ryan Holiday

7.6: After the game the king and the pawn go back into the same box

Italian Proverb

7.7: You could leave this life right now. Let that determine how you act.

Marcus Aurelius

7.8: Foolish is the man who delights in his good fortune, supposing it will never leave him.

cf. 6.20

Euripides

7.9: To accept it without arrogance, to let it go with indifference

cf. 7.8

Marcus Aurelius

7.10: Your opinion is either dependent on the facts or it's not;
When they change you should shift along with them

cf. 6.21

Ryan Holiday

The facts were always there, of course, just unclear or hidden. Think clearly about what you're looking at. cf 8.10

7.11: Remember that to change
your mind and accept correction
are mere acts too

Marcus Aurelius

and so, under our control

7.12: It is the folly of many to mis-
take the echo of a London coffee
shop for the voice of a kingdom

Jonathan Swift

7.13: Everywhere, at each moment, you have the option:

- to accept this event with humility
- to treat each person as he should be treated
- to approach this thought with care, so that nothing irrational creeps in

7.14: That you've made enough mistakes yourself. You just like them.

cf. 10.7

Marcus Aurelius

7.15: So make your exit with grace the same grace shown too you

Marcus Aurelius

7.16: Be willing to be a beginner every single morning

cf. 3.15

Meister Eckhart

7.17: Boasting is what a boy does, because he has no real effect on the world.

cf. 7.18

Matthew Crawford

7.18: A superior man is modest in his speech but exceeds in his actions

Confucious

7.19: Never be so self absorbed as to beleive that the master is interested in your criticisms of him, now matter how accurate they are

Robert Greene

7.20: Listen to their criticism, take it and use it to improve

7.21: A great failing: to see yourself as more than you are and value yourself at less than your true worth

John Von Goethe

7.22: The fool doth think e is wise and the wise man knows himself to be a fool

cf. 4.11

William Shakespeare

7.23: Diversity in counsel, unity in command

cf. 7.3

Cyrus the Great

7.24: You are not a beautiful and unique snowflake

Tyler Durden

7.25: The unnamed should not be mistaken for the non-existent

Jon de la Brugre

7.26: Those who say it cannot
be done should not interrupt those
who are doing it

cf. 2.12

George Bernad Shaw

CHAPTER 8

Confidence

8.1: Let go and move with the chaos that presents itself to you. From within it you will find endless oppourtunities that elude other people

Robert Greene

8.2: Life shrinks or expands in proportion to one's courage.

cf. 6.21

Anais Nin

8.3: So often self confidence is dependent on the basic but elusive premise

"I'm fine as I am"

via the School of Life

On confidence¹

8.4: Don't water your weeds

Harvey Mackay

¹<http://www.thebookoflife.org/on-confidence/>

8.5: Any kind of resistance or obstacle that crosses your path should be seen as yet another chance to improve your work

Robert Green

8.6: You can adopt the attitude that there's nothing you can do, or you can see the challenge as a call to action

cf. 9.3

Catherine Pulsifer

8.7: You've already made it this far, might as well take one more step

Ryan Holiday

8.8: But to get back up when you fail, to celebrate behaving like a human (however imperfectly) and fully embrace the pursuit you've embarked on.

Marcus Aurelius

8.9: You will fail eventually.
Whatever.

cf. 6.9

Danielle La Parte

8.10: A mistake is not something to be determined after the fact but in the light of information up to that point

Nassim Taleb

8.11: A failed attempt is just that and nothing more, its not the end and its not fatal. Keep at it.

8.12: Failure cannot cope with persistence.

cf. 6.35

Napoleon Hill

8.13: Our doubts are traitors, and make us lose the good we might oft win by fearing to attempt.

William Shakespear

8.14: You don't have to be the best you just have to be harder to destroy. You have to be relentless

cf. 8.12

Ryan Holiday

8.15: You cannot display yourself too brazenly, yet you must get noticed. Create a distinctive (a subtly distinctive) style and image.

Robert Greene

8.16: Understand: you should be radiating confidence not arrogance and disdain

Robert Greene

8.17: He who demands little gets it.

Ellen Glasgow

8.18: You are not your genes

Danielle La Porte

8.19: Don't let someone else's opinion of you become your reality

Les Brown

8.20: Don't look for miracles you yourself are the miracle

Henry Miller

CHAPTER 9

Gratitude

9.1: Certainly, if a man of understanding still has himself, he has lost nothing.

Michel De Montaigne

9.2: If the stars were to appear but one night every thousand years how man would marvel

Ralph Waldo Emerson

9.3: Get used to your circumstances, complain about them as little as possible. Grasp whatever advantages they have to offer

cf. 3.20

Seneca

9.4: When you kiss your wife or child, repeat to yourself, "I am kissing a mortal"

Epictetus

...and she may be gone tomorrow.

9.5: Treat what you don't have as non-existent

Look at what you have, the things you value most and think how much you'd crave them if you didn't have them

cf. 11.19

Marcus Aurelius

9.6: The ability to express wonder and amazement and seem like you mean it, is a rare a dying talent but one that is still greatly valued.

cf. 9.2

Robert Greene

9.7: It is so hard to foget pain but
it is harder to remember sweetness.
There is no scar for happiness

Chuck Palaniuk

CHAPTER 10

Generosity

10.1: Tell yourself this the people I deal with today will be:

- meddling
- ungrateful
- arrogant
- dishonest
- jealous
- surly

cf. 10.7

Marcus Aurelius

People are going to be like that from time to time and so long as you remember that you've been like that too you can see the behaviour for what it is.

10.2: Resentment is like taking poison and waiting for the other person to die

cf. 6.11

Malachi McCourt

10.3: Someone hates me? Their problem.

Mine: to be patient and cheerful with everyone (including them)

Marcus Aurelius

10.4: Because... hate will get you
every time
Every time.

Ryan Holiday

10.5: If talking to oneself did not
look so mad no day would go
by without my growling to myself
"you silly shit!"

Yet, I do not intend that to be the
definition of me

cf. 8.4

Michel De Montaigne

10.6: Always give with remembering and receive without forgetting

cf. 11.10

Brian Tracy

10.7: Forgiveness means a long memory of all the times when we wouldn't have gotten through life with someone cutting us some slack. It is recognising that living with others is not possible without excusing errors

School of Life

See the modern virtues ¹

¹<http://bit.ly/1XoP0tE>

10.8: You've given and they've received it. And yet, like an idiot, you keep holding out for more. To be credited with a good deed? To be repaid in kind? why?

cf. 2.13

Marcus Aurelius

10.9: Forgiveness means giving up hope of a better past

cf. 2.3

Lily Tomlin

10.10: Light cares can talk huge ones are strick dumb

Hippolitus

CHAPTER 11

Leadership

It doesn't matter whether we think we're leading a team, a household or just ourselves. Our behaviour is always influencing others and our actions speak volumes about the sort of people we are.

We need to recognise the efforts of others and be generous in our interpretation of their actions (cf. 10.7), we need to show gratitude and a thirst for knowledge and be open to correction, show others they're important to us by putting everything else to one side and focussing entirely on them when they need us (and making sure we're available when

they do).

Acting with a level of determination and confidence will demonstrate that we have thought about our options and made a conscious choice about the next steps

Acting as though we have already achieved the qualities we aspire to, acting as though we are already the better versions of ourselves that we imagined at the start of the journey means we will have a positive impact on those around us.

Of course, it doesn't matter whether anyone follows. Only that we try to lead.

11.1: When you are not practicing remember that someone else is and when you meet him he will win.

Bill Bradley

11.2: Races are won here not there. Where it is hardest to speed up not easiest

Ryan Holiday

11.3: Wise men make more opportunities than they find

Francis Bacon

11.4: Don't judge each day by the harvest you reap but by the seeds you sow.

Robert Louis Stephenson

11.5: As I grow older I pay less attention to what people say, I just watch what they do.

Andrew Carnegie

11.6: Pay less attention to the words people use and greater attention to the tone of their voice, the look in their eyes and their body language

cf. 11.8

Robert Green

11.7: Learning to listen is the most valuable thing you can do

cf. 11.5

Robert Love

11.8: Practice really hearing what people say.

Do your best to get inside their minds.

cf. 11.7

Marcus Aurelius

11.9: People do not change, they are merely revealed.

Anne Enright

11.10: Kindness gives birth to
kindness

Seneca

11.11: There is no use talking about the problem unless you talk about the solution

Betty Williams

11.12: Under promise; over deliver

Tom Peters

11.13: You can't build a reputation on what you're going to do.

Henry Ford

11.14: Be careful not to boast of any success.

cf. 7.17

Robert Greene

11.15: Be quiet, work hard, stay healthy

11.16: use strict;
good servant,
bad master.

Simon Cozens

11.17: Be the chief but never the
lord

Lao Tzu

11.18: One man practicing sports-
manship is better than 100 teach-
ing it

cf. 11.13

Knute Roche

11.19: Life is defined by how much
you do, how often you took the dif-
ficult path and were rewarded for
it

Ryan Holiday

(not by how much you own)

11.20: Super-human effort is not worth a damn unless it produces results.

Shackleton

11.21: Recognise effort
Reward results

BAML

11.22: Close captures no crowns

Ryan Holiday

11.23: The ability to measure people and know who you're dealing with is the most important skill of all.

cf. 11.9

Robert Greene

11.24: Do not impose on others what you yourself do not desire.

Confucious

11.25: Learn to ask of all actions,
"why are they doing that?"
Starting with your own.

cf. 6.6

Marcus Aurelius

11.26: If it's in your control why
do it? If it's in someone else's then
who are you blaming?
Blame no one
Set people straight if you can. If
not just repair the damage.

cf. 10.7

Marcus Aurelius

11.27: If they've done something wrong, correct them gently and show them how to improve. If you can't do that the blame lies with you or no one.

cf. 2.13

Marcus Aurelius

11.28: To undertake nothing:

- without purpose or at random
- for any other reason than the common good

cf. 3.12

Marcus Aurelius

11.29: Quiet minds cannot be perplexed or frightened but go on like a clock ... in a thunderstorm

Robert Louis Stephenson

11.30: In the end, if people mistrust you and resist your authority you have only yourself to blame.

Robert Greene

11.31: Ability will never catch up with the demand for it.

Confucious

11.32: It takes a great talent and skill to conceal a great talent and skill.

cf. 5.5

Francois de La Rochefoucauld

11.33: Everything is judged by its appearance; what is unseen counts for nothing. Do not get lost in the crowd or buried in oblivion

Robert Greene

11.34: They may forget what you said but they will never forget how you made them feel.

Carl W. Buechner

11.35: Disclosure is disinfectant

Tim Ferriss

11.36: All defects are lighter in the open. They are most pernicious when concealed beneath a pretense of soundness

Seneca

We don't need to post our defects on Facebook, but we can spend some time thinking about them¹

¹<http://thephilosophersmail.com/PhilosophicalMeditation.pdf>

11.37: Patience Wounded too often becomes rage.

Publius Syrus

Index

- Anais Nin, 145
Andrew Carnegie, 178
Angela Merkel, 75
Anne Enright, 180
Anthony De Mello, 63
Aristotle, 19, 109
Arthur Schopenhaur, 81

Baltazar Graçian, 68, 72
BAML, 186
Benjamin Disraeli, 12
Benjamin Franklin, 79
Bertand Russell, 86
Betty Williams, 182
Bill Bradley, 176
Billy Joel, 33
Bod Dylan, 56
Brian Colbert, 33
Brian Tracy, 170

Carl W. Buechner, 192
Case, *Neuromancer*, 94
Catherine Pulsifer, 147
Christian D'Larson, 94
Chuck Palaniuk, 163
Cicero, 31
Confucious, 137, 187, 191
Confucius, 111
Cyrus the Great, 140

Danielle La Parte, 148
Danielle La Porte, 99, 130, 152
David Allen, 32

Ellen Glasgow, 152
Epictetus, 42, 158
Erik R. Sirri, 112
Euripides, 132

Francis Bacon, 177

- Franois de La Rochefoucauld, 191
 Friedrich Nietzsche, 94
 Funki Porcini, 53

 G. K. Nielson, 123
 George Bernard Shaw, 141
 George Bernard Shaw, 32
 Gian Vincenzo Gravina, 108

 Hannah Ardent, 125
 Harry S Truman, 20
 Harvey Mackay, 146
 Henry David Thoreau, 53
 Henry Ford, 182
 Henry Miller, 153
 Heraclitus, 123
 Hippolytus, 172
 Horace, 52, 82, 122

 Isocrates, 67
 Italian Proverb, 131

 Jack, Fight Club, 52
 Japanese Proverb, 93
 Jean de la Brugere, 108
 John Lennon, 25
 John Von Goethe, 21, 66, 139
 Jon de la Brugre, 140
 Jon Kabat Zin, 107

 Jonathan Swift, 134
 Joyce Meyer, 124

 Knute Roche, 185

 Lao Tzu, 73, 111, 122, 184
 Les Brown, 153
 Lily Tomlin, 172
 Lord Chesterfield, 31

 Mahatma Gandhi, 12, 15
 Malachi McCourt, 168
 Malcolm Tucker, 57
 Marcus Aurelius, 12, 13, 20, 33,
 35, 39, 45, 47, 51, 65,
 97, 99, 104, 110, 113–
 115, 117–121, 129, 132–
 136, 148, 159, 167, 168,
 172, 179, 188–190
 Martin Luther King Jr., 19
 Mary Anne Radmach, 113
 Matthew Crawford, 137
 Meister Eckhart, 137
 Michel De Monaigne, 87
 Michel De Montaigne, 157, 169
 Michel de Montaigne, 86
 Michelangelo, 82
 Mike Tyson, 130

 Napoleon Hill, 150

- Nassim Taleb, 83, 149
 Oscar Wilde, 43
 Oswald Spengler, 112
 Plato, 69
 Prue Leith, 31
 Publius Syrus, 194
 Ralph Waldo Emerson, 109, 157
 Robert Green, 178
 Robert Green, 147
 Robert Greene, 17, 64, 68, 72, 83, 84, 108, 116, 124, 138, 145, 151, 152, 161, 183, 187, 191, 192
 Robert Heinlein, 43
 Robert J. Hanlon, 95
 Robert Louis Stephenson, 177, 190
 Robert Love, 178
 Rudy Guillian, 26
 Ryan Holiday, 19, 32, 53, 71, 85, 96, 104, 105, 133, 148, 151, 169, 176, 185, 186
 Schiller, 98
 School of Life, 171
 Seneca, 87, 105, 158, 181, 193
 Shackleton, 186
 Simon Cozens, 184
 Stoic phrase, 101
 Sun Tzu, 64, 130
 Taylor Swift, 98
 The Talmud, 126
 Theodore N Vail, 103
 Tim Ferriss, 37, 193
 Tom Peters, 79, 182
 Tyler Durden, 140
 Ulysses S Grant, 65
 via Ryan Holiday, 131
 via the School of Life, 146
 Wayne Dyer, 121
 William Shakespear, 150
 William Shakespeare, 103, 116, 139
 Yogi Bera, 23